

ACT 47
COORDINATOR STATUS REPORT
JULY 1, 2015

Section No. 11
Exhibit No. 63

IN THE COMMONWEALTH COURT OF PENNSYLVANIA

C. ALAN WALKER, IN HIS :
CAPACITY AS SECRETARY :
FOR THE DEPARTMENT OF :
COMMUNITY AND ECONOMIC :
DEVELOPMENT :

Petitioner, :

v. :

CITY OF HARRISBURG :

Respondent. :

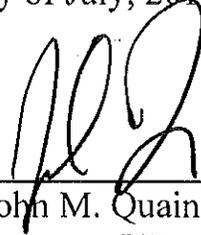
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COMMONWEALTH COURT
OF PENNSYLVANIA
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**STATUS REPORT OF THE COORDINATOR FOR THE CITY OF
HARRISBURG**

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

Respectfully submitted this 1st day of July, 2015.



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Date: July 1, 2015

To: The Honorable Bonnie Brigance Leadbetter

From: ^{FAR} Fred A. Reddig, Coordinator

Re: Update on Receiver's Plan Implementation

I am pleased to provide the court with the quarterly update on the status of the implementation of the Receiver's Recovery Plan as confirmed by the Court on March 9, 2012 and on the Modified Plan, the Harrisburg Strong Plan filed with the Court on August 26, 2013 and subsequent to the Court's September 19 hearing, confirmed on September 23, 2013. This will be my sixth report to the Court since my appointment by Department of Community and Economic Development (DCED) Secretary Walker as Coordinator effective March 1, 2014.

This memorandum, supported by the accompanying attachments, provides the Court with a summary of actions that have occurred and issues that are involved with the continued implementation of the confirmed Harrisburg Strong Plan over the second quarter of 2015.

Office of the Receiver/Coordinator

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

As Coordinator, I continue to hold weekly status conference calls with members of our consulting team to coordinate all aspects of plan implementation. The Team of professional advisors comprised of the Novak Consulting Group, Pennsylvania Economy League, Stevens & Lee, Public Resource Advisory Group and McKenna Long and Aldridge that supported the Receiver remains in place, and along with continued support from DCED and the Office of General Counsel, continues to be engaged in the further implementation of the Strong Plan. These weekly status calls are critical to the overall coordination of implementation activities.



Our focus during 2015 continues to be on addressing various implementation actions that were required as part of the Plan consummation along with an increased emphasis on operational issues in order to provide sustainable balanced budgets for 2015 and beyond.

Implementing initiatives in the Strong Plan will assist with effecting greater efficiencies in the delivery of core municipal services, strengthening revenue collection and internal controls, and revitalizing the City's tax base through community and economic development initiatives.

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

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

Impact Harrisburg

Following the Court's order issued on November 25, 2014 granting the Coordinator's request to further modify the Harrisburg Strong Plan to approve the Governance Proposal and Action Plan for the creation and operation of a single non-profit corporation to be known as Impact Harrisburg, the Coordinator solicited recommendations for the appointment of Board members from the Mayor, City Council and Dauphin County. The creation of a single non-profit corporation was the recommendation of the Task Force for Infrastructure and Economic Development. It will administer the \$12.3 million set aside as part of the parking transaction to fund both economic development and infrastructure initiatives to aid the City in strengthening its tax base and addressing critical infrastructure needs thus enhancing the quality of life for City residents.

Following the receipt of recommendations from the Mayor, City Council and the County, the Coordinator appointed the nine-member Impact Harrisburg Board of Directors in January. The Board held their initial meeting on February 17 and took action to organize electing Neil Grover as Chair, Doug Hill as Vice Chair, Les Ford as Secretary and Brittany Brock as Treasurer. The Board then established a bi-weekly meeting schedule to advance organizational activities and has been working quite aggressively to move forward. Through the end of the 2nd quarter, the Board met on April 7 and 21, May 5 and 19, June 2, 16, 24 and 30. The Coordinator and his team have provided support to the Board and will continue to do so until an Executive Director is hired.

Using the documents developed by the Task Force as a starting point, the Board finalized their Articles of Incorporation and By-laws. They engaged Vance Antonacci of McNeese Wallace & Nurick LLC as counsel to assist with the Board's incorporation with the Department of State and their establishment as a 501(c)(3) non-profit organization with the Internal Revenue Service. Articles of Incorporation were filed with the Department of State and approved on March 17. The 501(c)(3) application was also filed with the IRS and the Board received an acknowledgement that it was

received. Although this approval though will probably take a number of months, the Department of State approval will allow the Board to begin operation and have the authority to expend funds.

The Board was quite active during the second quarter and by the end of the quarter had undertaken an RFP process for depository services and selected a depository, heard a presentation on Board insurance and is working with a local insurance broker to obtain necessary insurance, and has identified and reached agreement on no cost office space at the Pinnacle Health facility at the former Polyclinic Hospital site. The Board has also devoted considerable time to the recruitment of an Executive Director. A position description was prepared, interview questions developed and a broad recruitment effort was undertaken resulting in 39 applications for the position. These applications were screened to 9 individuals who have been selected for interviews which are to be held on June 30, July 8 and 9. The Board is hopeful that a Director can be selected and begin work by late July or August. At that time the Board and the Director will focus on the guidelines with the application process beginning by early fall.

In discussions with Mayor Papenfuse, he has expressed concerns to me over the amount of time it is taking to reach a point where applications can be received and projects funded. Although he understands the two stage process has followed the course provided for in the Strong Plan without undue delay, he had hoped that the process would have been faster and the funds set aside for economic development and infrastructure would have had a quicker and positive impact. In hindsight the two step process though providing for significant input and involvement by stakeholders, may have been a bit cumbersome and slowed the ability to have a faster positive impact on the City and its recovery process.

Harrisburg Supplemental Growth Fund

The work of Impact Harrisburg is also being coordinated with the City, Dauphin County and Assured Guaranty Municipal Corporation (AGM) to address the \$2 million annual allocation for each of the next five years from PennDOT that occurred as part of the Transportation Reform legislation passed in late 2013. An escrow agreement was drafted and following extensive review by the parties was executed by all parties by February 12. The escrow agreement accounts for the use of funds set aside in the Supplemental Harrisburg Growth Fund and their distribution to the Infrastructure, Economic Development and OPEB funds should the City not receive PennDOT funding. AGM and the County then selected M&T Bank to serve as the depository for these funds. Following that selection and execution of both the Escrow Agreement and the Escrow Disbursement agreement, the Coordinator saw that the \$6.666 million set aside in the Supplemental Harrisburg Growth Fund was transferred to M&T Bank on February 19 pursuant to the agreement. On May 13, the City received formal approval from PennDOT of an \$3.19 million grant to undertake street related improvements.

Fiscal Matters

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

Through the end of May the City's revenues were \$26,142,383 while expenditures were \$21,764,072. The year-end cash balance of \$7 million allowed the City to meet its early year obligations until tax revenues begin to flow. Real estate tax bills were mailed in February and the receipt of those revenues during the discount period have substantially bolstered the City financial position. Concern though exists over what is anticipated to be a shortfall in parking revenues as discussed later in this report. This shortfall may be as much as \$1.4 million though efforts continue to address the causes of this shortfall and through certain actions that both the City and County take could mitigate the amount of the shortfall. With actual numbers through May and estimates through December our year-end projection is that the City will have revenues of \$56,337,615 and expenditures of \$57,376,728 with a negative balance of just over \$1 million. Although final audited year-end numbers are not yet available, based on unaudited numbers, the City ended 2014 with a positive operating position of approximately \$7 million. The Controller though has raised a concern over how certain year end transactions were treated that may result in a lowering of this amount. The City has continued to effectively manage expenditures and estimates are expenditures will be approximately \$2 million below budget. Although not the result we would like, the City would be able to weather an operating deficit of \$1 million this year. Efforts will continue to achieve a balanced budget through both more aggressive approaches to revenue matters and continued expenditure constraints. We will continue to closely monitor the City's financial position as the year progresses. The 2015 cash flow summary attached with this report reflects actual revenues and expenditures through May with projections through year-end.

The Coordinator continues to closely monitor cash flow as part of the implementation of the Strong Plan. The City's bi-weekly payroll now averages \$925,000, slightly below the \$950,000 average for 2014. The Coordinator reviews City payables on a bi-weekly basis to insure expenditures are consistent with the confirmed Strong Plan. During the quarter, 7 bi-weekly check runs were reviewed, comments provided and approved. Through very close monitoring of the City's cash flow and the cooperation of the City's Finance Office, the City was able to meet payroll and critical creditor obligations through the first quarter as well as maintain a current status (within 60 days) for virtually all payables. Over the last year the City has reduced payables from the \$2 million level to approximately \$1 million. Payables on hold as of the July 2 check run total \$1,459,980. The vast majority of payables are internal and deal with medical reimbursements to the City Treasurer. Virtually all payables (95%) are less than 30 days.

The City also remains current with all of its debt service obligations. The City made its major general obligation debt service payment of \$4.67 million on March 15 and a debt service obligation

to the PA Infrastructure Bank of \$297,742 on March 26. It also made another \$1.5 million to the Suburban Communities on April 15, 2015. No additional debt payments were due this quarter, however, the City's second general obligation debt payment is due on September 15.

I have worked with the City to both manage cash and prioritize payables. The cost containment provisions of the Emergency Action Plan continue to be followed as they relate to the City providing "necessary and vital services".

As of June 30 inclusive of the July 2 payroll and check run, the City has a cash balance of \$8.47 million. This is approximately \$500,000 higher than at the same point in 2014. The above referenced cash flow projection is attached as part of this report.

The Coordinator continues to support the work of the City Controller and Finance Office to provide budget vs. actual reports to the Administration and Council. The Coordinator has had periodic meetings with the Controller during the quarter to address fiscal related matters including issues related to the City's year end position and purchasing matters.

Harrisburg again pursued obtaining a Tax and Revenue Anticipation Note (TRAN) for 2015 to provide a safeguard in case cash flow during the early part of the year was insufficient to meet obligations especially the March debt service payment. In contrast to receiving only one proposal in 2014, the financial community expressed much stronger interest in the 2015 TRAN and 3 competitive proposals were received. Following the receipt of a best and final offer, an award for a TRAN not to exceed \$4 million was made to Mid-Penn Bank in January. To date, however, the TRAN has not been needed given the City's strong cash position. The TRAN process, however, is a key step in restoring the City's credibility in the financial marketplace and a very positive step in Harrisburg's recovery.

The City with the assistance of Trout Ebersole and Groff completed pre-audit work for the 2014 audit by mid-June. This year the City's accounting manager led the audit preparation work though Trout Ebersole and Groff assisted on a limited basis by focusing on compensated absences, OPEB and workers compensation matters. As the City continues to build internal capacity it is hoped that the reliance on outside assistance can be totally eliminated. Maher Duessel, the City's auditor began their work in mid-June and is now actively engaged in the audit process with a planned completion date for the audit by the end of September. Last year the City was finally able to bring its audits up to date and the timely completion of audits moving forward represents another critical step in the City's recovery.

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

independent auditor now reports directly to the Audit Committee. The Committee has been quite active in engaging on fiscal management matters. The Coordinator was requested to attend the June 30 Committee meeting to provide an update on the City's recovery and to address certain financial management policies that are provided for in the Strong Plan. The Coordinator has advance recommended polices on debt and fund balance to the City's administration and Council and will be reviewing these policies with the Committee.

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

Operational Issues

Implementation of the operational elements of the confirmed Plan have focused on key priorities that are the most time sensitive and can affect operational efficiencies and savings. The Coordinator's Team continued to work with Mayor Papenfuse and his Administration during the second quarter to assist with numerous issues in helping the administration move forward with Strong Plan initiatives and other operating matters. Regular interaction with the Mayor and key administrative staff occurs on issues involving finance, budget, tax collection, IT needs, sanitation, public safety, parking, City Island issues, CRW/City matters and personnel. Our agendas have focused on the most significant issues that are pending at the moment. Meetings have been productive and resulted in addressing plan related issues in a constructive and positive way. I have also engaged in periodic meetings with Council President Williams other members of Council and the Controller, with the same objectives. Again, these meetings have been very productive as we work to achieve consensus between City officials on plan related initiatives.

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

consider the salary supplement. I am hopeful that this support can advance as we move through the second half of the year and result in the selection and placement of an individual in this critical position by late this year.

In my most recent discussions with the Mayor he has indicated that the current matrix is somewhat dated and not an effective communication tool. I am working with our team to refine the matrix and our reporting process so that it is an effective management tool while not creating an undue administrative burden on City management.

Given the difficulties experienced by the City with their IT system both from a staffing perspective and a systems perspective, an update of last year's assessment of the City's IT system was undertaken by the Coordinator's Team in March. Interviews with IT staff took place and the assessment with its recommendations was completed and provided to the City in May. The City also filled several critical IT positions during the quarter with the hiring of a network administrator and a programmer. The assessment provided recommendations for Act 47 funds to address critical IT system needs. Our team is currently working with the City to go through the application process for Act 47 funds to implement the study's primary recommendations.

As the replacement of the City's phone system is cost prohibitive in the short term, the City has also entered into a contract with Morefield Communications to maintain their existing phone system as well as undertake an audit of its current telephone lines to identify and disconnect lines no longer in use. It's estimated that this will result in a savings of approximately \$1,000 per month. The City is implementing this approach until such time as funding becomes available to update the entire telephone system to a VoIP system. In addition, the Coordinator's team has identified an inventory of compatible phone system hardware that is available to the City at no cost. The City, with the support of the Coordinator's team, is currently evaluating whether acquisition and storage of the equipment can further prolong the useful life of the existing phone system.

Led by Dauphin County Commissioners and the District Attorney's office along with financial support from the Act 47 program, the Dauphin County Regional Police initiative continues to move forward. Started in the fall of 2014, the Task Force unanimously agreed to undertake an assessment of the viability of regional approaches to police services. The Task Force is comprised of police agencies within the County along with County officials and is guiding the initiative. The Police Executive Research Forum (PERF) was engaged through a partnership between the County and the Coordinator's office to undertake the study of various regional and collaborative approaches to police service within the County. A kick off meeting was held on November 13 and a number of meetings throughout the County have been convened by the County Commissioners and District Attorney to gather input. During the 2nd quarter the Task Force met on May 26 and June 23. Harrisburg's Police Chief is an active participant on

the Committee and the City's FOP representative has also been engaged in the initiative to ensure that the City's issues are an integral part of the study. PERF has completed their data collection work and met with local officials and police agencies throughout the County including the City. Their study will consider multiple intergovernmental arrangements for policing services. The study's completion has been moved back to the fall to allow time for additional public input as well as the analysis of various options. This intergovernmental initiative is consistent with the Strong Plan's goals and could open the door to even greater cooperative ventures.

The review of the City's sanitation system continued through the second quarter. Through the assistance of the Coordinator, the firm of Barton & Loguidice supported by MSW consultants was engaged to assist with an evaluation of the existing system and to provide recommendations for a more efficient operation. The approach being taken is one of a managed competition through a partnership between the City and the union with the goal of creating an efficient refuse collection system. It was recognized at the outset that the current system was broken and unsustainable without significant change. Meetings were held with management, the collective bargaining unit and members of Council to obtain their input. The consultants spent considerable time in the field analyzing the current collection operation and talking with key stakeholders in the operation. Their report was completed, presented to the Mayor and administration in May and to City Council at their May 26 meeting. A subsequent more in-depth discussion occurred with Council's Public Works Committee on June 18.

The report's primary recommendation is for the City to implement recommendations of the report during a trial period to see if the City's performance level can be optimized. Recommendations include providing new refuse and recycling containers to all City residents and smaller commercial establishments. These containers can be collected mechanically and will also greatly reduce trash that accumulates due to inadequate containers. Other recommendations focus on obtaining new or refurbished collection vehicles, increasing recycling through educational efforts, enforcing current ordinances and validating all commercial and residential billing information. The 2015 budget provided \$2 million in capital funds to assist with this initiative. The City has already achieved success in increasing its recycling rate from what had been around 5% to almost 20% in 2014. Education will be the key to achieving further success. The City is also balancing the increase in recycling volume with its 35,000 ton put or pay requirement with LCSWMA. Key to meeting this tonnage will be the reduction in waste, especially commercial waste that is generated in the City but is not attributed to the City's waste stream through greater enforcement efforts.

With the Court's approval to allocate up to \$75,000 from the funds set aside for economic development in the Harrisburg Growth Fund, the City reinitiated the Comprehensive Plan update process. Council and the Planning Commission took action to move forward with the update, an



RFP was developed proposals received and evaluated during the first quarter and a consultant selected. In April, the City awarded the contract to Office of Planning and Architecture (OPA) of Harrisburg to lead the process supported by 5 other firms (K&W Engineers and Consultants, Good Land Collaborative, ARUP Americas, CSPM Group and AB3 Development). A kick off meeting for the project occurred on May 7. A contest was held to brand the planning process and resulted in "BeHBG" being selected. A web site has been established to provide the community with ongoing updates and to allow further community input. The City and consultant scheduled and convened a series of six (6) public meetings at locations around the City in June to gather community input on their vision for Harrisburg's future, how it should evolve and develop over the next twenty years and to obtain a sense of the priority of City issues. Most of these sessions were well attended especially the ones at the Broad Street Market and Lincoln School. The consultants have been collecting data from the City and various other sources. They have also met with PennDOT on transportation issues and Harrisburg Housing Authority representatives to discuss housing issues.

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

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

The Treasurer's Office went through a transition following last September's resignation of John Campbell due to charges filed by the Dauphin County District Attorney for theft from the Historic Harrisburg Association and the Stonewall Democrats. Tyrell Spradley was selected by Council to replace Mr. Campbell in November and after obtaining his bond, assumed office in December. He will serve the balance of Mr. Campbell's term through the end of 2015. Mr. Spradley has a degree in accounting from Albright College and more than seven years of accounting experience in the banking, retail and non-profit sectors. Mr. Spradley has been actively engaged with the administration of the Treasurer's office and is working closely with the Controller and Finance offices on assessing its overall operation and in recommending improvements to the City's finance operations.



The City has had an active quarter on the personnel front. Five candidates have accepted conditional offers for the police officer position and will start the next Police Academy class which begins on July 13. There are also four fire candidates who are currently enrolled in the Fire Academy class that began in March. Vacancies that occurred during the quarter included Grants Manager, Deputy Director for Housing, Park Ranger, code enforcement officer and an Administrative Assistant in the Housing Bureau. Positions filled during the quarter included 2 key positions in Information Technology, a Network Administrator and a Senior Programmer; an Accounting Clerk in Treasury; a Secretary in Arts, Culture and Tourism; a Code Enforcement Officer; Deputy Fire Chief and an Administrative Assistant in Fire; and in Public Works an Arborist, Heavy Equipment Operator, 2 Motor Equipment Operators, Traffic Technician and 2 Laborers. The City is judiciously reviewing all positions to ensure adequate budget appropriations exist before filling, especially given the tight budget that exists, while continuing to provide "necessary and vital services" to City residents and businesses.

Collective Bargaining

The changes contained in the Agreements amending the prior Collective Bargaining Agreements for the AFSCME, FOP and IAFF bargaining units as well as those initiatives for the non-union City employees have been implemented and cost reductions resulting from these changes continue to be monitored. The formal Amendment documents setting forth the revised contract language have been finalized and agreed to by AFSCME and also by the FOP. The City prepared a similar formal Amendment document setting forth the changes in the Tentative Agreement document which was formally ratified by both the IAFF and the City. The IAFF has still not responded to this formal Amendment document with the revised contract provisions which the City prepared and provided to them. The Coordinator will continue to work with City management to insure implementation of the negotiated changes, and to assist as may be necessary with respect to any issues and grievances that arise relating to those changes or to any of the Plan initiatives. The Coordinator also assisted the City with a recent grievance arbitration matter involving health insurance.

Fire overtime had been a continuing issue for the City, however, with the new fire contract approved in April 2014, the closing of a fire station and the addition of a new complement of firefighters in July, the City has been able to significantly reduce overtime. Total overtime (inclusive of premium pay) for the first quarter of 2014 was \$727,432 or 64% of salary. For the balance of 2014 total overtime was \$1,100,943 or 32.5% of salary, half of what it had been averaging prior to the new contract. For the year overtime was 40.5% of salary and 91% of the overtime budget. Trends through the first five months of 2015 show a continuation of the reduced overtime and the ability to stay within the \$900,000 budget which is less than half the 2014 overtime budget. Overtime (inclusive of premium pay) for the first five months of 2015 was \$448,453 or 25% of normal salary and is tracking at 36.7% of budget. This pattern of reduced overtime has had a very positive impact on City finances and is anticipated to continue through the balance of 2015.

Asset Monetization Matters

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

Importantly, after consummation of the Strong Plan, the City is no longer a guarantor of debt service payable by either the Lancaster County Solid Waste Management Authority (LCSWMA) on the Resource Recovery Facility or the Pennsylvania Economic Development Financing Authority (PEDFA) for the parking system. The vast majority of the Strong Plan was not merely a restructuring of City liabilities, but was the complete elimination of debt and other obligations (see chart attached). The exceptions are the City's General Obligation Bonds and the so-called "Verizon Bonds." The former were restructured as part of the Plan's consummation and the latter were restructured in January as part of the Settlement Agreement on the Verizon Tower.

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

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

Harrisburg Parking

With Plan consummation, the parking assets are now under the auspices of the PEDFA, who has engaged the Capital Region Economic Development Corporation (CREDC) to oversee the operation and management of the parking operation. Standard Parking Corporation/SP+ is managing day to day operations and PK Harris/Trimont Real Estate Advisors is managing the parking assets.

Improvements to the Parking System

Parking meter stations that accept credit cards, allow for pay-by-phone and add time by phone are now fully operational. The new technology enables parkers to not only pay for their parking, but also reminds them where they parked, sends a text message when their meter is running out of time, enables them to text the number of minutes they wish to add in order to avoid a fine, and enables businesses to market, send coupons and validate parking. The 88 new Mid-town meter spaces are also now installed and have a 15-minute free parking period for shoppers, as promised.



The new technology for garages was put out for bid, an award made, with installation expected to be completed this summer. Once the technology in the garages is complete, additional parking programs and improvements should become available to workers, merchants and residents. This technology will also allow for further analysis of parking patterns, thus allowing additional enhancements to occur. Once all the technology has been installed and integrated, the City and parking customers will see many improvements and benefit from the additional options that will address issues raised by merchants, employees and residents.

A Parking Advisory committee chaired by PK Harris/Trimont Real Estate Advisors, the Asset Manager, and comprised of representatives from CREDC (as PEDFA's representative); Standard Parking Corporation, the Operator; the HPA; the Mayor; City Council; Department of General Services (DGS); AGM; and the County was established early in 2014 and continues to meet on a periodic basis to keep stakeholders informed on the system's operation. Although it has no decision-making authority, the Advisory Committee serves as a forum for communication and interaction among the parties with interests in the operation of the Parking System and as a vehicle for customer and public input with respect to the operation of the system. It has assisted in addressing issues related to the transition to the new parking system.

At its February 24 meeting the Committee heard concerns expressed by City officials and the public on the system. Based upon conversations with the City, public comments provided at the February 24 meeting and at other times, PK Harris/Trimont Asset Management and Standard Parking announced at the March 24 PEDFA meeting several initiatives to address these concerns. During the second quarter the following initiatives have been implemented.

1. Reduced meter rates from 5 p.m. - 7 p.m. weekdays and a 4-hour free parking period on Saturdays through a subsidy of up to \$285,000 provided by the City.
2. An Ambassador Program provided by the on-street enforcement employees.
3. Free parking at Walnut Street Garage for those contesting tickets.
4. Reduced rates to park at River Street garage during lunch hours, weekdays and weekends.
5. Enhanced night-time visibility on the meters to assist in inputting license information.
6. Five minute grace period at all meters though its implementation has been delayed due to technological issues and is expected to be implemented by August.

Results of Monetization Revisited

The parking monetization was the cornerstone of the City's recovery plan. The choice faced by the Office of the Receiver was whether to sell the system to a private equity firm or hedge fund, or to put in place a monetization structure that maintained ownership of the assets in Harrisburg, and aligned the incentives of the parties so that the better the system performed, the more the City

would benefit. The latter was chosen and as a result, there are significant things the City can do to control its own destiny, improve revenues and support the parking system.

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

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

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

Results of Current Operations

In addition to the up-front benefits of the parking monetization, the City is receiving very significant additional benefit in the form of annual cash flow from the parking monetization. Parking tax collections that can be deposited into the general fund increased by more than \$1.6 million per year due to the repayment of the Harrisburg University Bonds and the HPA Series U Bonds (these bonds were repaid using upfront proceeds of the parking monetization – "3." above) and are now estimated to be in excess of \$3 million. In addition, the amount the City had collected from meter fines (\$1.1 million in 2013) was replaced with a payment by PEDFA under the waterfall which was projected to be \$2 million but due to a number of factors, including both a delay by the City in enacting ordinances required to adjudicate past due fines and a delay last year in the installation of the meters due to weather conditions, turned out to be a little over \$1.8 million; still, a significant improvement in cash flow occurred in 2014 that helped the City to run a 2014 balanced budget, end the year with an increasing fund balance and adopt a balanced budget in 2015.

The traffic ticket fine revenue in particular is significantly below budget in 2015 due to the large number of outstanding tickets and the difficulty in moving these tickets through the adjudicatory process. As of early May there were approximately 20,000 tickets outstanding with 15,000 from

2014 and 5,000 from 2015. For 2015, the average tickets per month unpaid after the 30 days is 1,400 per month while the Court has been processing around 250 tickets a month with one district justice processing tickets. Through May 31, 2015, \$1.3 million had been budgeted for fines and penalty revenue while only \$650,000 has been collected.

Although revenue has been sufficient to cover debt service to date only limited waterfall payments have been made to the City and the accrued amount payable is approximately \$650,000. The Coordinator and Trimont have both been engaged with the County Court and President Judge in an effort to address this problem. Although the Coordinator recommended that a senior judge be brought in to hear these cases, at this time the Court has indicated they have assigned all cases to one magistrate in an effort to expedite their processing. A further complicating factor is that even if the motorist is found guilty, if payment is not made and a warrant has to be issued, there is a significant backlog in having the constables serve the warrant. In an effort to address this problem, Standard Parking will begin to apply a boot to violators who have at least three outstanding warrants this summer.

It is important for the City to realize, and act upon this realization, that the City has a lot to say about how well the parking operations perform, and thus how much of the cash flow it realizes. In 2014, had the City enacted Ordinances memorializing new on street fines in February of 2014 pursuant to the Asset Transfer Agreement (instead of October 2014) it is very likely the City would have received the full benefit of the projected \$2 million cash flow. Similarly, it is expected that some land owners will attempt to offer parking to the public within the competing parking district. It is incumbent that the City act to shut these operations down as soon as practicable in order to maximize revenue to the City under the water fall. I have provided the City additional information on several of these situations and recommended that they be pursued.

Resource Recovery Facility

The Lancaster County Solid Waste Management Authority (LCSWMA) has been operating the resource recovery facility since December 2013 and the City is now receiving approximately \$288,000 per year as a Host Fee from LCSWMA. Tonnage from the City of Harrisburg, delivered to the Susquehanna Resource Management Complex (formerly the Harrisburg RRF) for 2014 exceeded the minimum 35,000 tons required under the disposal agreement thus no additional payment was required. With the hiring of a Recycling Coordinator by the City, recycling volume has also been on the increase, however, the City was still able to meet the put or pay amount. With an education and outreach program now underway, and through coordination with the County's recycling office the City is likely to continue to increase recycling tonnage further and should be able to exceed the required tonnage by monitoring and deterring diversion of municipal solid waste from exempt commercial establishments. In order to focus on funding new equipment for its residential and non-exempt collection, the City should consider either bidding out the exempt commercial work to private haulers, or enforcing compliance with existing City requirements.



Just prior to the end of the quarter, the City was served with a lawsuit requesting that a declaratory judgment be issued claiming that the City's current commercial refuse rates are unreasonable and unenforceable. The Coordinator is assisting the City's Solicitor in responding to this suit. The above course of action with respect to commercial refuse should greatly assist in resolving this suit.

The "Verizon Bond Problem" has been addressed

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

The Mayor and City Council had been provided with an executive summary and periodic, in-person updates as to progress on the Verizon issue. The summary provided details of how a tenant was procured, how a rental rate was negotiated, how a Commonwealth statute had to be changed to accommodate the move, how Harrisstown Development Corporation had to make concessions and procure an energy savings based loan for significant improvements to the building, how the City's repayment obligations were structured in order to make them affordable and provide the City with the capacity to borrow for capital improvements beginning in the next several years, along with the summary of the Settlement Agreement entered into with AGM. The Settlement Agreement was executed by all parties in late January and approved by the Court on March 13, 2015.

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

- The Commonwealth as a single tenant, with a high credit rating and a high likelihood of staying in Harrisburg entered into a 17 year lease for the entire repayment term of the Verizon Bonds.
- Harrisstown Development Corporation (HDC) concessions and Department of General Services (DGS) willingness to make installment purchase payments provide a significant reduction (Expected to be in excess of a \$20 million reduction) in City repayment obligations.
- Remaining debt service is affordable, allows for incremental capital borrowing over time and maintains the City's debt service ratio within financial industry accepted limits.
- HDC is provided incentives to increase the subsidy of City debt service coming from lease payments.
- Property remains on tax rolls generating approximately \$4.4 million per year.

- Over \$16 million in capital improvements to the three buildings involved.
- Significant energy savings improvements to reduce cost to Commonwealth and increase amounts available to City.
- Approximately 900 Commonwealth employees will move into the central business district and will be a boost for downtown merchants as well as increase Local Service Tax revenue to City by approximately \$46,000 per year.
- Additional vehicles to be parked in system should increase parking tax collections of the City by approximately \$600,000 annually. In 2016, \$280,000 in revenue will be generated by the 756 cars added for the Verizon building parkers at \$185 per space.

Current Status of Verizon Tower Project

All parties believe that it is feasible to move the Commonwealth employees into the building (in stages), so that by March 1, 2016, the building will be fully occupied. The Coordinator has worked closely with DGS to monitor construction activity. Work started in February to ready the building for occupancy with the first wave moving into the building beginning the first of September. DGS is providing regular updates to the Coordinator on the status of work. They have indicated that construction activity is on schedule and that Floor 7 with approximately 102 individuals will move on September 1; Floor 6 with approximately 129 individuals will move on September 15; and floor 9 with approximately 179 individuals will move on October 13. Siemens, the contractor doing the energy upgrades, has been working with the General Contractor for the build-out of the space and the energy upgrades for the new space are being done in coordination with the build-out work. All the energy upgrades have been completed for the existing space that is not subject to fit out.

City Island/Stadium Bonds and Senator's Lease

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

The City is undertaking a more comprehensive review of City Island to determine its best use as a regional asset. There are a number of issues that relate to the Island that are under review. The City participated in a charrette last fall that was undertaken by the Urban Land Institute (ULI) to assist with this process. The ULI's report was presented to the City in March and provided both



short-term and long-term recommendations. Key recommendations included developing a master plan for the Island and centralizing management for island related activities.

The lease with the Harrisburg Senators for the City Island stadium remains an issue as the City has had to make up the difference in debt service from what the permit revenue provides. This amounts to between \$180,000 and \$200,000 annually. The goal of a new permit/lease is to insure that adequate revenues are received to fulfill the debt service obligations on the stadium bonds. Recent new ownership of the Senators by a local businessman is a hopeful sign for the renegotiation of the permit. The Mayor has also had discussions with the new owner to address issues related to the Senator's Park permit in an effort to resolve this obligation. The Coordinator's Team has offered to assist with this effort should the City desire.

While meetings of the City Island Task Force with DEP and DCED had been scheduled to occur over the summer to try to advance this issue, the Mayor has asked to cancel these meetings as the City pursues other priorities.

Water and Sewer Operation

The City transferred responsibility for the ongoing operation of its water and sewer facilities to The Harrisburg Authority (THA) now known as Capital Region Water (CRW) effective November 4, 2013. This action resulted in the transfer and consolidation of the administrative, operational and financial responsibilities for the water, wastewater and storm water operations to CRW. This operational approach addresses compliance with the Clean Water Act and Chesapeake Bay requirements and has been viewed as an acceptable model for the Department of Justice, EPA and DEP. The creation of an operating authority was also supported by the suburban communities. The City and CRW have entered into a shared services agreement to facilitate the transfer and provide for the effective coordination of services between the parties.

With financing put in place last summer, CRW embarked on the \$50 million upgrade of the wastewater treatment plant to meet Chesapeake Bay requirements. Work began last spring and continues to be on schedule with completion by early 2016. These upgrades will reduce pollution entering the Susquehanna River and Chesapeake Bay as well as update aging equipment. Just before the end of 2014, the Authority gave approval to a partial consent decree with the US Department of Justice, Environmental Protection Agency and Pennsylvania Department of Environmental Protection that will negate the issuance of any fines by those agencies, so long as the Authority fulfills its obligation to reduce sewer overflows and improve system performance through the current wastewater system improvement project.

The City and CRW continue to work cooperatively on a number of fronts pursuant to the Shared Services Agreement. During the quarter, CRW implemented its new billing system for water and



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

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

Summary

The City continues to make progress on many fronts with the further implementation of the Harrisburg Strong Plan. 2014 was a transition year in many respects for the City as it was the first year following the Strong Plan's consummation in December 2013 where approximately \$500 million in City debt was eliminated (see attached chart). The year saw a new City administration coming into office, the Office of the Receiver being vacated and the City returned to the underlying Act 47 process with continued oversight of Strong Plan implementation provided by the Court.

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

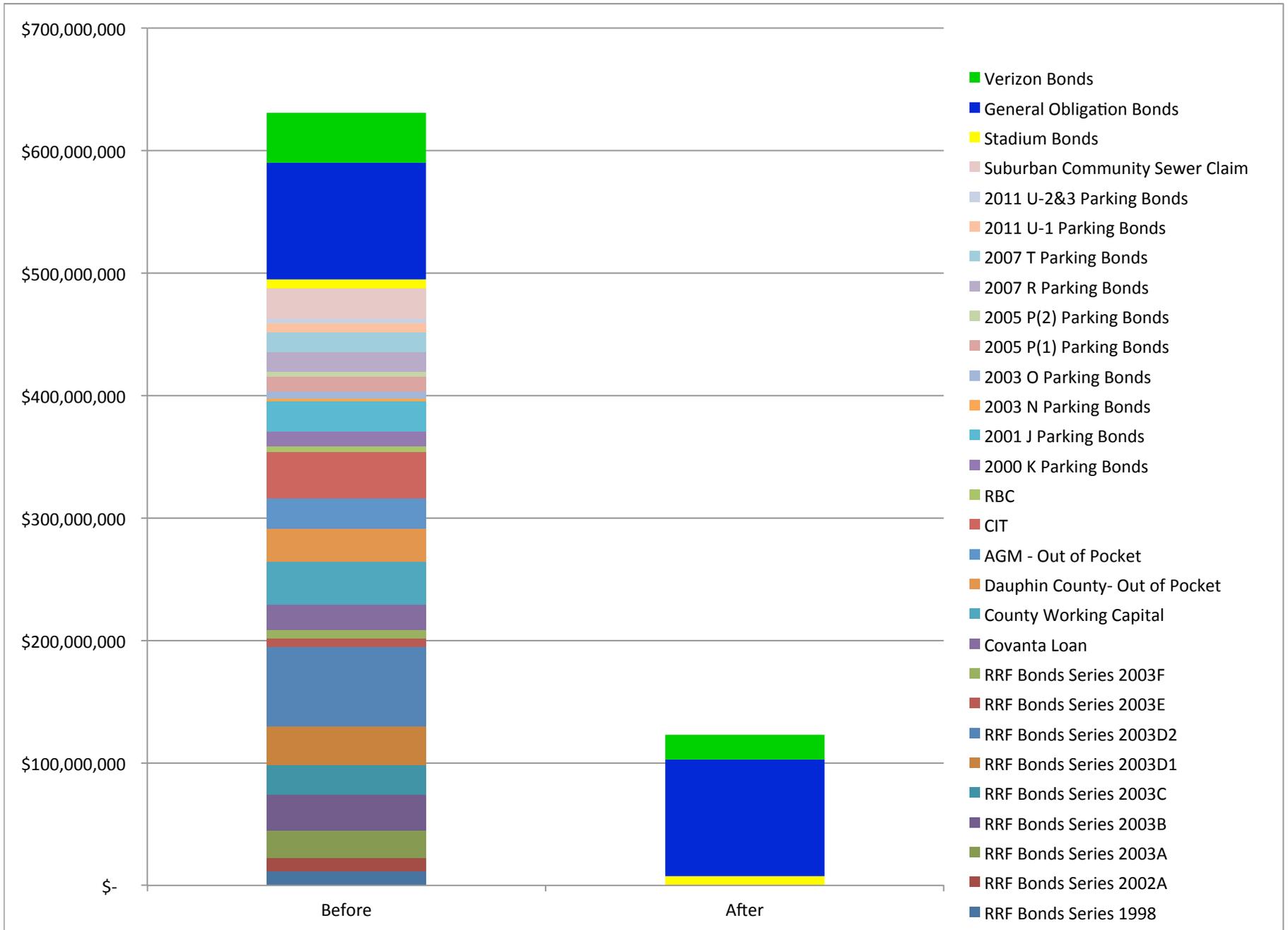
As we end the second quarter of 2015, the City's financial position has clearly stabilized, though there remains further work to be done with the implementation of the Strong Plan. 2015 also poses challenges as the City's recovery continues to advance. This year's budget will be extremely tight especially given new challenges with parking revenues. Positive results are being realized with personnel cost containment given the new collective bargaining contracts that are now fully in place. There remain transition issues with the water and sewer operation that are being worked through with Capital Region Water and challenges with the implementation of recommendations with regard to sanitation service.

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



Additional focus in 2015 will be on continuing to effectively manage the City's budget to end 2015 with a positive operating balance, increase the City's management capacity, address critical IT related matters, enact sound financial management policies, further strengthen public safety, implement additional enhancements to the parking system, implement sanitation system improvements, address City Island matters, pursue intergovernmental initiatives, update the City's comprehensive plan and move the Impact Harrisburg Board to the point where it can begin to approve infrastructure and economic development projects with the \$12.3 million that was set aside as part of the parking monetization to spur development and improve the quality of life for City residents.

As Coordinator, I will continue to keep the Court apprised of the progress on these initiatives through subsequent reports.



**CITY OF HARRISBURG
CASH FLOW**

City of Harrisburg
2015 Estimated Cash Flow

6/26/2015
12:10 PM

	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Actual May	Estimated June	Estimated Jul	Estimated Aug	Estimated Sep	Estimated Oct	Estimated Nov	Estimated Dec	Total
Cash Summary													
Unrestricted Cash Balance Beginning of Month	7,016,114	5,566,741	5,853,985	11,929,586	10,800,909	9,520,521	9,503,139	6,939,628	7,503,648	4,541,649	6,442,256	4,788,905	
Surplus/(Deficit)	-1,464,457	355,176	5,319,580	-1,056,412	1,224,424	-17,382	-2,563,511	564,020	-2,961,999	1,900,607	-1,653,351	-685,808	
Change in Accounts Payable	479,076	-89,186	-645,424	272,719	243,123	0	0	0	0	0	0	0	
Other items affecting Cash	-463,991	21,253	1,401,445	-344,985	-2,747,936	0	0	0	0	0	0	0	
Unrestricted Cash Balance End of Month	5,566,741	5,853,985	11,929,586	10,800,909	9,520,521	9,503,139	6,939,628	7,503,648	4,541,649	6,442,256	4,788,905	4,103,096	
Revenues, Expenditures, Surplus/(Deficit)													
Revenues without Transfers	1,532,597	3,400,190	13,351,183	3,943,544	3,905,911	3,046,571	2,674,423	3,936,958	4,004,281	4,512,539	2,892,650	2,163,485	49,364,332
Sanitation Utility Fund	0	0	0	0	0	0	0	0	0	0	0	2,155,324	2,155,324
Landfill/Incin Utility Fd	0	0	0	0	0	0	0	0	0	305,000	0	0	305,000
Transfers in from Host Fee for Enviromental Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Funds	0	0	8,958	0	0	0	0	0	0	4,504,000	0	0	4,512,958
Total Revenues	1,532,597	3,400,190	13,360,141	3,943,544	3,905,911	3,046,571	2,674,423	3,936,958	4,004,281	9,321,539	2,892,650	4,318,809	56,337,615
Expenditures													
Personnel	2,462,703	2,527,219	2,407,559	2,873,537	2,090,001	2,461,018	4,336,139	2,633,380	3,241,335	5,564,834	3,047,591	3,526,384	37,171,698
Services	305,298	288,130	489,254	299,128	275,107	323,684	563,206	387,246	295,592	790,562	846,234	863,969	5,727,412
Supplies	9,660	50,558	72,267	110,885	123,396	178,401	183,751	140,803	80,120	513,386	266,219	368,432	2,097,878
Other	193,122	179,107	92,669	1,611,320	29,922	100,851	154,838	211,509	511,762	121,474	385,956	245,833	3,838,362
Debt Service	26,271	0	4,978,811	105,086	163,061	0	0	0	2,837,471	430,676	0	0	8,541,377
Total Expenditures	2,997,054	3,045,014	8,040,561	4,999,956	2,681,487	3,063,953	5,237,934	3,372,938	6,966,280	7,420,932	4,546,001	5,004,617	57,376,728
Operating Surplus/(Deficit)	-1,464,457	355,176	5,319,580	-1,056,412	1,224,424	-17,382	-2,563,511	564,020	-2,961,999	1,900,607	-1,653,351	-685,808	-1,039,113
Accounts Payable													
Accounts Payable Beginning of Month	-1,079,136	-1,558,212	-1,469,026	-823,602	-1,096,321	-1,339,444	-1,339,444	-1,339,444	-1,339,444	-1,339,444	-1,339,444	-1,339,444	-1,339,444
Accounts Payable End of Month	-1,558,212	-1,469,026	-823,602	-1,096,321	-1,339,444								
Change in Accounts Payable	479,076	-89,186	-645,424	272,719	243,123	0	0	0	0	0	0	0	0

Note: Balanced budget with Fund Balance of \$280,000.

City of Harrisburg
2015 Projected General Fund Revenues

Revenue Group	Actual Jan	Actual Feb	Actual March	Actual April	Actual May	Estimated June	Estimated July	Estimated August	Estimated September	Estimated October	Estimated November	Estimated December	Estimated Total 2015	Budget 2015	Variance
Real Estate Taxes Current	21,342	1,535,057	10,852,989	324,021	871,943	312,397	187,804	172,505	59,275	113,459	82,120	391,300	14,924,211	14,916,723	7,489
Real Estate Taxes Prior	0	865	0	0	0	0	0	0	0	0	0	0	865	0	865
Real Estate Taxes Delinquent	0	66,427	22,555	383,098	0	92,415	383,212	135,879	197,247	530,779	169,299	25,095	2,006,004	2,119,635	-113,631
Tax Liens Principal	0	-17	0	0	0	0	0	0	0	0	0	0	-17	0	-17
Tax Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EIT	64,833	300,609	229,132	223,992	465,390	357,530	178,485	458,858	405,845	235,564	532,680	159,481	3,612,399	3,765,133	-152,734
Act 47 EIT	129,667	601,218	458,264	447,985	930,780	715,059	356,970	917,717	811,689	471,129	1,065,360	318,962	7,224,798	7,530,267	-305,469
EMS/LST	0	27,480	436,050	33,619	149,657	113,551	133,312	387,824	80,278	114,369	118,580	45,922	1,640,643	2,025,678	-385,035
Mercantile Business Privilege	117,524	279,622	331,768	1,269,887	383,414	99,042	129,223	166,591	67,147	189,130	112,921	77,685	3,223,955	3,235,000	-11,045
Other Act 511 Taxes	44,497	14,069	120,468	205,830	34,373	31,028	88,790	36,682	74,321	80,339	6,778	138,985	876,160	1,536,000	-659,840
Capital Fire Protection	0	0	0	0	0	0	0	496,000	0	0	0	0	496,000	496,000	0
Cdbg Reimb. - Demolition	0	0	0	0	0	31,658	5,128	0	4,756	38,411	0	28,765	108,718	115,000	-6,282
District Justice Fees	0	60,492	0	63,086	37,421	44,081	40,499	12,488	85,270	87,739	0	47,512	478,589	485,000	-6,411
Fed/State(Fed)Pass Thr Gr	0	0	2,500	0	0	0	0	727	1,453	0	0	145	4,826	75,000	-70,174
Federal Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees/Permits	83,831	112,218	128,281	47,758	81,203	116,838	176,619	152,605	79,041	144,886	29,212	178,201	1,330,694	1,494,217	-163,523
Government Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	72,918	-72,918
Interest	606	2,574	2,762	1,868	2,163	3,855	2,957	2,717	2,810	2,451	2,492	2,466	29,723	34,614	-4,891
License	0	133,066	25,700	0	141,216	135,255	0	140,734	8,780	0	131,073	1,175	716,999	576,000	140,999
Miscellaneous	75,169	32	152,090	194,384	135,178	310,978	66,881	191,497	119,865	160,396	30	104,765	1,511,264	1,022,852	488,413
Pension System State Aid	0	0	0	0	0	0	0	13,807	1,171,898	1,254,615	0	0	2,440,320	2,440,000	320
Public Safety Fees/Permits	19,126	12,097	19,207	31,959	13,750	10,582	18,308	13,090	169,425	160,755	155,469	162,392	786,158	804,385	-18,227
Public Safety Grants	37,583	4,260	2,480	21,615	473,929	127,644	11,440	4,139	40,796	4,909	2,173	2,441	733,411	476,357	257,054
Public Safety Reimbursements	12,430	41,707	35,984	193,647	39,346	143,480	94,896	131,395	107,600	113,719	91,091	31,197	1,036,491	960,000	76,491
Public Works Fees/Permits	0	0	0	0	0	31,250	127,000	0	0	0	0	0	158,250	127,000	31,250
Reimbursements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental Income	163	163	163	163	163	223	181	181	181	272	84	181	2,117	23,200	-21,083
Recreation Fees	0	10	0	123	948	5,634	7,148	3,034	98	20	0	17	17,033	16,046	987
Sale Of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vehicle Maintenance Charges	789	60,898	40,980	54,271	59,477	20,434	28,748	36,317	56,280	56,143	2,052	23,159	439,547	416,750	22,797
PILOTS	300,000	698	0	0	0	31,436	17,554	9,087	16,477	273,165	8,485	8,485	665,387	600,000	65,387
Pub Utility Realty Tax	0	0	0	0	0	0	0	0	0	38,000	0	0	38,000	38,000	0
Sewer Maint Charge	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewer Maint Liens-Penalty	9	0	49	3	2	0	0	0	0	0	0	0	63	0	63
Sewer Maint Liens-Princip	80	0	409	18	149	0	0	0	0	0	0	0	655	0	655
Sewer Utility Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sanitation Utility Fund	0	0	0	0	0	0	0	0	0	0	0	2,155,324	2,155,324	2,155,324	0
Landfill/Incin Utility Fd	0	0	0	0	0	0	0	0	0	305,000	0	0	305,000	305,000	0
Sewerage Utility Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hbg Water Utility Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hbg Prk Auth Coord Pkg	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Funds	0	0	8,958	0	0	0	0	0	0	4,504,000	0	0	4,512,958	4,504,000	8,958
Parking Taxes	222,216	29,526	436,191	280,683	46,188	238,246	475,000	275,000	275,000	275,103	275,000	275,000	3,103,154	3,313,900	-210,746
Parking Fees	3,463	9,699	5,096	10,425	3,817	33,956	17,058	28,082	18,749	17,184	14,872	33,816	196,217	260,700	-64,483
Parking Tickets	100,329	33,392	48,068	119,310	35,405	40,000	127,210	150,000	150,000	150,000	92,878	106,338	1,152,930	1,500,000	-347,070
Priority Parking Distribution	87,286	0	0	35,800	0	0	0	0	0	0	0	0	123,087	1,000,000	-876,913
THA Shared Service	211,653	74,029	0	0	0	0	0	0	0	0	0	0	285,682	650,000	-364,318
Harrisburg Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenues	1,532,597	3,400,190	13,360,141	3,943,544	3,905,911	3,046,571	2,674,423	3,936,958	4,004,281	9,321,539	2,892,650	4,318,809	56,337,615	59,090,699	-2,753,084

City of Harrisburg 2015 Estimated Expenditures by Month	Actual Jan	Actual Feb	Actual Mar	Actual April	Estimated May	Estimated June	Estimated July	Estimated August	Estimated September	Estimated October	Estimated November	Estimated December	Estimated Total 2015	Budget Total 2015	Variance Act - Bud
Office of City Council Personnel	21,026	21,026	21,026	21,026	21,024	20,693	31,039	20,693	20,693	31,039	20,693	20,693	270,671	279,352	-8,681
Office of City Council Services	293	1,999	840	499	1,174	6,107	4,987	541	152	61,917	31,145	25,341	134,996	159,488	-24,492
Office of City Council Supplies	0	1,388	10,478	149	1,600	693	4,166	100	100	100	100	100	18,974	19,255	-281
Office of City Council Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Council	21,320	24,413	32,344	21,674	23,798	27,493	40,193	21,334	20,944	93,056	51,938	46,134	424,641	458,095	-33,454
Office of Mayor Personnel	22,169	22,262	20,964	22,268	22,268	22,327	33,491	22,327	22,327	33,491	22,327	22,327	288,551	301,420	-12,869
Office of Mayor Services	4	3,020	199	144	165	1,563	1,076	1,027	1,006	865	703	703	10,474	12,514	-2,040
Office of Mayor Supplies	0	121	0	0	0	25	25	25	25	25	25	25	296	3,300	-3,004
Office of Mayor Other	0	595	100	100	100	2,000	0	0	0	0	0	0	2,894	2,000	894
Office of Mayor	22,172	25,998	21,263	22,512	22,533	25,915	34,592	23,379	23,359	34,381	23,055	23,055	302,215	319,234	-17,019
Office of City Controller Personnel	8,736	10,177	10,177	10,177	10,177	10,406	15,609	10,406	10,406	15,609	10,406	10,406	132,694	140,483	-7,789
Office of City Controller Services	41	2	0	0	0	625	625	625	625	625	1,080	1,080	5,328	9,000	-3,672
Office of City Controller Supplies	0	0	0	0	39	833	1,833	833	833	833	833	833	6,872	11,000	-4,128
Office of City Controller Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of City Controller	8,777	10,179	10,177	10,177	10,216	11,864	18,068	11,864	11,864	17,068	12,320	12,320	144,895	160,483	-15,588
Office of City Treasurer Personnel	18,149	18,159	18,457	18,264	19,669	21,695	32,542	21,695	21,695	32,542	21,695	21,695	266,258	294,882	-28,625
Office of City Treasurer Services	4,153	-314	182	27,428	162	135	3,758	1,355	2,292	435	9,672	58,929	61,000	61,000	-2,071
Office of City Treasurer Supplies	0	228	0	346	0	250	2,040	2,250	250	2,979	250	250	8,843	12,500	-3,657
Office of City Treasurer Other	0	0	0	0	0	1,667	1,667	1,667	1,667	1,667	1,667	1,667	11,667	20,000	-8,333
Office of City Treasurer	22,303	18,073	18,639	46,037	19,831	23,746	40,007	26,967	24,046	39,481	33,283	33,283	345,696	388,382	-42,686
Office of City Solicitor Personnel	24,930	24,678	24,678	24,678	24,678	27,836	41,754	27,836	27,836	41,754	27,836	27,836	346,332	375,790	-29,459
Office of City Solicitor Services	12	11,651	24,457	4,112	8,381	8,551	9,018	21,851	11,173	9,596	33,137	33,137	175,076	171,400	3,676
Office of City Solicitor Supplies	0	3,275	1,627	1,403	1,558	3,667	2,266	4,487	1,949	633	8,689	34,942	34,942	36,068	-1,126
Office of City Solicitor Other	0	199	100	100	100	0	0	0	0	0	0	0	498	0	498
Office of City Solicitor	24,942	39,803	50,861	30,292	34,716	36,755	53,038	54,174	40,959	51,983	69,662	69,662	556,847	583,258	-26,411
Office of Business Administrator Personnel	0	0	0	0	0	5,981	8,971	5,981	5,981	8,971	5,981	5,981	47,844	80,738	-32,893
Office of Business Administrator Services	178	117	47	224	78	1,434	2,115	125	118	115	4,670	4,670	13,890	14,450	-560
Office of Business Administrator Supplies	0	9	9	14	11	1,584	77	11	11	0	450	450	2,627	2,700	-73
Office of Business Administrator Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Business Administrator	178	126	56	238	89	8,999	11,163	6,116	6,110	9,086	11,100	11,100	64,361	97,888	-33,526
Bureau of Financial Management Personnel	27,212	28,563	28,205	28,205	28,205	30,634	45,951	30,634	30,634	45,951	30,634	30,634	385,460	413,555	-28,096
Bureau of Financial Management Services	20,573	12,277	14,679	322	252	18,188	48,868	46,315	1,931	49,377	37,541	37,541	287,864	275,640	12,224
Bureau of Financial Management Supplies	0	0	6,132	0	0	250	250	250	510	635	1,031	1,031	10,088	11,532	-1,444
Bureau of Financial Management Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Financial Management	47,786	40,840	49,015	28,526	28,456	49,072	95,068	77,199	33,074	95,963	69,206	69,206	683,413	700,727	-17,315
Bureau of Communications Personnel	7,437	8,661	8,098	8,098	8,098	7,575	11,363	7,575	7,575	11,363	7,575	7,575	100,995	102,268	-1,272
Bureau of Communications Services	0	284	155	155	155	987	987	987	987	987	987	987	7,660	11,849	-4,189
Bureau of Communications Supplies	0	0	1,295	0	0	609	609	609	609	609	609	609	5,556	7,305	-1,749
Bureau of Communications Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Communications	7,437	8,945	9,548	8,253	8,253	9,172	12,959	9,172	9,172	12,959	9,172	9,172	114,211	121,422	-7,211
Bureau of Risk Management Personnel	2,857	5,706	5,706	5,706	5,706	5,502	8,253	5,502	5,502	8,253	5,502	5,502	69,696	74,279	-4,582
Bureau of Risk Management Services	0	0	325	0	0	60	60	60	60	60	60	60	745	720	25
Bureau of Risk Management Supplies	0	0	0	0	0	125	125	125	125	125	125	125	875	1,500	-625
Bureau of Risk Management Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Risk Management	2,857	5,706	6,031	5,706	5,706	5,687	8,438	5,687	5,687	8,438	5,687	5,687	71,316	76,499	-5,182
Bureau of Information Technology Personnel	18,868	18,905	19,322	19,497	20,589	33,091	49,636	33,091	33,091	49,636	33,091	33,091	361,907	446,725	-84,818
Bureau of Information Technology Services	32	6,255	1,043	73,787	10,153	7,857	4,874	12,396	5,668	1,539	32,071	32,071	187,746	239,700	-51,954
Bureau of Information Technology Supplies	0	16,187	615	10,733	9,424	17,372	7,771	7,943	7,932	14,337	14,465	14,465	121,243	128,415	-7,172
Bureau of Information Technology Other	0	0	0	0	0	10,333	10,333	10,333	10,333	10,333	10,333	10,333	72,333	93,000	-20,667
Bureau of Information Technology	18,900	41,346	20,980	104,017	40,167	68,653	72,614	63,763	57,024	75,845	89,960	89,960	743,229	907,840	-164,611
Bureau of Human Resources Personnel	17,164	17,300	17,300	17,300	17,300	17,318	25,977	17,318	17,318	25,977	17,318	17,318	224,907	230,739	-5,831
Bureau of Human Resources Services	1,504	1,130	2,725	2,280	2,346	2,727	4,991	2,781	3,130	2,673	8,637	8,637	43,562	47,251	-3,688
Bureau of Human Resources Supplies	0	0	0	0	0	42	42	42	42	42	955	955	2,118	2,400	-282
Bureau of Human Resources Other	0	199	100	100	100	0	0	0	0	0	0	0	498	0	498
Bureau of Human Resources	18,667	18,629	20,125	19,680	19,745	20,087	31,010	20,141	20,489	28,691	26,910	26,910	271,085	280,389	-9,304
Operations and Revenue (Office of the Director) Personnel	13,475	14,084	14,079	14,187	14,181	14,231	21,310	14,207	14,207	21,374	14,586	14,207	184,127	192,292	-8,165
Operations and Revenue (Office of the Director) Services	10,446	16,327	10,961	13,259	5,882	8,901	3,821	12,159	3,123	12,034	29,813	29,813	156,538	166,451	-9,913
Operations and Revenue (Office of the Director) Supplies	0	0	0	0	576	0	1,793	4,914	579	685	5,360	5,360	19,266	27,000	-7,734
Operations and Revenue (Office of the Director) Other	0	199	100	100	100	0	0	321	0	874	0	0	1,693	1,195	498
Operations and Revenue (Office of the Director)	23,920	30,610	25,139	27,545	20,739	23,133	26,925	31,601	17,909	34,967	49,758	49,379	361,624	386,938	-25,314
General Expenses Personnel	636,319	676,543	617,205	831,561	336,612	586,268	1,259,456	728,343	1,185,386	496,848	1,095,898	1,072,882	9,523,321	10,300,637	-777,316
General Expenses Services	183,894	39,706	164,914	55,771	68,785	86,682	99,398	48,324	74,853	161,006	91,236	103,832	1,178,403	1,234,179	-55,776
General Expenses Supplies	0	0	0	0	0	0	125	55	0	0	0	125	306	306	0
General Expenses Other	0	900	56,414	1,580,000	126	9,719	68,207	67,843	10,388	9,744	69,814	11,691	1,884,847	1,818,956	65,891
General Expenses	820,213	717,150	838,533	2,467,333	405,524	682,669	1,427,186	844,565	1,270,627	667,599	1,256,948	1,188,530	12,586,877	13,354,078	-767,200

**City of Harrisburg
2015 Estimated Expenditures by Month**

	Actual Jan	Actual Feb	Actual Mar	Actual April	Estimated May	Estimated June	Estimated July	Estimated August	Estimated September	Estimated October	Estimated November	Estimated December	Estimated Total 2015	Budget Total 2015	Variance Act - Bud
Transfers to Other Funds Debt Service	26,271	0	4,978,811	105,086	163,061	0	0	0	2,837,471	430,676	0	0	8,541,377	8,273,230	268,147
Transfers to Other Funds Other	0	0	0	0	0	27,778	27,778	27,778	27,778	27,778	27,778	27,778	194,444	250,000	-55,556
Transfers to Other Funds	26,271	0	4,978,811	105,086	163,061	27,778	27,778	27,778	2,865,249	458,454	27,778	27,778	8,735,821	8,523,230	212,591
Office of the Director for the Department of Building and Housing Personnel	1,565	2,087	2,087	2,087	2,087	1,994	2,990	1,994	1,994	2,990	1,994	1,994	25,860	26,913	-1,052
Office of the Director for the Department of Building and Housing Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the Department of Building and Housing Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the Department of Building and Housing Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Director for the Department of Building and Housing	1,565	2,087	2,087	2,087	2,087	1,994	2,990	1,994	1,994	2,990	1,994	1,994	25,860	26,913	-1,052
Bureau of Planning Personnel	6,946	6,946	6,946	6,946	6,946	7,237	10,856	7,237	7,237	10,856	7,237	7,237	92,628	97,703	-5,075
Bureau of Planning Services	227	181	3,461	5,432	2,649	19,228	15,179	19,581	18,422	18,162	21,050	21,050	144,622	218,545	-73,923
Bureau of Planning Supplies	0	0	0	0	0	192	192	192	192	192	192	192	1,342	2,300	-958
Bureau of Planning Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Planning	7,173	7,127	10,407	12,378	9,595	26,657	26,227	27,010	25,851	29,209	28,479	28,479	238,592	318,548	-79,956
Bureau of Codes Personnel	41,573	41,694	39,376	41,687	37,938	47,511	71,267	47,511	47,511	71,267	47,511	47,511	582,358	641,403	-59,045
Bureau of Codes Services	804	688	2,997	1,200	665	1,257	720	4,889	1,890	802	3,953	3,953	23,818	23,875	-57
Bureau of Codes Supplies	0	0	65	1,266	0	350	350	350	350	350	1,600	1,600	6,281	6,700	-419
Bureau of Codes Other	0	199	100	100	100	0	0	0	0	0	0	0	498	0	498
Bureau of Codes	42,377	42,581	42,538	44,253	38,703	49,118	72,337	52,750	49,752	72,419	53,064	53,064	612,955	671,978	-59,023
Economic Development Personnel	0	0	0	4,548	4,548	5,582	8,373	5,582	5,582	8,373	5,582	5,582	53,751	75,355	-21,604
Economic Development Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Economic Development Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Economic Development Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Economic Development	0	0	0	4,548	4,548	5,582	8,373	5,582	5,582	8,373	5,582	5,582	53,751	75,355	-21,604
Office of the Police Chief Personnel	872,170	903,259	825,023	1,066,141	825,023	870,410	1,493,205	855,023	1,015,421	3,359,644	981,621	1,372,433	14,439,373	14,475,614	-36,241
Office of the Police Chief Services	64,303	76,900	76,263	16,175	38,167	32,831	42,486	31,017	32,213	134,404	43,819	46,581	635,159	802,256	-167,097
Office of the Police Chief Supplies	0	937	11	11,419	8,978	3,820	4,635	11,908	5,810	3,728	12,623	12,623	76,492	99,100	-22,608
Office of the Police Chief Other	0	23,587	0	0	0	2,500	0	22,500	402,000	0	0	0	450,587	427,000	23,587
Office of the Police Chief	936,473	1,004,683	901,297	1,093,735	872,167	909,561	1,540,326	920,448	1,455,445	3,497,775	1,038,063	1,431,637	15,601,611	15,803,970	-202,359
Bureau of Fire Personnel	531,181	500,439	534,592	548,807	494,028	492,487	770,633	534,205	534,907	994,552	491,329	597,768	7,024,927	7,078,443	-53,516
Bureau of Fire Services	1,456	16,163	13,813	17,881	23,724	16,377	11,804	50,877	9,030	24,562	30,392	30,392	246,470	299,140	-52,670
Bureau of Fire Supplies	0	3,880	402	24,882	9,283	5,060	21,265	17,474	13,676	155,746	13,449	13,449	278,566	265,650	12,916
Bureau of Fire Other	0	0	0	0	10,000	10,000	10,000	10,000	10,000	7,500	7,500	7,500	72,500	90,000	-17,500
Bureau of Fire	532,636	520,483	548,807	591,570	537,035	523,923	813,702	612,556	567,613	1,182,359	542,670	649,109	7,622,464	7,733,233	-110,770
Office of the Director of Public Works Personnel	34,685	37,769	39,109	40,566	40,665	38,392	57,589	38,392	38,392	57,589	39,592	40,192	502,932	521,297	-18,365
Office of the Director of Public Works Services	8,799	68,240	137,255	29,384	50,043	44,153	106,539	57,649	47,628	76,333	225,895	225,895	1,077,814	1,091,150	-13,336
Office of the Director of Public Works Supplies	0	4,588	3,468	361	3,317	3,046	13,079	5,246	2,726	4,435	15,068	15,068	70,402	77,850	-7,448
Office of the Director of Public Works Other	177,372	131,385	17,910	0	0	417	417	34,630	13,160	417	232,428	150,428	758,562	760,000	-1,438
Office of the Director of Public Works	220,856	241,982	197,742	70,310	94,025	86,008	177,623	135,918	101,906	138,773	512,983	431,583	2,409,710	2,450,297	-40,587
Bureau of City Services Personnel	112,979	124,971	113,242	99,331	106,472	115,800	169,796	106,977	116,625	158,344	107,082	110,273	1,441,892	1,532,323	-90,431
Bureau of City Services Services	8,093	27,893	32,961	30,904	21,005	43,233	141,912	9,062	28,377	216,431	236,221	236,221	1,032,314	1,030,216	2,098
Bureau of City Services Supplies	0	4,915	12,156	16,769	34,969	57,542	40,675	25,037	375	205,589	62,976	62,976	523,978	586,127	-62,149
Bureau of City Services Other	15,750	21,644	17,748	30,722	19,198	28,103	28,103	28,103	28,103	54,828	28,103	28,103	328,511	409,741	-81,230
Bureau of City Services	136,822	179,424	176,108	177,725	181,645	244,678	380,486	169,180	173,481	635,191	434,382	437,573	3,326,696	3,558,407	-231,711
Bureau of Vehicle Management Personnel	32,847	33,901	32,003	31,135	31,174	34,431	51,704	34,418	34,519	51,803	34,363	34,864	437,162	475,903	-38,741
Bureau of Vehicle Management Services	2	3,428	1,242	16,883	40,692	21,977	48,286	50,997	36,558	15,555	3,689	11,869	251,178	277,883	-26,705
Bureau of Vehicle Management Supplies	9,660	14,818	36,010	43,496	53,641	85,780	82,100	58,618	42,678	121,639	127,087	229,173	904,701	1,035,733	-131,032
Bureau of Vehicle Management Other	0	0	0	0	0	8,333	8,333	8,333	8,333	8,333	8,333	8,333	58,333	100,000	-41,667
Bureau of Vehicle Management	42,509	52,146	69,255	91,514	125,506	150,521	190,424	152,367	122,089	197,330	173,472	284,240	1,651,374	1,889,519	-238,145
Office of the Director of Parks, Recreation and Enrichment Personnel	10,416	10,089	9,964	11,323	12,613	40,029	108,991	52,844	32,907	21,225	14,150	14,794	339,344	365,023	-25,679
Office of the Director of Parks, Recreation and Enrichment Services	484	2,184	736	3,288	629	810	11,700	14,628	18,214	1,226	463	463	54,825	53,600	1,225
Office of the Director of Parks, Recreation and Enrichment Supplies	0	212	0	50	0	461	333	333	333	706	333	333	4,110	6,000	-1,890
Office of the Director of Parks, Recreation and Enrichment Other	0	199	100	100	100	0	0	0	0	0	0	0	498	0	498
Office of the Director of Parks, Recreation and Enrichment	10,899	12,684	10,800	14,760	13,342	41,300	121,024	67,806	52,468	23,157	14,947	15,591	398,777	424,623	-25,846
Bureau of Act, Culture & Tourism Personnel	0	0	0	0	0	3,588	5,383	3,588	3,588	5,383	3,588	3,588	28,707	48,443	-19,736
Bureau of Act, Culture & Tourism Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Act, Culture & Tourism Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Act, Culture & Tourism Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bureau of Act, Culture & Tourism	0	0	0	0	0	3,588	5,383	3,588	3,588	5,383	3,588	3,588	28,707	48,443	-19,736
	2,997,054	3,045,014	8,040,561	4,999,956	2,681,487	3,063,953	5,237,934	3,372,938	6,966,280	7,420,932	4,546,001	5,004,617	57,376,728	59,359,748	-1,983,020

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Dated:

7/1/15



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