

**Intergovernmental Cooperation Authority for Harrisburg
c/o Shaffer & Engle, LLC
2205 Forest Hills Drive, Suite 10
Harrisburg, PA 17112**

**The Honorable Eric Papenfuse
Mayor of Harrisburg
Rev. Dr. Martin Luther King Jr. Governmental Center
10 North Second Street
Harrisburg, PA 17101**

June 10, 2019

Re: City of Harrisburg Five Year Plan

Dear Mayor Papenfuse:

First, let me thank you for the work that has so far been accomplished by you and your team developing the recently approved City of Harrisburg Five-Year Financial Plan. The Intergovernmental Cooperation Authority for Harrisburg is committed to working with your administration and the City Council over this five year period. We all want what is best for the City of Harrisburg.

We are very pleased with the progress that your administration has made. We believe the updated baseline revenues and expenditures in your final Five-Year Financial Plan should be celebrated as an accomplishment. However, we believe that there is more work to be done.

At the Authority meeting on May 29, 2019, the ICA Members articulated additional reservations and areas of concern, that we hope you will expand on as we move this process forward.

Specifically, I want to address items No. 4 through No. 8 on our document entitled "Authority's Observations Regarding Mayor's Proposed Five-Year Plan as Submitted 05/01/19", which was delivered to you at our Regular meeting on May 22, 2019. These items should still remain a primary focus.

- The Authority Members are interested in your approach to a comprehensive economic development strategy, including staffing
- The Authority Members took note of Payments in Lieu of Taxes from potentially additional tax-exempt entities, the State Subsidy for Fire Service, and other efforts to overcome tax-exemption and historic under-assessment of real estate
- The Authority Members were interested in evaluation of service delivery options including independent authorities or outsourcing of services to third-party providers

- The Authority Members would like more information about the Workforce Stabilization Program and to include a staffing audit
- The Authority Members would like you to expand upon the concept of Home Rule and your goals for such a process

It is our hope that we can work collaboratively over the next few months to establish baseline indicators for each of these areas of focus, as well as performance measures to quantify progress as we proceed over the next few years.

Next on the Authority's agenda is the development of a draft of the Intergovernmental Cooperation Agreement between the Authority which reinforce the goals of Act 124 of 2018.

If you have any questions, please contact me at (717) 443-7567 or ica.schankweiler@gmail.com.

Thank you in advance for your commitment to this process and our partnership.

Sincerely,



David Schankweiler
Chairman
Intergovernmental Cooperation Authority for Harrisburg

cc: ICA Harrisburg Authority Members
President, City Council, City of Harrisburg
John Raymond, Deputy Secretary of the Budget, Commonwealth of Pennsylvania
Charlie DeBrunner, Harrisburg City Comptroller