

City of Harrisburg



Budget 2021 Q&A Follow-up

December 8, 2020



- **Walk me through the projections you made for LST and EIT for 2021. Are you concerned that they are projected too high in light of still being in the midst of the pandemic?**

Earned Income and Local Service Tax revenue projections are based on projected employment levels in the City through 2021. The approach involves the following steps:

- Examine the historical relationship between local employment levels and monthly EIT/LST receipts for 2019 and 2020;
- For example, in 2019, when the City collected on average \$1.06 million in EIT/month, what was the unemployment rate and what was the employment level?
- Analyze the relationship based on monthly receipts, take into account lags between work performed and receipts collected
- Project area employment levels in 2021 assuming a modest economic recovery
- Apply the historical relationship between employment levels and receipts to 2021 based on projected employment levels, wage expectations
- The 2021 budget assumes a Harrisburg-Carlisle area unemployment rate of 8% at year end and improving to 7.5% by the end of 2021
- Budget also assumes no wage growth
- This approach results in \$12.5 million in budgeted EIT for 2021 which is lower than anticipated 2020 collections (about \$12.7 million)



- **General statement as much as a question: I am concerned that we are not taking into consideration any future emergency declarations that may occur as a result of the ongoing pandemic. How much did you factor that logic into determining appropriations that could be subject to emergency declarations that would inhibit the receipt of projected revenues?**

The 2021 EIT projection is based on a modest economic recovery. The receipts are actually budgeted to be less than 2020 when (hopefully) the City was faced with the toughest stretch of the pandemic. We believe the assumptions behind the budgeted EIT number are reasonable. Many economic forecasters are projecting economic and employment expansion in 2021, including, the Pennsylvania Independent Fiscal Office which projects 3% GDP growth, 3.8% wage growth, and 100,000 new jobs statewide in 2021. The City's EIT budget assumes no wage growth and modest job growth.

That said, the Finance Department is sensitive to the uncertainties facing the City in 2021 and the potential negative implications to General Fund revenues. Even with a significant draw on fund balance, the City projects over \$10 million in unrestricted cash by the end of the year. This is equal to about 14% of operating expenses, which is well above the adopted fund balance policy and provides some degree of budget flexibility.



- **General Fund Balance:** What is the projected balance of the general fund at the conclusion of 2021? Of the projected draw down of the fund balance of \$15,190,034, please provide exactly what you are applying those funds to.

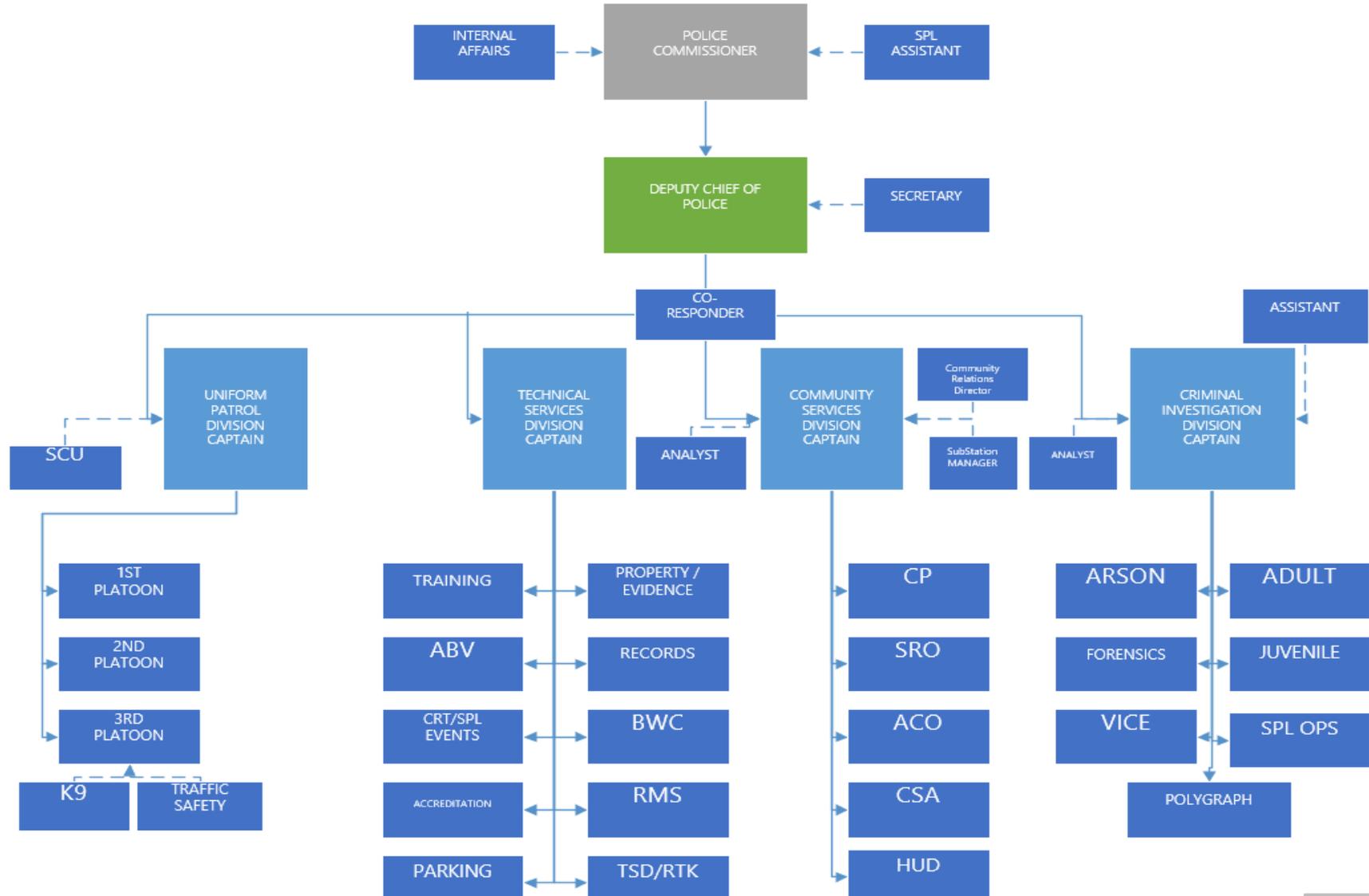
Fund Balance Draw Breakdown

Debt Repayment	
Transfer to Senators Fund - Series 2005 A-2 Defeasance	5,750,000
<u>Transfer to Debt Service Fun - Repayment Forbearance Liability</u>	<u>2,000,000</u>
Subtotal	7,750,000
Capital Projects	4,683,511
General Operating Expenses	2,756,523
Total	\$15,190,034

The City projects to finish the year with approximately \$25.3 million in unrestricted cash fund balance (net of encumbrances). After the anticipated draws, the City projects to finish 2021 with \$10.2 million in fund balance.



Police Bureau Organization Chart





- Director of Community Relations and Engagement - The Director serves as a liaison between the Bureau of Police, the community and the officers in the field for both advising the Bureau command staff of citizen/community concerns and serving as a Police Bureau representative in the field to organize citizens against crime and present a positive message of work being done by police to encourage citizen-police partnership. The Director works to achieve and sustain gains against crime by strengthening community relationships and trust. The Director serves as a spokesperson on behalf of the Bureau with community leaders, news media, civic organizations, block associations, and concerned citizens to educate them on police policies and practices, and to develop solutions to challenges that arise within the city's many diverse communities.
- Records Management System (RMS) Manager - The RMS Manager position responsible for coordination of the Harrisburg Bureau of Police's Records Management System. The RMS Manager reviews a wide variety of complex and technical issues concerning the application and use of the RMS programs by law enforcement officers. They will assist in identification and development of new programs, new program add-ons, systems procedures, maintenance, or equipment to improve performance of the RMS used by the police bureau.
- Body-Worn Camera & In-Car Video (BWC) Manager - The BWC Manager position is responsible for coordination of the Harrisburg Bureau of Police's body-worn camera (BWC) and in-car video programs. The BWC Manager keeps abreast of all aspects of the BWC and In-Car Video programs, including proposed changes or amendments to the standards, assessing the impact of changes on current policies and procedures of the agency.



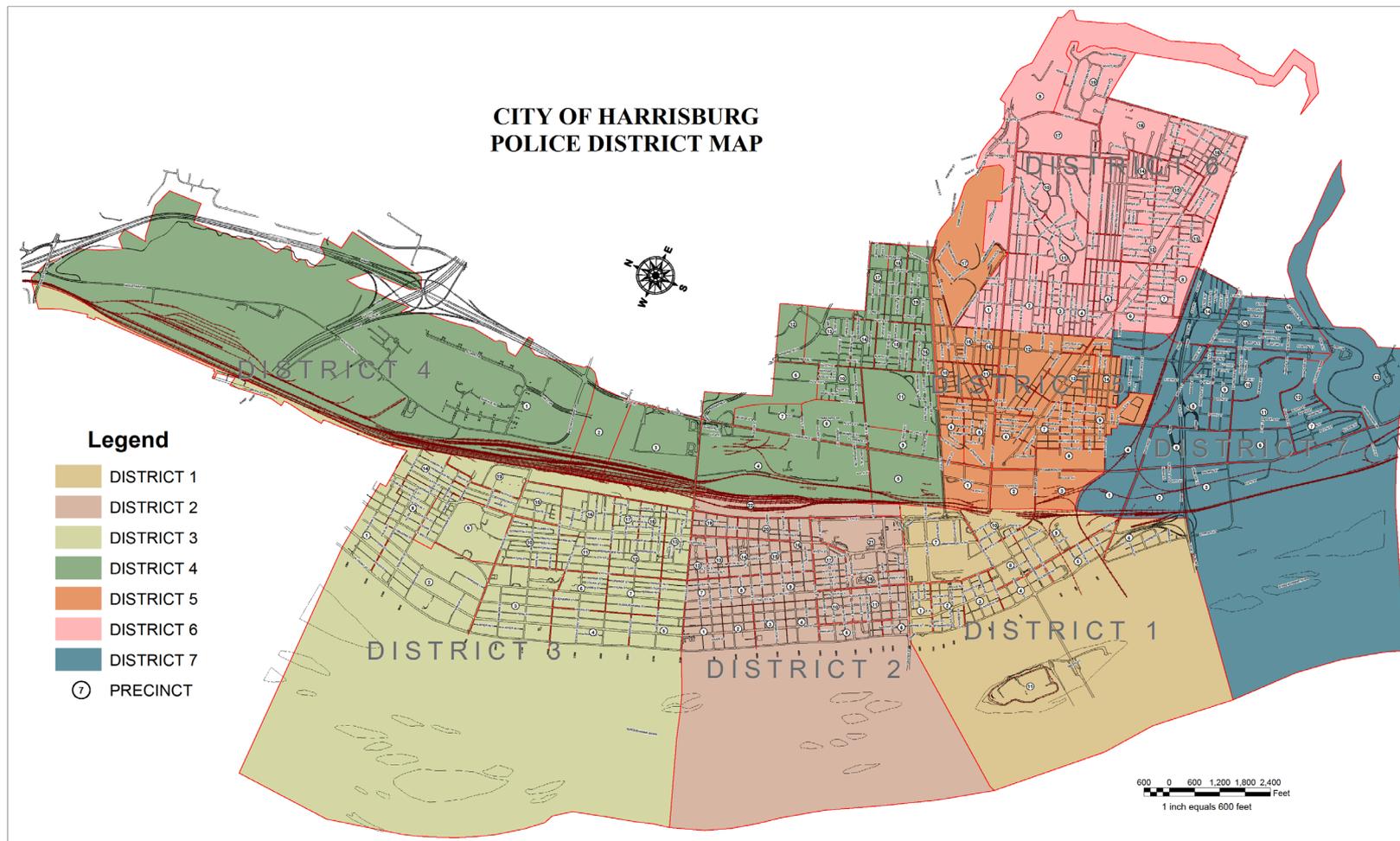
- Community Services Aide (CSA) - The CSA is uniformed, unarmed civilian support position with primary responsibilities to the Harrisburg Bureau of Police's Community Policing Division. CSA's will provide customer services and outreach to citizens, enforce certain city codes, and other non-criminal police related duties.
- Co-Responder - The Co-Responder will work side by side with law enforcement. Law enforcement and the Co-Responder will identify calls for service where behavioral health (to include both mental health and co-occurring disorders) might be the underlying factor for individuals at risk of arrest. The Co-Responder shall offer assessment, access to crisis intervention services if necessary, provide referral information to the individual and provide follow-up when necessary.
- Technical Services Manager - The Technical Services Manager position is responsible for coordination of the Harrisburg Bureau of Police's Online Reporting and Right-to Know requests. Accountable to and reports directly to the Commanding Officer of the Technical Services Division.



- Community Policing Substation Manager - The Community Policing Substation Manager position is responsible for the preparation, and correlation of letters, memoranda, reports, and other documents. Engagement with the public via telephone communication or in person for the purpose of handling inquiries about available police and city services and directing persons to their destinations. Thus, ensuring that daily staffing will be at the police substation.
- Captain - Community Services Division (CSD) - The Captain of the Community Services Division manages all activities of the Community Services Division. Plans, organizes, directs and control programs, procedures, policy and personnel within the Community Policing Division. The Captain receives and satisfactorily resolves citizen's complaints against Division personnel. Reviews statistics regarding criminal activity, thereafter making recommendations and/or developing responses to crime patterns to ensure efficient and effective deployment of personnel and services.
- Captain - Technical Services Division (TSD) - The Captain of the Technical Services Division manages all activities of the Technical Services Division. Plans, organizes, reviews, directs and control programs, procedures, policy and personnel within the Technical Services Division. The Captain receives and satisfactorily resolves citizen's complaints against Division personnel. Reviews internal requests for services and support to the Criminal Investigation and Patrol Divisions, thereafter developing responses and directing support persons working within the Technical Services Division to handle those specific request.



- How does the proposed changes in the structure and the appropriations increase public safety for our residents and allow for more accountability among our officers?
 - The creation of the Community Services Division allows for us to separate from uniform patrol responsibilities and house all the appropriate special units together for greater cohesion and unified response to community needs or concerns in a timelier manner. Increased efficiency with the utilization of civilian staff focuses officer and leadership attention to crime fighting, increased public safety and more positive community actions when there is more time to spend on calls and solving problems.
- When does the City plan on filling most of these new positions?
 - We are hoping to fill them with qualified candidates and some will be filled internally.
- During the summer there was a call for reduction of police funding and an increase in community programming, how are we addressing this in the 2021 budget?
 - The City is addressing this matter by the creation of Community Service Aides and adding to the Co-Responder program. These initiatives were developed to address community concerns surrounding current policing. Proper staff filling in these positions along with the other civilian positions addressed such as BWC, RMS, Right-to-Know and Online Reporting are other attempts to deliver on services that benefit the community.





- The 2021 Budget also has significant investments in community policing partnerships including the \$103,345 for the South Allison Hill Safety Project
- This proposed partnership is between the City of Harrisburg and key community organizations including:
 - TriCounty Community Action (fiscal agent)
 - Light the Hill
 - Brethren Housing
 - Wild Heart Ministries
 - Tri-County HDC
 - Harrisburg Housing Authority
 - Latino Hispanic Community Center
- The South Allison Hill Safety Project will serve as a model for other neighborhood organizations by focusing on improving lighting, increasing security, addressing blight and engaging the community
- The proposed project includes such initiatives as providing LED bulbs for porch lights, installing residential camera systems, developing a neighborhood watch app, establishing partnerships with the newly proposed crime analyst, and much more



- How many vacancies does the Harrisburg Police Bureau currently have and how are we recruiting for local officers?
 - Twenty, not including the new positions (Captains, CSA's, etc.). The City is currently working with the Law Bureau, HR, and Civil Service to introduce another option to our current hiring process. We would like to begin doing our own testing and moving away from the County Consortium Testing. With this option we would introduce the ability to advertise for hire persons who already have their police certification only. With the hiring of local officers it can assist with even more policing cohesion within the City and its residents.