

City of Harrisburg

Dauphin County, Pennsylvania



Five-Year Financial Plan

Submitted to:

Intergovernmental Cooperation Authority of Harrisburg

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1 Introduction

1.1 Factors Leading to Fiscal Distress

The City of Harrisburg (“Harrisburg” or the “City”) has operated under fiscal oversight of some form or another since 2010. The factors leading to the determination of fiscal distress and the need for outside oversight are well documented. The City suffered from an overwhelming debt problem and severe structural budgetary imbalance. A combination of forces - some that were the result of poor management and planning and others that were beyond local control - caused these issues.

Harrisburg’s debt problem stemmed mainly from general obligation guarantees related to the Harrisburg Resource Recovery Facility (“RRF” or the “incinerator”). The incinerator was financed with debt originally issued in the early 1970s. The facility was never as profitable as expected; but nevertheless, in subsequent years more debt was incurred to fund improvements and execute various refinancings. New debt was issued by the Harrisburg Authority (“THA”) again in 2003 to finance United States Environmental Protection Agency required pollution control upgrades. The Resource Recovery segment of the THA incurred substantial accumulated losses, which caused the operation to experience serious cash flow difficulties. By 2009, with the upgrades still incomplete and City guarantees totaling over \$300 million, the operator declared bankruptcy. The THA was unable to pay on some of the bonds leaving the City and, in some cases, Dauphin County as Guarantors of the debt to make the payment. The bonds were also protected by insurance from Assured Guaranty Municipal.

The negative effects of the City’s crushing debt problem were exacerbated by structural imbalance in the operating budget. Like many urban centers across the United States and third-class cities across Pennsylvania, Harrisburg has faced a contracting tax and economic base as residents left the inner cities for surrounding suburbs. The migration to the suburbs coupled with significant jobs losses in the manufacturing sector led to a 50% population decline in the City since the 1950s. Those households that did move into the City tended to be lower income, which meant that Harrisburg was hosting an increasing percentage of the region’s poor. Indeed, the City lags the Commonwealth and Dauphin County in key socio-economic metrics such as median family income, homeownership, and employment rate.

The dynamics of a shrinking local economy coupled with persistent service demands put significant strain on the City’s operating budget. As Harrisburg’s tax base deteriorated, operating revenues stagnated while the costs of services continued to increase. This resulted in a mismatch between government revenues and expenses and growing structural budgetary imbalance.

The growing financial instability resulted in reduced City services and an exodus of municipal employees. Personnel headcount dropped from 572 in 2008 to 352 in 2013. The City’s administrative capacity was decimated. The City operated in 2011 without a chief of staff/business operating officer. Independent financial audits from 2009 through 2011 were not complete until 2012 and when they were the auditor declared the City a going concern. Compounding the lack of basic managerial infrastructure, deficits forced budget cuts resulting in a significant deterioration of services for Harrisburg residents.

This confluence of factors made a determination of fiscal distress inevitable. Harrisburg’s severe financial problems came to a head in 2009 with the THA default on the incinerator debt guaranteed by the City.



The City simply did not have the resources to fund these debt service payments and in 2010 it entered the Commonwealth’s distressed municipalities program, commonly referred to as Act 47.

1.2 History of Fiscal Oversight

Consistent with Act 47 requirements, the Commonwealth appointed a financial recovery coordinator charged with developing a five-year financial recovery plan that would address municipal debt, eliminate budget deficits, and recommend actions to improve operations and restore financial stability. After thorough deliberation and public debate, City Council rejected the recovery coordinator’s plan, the first time this had happened in the history of the Act 47 program. Without a clear financial plan in place and still facing an unmanageable debt burden, the possibility of Chapter 9 bankruptcy protection was seriously discussed.

The Pennsylvania legislature responded to these developments by passing a law prohibiting the City from filing for Chapter 9 bankruptcy. The Governor declared a fiscal emergency in the City and installed a receiver tasked with developing a new plan and overseeing Harrisburg’s finances.

In February of 2012, the receiver filed a recovery plan designed to address the City’s unsustainable debt load, reverse the structural operating deficit, and address operational deficiencies. The plan outlined a process to monetize the Harrisburg Resource Recovery Facility (“RRF”) and parking facilities to reduce Harrisburg’s debt. The plan also included dozens of other recommendations to improve operations, secure general fund savings, and balance operating budgets.

Before the full implementation of the plan’s recommendations and still facing severe fiscal distress, the receiver directed the City to default on its general obligation debt in 2012. The default prompted extensive negotiation with the bond’s credit enhancement provider and the restructuring of the debt.

In August 2013, the receiver filed a modified plan with the Commonwealth Court known as the Harrisburg Strong Plan. This plan addressed a resolution to the significant debt obligations related to the RRF through the sale of the RRF to the Lancaster County Solid Waste Management Authority (“LCSWMA”) and the monetization of the City’s parking assets. The Strong Plan also addressed the consensual resolution of numerous outstanding creditor obligations and provided for the transfer of the City’s water and sewer operation to the Harrisburg Authority (now Capital Region Water). Following a public hearing, the Commonwealth Court confirmed the Strong Plan in September 2013.

The Strong Plan reached a major milestone in December 2013 with the successful closing of two major asset transactions – the sale of the RRF and the parking system. The closing and subsequent funding of these transactions allowed the City to pay down outstanding debt and address many of the conditions that precipitated the Governor’s declaration of fiscal distress in Harrisburg.

In February 2014, the Commonwealth Court issued an order effective March 1, 2014 vacating receivership in the City. The order further authorized the appointment of a recovery coordinator to serve as successor to the receiver and was charged with overseeing the implementation of the Strong Plan.



After emerging from receivership, the City focused on strengthening municipal services and improving its overall fiscal position. The City successfully balanced operating budgets each year from 2014-2018; built a strong fund balance reserve; reestablished funding for capital projects; and increased service levels.

Despite these significant accomplishments, fundamental budget challenges remained that cast uncertainty on the City's future. Harrisburg suffered from years of deferred maintenance and underfunding of capital needs. Capital needs totaled over \$100 million over the next five years, though the City did not have access to the debt markets and did not have the taxing capacity to fund projects on a pay-as-you-go basis. Moreover, the City relied on extraordinary (and temporary) taxing powers authorized under Act 47 to fund approximately \$11 million, or 18%, of its annual operating budget.

In the summer of 2018, the City's recovery coordinator drafted a Three-Year Exit Plan from Act 47. The plan set forth many recommendations including the gradual reduction of Earned Income and Local Services Tax rates to pre-distressed levels and steep increases in Real Estate Tax millage rates.

Concurrent with public debate on the Exit Plan, the City petitioned the state legislature for early release from the Act 47 program. In October 2018, the state legislature passed and the Governor signed into law Act 124, which granted the City's exit from Act 47 and, among other things, the extension of its special EIT and LST taxing powers by two years through 2023.

Act 124 also established the Intergovernmental Cooperation Authority of Harrisburg (the "ICA" or the "Authority") whose responsibilities include, among others, to "assist [Harrisburg] in achieving financial stability in any manner consistent with the purposes and powers described by [Act 124]." Act 124 requires the City to develop, implement, and periodically revise a financial plan that is reviewed and approved by the ICA. The plan is to include projected revenues and expenditures of the City's principal operating funds for the current fiscal year and the next four years. The plan is also to include actions that eliminate any projected deficit for the current fiscal year and subsequent years.

This plan meets all of the requirements established in Act 124 and represents the next step towards emerging from fiscal distress. The plan demonstrates the City's ability to meet operating expenses each year through 2023 without sacrifices to essential City services or tax increases that would stunt economic development. The plan details the City's enormous capital spending needs and identifies funding for priority projects (those these projects represent an extremely small portion of total need) while still maintaining fund balance levels consistent with the adopted reserve policy. Finally, the plan reviews several strategies that may be considered in the coming years to strengthen the City's fiscal position, including pursuing home rule municipality status, negotiating with key creditors, and establishing an OPEB Trust.

The City and the ICA share the common goal of developing and implementing a realistic plan that achieves Harrisburg's full financial recovery. The City looks forward to collaborating with the Authority, state and local elected leaders, City employees, and other stakeholders to reach this goal.



1.3 Key Accomplishments

In the years since entering Act 47, by making tough decisions and engaging in difficult negotiations, the City has made significant progress towards restoring fiscal stability. As described above, Harrisburg emerged from the emergency declaration issued by the Governor in October 2011. The City addressed outstanding debt and eliminated all obligations related to the Resource Recovery Facility and Harrisburg Parking Authority and reduced accounts payable. The City addressed structural budgetary imbalance by reducing labor costs and identifying new funding sources that resulted in a positive operating fund balance. Below is a summary of the City's key accomplishments in its efforts to recover from severe fiscal distress:

- Sold the Harrisburg Resource Recovery Facility to the Lancaster County Solid Waste Management Authority
 - Reduced the City's debt load by approximately \$490 million
 - Realized new host community fees of \$285,000 per year
 - Engaged community in beautification efforts
- Sold parking assets to the Pennsylvania Economic Development Authority ("PEDFA")
 - Repaid or defeased all parking bonds guaranteed by the City
 - Increased parking receipts by approximately \$1.5 million per year that had been pledged to parking bonds that were paid off by parking monetization
- Addressed other problem debt/guarantees
 - Organized new rental arrangement to support "Verizon Bonds;" negotiated a settlement agreement with creditor that provided near-term General Fund relief
 - Entered into a settlement agreement with creditors in regards to the City's Series 1997 D and F Bonds, which resulted in liquidity and near-term General Fund relief
- Filled key vacant managerial positions
- Caught up on three years of incomplete independent financial audits and remained current on audits on an ongoing basis
- Increased EIT and LST rates to strengthen General Fund
- Secured agreement with the Commonwealth that generates \$5 million annually to support public safety service
- Worked with collective bargaining units to reopen then existing labor contracts and amend provisions resulting in recurring savings to the operating budget
- Reduced employee headcount from 526 when the City entered the Act 47 program to 427 today
- Balanced operating budgets each year from 2014-2018
- Reestablished a commitment to funding capital improvements
- Made contributions to OPEB and economic development investments
- Reduced accounts payable and established a fund balance equal to over 20% of operating expenses



2 Historical Financial Results

This section presents a picture of Harrisburg’s financial results since 2014 and provides part of the basis for revenue and expense growth expectations for the future. The section begins with summary of the City’s major operating funds – the General and Debt Service Funds – and the primary revenues and expenses that drive these funds.

Based on historical operating results, trends, and existing contracts, this chapter also develops the growth assumptions for revenues and expenses that is the foundation for the five-year financial forecasts.

2.1 Summary of Principal Funds

The City accounts for its primary financial operating activity within the structure of two main governmental funds, which reflect the City’s tax-supported activities:

- General Fund – Primary operating fund and accounts for all financial resources except those accounted for in another fund.
- Debt Service Fund – Accounts for the accumulation of resources, which are principally transfers from other funds, for the payment of general long-term obligation principal, interest, and related costs.

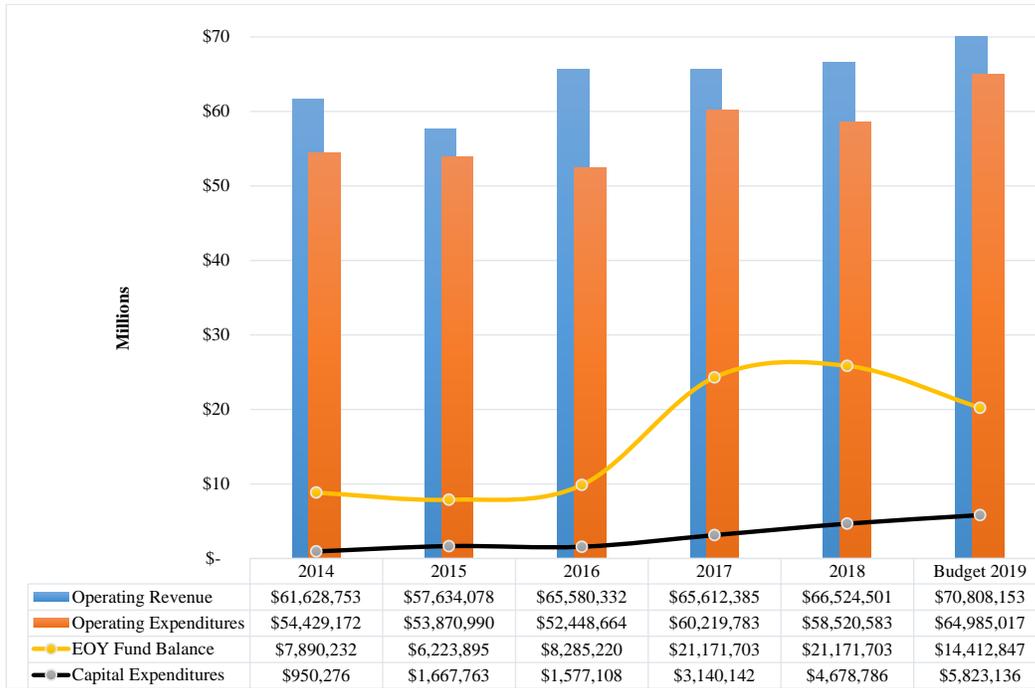
For the purposes of this report, the General and Debt Service Funds are combined and transfers to the Debt Service Fund are shown as General Fund expenses. This has no impact on the City’s bottom-line operating results.

2.2 Five-Year Operating History

As illustrated in the chart below, the City has achieved operating surpluses in each year since 2014. The City has steadily built a strong fund balance that, as of this writing, equals 23% of operating expenses, well above the minimum 5% established in the City’s adopted fund balance policy. The City has made modest contributions to capital improvements in recent years to help address a backlog of deferred maintenance projects. The City has budgeted an increased capital contribution in 2019; however, it will draw on \$5.8 million of fund balance to finance these projects.



Operating Results 2014-2018, 2019 Budget





2.3 Key Operating Revenues

The table below presents a five-year history of Harrisburg’s revenues by major category. From 2014-2018, overall revenues increased 8% with most of the increase coming from an increase in the Local Services Tax allowed by the City’s status in the Act 47 distressed municipalities program (and now under Act 124). Revenues since 2016 have been stagnant at about \$65.5 million. The City budgets a decline in revenues to \$64 million in 2019; however, the revised projection is \$65.1 million.

Real estate taxes are the City’s primary revenue source representing 27% of all revenues. The City’s three highest revenue sources, Real Estate, Earned Income, and Local Services taxes combined comprise 55% of Harrisburg’s operating revenues.

Key Operating Revenues 2014-2018, 2019 Projection

	2014	2015	2016	2017	2018	2019 Projection	Pct of Rev
Real Estate Taxes	17,715,941	16,836,934	17,370,946	17,564,669	17,659,922	17,627,295	27%
EIT - Act 511	3,528,129	3,659,413	3,989,047	4,044,820	4,163,356	4,145,504	6%
EIT - Act 124 (est)	6,552,240	6,796,053	7,408,230	7,511,809	7,731,946	7,689,793	12%
LST - Act 511	1,995,814	2,219,721	2,231,687	2,326,616	2,354,177	2,341,977	4%
LST - Act 124 (est)	0	0	4,144,562	4,320,858	4,372,042	4,349,386	7%
Parking Taxes	3,020,628	3,366,629	3,827,545	3,979,598	3,961,779	3,962,000	6%
Mercantile Business Taxes	3,450,137	3,237,127	3,584,632	3,704,801	3,756,958	3,469,050	5%
Realty Transfer Tax	842,215	821,880	506,260	636,111	1,026,603	649,000	1%
State Public Safety Contribution	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	8%
Pension Aid	2,438,398	2,158,604	2,545,914	2,639,729	2,894,903	2,885,583	4%
Ground Lease	900,000	527,900	1,093,623	974,526	1,460,125	1,275,201	2%
City Priority Payments	1,100,000	636,951	1,717,788	1,457,735	2,097,494	2,241,682	3%
Fees/Permits	2,258,581	1,705,711	1,972,445	2,781,596	2,568,695	1,733,715	3%
TV Franchise License	554,584	560,539	572,217	607,259	564,392	570,000	1%
Medical/Employee Contribution	0	533,967	598,009	641,211	765,967	641,011	1%
Police Extra Duty	615,778	644,647	660,784	715,040	881,981	769,502	1%
PILOTS	1,011,832	171,068	728,031	542,364	809,462	676,797	1%
Vehicle Maintenance Charges	571,053	404,117	375,030	396,092	363,793	279,300	0%
Parking Tickets	450,076	463,665	447,119	423,493	422,889	425,102	1%
Transfers from Other Funds	527,622	997,768	1,776,138	1,061,133	1,088,847	811,063	1%
Other	9,095,725	6,891,382	5,030,325	4,282,925	2,579,171	3,597,336	6%
Total	61,628,753	57,634,078	65,580,332	65,612,385	66,524,501	65,441,298¹	100%

¹ Does not include cash carryover from fund balance of about \$5.8 million.



The following is a description of each major operating revenue source followed by an annual growth assumption for the multi-year financial forecast.

Real Estate Taxes – In 2018, the City collected approximately \$17.6 million in real estate taxes, including \$15.6 million of current real estate taxes and \$2.1 million in delinquent taxes. The City budgeted for a decrease in current real estate taxes to \$14.9 million, which reflects lower assessments due to recent appeals. The current real estate tax collection rate is 91%, though 98% of real estate taxes are collected within three years.

The City's real estate tax millage is split into the assessed value of the land (30.97 mills) and value of improvements or structures (5.16 mills). The blended land and improvement components results in a total millage rate of 10.955 mills.

The City is home to many non-profit and governmental entities and, thus, tax-exempt properties represent a large portion of Harrisburg's real estate value. Total combined land and value components are almost 50% tax-exempt, with state property representing approximately 60% of that total.

Projection – Based on collections through April, current year revenues were increased by \$400,000 to more closely match historical collections and accounting for known assessment reductions. Annual growth of 0.5%, reflecting modest increases in assessed values and a constant collection rate. No change in millage rate.

Earned Income Taxes – The City imposes an Earned Income Tax on residents and non-residents. Under the Local Tax Enabling Act (Act 511), the EIT is capped at 1.0% and split equally with the School District, effectively limiting the tax to 0.5% of residents. The non-resident EIT is also capped at 1%.

Under provisions allowed under Act 47 and recommended in its previous recovery plans, the City imposed an additional 1% EIT on its residents. The City will maintain this special taxing power under Act 124 through the termination date of the ICA at the end of calendar year 2023.

The City collects approximately \$11.5 million annually in total EIT with about \$7.5 million coming from the Act 124 portion.

Projection – Based on collections through April 2019, current year revenue is increased by \$300,000. This year's EIT collections are on pace to match last year, which would be about \$300,000 more than the 2019 budget. Though current EIT collections have increased 4% on average since 2014, the five-year plan projects 2% annual growth, reflecting near inflationary growth and modest increases in employment levels. Beginning in 2024, EIT will decline by approximately 66% (\$7.7 million) when the City's special taxing powers expire.

Local Services Taxes – The Local Services Tax is an annual \$52 tax (or \$1 per week) charged to every person working in the City that does not qualify for the low-income exemption (annual income below \$24,000). The LST is imposed on individuals who work within a municipality as compensation with the services provided by the municipality irrespective of the person's residency.



Among other changes to amendments to Act 47 that were enacted in late 2014 was the ability of Act 47 communities to increase the LST from \$52 per year to \$156 per year. The City first implemented the increased LST in 2016. Similar to the EIT, the City may maintain this special taxing power under Act 124 through the termination date of the ICA at the end of calendar year 2023.

Harrisburg collected approximately \$6.6 million annually in LST, of which \$4.4 million is attributable to the increased portion allowed under Act 47 (and now Act 124).

Projection – Increased 2019 projection by \$300,000 based on higher than expected collections through April. This adjustment would bring the total slightly above 2018 results. This plan projects annual LST revenue growth of 0.05% reflecting modest increases in employment levels. Beginning in 2024, LST will decline by approximately 66% (\$4.2 million) when the City’s special taxing powers expire.

Parking Taxes – The City imposes a 20% tax on all revenues generated from off-street parking lots and garages (not meters). This tax generates \$3.9 million, or 5.5% of revenues, annually to the General Fund.

Projection – This plan projects 0.5% annual growth reflecting modest increases in parking activity in the coming years.

Mercantile Business Privilege Tax – The Mercantile Business Privilege Tax is a tax on gross receipts on business activity conducted in the City. This tax generates \$3.4 million annually and has increased approximately 2% annually on average since 2014.

Projection – The projection assumes that recent trends will level off and increases will be 0.5% annually.

Realty Transfer Tax - This is a 1% tax on real estate transactions within the City. The City and the School District split the proceeds from this tax.

Projection – There was a one-time spike in this source in 2018; the City expects receipts to return to their historical average in 2019 and remain flat.

State Public Safety Contribution – The Commonwealth provides a \$5 million annual payment to the City to defray the costs of fire service. This payment is not guaranteed and may be discontinued at any time.

Projection – The projection assumes this payment will be held constant.

State Pension Aid – Harrisburg, like other Pennsylvania municipalities that provide pension benefits to their police officers and firefighters, receives aid from the Commonwealth to support its pension funds. Funding levels are determined by beneficiary headcount and a function of workforce size, pension costs, and how much the state takes in as foreign insurance tax revenue (the primary state funding source for state aid).

Projection – The multi-year projection assumes 2% annual increases in pension aid, consistent with recent trends.



Ground Lease/City Priority Payments – The monetization of the parking system resulted in two revenue streams to the City including a ground lease for long-term access to the parking structure and payments to compensate the City for revenues lost when the previous arrangement was eliminated. These payments are determined by an asset transfer agreement and will be \$3.5 million in 2019, decreasing to \$2.3 million in 2020.

Fees/Permits – The City collects fees and permits revenue for a variety of functions. Building permits, rental inspections, and street cutting inspections are the three main revenue sources in this category.

TV Franchise License – The City receives fees from private cable television companies as compensation for using public property as right-of-way for its cable.

Projection – Receipts are based on the number of subscribers, so projections have been lowered as customers are “cutting the cord.”

Employee Medical Contribution – These receipts are from regular employee contributions towards insurance premiums.

Projection – The Projected annual growth rate is consistent with projected salary growth rate.

Police Extra Duty – The City receives reimbursement for providing police service at certain special events and facilities.

Projection – Projected Extra Duty income is based on past performance of 2% annual increases.

Transfers from Other Funds – These are transfers from the Neighborhood Services Fund reimburse the General Fund for certain overhead and administrative costs.

Projection – These transfers are projected to decline over time on an estimated fixed schedule.

Below is a summary of the multi-year revenue growth assumptions based on historical growth trends and other available data:

	2020	2021	2022	2023
Real Estate Taxes	0.5%	0.5%	0.5%	0.5%
EIT	2.0%	2.0%	2.0%	2.0%
LST	0.5%	0.5%	0.5%	0.5%
Parking Taxes	0.5%	0.5%	0.5%	0.5%
Mercantile Business Taxes	0.5%	0.5%	0.5%	0.5%
Realty Transfer Tax	0.0%	0.0%	0.0%	0.0%
State Public Safety Contribution	0.0%	0.0%	0.0%	0.0%
Pension Aid	2.0%	2.0%	2.0%	2.0%
Ground Lease/Priority Payments	Fixed per asset transfer agreement			



	2020	2021	2022	2023
City Priority Payments	Fixed per asset transfer agreement			
Fees/Permits	1.2%	1.2%	1.2%	1.2%
TV Franchise License	0.0%	0.0%	0.0%	0.0%
Medical/Employee Contributions	2.0%	2.0%	2.0%	2.0%
Police Extra Duty	2.0%	2.0%	2.0%	2.0%
PILOTS	0.0%	0.0%	0.0%	0.0%
Vehicle Maintenance Charges Back	2.0%	2.0%	2.0%	2.0%
Parking Tickets	0.0%	0.0%	0.0%	0.0%
Transfers from Other Funds	Fixed schedule			

Baseline Revenue Forecast, 2020-2023

	2020	2021	2022	2023
Real Estate Taxes	17,707,391	17,795,928	17,884,908	17,974,332
EIT - Act 511	4,226,867	4,311,411	4,397,646	4,485,605
EIT - Act 124 (est)	7,849,897	8,006,907	8,167,057	8,330,410
LST - Act 511	2,350,042	2,361,792	2,373,601	2,385,469
LST - Act 124 (est)	4,364,363	4,386,185	4,408,116	4,430,157
Parking Taxes	3,981,810	4,001,719	4,021,728	4,041,836
Mercantile Business Taxes	3,486,220	3,503,476	3,520,819	3,538,248
Realty Transfer Tax	649,000	649,000	649,000	649,000
State Public Safety Contribution	5,000,000	5,000,000	5,000,000	5,000,000
Pension Aid	2,943,295	3,002,161	3,062,204	3,123,448
Ground Lease	1,313,458	1,352,861	1,393,447	1,435,251
City Priority Payments	1,057,258	1,071,587	1,086,345	1,101,546
Fees and Permits	1,943,251	2,069,832	2,094,361	2,119,275
TV Franchise License	570,000	570,000	570,000	570,000
Medical/Employee Contribution	653,831	666,908	680,246	693,851
Police Extra Duty	769,502	784,892	800,590	816,602
PILOTS	676,797	676,797	676,797	676,797
Vehicle Maintenance Charges Back	284,886	290,584	296,395	302,323
Parking Tickets	425,102	425,102	425,102	425,102
Transfers from Other Funds	405,531	324,425	162,213	162,213
Other	3,327,288	3,175,260	3,181,968	3,192,687
Total	\$63,985,790	\$64,426,826	\$64,852,543	\$65,454,153



2.4 Key Operating Expenses

The table below presents a five-year history of the City’s expenses by major category. Personnel costs are the primary cost driver, representing 65% of the 2019 operating budget. Combined personnel costs and debt service comprise 80% of total operating costs, which limits budget flexibility.

Key Operating Expenses 2014-2018, 2019 Budget

	2014	2015	2016	2017	2018	2019 Projection	Pct of Budget
Personnel	37,513,358	37,343,768	35,343,834	38,639,129	38,675,517	43,112,303	67%
Services	4,667,326	4,657,666	4,310,520	4,951,820	6,833,348	7,822,257	12%
Supplies	1,818,435	1,292,562	1,777,104	1,789,366	2,347,103	2,732,468	4%
Debt	8,779,391	8,358,230	9,217,206	9,699,834	9,858,806	10,065,416	15%
Other Operating	1,650,662	1,966,105	1,800,000	1,425,047	0	477,573	1%
Transfers	0	252,659	0	3,714,587	805,808	25,000	0%
Total Operating Exp	54,429,172	53,870,990	52,448,664	60,219,783	58,520,583	64,234,017	
Capital Expenses	950,276	1,667,763	1,577,108	3,140,142	4,678,786	5,823,136	
Total (incl Capital)	55,379,447	55,538,753	54,025,772	63,359,924	63,199,368	70,058,153	

Workforce

Like most local governments, personnel costs are the main expense driver in Harrisburg’s operating budget. The substantial majority of Harrisburg employees are represented by one of its 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 unions voluntarily entered into mid-term negotiations to amend their collective bargaining agreements in connection with the filing of the initial Strong Plan in August 2013. The amendments to the prior collective bargaining agreements, as well as savings initiatives for the City’s non-union employees, were implemented, and cost reductions resulting from these changes began to be realized.

Headcount

For 2019, Harrisburg is budgeted to employ approximately 462 full-time employees. Approximately 379.8 full-time equivalents are budgeted to be paid out of the General Fund while 78.6 full-time equivalents are budgeted to be paid out of the Neighborhood Service Fund with 3.6 paid from the Host Fee Fund. Ten employees are paid out of the Community Development Block Grant Fund.

The following table shows the number of budgeted 2019 full-time employees by employee group:



Employee Group	Covered Positions	2019 Budgeted Total FTEs	Contract Expiration
Non-represented	Executive, management, confidential	96	N/A
FOP	All sworn police officers	149	December 31, 2020
AFSCME	All non-executive, non-management, non-confidential employees not otherwise covered in FOP or IAFF	135	December 31, 2020
IAFF	All firefighters, lieutenants, captains, battalion chief, and deputy chiefs	82	December 31, 2022
Total		462	

Salaries and Wages

Salaries and wages is the largest component of personnel costs representing 56% of these expenses and 37% of all General Fund expenses. The following table shows the annual salary increases provided in existing collective bargaining agreements:

Employee Group	2020	2021	2022	2023
FOP ²	1%	TBD	TBD	TBD
AFSCME	2%	TBD	TBD	TBD
IAFF ²	2%	2%	2%	TBD

²FOP and IAFF contracts also provide for longevity pay at the rate of 1% of the employee's base pay for each year of service after the employee's third year, up to a maximum of 13% for eligible employee; however, employees hired after January 1, 2013 (FOP) or April 7, 2014 (IAFF) are not eligible for longevity pay.

In addition to salaries, overall compensation includes a wide variety of components including overtime, longevity pay, shift pay, special assignment pay, other cash premiums and bonuses, employer portion of applicable payroll taxes, vacation, holidays, paid leave, active employee life insurance, and other miscellaneous fringe benefits.

As a result of the 2013 contract amendments, all full-time employees (represented and non-represented) were moved to the Basic Health Plan that previous had only been mandatory for non-represented City employees. In addition, all of the unions agreed to begin to have their members contribute towards the cost of health care premiums, as set forth below:



FOP	
Tier of Coverage	Percent of base salary effective 2017-2020
Single coverage	2.5%
2 person coverage	4.5%
3 person coverage	5.5%
4 or more person coverage	6.5%
AFSCME	
Tier of Coverage	Percent of base salary effective 2017-2020
Single coverage	2.5%
2 person coverage	4.5%
3 person coverage	5.5%
4 or more person coverage	6.5%

IAFF employees contribute towards their health insurance coverage at the rate of \$40 per biweekly pay for single coverage, and \$90 per biweekly pay for two or more person coverage.

The City self-insures for health insurance coverage, meaning it does not use a third-party provider for health insurance.

The City also provides for certain post-retirement health benefits for its represented employees. In recent contract negotiations, the bargaining units have agreed to change retirement benefits with respect to active employees and future (yet-to-be-hired) employees. All units agreed that future employees would not be entitled to receive port-retirement health care at the City's cost. All bargaining units agreed that active employees, upon their retirement, would be provided benefits at the same levels as active employees, and that such retiree coverages may be modified from time to time if similarly modified for active employees.

Projection –

- The number of City employees remains at the current budgeted workforce level.
- Current wages are increased as specified in the current collective bargaining agreements, interest arbitration awards, or court orders. At the conclusion of a current collective bargaining agreement or arbitration award during the 2019-2023 period, annual wage increases are projected to increase at 2%. Salaries for non-represented City employees are increased 2% annually.
- Projected 2019 employee/retiree medical insurance expenditures were reduced by \$750,000 to align with recent experience. The City, which self-insures, budgeted \$11,125,000 for Medical Expenses in 2019; even though the most the City has spent on these costs since 2016 is \$10,034,106. Medical expenses are potentially a volatile expenditure, which the City monitors very closely. If actual expenses exceed the revised projection, the City will make other offsetting adjustments. These expenses were increased by 5% annually from 2020-2023, which is in line with City experience and the actuarial assumptions used in the calculation of the City's Other Post-Employment Benefits liability.



Services

The City contracts for services such as legal, auditing, building maintenance, information technology support, insurance, utilities, fuel, traffic control, and heavy equipment repairs, among others. Almost all of the City's contracted services fill an essential government need and are non-discretionary.

Projection - These costs are projected to increase 2% annually, close to the annual rate of inflation.

Long-Term Debt

General Obligation Debt

Series 1997 D & F

In 1997, the City issued its Series D and F Bonds to advance refund its Series 1997 B-1 Bonds and currently refund its Series 1995 Bonds. The Series 1997 D and F Bonds are capital appreciation bonds and not subject to redemption prior to maturity. Credit enhancement on the bonds was provided by Financial Guaranty Insurance, which is now Ambac.

In 2012, facing severe financial distress, the City defaulted on the bonds and the insurer agreed to make scheduled principal and interest payments on the bonds. The City and Ambac entered into an amended settlement agreement in April 2013 under which the City's forbearance liability accrues interest will be repaid over a ten-year period from 2023-2032. If the City were to utilize all of the advances offered by Ambac between 2014 and 2022, the City would have had a \$5.387 million annual obligation to Ambac from 2023-2032.

Issue	Amount Outstanding/ Accreted Value	Purpose	Call Date	Maturity	Coupon Rate	Enhancement
Series 1997D (Capital Appreciation Bonds)	\$6,108,359	Advance refunding	Non-callable	2022	Zero Coupon	Ambac
Series 1997F (Capital Appreciation Notes)	\$20,427,709	Current refunding	Non-callable	2022	Zero Coupon	Ambac
Series 1997D and F Forbearance Liability	Approx. \$22.5MM	Repay draws on enhancement facility	Any time	2032		

Guarantees

Harrisburg Redevelopment Authority, Series 1998A (Verizon Bonds)

The City guaranteed a loan issued by the Harrisburg Redevelopment Authority (RDA) and insured by Financial Security Assurance (now Assured Guaranty Municipal Corp) that was used to acquire a site in what is now known as the Verizon Tower. Anticipating the need to rely on the City's guarantee for debt service payments that were scheduled to begin in 2016, in 2015 the City, the RDA, and AGM entered into a settlement agreement. The settlement agreement outlined terms for annual debt service payments that provided liquidity assistance to the City, which was under fiscal distress and could not afford to make the



full scheduled debt service payments. Under the settlement agreement, the City is required to make minimum contributions between \$500,000 and \$1.5 million annually through 2032. The City's obligations would increase if it borrows under the settlement; however, the combination of improving economics on the building and higher anticipated rental income put the City in the position to avoid further draws and save on interest expense.

Harrisburg Redevelopment Authority, Series 2005A-2 (Stadium Project)

In 2005, the HRA issued taxable bonds, insured by Ambac and guaranteed by the City, to renovate and upgrade the Harrisburg Senators baseball stadium. There is currently \$5,425,000 outstanding on the bonds, which are not callable and mature in 2030. The City projects that its obligation related to these bonds will be about \$230,000 annually through 2030.

Issue	Amount Outstanding/ Accreted Value	Purpose	Call Date	Maturity	Coupon Rate	Enhancement
HRA Series 1998A ("Verizon Bonds")	\$20,881,714	Acquire Strawberry Square Site	Non-callable	2033	Zero Coupon (Taxable)	AGM
HRA Series 2005A-2 (Stadium Project)	\$5,425,000	Senators Stadium improvements	Non-callable	2020	5.00-5.29% (Taxable)	Ambac

LED – Guaranteed Energy Savings Contract

The City entered into a bank loan with M&T Bank using a guaranteed energy savings contract extended by the Efficiency Network (TEN). Under this agreement, the City is guaranteed energy savings that will be more than sufficient to pay debt service on the bank loan. If savings exceed annual debt service of \$386,140, the benefit accrues to the General Fund. After 10 years, the City owns the equipment and bulbs financed by the original loan.

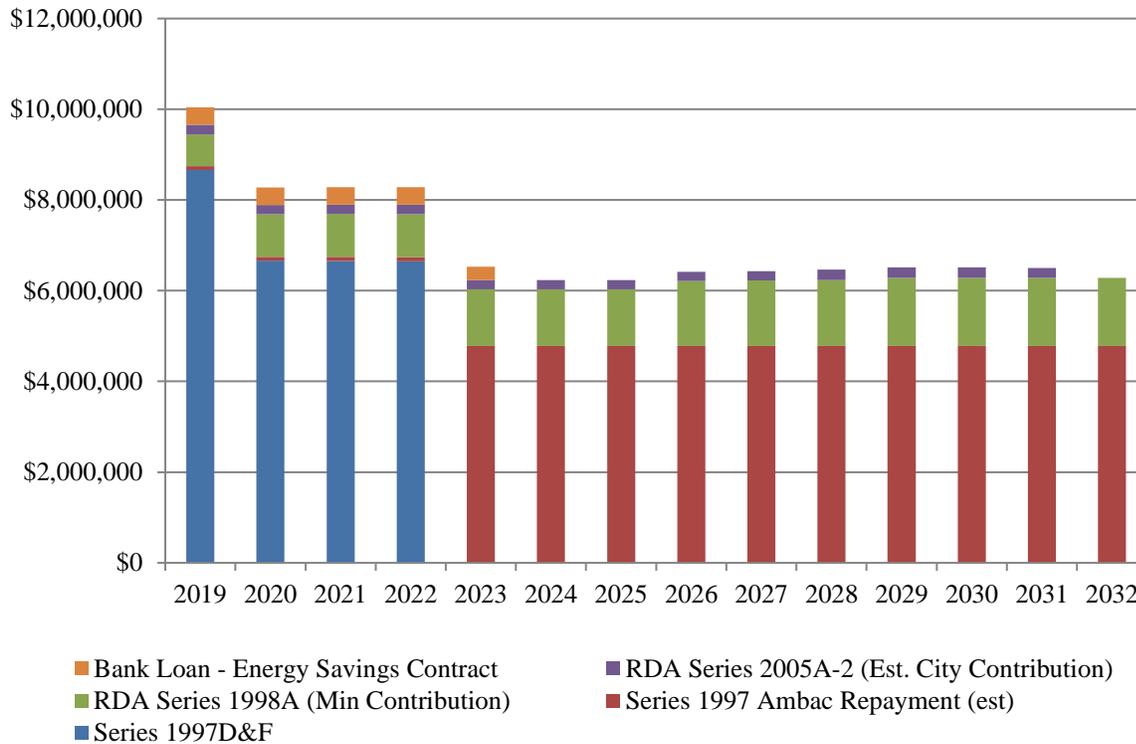
**Annual Debt Service Summary
2019-2023**

	2019	2020	2021	2022	2023
Series 1997 D&F	8,660,000	6,660,000	6,655,000	6,650,000	
RDA Series 1998A ("Verizon Bonds") (min)	700,000	940,000	950,000	950,000	1,250,000
RDA Series 2005A-2 ("Stadium Project") (est) ³	231,778	203,181	203,386	207,196	204,836
Bank Loan - Energy Savings Contract	386,140	386,140	386,140	386,140	386,140
Series 1997 D&F Ambac Repayment (est)	87,498	87,498	87,498	87,498	4,782,329
Total	\$10,065,416	\$8,276,819	\$8,282,024	\$8,280,834	\$6,623,305

³ Since these guarantee payments are unknown and just estimates, the City does not include them as a budgeted debt service fund transfer for budgeting purposes. However, these expected expenditures are accounted for in the General Fund budget. The projections in this plan include these anticipated payments as debt service.



Annual Debt Service Summary 2019-2032



Pension

The City has three single-employer defined benefit pension plans: the Police Pension Fund, the Firefighters Fund, and the Non-Uniformed Pension Plan. These plans cover substantially all full-time employees. Commonwealth law requires all municipalities, including Harrisburg, to make annual contributions to the pension funds based on a calculation of the minimum municipal obligation (“MMO”). The MMO is based on an annual actuarial valuation that takes into consideration annual pension costs, contributions by employees, pension asset valuations, investment rate and salary increase projections, and amortization assumptions. The City’s MMO increased by 7% in 2019 and are projected to continue to increase at rate slightly above that of salaries and wages.

The table below shows the key statistics for the Police, Firefighters, and Non-Uniform pension funds in recent years. The police pension fund has a negative net position of over \$11.3 million with a funded ratio of 88%. The firefighters and non-uniformed pension plans have positive funding ratios of 103.2% and 116.5%, respectively.



	Police Summary		Firefighters Summary		Non-Uniformed Summary	
	12/31/2016	12/31/2017	12/31/2016	12/31/2017	12/31/2016	12/31/2017
Participants						
Active Employees	131	132	75	72	138	180
Vested Former	1	2	1	1	32	31
Receiving Benefits	212	213	130	131	217	204
Total Participants	344	347	206	204	387	415
Total Pension Liability	\$92,939,765	\$95,561,114	\$67,341,475	\$69,937,569	\$60,419,220	\$61,098,121
Plan Fiduciary Net Position	\$75,079,690	\$84,306,974	\$69,259,543	\$72,208,662	\$69,788,087	\$71,157,751
Net Pension Liability (Asset)	\$17,860,075	\$11,254,140	(\$1,918,068)	(\$2,271,093)	(\$9,368,867)	(\$10,059,630)
Funded Ratio	80.8%	88.2%	102.8%	103.2%	115.5%	116.5%

Projection – MMOs are projected to increase 2% annually, which is generally consistent with wage increases for each City employee group.

Other-Post Employment Benefits

Other Post-Employment Benefits (“OPEB”) include benefits other than pension that are provided to retirees including medical, prescription drug, dental, vision, hearing, life insurance, long-term disability, long-term care, death benefits, and any payments made to the retiree that are to be used for such coverage.

The new GASB rules require the use of accrual based accounting methods for disclosure of the liabilities related to OPEB costs. The accrual based accounting recognizes costs when benefits are earned, not when the benefit is actually paid.

Like most other governments, Harrisburg uses a “pay-as-you-go” approach for funding OPEB costs. Per the most recent actuarial valuation dated January 1, 2016, Harrisburg’s actuarially unfunded OPEB liability is \$155 million. The City’s annual required contribution, which is the normal cost for OPEB liabilities attributable to the current year of service plus an amortization payment to catch up for past service costs, was \$11.7 million in 2017. The City’s actual contribution was \$6.4 million.

Though the City is not required to pre-fund its OPEB obligation, this does not mean it is not a critical financial concern. The City has begun to address this liability with new provisions in the collective bargaining agreements that were ratified last year. Following the monetization of the parking system, the Commonwealth also deposited \$3.2 million in a bank account for an OPEB fund. The final section of this plan also describes the City’s plan to establish an OPEB trust, as required by Act 124.



**Expense Growth Assumptions,
2020-2023**

	2020	2021	2022	2023
Salaries and Wages	2%	2%	2%	2%
Overtime/Other Premium	2%	2%	2%	2%
Medical	5%	5%	5%	5%
Other Benefits	2%	2%	2%	2%
Pension	2%	2%	2%	2%
Services	2%	2%	2%	2%
Supplies	2%	2%	2%	2%
Debt		Fixed schedule		

**Baseline Expense Forecast,
2020-2023**

	2019	2020	2021	2022	2023
Personnel	43,112,303	43,927,580	45,133,657	46,375,993	47,660,947
Services	7,822,257	6,653,380	6,773,447	6,895,916	7,020,834
Supplies	2,732,468	2,711,922	2,763,260	2,815,625	2,869,038
Debt	10,065,416	8,276,819	8,282,024	8,280,834	6,526,770
Other Operating	477,573	466,464	473,494	370,664	377,977
Transfers	25,000	25,000	25,000	25,000	25,000
Total Operating Exp.	64,235,017	62,061,164	63,450,882	64,764,032	64,480,566
Elective Repayment of Debt		2,000,000	2,000,000	2,000,000	
Capital Expenses	5,823,136	3,145,000	1,580,000	1,550,000	1,525,000
Total (including Capital)	\$70,058,153	\$67,206,164	\$67,030,882	\$68,314,032	\$66,005,566



3 Capital Improvement Plan

Years of fiscal distress have resulted in significant deferred maintenance and a backlog of unfunded capital needs. Capital needs far exceed funding capacity. Most critically important capital needs will remain unfunded unless operating projections outperform expectations or new funding sources are identified. The table below shows the capital projects the City plans to fund with General Fund sources given the baseline projection constraints. The operating budget limitations basically mean that the City only has the ability to fund emergency projects.

Five-Year Capital Improvement Plan Funded Projects

Department	Project Name	2020	2021	2022	2023	Total
Engineering	Vision Zero (Signal Upgrades)	85,000				85,000
Engineering	Vision Zero (2nd Street)	1,600,000				1,600,000
IT	DCIT & DREV System Replacement	250,000				250,000
IT	DPER System Replacement		250,000			250,000
IT	Office 365 License	42,000	42,000	42,000	42,000	168,000
IT	Data Center Core Switch Replacement			100,000	100,000	200,000
IT	Data Center AC Replacement		75,000			75,000
Police	Police Patrol Vehicles	260,000	260,000	260,000	260,000	1,040,000
Police	Body Cameras	80,000	80,000	80,000	80,000	320,000
Fire	Apparatus Replacement	108,000	153,000	198,000	293,000	752,000
Public Works	Vehicle Leasing Program	470,000	470,000	620,000	500,000	2,060,000
Facilities	GESA	250,000	250,000	250,000	250,000	1,000,000
Totals		\$3,145,000	\$1,580,000	\$1,550,000	\$1,525,000	\$7,800,000

Extensive descriptions of the projects above are included in the Appendix.

The City has further prioritized its capital needs as Priority One and Priority Two level projects.

Through 2023, the City has 50 Priority One projects ranging from \$10,000 to \$800,000 with a cumulative estimated cost of \$8.4 million. The City has 114 Priority Two projects costing up to \$11 million with a cumulative estimated cost of over \$46 million. The projects cross all City departments. The table below summarizes these projects and a detailed listing is included in the Appendix.

Level	Number of Projects	2020	2021	2022	2023	Total
Priority One	50	3,353,903	1,387,203	1,893,250	1,801,250	8,435,606
Priority Two	114	2,197,539	6,428,139	13,045,639	24,560,361	46,231,678
Totals	164	\$5,551,442	\$7,815,342	\$14,938,889	\$26,361,611	\$54,667,284

The total cost of the projects identified above is just over \$62 million. Not included in this listing are Priority Three projects, which are even farther beyond the City's current funding capacity. Taking into account Priority Three projects, Harrisburg's total capital needs exceed \$100 million.



4 Baseline Financial Forecasts

4.1 Principal Operating Funds

This section projects the City's financial position should it maintain current operating procedures with no significant growth in the tax base. The baseline five-year forecast uses revised 2019 projections, based on year-to-date revenue and expenses results, as the base year. Adjustments to 2019 revenues and expenses include:

- **Current Real Estate Tax**– Increased by \$400,000 to more closely match historical collections and accounting for known assessment reductions.
- **Earned Income Tax**– Increased by \$300,000 based on higher than expected collections through April 2019. This year's EIT collections are on pace to match last year, which would be about \$300,000 more than the 2019 budget.
- **Local Services Tax** – Increased by \$300,000 based on higher than expected collections through April 2019. Raising 2019 revenue by \$300,000 would bring the total slightly above 2018 results.
- **Interest Income** – Increased interest income by \$100,000 to reflect higher short-term interest rates. Reduced 2020 and 2021 interest income by \$50,000 in each year to account for reduced balances available for investment.
- **Medical Expenses** – Reduced by \$750,000 to align with recent experience. The City, which self-insures, budgeted \$11,125,000 for Medical Expenses in 2019; even though the most the City has spent on these costs since 2016 is \$10,034,106. Medical expenses are potentially a volatile expenditure, which the City monitors very closely. If actual expenses exceed the revised projection, the City will make other offsetting adjustments.

Annual revenue and expenses growth is based on the assumptions described in the previous section. Other key assumptions include the following:

- The City currently has a significant fund balance that it will draw on to fund emergency capital needs and, possibly, fund debt repayment. Under no circumstances will the City allow its fund balance to fall below a level that equals 5% of projected annual operating expenses, a level that is consistent with its adopted fund balance policy.
- As part of its plan to repay debt owed to Ambac per an Amended and Restated Settlement Agreement dated April 1, 2013, the City projects that it will continue to make the full debt service payments on the Series 1997 D and F bonds and will not take the \$2 million annual draws available under the agreement. However, should the City and Ambac not reach an agreement on further debt reduction and/or actual operating results are worse than anticipated, the City may avail itself to all or a portion of the \$2 million annual draws.



**Baseline Financial Operating Forecasts
2019-2023**

	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Baseline Revenues ⁴	65,441,512	63,985,790	64,426,826	64,852,543	65,454,153
Baseline Expenses	64,235,017	62,061,164	63,450,882	64,764,032	64,480,566
Operating Surplus (Deficit)	1,206,495	1,924,626	975,945	88,511	973,587
Elective Repayment of Debt		2,000,000	2,000,000	2,000,000	
Capital Expenditure Transfer	5,823,136	3,145,000	1,580,000	1,550,000	1,525,000
Change in Fund Balance	(4,616,641)	(3,220,374)	(2,604,055)	(3,461,489)	(551,413)
Beginning Fund Balance	21,171,703	16,555,062	13,334,688	10,730,632	7,269,144
Ending Fund Balance	16,555,062	13,334,688	10,730,632	7,269,144	6,717,731
End fund balance as % of expenses	25%	21%	17%	11%	10%

⁴ 2019 revenues in this table does not include \$6,782,736 cash carryover that is included in the General Fund budget. The cash carryover is essentially a transfer from fund balance, which is reflected in the 2019 fund balance change in the table.



4.2 Principal Proprietary Funds

The City also maintains two main proprietary funds, which account for activities that involve business-like transactions: the Neighborhood Services Fund and the Harrisburg Senators Fund.

4.2.1 Neighborhood Services Fund

Created in 2016, the Neighborhood Services Fund (“NSF”) accounts for the revenues and expenses associated with the provision of refuse collection and disposal services to residential, commercial, and industrial establishments of the City, as well as Parks and Recreation maintenance services and road repair services, as those are related to the facilitation of refuse collection and disposal services.

Baseline NSF Projections 2019-2023

	Budget 2019	Adjusted 2019	2020	2021	2022	2023
Operations	15,169,500	15,169,500	14,551,830	14,882,264	15,220,489	15,566,695
Miscellaneous	475,887	725,887	171,054	169,749	170,263	171,710
Transfers	5,151	5,151	0	0	0	0
Total Revenues	15,650,538	15,900,538	14,722,884	15,052,013	15,390,752	15,738,406
Personnel	5,493,822	5,287,545	5,610,958	5,735,658	5,863,600	5,994,879
Services	9,662,816	8,701,202	8,700,550	8,544,769	8,562,642	8,747,634
Supplies	917,400	787,400	787,400	787,400	787,400	787,400
Other	2,500,000	2,500,000	0	0	0	0
Debt Service	734,097	734,097	697,514	607,111	341,003	85,251
Capital	1,240,859	990,859	0	0	0	0
Total Expenditures	20,548,994	19,001,103	15,796,423	15,674,937	15,554,645	15,615,164
Surplus (Deficit)	(4,898,456)	(3,100,565)	(1,073,538)	(622,924)	(163,893)	123,242
Beginning Fund Balance	6,309,909	5,209,415	2,108,850	1,035,312	412,388	248,495
Ending Fund Balance	\$5,209,415	\$2,108,850	\$1,035,312	\$412,388	\$248,495	\$371,737

The NSF’s primary revenue sources are garbage collection and disposal fees. The City budgeted \$3.825 million in garbage collection fees in 2019 and projects these revenues to increase 3% annually. The City budgeted \$10.4 million in disposal fees, which are projected to increase 2% annually. Combined, these sources represent over 90% of the fund’s revenues.

The primary NSF expense is contracted service for garbage disposal of approximately \$6.36 million. The costs will increase 2.5% annually through 2023. The contracted payment to the Lancaster Solid Waste Authority is also accounted for in this fund. The tipping fee is \$195 per ton in 2019 and will be adjusted



on January 1 of each calendar year by the Consumer Price Index. The projections below assume other contractually mandated increases, which range between 5% and 8%.

Approximately 78 employee salaries are paid out of the NSF making personnel costs a key expense driver. Projected personnel cost increases mirror those in the General Fund – 2% annual salary increases and 5% annual medical insurance increases.

The City will cover the projected operating deficits in this fund through fund balance transfers and by reducing administrative transfers to the General Fund.

4.2.2 Harrisburg Senators Fund

The Harrisburg Senators Fund accounts for the revenues and expenses associated with the payment of debt on the financing of the Harrisburg Senators new stadium. The fund is subsidized by approximately \$240,000 in annual transfers from the City’s general operations.

Baseline Harrisburg Senators Fund Projections 2019-2023

	Budget 2019	Adjusted 2019	2020	2021	2022	2023
Operations	397,595	397,595	406,523	419,916	435,987	458,487
Transfers	239,681	239,681	228,181	228,386	232,196	229,836
Total Revenues	637,276	637,276	634,704	648,302	668,183	688,323
Services	25,000	25,000	25,000	25,000	25,000	25,000
Debt Service	653,287	653,287	649,690	649,895	653,705	651,345
Total Expenditures	678,287	678,287	674,690	674,895	678,705	676,345
Surplus (Deficit)	(41,011)	(41,011)	(39,986)	(26,593)	(10,522)	11,978
Beginning Fund Balance	159,122	118,111	77,100	37,115	10,522	(0)
Ending Fund Balance	\$118,111	\$77,100	\$37,115	\$10,522	(\$0)	\$11,978



4.2.3 Other Non-Major Funds

The City maintains several non-major and special funds that account for financial activity for a variety of purposes. The following tables consolidate the recent and projected financial performance of these funds. Details of each individual non-major fund are included in the Appendix.

Historical Financial Performance (2015-2018), Other Non-Major Funds

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget
Operating	3,074,199	3,545,711	3,886,902	4,074,937	2,592,501
Grants/Donations	448,995	267,629	150,494	2,591,979	128,500
Miscellaneous	3,109,797	21,899	10,346	8,586	161,000
Transfers	9,140,188	9,850,822	10,517,392	10,382,201	12,641,319
Cash Carryover	0	0	0	0	2,833,140
Revenue	15,773,179	13,686,061	14,565,134	17,057,704	18,356,460
Personnel	201,195	162,536	167,283	177,379	212,105
Services	567,479	810,585	754,786	758,152	1,200,400
Supplies	348,997	327,606	139,393	332,195	674,930
Debt	8,773,925	9,634,091	10,351,316	10,510,589	10,711,037
Capital	558,187	2,651,537	960,831	2,396,391	5,421,000
Transfers	1,269,187	976,433	404,920	639,878	20,000
Other Operating	10,000	139,062	10,000	243,980	157,500
Expense	11,728,971	14,701,850	12,788,530	15,058,564	18,396,972

Baseline Projections, Other Non-Major Funds

	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	5,694,477	2,627,906	2,669,240	2,717,909	2,778,015
Grants/Donations	2,487,778	179,544	179,281	179,149	179,185
Miscellaneous	162,923	14,132	13,885	13,675	13,495
Transfers	12,641,319	11,446,819	9,887,024	9,855,834	8,076,770
Cash Carryover	7,292,251	423,760	139,051	124,119	113,802
Revenue	28,278,748	14,692,160	12,888,481	12,890,686	11,161,268
Personnel	195,556	210,217	213,519	216,887	220,322
Services	1,145,201	1,008,816	1,009,677	1,010,556	1,011,452
Supplies	589,057	608,072	607,289	606,677	606,211
Debt	10,711,037	8,947,440	8,952,645	8,951,455	7,197,391
Capital	13,134,037	3,922,250	2,102,250	2,091,250	2,086,250
Transfers	20,000	0	0	0	0
Other Operating	167,500	0	0	0	0
Expense	25,962,389	14,696,795	12,885,380	12,876,825	11,121,625



5 Path Forward

Two key questions loom over the City's finances: 1) how will the City offset the loss of 18% of its operating revenues when its extraordinary taxing powers expire and 2) how will the City address capital needs that exceed over \$100 million?

The options are limited. If the solution was easy it would have been implemented a long time ago. Since entering the Act 47 program in 2010, the City has operated under multiple financial and managerial recovery plans that included hundreds of recommendations. The City, various consultants, and the Commonwealth itself have conducted dozens of management audits, studies, and reviews of every level of operations. The City has worked transparently throughout these processes and regularly engaged the public for input and support. The City has partnered with receivers and recovery coordinators alike in good faith to put approved plans into action.

The City can point to significant accomplishments which have yielded impressive results, as detailed in the sections above. It has sold assets, cut services, and gone the extra mile with tax increases. These accomplishments are a credit to a number of stakeholders including elected leaders, officials from multiple administrations, bargaining units and other municipal employees, the Commonwealth, creditors, and, most importantly, the Harrisburg community.

The City simply cannot endure any further cuts to essential public services. Cuts of any kind would not only jeopardize the welfare of the citizenry, who have already made significant sacrifices, but would also be counterproductive to Harrisburg's long-term goals of expanding the tax base.

Likewise, the City cannot raise Real Estate tax rates to cover the anticipated deficit. Closing an 18% gap in the General Fund would require a rate increase of over 80%, a crushing burden on Harrisburg's tax payers that would devastate the local economy and any development prospects.

The City is committed to providing essential services to the community while securing its long-term fiscal stability. Below are several actions the City is taking to achieve these goals:

1) Explore Home Rule

In the course of addressing the City's financial challenges over the past decade, the potential of Home Rule has been reviewed. Legislation to pursue Home Rule was presented in 2018 and still under review.

Home Rule requires a referendum that authorizes an elected committee to explore the option. The Committee is mandated to undertake a review of the current form of government and identify other options under Pennsylvania law available to the current class of municipality (Third Class Cities). After six to nine months, the Committee makes a recommendation and, if a new form of government is recommended, seeks a second referendum on the question.

Home Rule does not alter the types of tax revenue available to a municipality, but instead provides certain flexibility in setting those tax rates. The primary attraction of Home Rule for Harrisburg is that it might partially address the issue of the large swath of real property exempt from taxation by allowing for increased rates on other types of taxation. Research to date demonstrates mixed results across



Pennsylvania for municipalities that explored this option, as it appears possible that an increase of the tax burden for the same tax categories on the municipal tax base, while not adding a new category of revenue.

The City continues to explore the Home Rule option.

2) Continue Negotiations with Ambac Regarding Series 1997 D and F Bonds

The City will continue to engage in discussions with Ambac regarding opportunities to reduce the forbearance liability associated the Series 1997 D&F General Obligation bonds. The City will consider the optimal uses of its fund balance and the merits of paying down debt compared to addressing emergency capital needs and other priorities. The same analysis will apply to the City's decision to pay the full debt service on the Series 1997 D&F Bonds from 2020-2022 or avail itself to the annual \$2 million facility agreed to as part of the 2013 Amended Settlement Agreement. Drawing on the facility would add to the forbearance liability and increase annual debt service payment beginning in 2023.

This plan assumes that the City does not draw the \$2 million on the facility each year from 2020-2022; however, that may change depending on the City's operating performance and/or the ability to reach an agreement on Ambac regarding its outstanding forbearance liability.

3) Establish an OPEB Trust

As described above, the City set aside \$3.2 million from the parking monetization as an initial deposit for an OPEB fund. The purpose of the fund is to provide a source of future and ongoing funding for the City's OPEB obligations.

The City will use the existing OPEB fund as the foundation for establishing an OPEB Trust that includes a trust agreement, investment policy, and custodial agreement. The City recognizes the importance of developing and implementing a strategy of controlling and funding these liabilities. The City's OPEB funding policy will give serious consideration for these needs weighed against other priorities including securing near-term operating needs, ensuring public safety, addressing deferred maintenance, supporting economic development, and maintaining a reasonable tax burden on the City's residents.

4) Reestablish Access to the Debt Markets and Restore Credit Rating

Key to the City's long-term viability is access to the debt markets to fund capital projects and other deferred maintenance needs. To that end, the City should endeavor to restore an investment grade credit rating to build standing with investors and minimize borrowing costs. Fundamental to reestablishing an investment grade rating is the ability to demonstrate a credible plan to balance budgets once its temporary taxing powers expire in 2024. The City will work with the state legislature and other relevant agencies to retain these taxing powers, which currently generate 18% of operating revenues.

5) Implement Workforce Stabilization Program

As described throughout this plan, the City is committed to delivering essential services to benefit the safety and general welfare of the citizenry. Like other local governments, the City's services are highly workforce dependent. In recent years, the City has struggled to recruit and retain employees, which has increased costs, created management challenges, and disrupted services. The City will implement a



workforce stabilization program, with special focus on the police force, to reduce attrition and improve workforce recruitment and retention.

6) Pursue Increased Payment in Lieu of Tax (PILOT) Agreements

Approximately 50% of usable property in Harrisburg is non-tax revenue generating because it is used for tax-exempt purposes. The state government is the primary tax-exempt entity, but Harrisburg is also home to other tax-exempt organizations including medical centers, educational institutions, religious institutions, and other government sponsored organizations. These organizations consume municipal services; however, they do not pay real estate taxes, shifting the cost burden to City residents and business.

The City has entered into some PILOT arrangements, most notably an agreement with the Commonwealth that pays \$5 million annually for public safety services. The City will endeavor to enhance existing PILOT agreements and seek new ones to support to the General Fund and other City priorities such as economic development and capital improvements. The City will lead a committee charged with identifying PILOT opportunities and forging agreements with tax-exempt entities. The City administration and City Council will enlist the support of local stakeholders, including the ICA and Dauphin County, to staff the committee.

7) Promote Economic Development

This plan outlines several major challenges facing the City in the next five years and beyond. In the near-term, the City must find a way to replace almost 20% of its operating revenue when it loses its extraordinary taxing powers and, at the same time, address enormous capital needs. However, key to securing the City's long-term health is expanding its economic base and the growth of its own local tax revenues. Even if the extraordinary taxing powers are made permanent, the City's capacity to deliver basic services to its residents is in doubt without a stronger local tax base.

The City understands the importance of economic development to its long-term fiscal recovery. The City's Department of Community and Economic Development leads efforts to foster stable economic growth and provide continuous improvements to the quality of life for Harrisburg residents. The department implements workforce and business retention, expansion, and recruitment practices; supports strategic asset developments City-wide to promote local economic growth; and markets the City to prospective developers.

Though the department can tout many significant accomplishments, it is limited by the City's financial operating constraints. The City is committed to working with the ICA to identify funding from outside sources (e.g. grants, intergovernmental cooperation) for increased staffing or third-party consultants to support Harrisburg's economic development planning and implementation efforts.

8) Review Service Delivery Alternatives

In 2009, the City participated in the Department of Community and Economic Development's Early Intervention Program, which provided the first of many professional studies and reviews over the past



decade of City services. In the decade that's followed, the provision and management of numerous City services have been modified. These include:

- A transfer of the Communications Center for emergency calls to Dauphin County.
- A transfer of the operation of the Harrisburg Resource Recovery Center from The Harrisburg Authority (THA) (now CRW) to the Lancaster County Solid Waste Management Authority.
- The transfer of the partial City ownership and operation of water and sewer services exclusively to CRW.
- The long-term lease and operation of the City's parking garages and on-street metered parking system to the Pennsylvania Economic Development Financing Authority (PEDFA) and the Pennsylvania Department of General Services (DGS).

The City thereafter participated in a countywide study of regionalizing policing services that ultimately showed the number of police calls in the City far exceeded the calls elsewhere in Dauphin County. Those hard facts make shared policing with other municipalities a difficult operational change for other municipal police departments, as their additional availability on City calls would predictably outpace the City's ability to respond to calls in neighboring townships and boroughs.

The City is exploring possibilities of intergovernmental agreements with surrounding municipalities for police services to determine if such shared services would mutually benefit the City and neighboring municipalities in both police service and the cost of policing.

The City participates in mutual aid agreements for fire protection services and also provides fire protection services to the Commonwealth for structures in and outside the City. The Fire Bureau is exploring the potential for regionalized fire protective services, as there is a nationwide crisis in volunteer firefighting. Providing professionalized fire services has the potential to both provide better protection to more people and property in the areas surrounding the City, but also assist with cost-sharing of equipment and operations.

The City upgraded its solid waste and recycling services to better satisfy public health needs through its Neighborhood Service Fund and thereby tackle significant blight and trash issues in the City. Like policing, the City is exploring the possibility of entering intergovernmental cooperation agreements to provide surrounding municipalities with solid waste and recycling collection and disposal service, which would assist in controlling the costs for the City and participating townships and boroughs.

The City joined the Capital Area Procurement Council of Government (CAPGOG) that provides advantages in certain (but far from all) categories of purchasing. Likewise, the City frequently participates in the Costars Program operated by DGS for more efficient purchasing. Similarly, the City participates in electrical purchases on a brokered platform provided by the Commonwealth.

The City has worked with a series of Information Technology professionals through teams at Harrisburg University to explore stabilizing, operating and modernizing essential governmental computer services. The City shares certain technologies relating to policing; utilizes County web-based information for aspects of property and tax data; and routinely accesses the data of other governmental entities to improve efficiencies.

The City regularly reviews options for shared services in a manner that allows for the efficient provision of services.



Appendix A

Baseline Financial Forecast by Department

Office of City Council	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	289,580	292,325	295,125	297,981	300,894
Services	114,200	116,484	118,814	121,190	123,614
Supplies	11,000	11,220	11,444	11,673	11,907
Debt	0	0	0	0	0
Capital	3,400	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	418,180	420,029	425,383	430,844	436,415

Office of Mayor	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	235,378	239,317	244,104	248,986	253,967
Services	16,380	16,708	17,042	17,383	17,730
Supplies	14,187	14,471	14,760	15,055	15,356
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	265,945	270,495	275,906	281,424	287,054

Office of City Controller	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	153,698	154,682	157,333	160,038	163,238
Services	10,500	10,710	10,924	11,143	11,366
Supplies	9,200	9,384	9,572	9,763	9,958
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	173,398	174,776	177,829	180,944	184,561



Office of City Treasurer	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	347,911	350,097	356,667	363,370	370,205
Services	61,900	63,138	64,401	65,689	67,003
Supplies	12,000	12,240	12,485	12,734	12,989
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	421,811	425,475	433,553	441,793	450,197

Office of City Solicitor	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	454,200	470,884	479,118	487,516	496,081
Services	232,742	237,397	242,145	246,988	251,927
Supplies	50,750	51,765	52,800	53,856	54,933
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	737,692	760,046	774,063	788,360	802,942

Office of Business Administrator	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	175,470	178,980	182,559	186,210	189,935
Services	65,550	66,861	68,198	69,562	70,953
Supplies	5,100	5,202	5,306	5,412	5,520
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	246,120	251,043	256,063	261,184	266,409

Department of Finance	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	449,615	458,610	467,780	477,137	486,680
Services	267,893	273,251	278,716	284,290	289,976
Supplies	12,100	12,342	12,589	12,841	13,097
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	729,608	744,203	759,085	774,268	789,753



Grants Bureau	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	60,392	61,600	62,831	64,089	65,370
Services	4,000	4,080	4,162	4,245	4,330
Supplies	500	510	520	531	541
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	64,892	66,190	67,513	68,864	70,241

Bureau of Communication	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	292,161	298,004	303,962	310,044	316,244
Services	33,600	34,272	34,957	35,657	36,370
Supplies	16,500	16,830	17,167	17,510	17,860
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	342,261	349,106	356,086	363,211	370,474

Office of Social Equity/Affirmative Action	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	67,673	68,078	69,440	70,829	72,245
Services	11,100	11,322	11,548	11,779	12,015
Supplies	3,475	3,545	3,615	3,688	3,761
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	82,248	82,945	84,604	86,296	88,021

Bureau of Information Technology	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	506,012	505,154	515,255	525,560	536,073
Services	616,797	558,853	565,030	571,331	577,757
Supplies	170,580	173,992	177,471	181,021	184,641
Debt	0	0	0	0	0
Capital	701,839	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	1,995,228	1,237,998	1,257,756	1,277,911	1,298,471



Bureau of Human Resources	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	366,680	372,937	379,319	385,829	392,469
Services	123,925	75,404	76,912	78,450	80,019
Supplies	2,200	2,244	2,289	2,335	2,381
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	492,805	450,585	458,519	466,613	474,869

Bureau of Licensing, Taxation and Central Support	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	328,049	323,008	329,467	336,056	342,776
Services	254,372	259,459	264,649	269,942	275,340
Supplies	43,192	44,056	44,937	45,836	46,752
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	625,613	626,523	639,053	651,833	664,869

General Expenses	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	12,034,046	12,588,969	13,191,186	13,822,969	14,485,786
Services	2,848,543	1,877,514	1,907,064	1,937,205	1,967,950
Supplies	25,000	25,500	26,010	26,530	27,061
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	477,573	356,464	363,494	370,664	377,977
Total Baseline Expenses	15,385,162	14,848,448	15,487,754	16,157,369	16,858,773

Bureau of Planning	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	201,435	205,249	208,279	211,367	214,518
Services	98,000	99,960	101,959	103,998	106,078
Supplies	4,000	4,080	4,162	4,245	4,330
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	303,435	309,289	314,400	319,610	324,926



Bureau of Codes	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	900,194	918,198	936,562	955,293	974,399
Services	29,250	29,835	30,432	31,040	31,661
Supplies	19,200	19,584	19,976	20,375	20,783
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	948,644	967,617	986,969	1,006,709	1,026,843

Bureau of Business & Resource Development	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	61,189	62,413	63,660	64,934	66,232
Services	4,750	4,845	4,942	5,041	5,142
Supplies	0	0	0	0	0
Debt	0	0	0	0	0
Capital	0	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	65,939	67,258	68,602	69,975	71,374

Bureau of Police	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	16,704,009	16,839,348	17,172,133	17,511,590	17,857,819
Services	1,056,277	901,360	919,388	937,775	956,531
Supplies	341,615	290,552	295,463	300,472	305,581
Debt	0	0	0	0	0
Capital	1,010,000	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	19,111,901	18,031,260	18,386,983	18,749,837	19,119,932

Bureau of Fire	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	7,935,765	7,985,586	8,158,573	8,330,781	8,506,635
Services	371,350	378,777	386,353	394,080	401,961
Supplies	303,750	309,825	316,022	322,342	328,789
Debt	0	0	0	0	0
Capital	275,000	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	8,885,865	8,674,188	8,860,947	9,047,202	9,237,385



Office Of Traffic And Engineering	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	795,528	808,257	823,128	838,300	853,771
Services	727,526	742,077	756,918	772,056	787,498
Supplies	353,165	360,228	367,433	374,782	382,277
Debt	0	0	0	0	0
Capital	455,947	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	2,332,166	1,910,562	1,947,479	1,985,138	2,023,546

Bureau of Vehicle Management	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	554,824	565,920	577,239	588,784	600,559
Services	452,527	461,578	470,809	480,225	489,830
Supplies	1,028,575	1,049,147	1,070,129	1,091,532	1,113,363
Debt	0	0	0	0	0
Capital	320,000	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	2,355,926	2,076,645	2,118,177	2,160,541	2,203,752

Bureau Of Parks, Recreation, & Facilities	Budget 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023
Personnel	948,494	967,464	986,813	1,006,549	1,026,680
Services	421,075	429,496	438,086	446,848	455,785
Supplies	306,379	295,207	299,111	303,093	307,155
Debt	0	0	0	0	0
Capital	524,950	0	0	0	0
Transfers	0	0	0	0	0
Other Operating	0	0	0	0	0
Total Baseline Expenses	2,200,898	1,692,167	1,724,010	1,756,490	1,789,620



Appendix B

Financial History and Forecast – Non-Major/Special Revenue Funds

The City maintains several non-major and special funds that account for financial activity for a variety of purposes. The following are projections for those funds.

Capital Project Fund– This fund accounts for revenues and expenses connected with the City’s capital projects.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	1,069,339	1,133,063	1,212,427	1,263,669	0	3,099,582	22,191	19,972	17,975	16,177
Grants/Donations	0	0	0	2,380,532	0	2,359,178	0	0	0	0
Miscellaneous	3,069,144	0	0	0	0	0	0	0	0	0
Transfers	0	633,616	500,000	200,000	2,532,000	2,532,000	3,145,000	1,580,000	1,550,000	1,525,000
Cash Carryover	0	0	0	0	0	3,990,864	0	0	0	0
Revenue	4,138,483	1,766,680	1,712,427	3,844,201	2,532,000	11,981,624	3,167,191	1,599,972	1,567,975	1,541,177
Capital	428,674	2,427,061	223,543	2,017,866	2,532,000	10,452,729	3,145,000	1,580,000	1,550,000	1,525,000
Transfers	997,649	965,000	250,000	527,784	0	0	0	0	0	0
Expense	1,426,323	3,392,061	473,543	2,545,650	2,532,000	10,452,729	3,145,000	1,580,000	1,550,000	1,525,000
Surplus/(Deficit)	\$2,712,161	(\$1,625,382)	\$1,238,884	\$1,298,551	\$0	\$1,528,895	\$22,191	\$19,972	\$17,975	\$16,177



State Liquid Fuels Fund – Funded by an annual Commonwealth of Pennsylvania State Liquid Fuels Tax allocation. The fund is used to account for state aid revenue expended primarily for streets and traffic lighting, traffic controls, and maintaining City road and bridges in accordance with policies and procedures of the County Liquid Fuels Tax Act of 1931 and the Liquid Fuels Tax Act 655 of 1956 of the Commonwealth of Pennsylvania.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	1,085,782	1,271,580	1,342,534	1,430,015	1,394,569	1,394,569	1,412,904	1,431,615	1,450,695	1,470,138
Transfers	2,659	0	0	0	0	0	0	0	0	0
Cash Carryover	0	0	0	0	1,984,543	2,430,657	273,125	0	0	0
Revenue	1,088,441	1,271,580	1,342,534	1,430,015	3,379,112	3,825,226	1,686,029	1,431,615	1,450,695	1,470,138
Personnel	39,611	0	0	0	0	0	0	0	0	0
Services	369,059	560,743	338,398	288,690	415,000	413,198	413,198	413,198	413,198	413,198
Supplies	268,570	210,359	63,496	209,869	330,000	297,719	297,719	297,719	297,719	297,719
Debt	0	0	0	0	224,112	224,112	224,112	224,112	224,112	224,112
Capital	68,002	175,066	602,410	314,346	2,410,000	2,410,000	751,000	496,000	515,000	535,000
Expense	745,242	946,168	1,004,304	812,905	3,379,112	3,345,029	1,686,029	1,431,029	1,450,029	1,470,029
Surplus/(Deficit)	\$343,199	\$325,412	\$338,229	\$617,110	\$0	\$480,197	\$0	\$586	\$666	\$109



Host Municipal Fund – Funded by quarterly amounts of host municipality benefit fees received from the THA for waste tonnage received and disposed at the Harrisburg Resource Recovery Facility. Proceeds made available as a funding source for critical environmental projects.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	288,287	315,137	325,603	328,701	326,307	326,307	332,077	338,037	344,185	350,517
Miscellaneous	40,653	2,674	2,178	3,223	0	3,673	3,747	3,822	3,898	3,976
Cash Carryover	0	0	0	0	268,268	278,268	47,163	44,429	41,573	38,598
Revenue	328,940	317,811	327,781	331,924	594,575	608,248	382,986	386,288	389,656	393,091
Personnel	85,629	118,132	101,378	128,402	162,075	150,425	165,086	168,388	171,756	175,191
Services	57,816	1,608	29,605	77,609	130,000	94,345	95,350	95,350	95,350	95,350
Supplies	1,894	18,010	3,838	11,813	145,000	122,550	122,550	122,550	122,550	122,550
Capital	49,423	0	112,000	0	0	0	0	0	0	0
Transfers	21,538	7,347	0	0	0	0	0	0	0	0
Other Operating	10,000	139,062	10,000	243,980	157,500	167,500	0	0	0	0
Expense	226,299	284,159	256,821	461,804	594,575	534,820	382,986	386,288	389,656	393,091
Surplus/(Deficit)	\$102,641	\$33,652	\$70,961	(\$129,880)	\$0	\$73,428	\$0	\$0	\$0	\$0

Neighborhood Mitigation (Special Revenue Fund) – Accounts for fee revenues and expenses related to the City as they pertain to enforcement of ordinances regulating blight and local health, housing and safety codes and regulations.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	19,707	57,844	75,135	87,727	45,000	47,835	52,771	57,208	62,926	70,423
Miscellaneous	0	608	0	0	0	0	0	0	0	0
Transfers	412,619	0	0	4,000	0	0	0	0	0	0
Cash Carryover	0	0	0	0	111,000	111,000	8,913	5,710	1,251	0
Revenue	432,325	58,453	75,135	91,727	156,000	158,835	61,685	62,919	64,177	70,423
Services	10,120	10,435	17,950	18,771	118,000	138,058	43,067	43,929	44,807	45,704
Supplies	8,433	5,618	5,820	5,138	38,000	18,252	18,617	18,990	19,369	19,757
Transfers	250,000	0	0	0	0	0	0	0	0	0
Expense	268,553	16,053	23,770	23,910	156,000	156,310	61,685	62,919	64,177	65,460
Surplus/(Deficit)	\$163,772	\$42,399	\$51,365	\$67,818	\$0	\$2,525	\$0	\$0	\$0	\$4,963



Public Works (Special Revenue Fund) - Repository for funds generated from contributions from citizens interested in supporting the functions of the Department and revenue from the sale of recyclable materials collected by the Department. The fund is used for maintaining and supporting the various endeavors of the Department of Public Works.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	22,933	3,873	70,803	64,834	76,530	77,209	61,611	55,400	50,118	45,625
Grants/Donations	3,000	0	0	0	0	0	0	0	0	0
Transfers	1,820	0	0	0	0	0	0	0	0	0
Cash Carryover	0	0	0	0	0	0	14,919	21,130	26,412	30,905
Revenue	27,753	3,873	70,803	64,834	76,530	77,209	76,530	76,530	76,530	76,530
Services	0	0	0	5,250	20,000	20,000	20,000	20,000	20,000	20,000
Supplies	0	0	0	38,420	56,530	56,530	56,530	56,530	56,530	56,530
Expense	0	0	0	43,670	76,530	76,530	76,530	76,530	76,530	76,530
Surplus/(Deficit)	\$27,753	\$3,873	\$70,803	\$21,164	\$0	\$679	\$0	\$0	\$0	\$0

Fire (Special Revenue Fund) – Accounts for revenues and expenses supporting Fire department activities.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	9,114	83,933	92,385	15,350	83,000	84,384	69,338	63,305	57,884	53,015
Grants/Donations	57,151	100	17,273	109,304	2,500	2,500	4,500	5,400	6,480	7,776
Transfers	82,500	0	0	0	0	0	0	0	0	0
Cash Carryover	0	0	0	0	282,000	293,058	0	0	0	0
Revenue	148,765	84,033	109,658	124,654	367,500	379,943	73,838	68,705	64,364	60,791
Services	17,690	52,622	63,560	68,787	85,000	85,000	40,000	40,000	40,000	40,000
Supplies	0	6,063	665	19,996	22,500	22,500	21,150	19,995	19,004	18,150
Capital	0	0	0	5,100	260,000	211,058	0	0	0	0
Expense	17,690	58,685	64,225	93,883	367,500	318,558	61,150	59,995	59,004	58,150
Surplus/(Deficit)	\$131,075	\$25,349	\$45,433	\$30,771	\$0	\$61,384	\$12,688	\$8,710	\$5,361	\$2,641



Police (Special Revenue Fund) - Accounts for revenues and expenses supporting Police department activities.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	6,116	112,346	90,327	148,951	75,000	77,238	84,514	92,563	101,457	111,276
Grants/Donations	155,457	116,779	1,000	2,420	0	100	100	100	100	100
Miscellaneous	0	1,917	457	1,215	0	0	0	0	0	0
Transfers	179,773	0	0	0	0	0	0	0	0	0
Cash Carryover	0	0	0	0	90,300	90,300	69,286	61,238	52,343	42,524
Revenue	341,347	231,042	91,784	152,586	165,300	167,638	153,900	153,901	153,900	153,900
Personnel	0	908	13,267	0	0	0	0	0	0	0
Services	0	19,176	70,530	47,520	102,400	102,400	105,000	105,000	105,000	105,000
Supplies	106	31,464	11,745	0	28,900	28,900	48,900	48,900	48,900	48,900
Capital	0	0	0	47,827	34,000	34,000	0	0	0	0
Transfers	0	4,086	100,283	69,594	0	0	0	0	0	0
Expense	106	55,635	195,824	164,941	165,300	165,300	153,900	153,900	153,900	153,900
Surplus/(Deficit)	\$341,241	\$175,407	(\$104,040)	(\$12,355)	\$0	\$2,338	\$0	\$1	(\$0)	\$0

WHBG (Special Revenue Fund) – Accounts for financial activity related to the City’s government access cable television channel, station facilities and programming management.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	0	0	98	479	0	176	158	143	128	115
Miscellaneous	11,275	9,500	7,500	4,050	10,000	8,250	8,085	7,923	7,765	7,610
Cash Carryover	0	0	0	0	0	1,074	1,257	1,434	1,607	1,775
Revenue	11,275	9,500	7,598	4,529	10,000	9,500	9,500	9,500	9,500	9,500
Services	639	0	0	0	8,000	8,000	8,000	8,000	8,000	8,000
Supplies	0	0	0	0	1,500	1,500	1,500	1,500	1,500	1,500
Expense	639	0	0	0	9,500	9,500	9,500	9,500	9,500	9,500
Surplus/(Deficit)	\$10,636	\$9,500	\$7,598	\$4,529	\$500	\$0	\$0	\$0	\$0	\$0



Events (Special Revenue Fund) – Accounts for all revenue raised in support of the City’s events, including the July 4th Celebration, Kipona, the Holiday Parade, and New Year’s Eve. This fund also accounts for related expenses and is overseen by the Director of Business Development and the Events and Marketing Manager.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	0	0	61,478	117,679	70,000	62,849	64,666	66,536	68,461	70,443
Grants/Donations	0	0	52,221	28,400	55,000	55,000	103,294	101,424	99,498	97,517
Miscellaneous	0	0	56	98	0	0	0	0	0	0
Transfers	0	0	54,637	50,000	20,000	20,000	0	0	0	0
Cash Carryover	0	0	0	0	36,000	36,000	0	0	0	0
Revenue	0	0	168,391	196,177	181,000	173,849	167,960	167,960	167,960	167,960
Personnel	0	0	2,996	2,784	0	0	0	0	0	0
Services	0	0	113,049	159,114	180,000	166,960	166,960	166,960	166,960	166,960
Supplies	0	0	834	259	1,000	1,000	1,000	1,000	1,000	1,000
Expense	0	0	116,879	162,157	181,000	167,960	167,960	167,960	167,960	167,960
Surplus/(Deficit)	\$0	\$0	\$51,512	\$34,020	\$0	\$5,889	\$0	\$0	\$0	\$0



Parks and Recreation (Special Revenue Fund) - Accounts for revenues and expenses supporting the maintenance and betterment of the City's Parks and Recreation bureau, activities, and programming.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Adopted	2019 Projection	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operating	141,306	170,294	127,611	174,344	124,500	126,208	120,679	124,120	127,711	131,455
Grants/Donations	233,386	150,750	80,000	71,323	71,000	71,000	71,650	72,357	73,071	73,792
Miscellaneous	0	0	155	0	151,000	151,000	2,300	2,140	2,012	1,910
Transfers	102,586	0	0	22,500	16,000	16,000	0	0	0	0
Cash Carryover	0	0	0	0	61,030	61,030	9,098	5,110	933	0
Revenue	477,278	321,044	207,765	268,168	423,530	425,238	203,727	203,727	203,727	207,157
Personnel	75,956	43,496	49,643	46,193	50,030	45,131	45,131	45,131	45,131	45,131
Services	112,155	166,001	96,694	67,410	117,000	92,241	92,241	92,241	92,241	92,241
Supplies	8,695	25,441	52,996	46,700	51,500	40,105	40,105	40,105	40,105	40,105
Capital	12,089	49,410	22,878	11,252	185,000	26,250	26,250	26,250	26,250	26,250
Transfers	0	0	54,637	42,500	20,000	20,000	0	0	0	0
Expense	208,895	284,348	276,847	214,055	423,530	223,727	203,727	203,727	203,727	203,727
Surplus/(Deficit)	\$268,384	\$36,697	(\$69,082)	\$54,113	\$0	\$201,510	\$0	\$0	\$0	\$3,430



Appendix C

Priority One Capital Improvement Projects

Department	Project Name	2020	2021	2022	2023	Total
Engineering	Market & Dewberry	375,000				375,000
Engineering	Traffic Signal Rebuilds	200,000	200,000	200,000	200,000	800,000
Engineering	East-West Multimodal			100,000		100,000
Engineering	Vision Zero - State Street Safety Improvements		400,000			400,000
Engineering	Vision Zero - Forster Street Safety Improvements			500,000		500,000
Engineering	S. 17th Street Complete Streets			300,000		300,000
Engineering	Boyd Street Pedestrian Alley				200,000	200,000
Engineering	Traffic Engineering Vehicle Replacement	80,000	70,000	70,000	70,000	290,000
Engineering	Paxton Creek (Design0 Grant Match	200,000				200,000
Police	Vice Van	113,000				113,000
Police	Police Command Van	100,000				100,000
Police	Substation Phase II	370,000				370,000
Police	Patrol Transportation Vans				130,000	130,000
Parks/Facilities	Chutes & Ladder Match	50,000				50,000
Parks/Facilities	Wilson Park Renovations Match	200,000				200,000
Parks/Facilities	MLK - Bathroom Remodel (8 Bathrooms) (A)	150,000	150,000	150,000	150,000	600,000
Parks/Facilities	MLK - Flooring (A)	61,250	61,250	61,250	61,250	245,000
Parks/Facilities	Hall Manor Swimming Pool (pool 2) - Epoxy coating (A)	10,000				10,000
Parks/Facilities	Italian Lake - bathroom refurbishing (A)	30,000				30,000
Parks/Facilities	MLK - Heated Air Curtains (A)	24,000				24,000
Parks/Facilities	MLK Government Center - Replacing Generator's Charging Unit and Transfer Switch (A)	150,000				150,000
Parks/Facilities	Parks Maintenance Building - Lower Shop Furnace (A)	6,200				6,200
Parks/Facilities	Parks Maintenance Building - Repair Main Electric Line (A)	8,200				8,200

City of Harrisburg
Five-Year Financial Plan



Department	Project Name	2020	2021	2022	2023	Total
Parks/Facilities	Park Maintenance Building - replace damaged shop roof (A)	9,000				9,000
Parks/Facilities	Park Maintenance Building - Repair Generator (A)	7,300				7,300
Parks/Facilities	Public Safety Building - Air handler, penthouse carrier (A-Gesa)	495,000				495,000
Parks/Facilities	Public Safety Building - Chiller (A -Gesa)	65,000				65,000
Parks/Facilities	Reservoir Park Mansion - Porch masonry, railings and wood (A)	8,000				8,000
Parks/Facilities	Park Maintenance Building - Upper shop furnaces (A-Gesa)	25,689	25,689			51,378
Parks/Facilities	MLK - Ceiling Tile (A)	6,435	6,435			12,870
Parks/Facilities	Public Safety Building - 1st and 2nd floor flooring	84,000	84,000			168,000
Parks/Facilities	Public Safety Building - Ceiling Tiles	29,829	29,829			59,658
Parks/Facilities	Public Safety Building - Prox Access Control (A)	10,000	10,000	10,000	10,000	40,000
Parks/Facilities	Jackson Lick Swimming Pool (pool 1) - expansion joint (A)			100,000		100,000
Parks/Facilities	Jackson Lick Swimming Pool (pool 1) - new roof (A)			22,000		22,000
Parks/Facilities	MLK - Non Work Valve in Mechanical Room (A-Gesa)			13,000		13,000
Parks/Facilities	Parks Maintenance Building - repair masonry (A)			7,000		7,000
Parks/Facilities	Public Safety Building - Non Work Valve in Mechanical Room (A-Gesa)			13,000		13,000
Parks/Facilities	Reservoir Park Mansion - Garage Roof (A)			17,000		17,000
Parks/Facilities	Jackson Lick Pool (pool 1) - epoxy (A)				10,000	10,000
Parks/Facilities	Civil War Museum - Rotunda improvement (A)				250,000	250,000
Parks/Facilities	City Island - Deck (A)	10,000				10,000
Parks/Facilities	City Island - Stairs (A)	10,000				10,000
Parks/Facilities	Public Safety Building - Basement ceiling (A)			30,000		30,000



Department	Project Name	2020	2021	2022	2023	Total
Fire	Apparatus Bay Doors	200,000				200,000
Fire	Sprinkler Systems ST 1,2 & 8		350,000			350,000
Fire	Parking Lot Repavement			300,000		300,000
Fire	Bay Floors	240,000				240,000
Fire	Portable Radios				720,000	720,000
Communication	WHBG Robotic Cameras	26,000				26,000
Totals		\$3,353,903	\$1,387,203	\$1,893,250	\$1,801,250	\$8,435,606

Priority Two Capital Improvement Projects

Department	Project Name	2020	2021	2022	2023	Total
Engineering	Bus Stop	150,000				150,000
Engineering	Bridges	500,000	500,000	3,000,000	4,200,000	8,200,000
Engineering	Vision Zero - Paxton Street				120,000	120,000
Engineering	North 6th Street Project				560,000	560,000
Engineering	Riverfront Bollards		400,000			400,000
Engineering	Bucket Truck				200,000	200,000
Police	Police Headquarters				500,000	500,000
Police	Police Surveillance Tower		125,000			125,000
Police	Portable Area Light		25,000			25,000
Parks/Facilities	Stadium Lights			945,000		945,000
Parks/Facilities	Radnor Basketball Court		470,000			470,000
Parks/Facilities	Shipoke Playground		65,000			65,000
Parks/Facilities	Mansion & Brownstone			100,000		100,000
Parks/Facilities	Radnor Baseball Field		350,000			350,000
Parks/Facilities	Hall Manor Pool (renovations)			2,100,000		2,100,000
Parks/Facilities	Pleasant View Park	45,000				45,000
Parks/Facilities	City-wide Fountains		125,000			125,000
Parks/Facilities	Riverfront Park (Electric)	350,000				350,000

City of Harrisburg
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Department	Project Name	2020	2021	2022	2023	Total
Parks/Facilities	City Island (Consultant)	100,000				100,000
Parks/Facilities	Morrison (Consultant)	65,000				65,000
Parks/Facilities	Argyle Park	25,000				25,000
Parks/Facilities	Reservoir Park - Phase 4 & Phase 5 of Master Plan		1,700,000			1,700,000
Parks/Facilities	City Island Design - Phase 16		500,000			500,000
Parks/Facilities	14th & Shoop (Fencing) & Braxton		150,000			150,000
Parks/Facilities	Pleasantview Park		45,000			45,000
Parks/Facilities	City Island (Skyline field & Press Box)			4,400,000		4,400,000
Parks/Facilities	Morrison Park - Renovation Project			800,000		800,000
Parks/Facilities	Penn & Dauphin (Equipment & Fencing)			400,000		400,000
Parks/Facilities	4th & Emerald (Renovate the walkways-fencing)			50,000		50,000
Parks/Facilities	Jackson Lick Pool (new location)				11,000,000	11,000,000
Parks/Facilities	Reservoir Park - Phase 2,6,7				2,500,000	2,500,000
Parks/Facilities	Reservoir Park - Phase 1 & 3				1,685,000	1,685,000
Parks/Facilities	Argyle Street				350,000	350,000
Parks/Facilities	Vernon Street Playground Equipment				180,000	180,000
Parks/Facilities	Decking				90,000	90,000
Parks/Facilities	Stage				120,000	120,000
Parks/Facilities	Park Maintenance - Prox Access (B)	7,500				7,500
Parks/Facilities	Reservoir Park Mansion - Roof (B)	27,000				27,000
Parks/Facilities	Public Safety Building - Access Control (B)	25,000	25,000			50,000
Parks/Facilities	1820 Paxton Street - Prox Access Control (B)	10,000	10,000	10,000	10,000	40,000
Parks/Facilities	Park Maintenance Building - Dirt Road (B)		65,000			65,000
Parks/Facilities	Public Safety Building - Windows (B)		420,000			420,000
Parks/Facilities	Public Safety Building - Window Coverings (B)		25,000	25,000		50,000
Parks/Facilities	Public Safety Building - bathroom upgrades (B)		75,000	75,000	75,000	225,000

City of Harrisburg
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Department	Project Name	2020	2021	2022	2023	Total
Parks/Facilities	1820 Paxton - Bathroom Remodel (B)	46,667	46,667	46,667		140,001
Parks/Facilities	Martin Luther King Building - Reblumb Preaction System (B)			6,500		6,500
Parks/Facilities	Park Maintenance Building - replace damaged lower shop roof (B)				28,000	28,000
Parks/Facilities	Public Safety Building - expansion tank (B)				5,200	5,200
Parks/Facilities	MLK Building - Weather Stripping (B)				150,000	150,000
Parks/Facilities	Park Maintenance Building - update upper and lower shop restrooms (B)				6,200	6,200
Parks/Facilities	MLK Building - Window Coverings (B)	17,272	17,272	17,272		51,816
Parks/Facilities	Park Maintenance Building - lower shop remodel (B)				7,400	7,400
Parks/Facilities	Public Safety Building - HVAC Hot/Cold Water Loop (B-Gesa)				54,000	54,000
Parks/Facilities	MLK Government Center - Bathroom Exhaust Ventilation System (C)			8,250		8,250
Parks/Facilities	Reservoir Park Brownstone - HVAC repairs and upgrades (C)	5,300				5,300
Parks/Facilities	Hall Manor Swimming Pool (pool 2) - update changing room/bathroom (C)		250,000			250,000
Parks/Facilities	Italian Lake - circulation pump (C)		7,000			7,000
Parks/Facilities	Reservoir Park Brownstone - roof (C)		67,000			67,000
Parks/Facilities	Jackson Lick Swimming Pool (Pool 1) - changing rooms(C)			250,000		250,000
Parks/Facilities	MLK Government Center - Replacing Elevators Cameras and Security(C)			17,000		17,000
Parks/Facilities	Public Safety Building = Carbon Monoxide Ventilation (C-Gesa)			19,000		19,000

City of Harrisburg
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Department	Project Name	2020	2021	2022	2023	Total
Parks/Facilities	City Island Bathhouse - New Roof(C)				65,000	65,000
Parks/Facilities	MLK Government Center - Replace Steam Lines(C)				12,843	12,843
Parks/Facilities	Public Safety Building - Addressable Fire alarm system and smoke detectors(C)				23,250	23,250
Parks/Facilities	1820 Paxton St. - Wet Glazing (C)				10,000	10,000
Parks/Facilities	MLK Government Center - Commercial Water Heater (C)				5,500	5,500
Parks/Facilities	Hall Manor Swimming Pool (pool 2) - Lighting and cameras (C)	9,800				9,800
Parks/Facilities	Public Safety Building elevator access control (C)	6,000				6,000
Parks/Facilities	MLK - Heat Exchangers (C-Gesa)			27,500		27,500
Parks/Facilities	MLK Government Center-Pumps HW and CW (C-Gesa)			13,000	13,000	26,000
Parks/Facilities	Reservoir Park Mansion - New Windows (D)				20,000	20,000
Parks/Facilities	1820 Paxton St. - Exterior Fencing (D)	6,000				6,000
Parks/Facilities	MLK Government Center- IT Liebert Unit and Nortec Humidifier (D-Gesa)	40,000				40,000
Parks/Facilities	Park Maintenance Building - Replace Sheds (D)	35,000				35,000
Parks/Facilities	Public Safety Building - Waiting Room (D)	52,000				52,000
Parks/Facilities	Broad Street Market - Roof (D)		325,000			325,000
Parks/Facilities	Park Maintenance Building - Repair flat roof at upper shop (D)		8,200			8,200
Parks/Facilities	Public Safety Building - Maintenance pumps (D-Gesa)		13,000			13,000
Parks/Facilities	Public Safety Building- Cooling Tower, Delta (D-Gesa)		60,000			60,000

City of Harrisburg
Five-Year Financial Plan



Department	Project Name	2020	2021	2022	2023	Total
Parks/Facilities	Reservoir Park Mansion- exterior paint (D)		34,000			34,000
Parks/Facilities	1820 Paxton St. - Replacement Emergency Lighting System (D)			25,000		25,000
Parks/Facilities	MLK Government Center - Elevator Car Remodel (D)			169,000		169,000
Parks/Facilities	Public Safety Building - Elevator Cars (D)			241,450		241,450
Parks/Facilities	Public Safety Building - Janitor Closets (D)			5,000		5,000
Parks/Facilities	1820 Paxton - Roof Replacement (D)				500,000	500,000
Parks/Facilities	MLK Building- Exterior Brick Pavers and Lighted Bollards (D)				66,000	66,000
Parks/Facilities	Parks Maintenance - Floor Drains (D)				5,200	5,200
Parks/Facilities	Public Safety Building - Steam Lines (D-Gesa)				12,843	12,843
Parks/Facilities	Reservoir Park Brownstone - exterior paint (D)				6,700	6,700
Parks/Facilities	MLK - Janitor Closets (D)				10,000	10,000
Parks/Facilities	1820 Paxton - Replace Broken or Damaged Flooring (D)				150,000	150,000
Parks/Facilities	1820 Paxton- Building Automation System (D)				18,000	18,000
Parks/Facilities	City Island Bathhouse - Exterior Doors (D)				13,500	13,500
Parks/Facilities	City Island Bathhouse - Siding (D)				52,000	52,000
Parks/Facilities	MLK Government Center - Elevator Mechanical Modernization (D)				290,000	290,000
Parks/Facilities	MLK Government Center - Replacement Switchgear (D-Gesa)				350,000	350,000
Parks/Facilities	Public Safety Building - Hot Water Storage Tank (D)				20,000	20,000
Parks/Facilities	Public Safety Building switchgear (D-Gesa)				200,000	200,000
Parks/Facilities	Reservoir Park Brownstone- Bathroom Remodel (D)				5,725	5,725

City of Harrisburg
Five-Year Financial Plan



Department	Project Name	2020	2021	2022	2023	Total
Communications	EOC Media Center	93,000				93,000
Fire	Air Monitors	20,000		20,000	20,000	60,000
Fire	ATV	20,000				20,000
Fire	Bedroom Upgrades	400,000				400,000
Fire	Dive Trailer	30,000				30,000
Fire	Search Camera	12,000				12,000
Fire	Trench Trailer	20,000				20,000
Fire	Water Boat Rescue	80,000				80,000
Fire	Court Yard Station 2		300,000			300,000
Fire	Specialized Rescue Tools		75,000	75,000	150,000	300,000
Fire	Telestaff		100,000			100,000
Fire	TIC's		50,000	50,000	50,000	150,000
Fire	Window Replacement			150,000		150,000
Fire	Courtyard Enclosure				300,000	300,000
Fire	Backup Generator ST 1 &2				350,000	350,000
	Priority Two	\$2,197,539	\$6,428,139	\$13,045,639	\$24,560,361	\$46,231,678