



Monthly Management Report

CRW Directors and Staff

September 2015

As of September 18, 2015

Ensure Financial Stability

Reconciled Bank Account Balances	<i>Attached</i>
Monthly Financial Statements	<i>Provided separately to Board of Directors.</i>
Vendor Check Register	<i>Provided separately to Board of Directors.</i>
Munis General Ledger Conversion	Progress continues on the general ledger conversion. The chart of accounts development is completed and work has commenced on the A/P and Purchasing modules. Staff training on select modules continues and will ramp up in the 4th Qtr.
Muni-Link Billing System Conversion	The 4th round of bills were mailed on 7/31/2015 and we have returned to the 15th of the month due date.
Customer Service Center Security	This project is currently on hold as we re-evaluate the role of the engaged architect.
Finance Dept Staffing	The Meter Reader position has been filled. We will be running an advertisement for an accounts receivable/collection manager in the next few weeks.
Water Shutoffs	With the completion of the MuniLink billing conversion, we are now in a position to increase our effort to perform shutoffs to delinquent accounts. Actual shutoffs will take place in Mid-October.
2014 Internal Audit	Audit fieldwork is completed and we expect a draft audit report by 9/21/2015.
Bond Rating and Refunding of Water System bonds	The process of refunding all or part of the Water System bonds commenced in May and will continue through the 4th Qtr of 2015. Included in this refunding are the Amalgamated bonds which need to be replaced by April 2016 in order to avoid accelerated principal payments. We have had follow up conversations with the rating agencies regarding a rating strategy and pricing, and at this point we are going to pursue a rating for the stand alone Water System. An RFP for a underwriter was issued in early September and responses are due 9/18/2015.

Ensure Revenues are Consistent with System Usage - Restructuring Meter Reading Process

Water Shut Off	Water Division forces performed 8 water shutoffs for broken pipes in August.
Repair/Replace Meters/MXUs/Batteries	Water Division forces replaced 27 water meters in August.



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Reduce Wet Weather Impacts to Infrastructure, Community, and Receiving Waters

Negotiate with DEP/EPA/DOJ on past and future practices	Communication with EPA and DEP is regular and productive. We continue to remain on or ahead of schedule for all CD milestones.
Develop Necessary Planning for Implementation of Green Infrastructure	CRW is working with the City to take all possible steps to coordinate our plans with the City's Comprehensive Plan update. WRT will be facilitating workshops and internal work sessions on the Green Stormwater Infrastructure Master Plan on 10/6/2015 and 10/7/2015.
Build modeling necessary for creation of a comprehensive plan	The 4th quarter flow monitoring has been completed. Review of the data and report preparation are underway. We are still trying to schedule a meeting with EPA/DEP to formalize completion of Phase 1 of the flow monitoring and to negotiate the parameters of the next phase. CDM Smith has the Hydraulic & Hydrologic (H/H) model running. Work to correct and calibrate is underway.
Collaborate with suburban partners for mutually-beneficial projects	CRW continues to meet with Lower Paxton and Susquehanna Townships to develop regional solutions to water quality issues (details follow in the MS4 item). CEO, solicitor, Steve Hann and Shannon Williams participated in a productive 8/25/2015 meeting with the suburban customers' mutual counsel (Scott Wyland) to discuss issues and work towards a new sewer service agreement.
Obtain and comply with Individual MS4 permit	CRW met with DEP on 3/23/2015 to review comments to our 10/1/2014 MS4 Permit Application. We have agreed at a staff level (Lower Paxton and Susquehanna Township Managers & CRW) to work together to address Paxton Creek TMDL Sediment Load Reduction obligations. A Memorandum of Understanding (MOU) outlining the technical, administrative and financial issues is being developed for board approval. The group met with PADEP on 8/31/2015 and were encouraged to work together but received no relaxation of the 12/31/2015 TMDL Strategy submittal deadline (including public comment). We have received a proposal from the CDM Smtih/HRG team to perform the work and are recommending board approval at the 10/28/2015 board meeting.

Operate Facilities with a High Standard of Care

Preventive Maintenance	
CCTV	Wastewater crews cleaned and performed CCTV of 1,833 linear feet of sewer mains during the month of August, assessing areas of suspected compromises in the system.
Incident Response	Wastewater forces responded to 19 customer complaint sewer calls, 17 were the responsibility of the customer. Water forces had no emergency water main breaks during the month of August.
GIS & Asset Management	Hydrostructures is completing field data collection work on schedule. Their first data submittal is under review. GHD is completing our Cityworks implementation programming. October training sessions are planned with Mid-October 2015 established as the "go live" date.



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Land Development	<i>See Summary of Land Development Plan Review Report attached.</i>
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Undertake Capital Improvement Projects

AWTF Upgrades	Work continues on schedule. A series of minor change order requests have been processed. <i>Recommend board approval of the proposed change orders.</i>
HRRF Steamline Abandonment	Bids were received. <i>We recommend board approval of issuance of a Notice of Award to Farhat Excavating, LLC of Halifax for \$344,900.</i>
AWTF Headworks Screening	Design work is underway.
Front Street Pumping Station Improvements	Design work is underway.

Undertake Renewal and Replacement Projects

Sewer line Replacements	Specifications were developed for sewer line replacements in five areas of the City. Changes in scope and document review by the Risk Manager have delayed advertisement.
Sinkhole Program	Wastewater forces addressed 3 sinkholes in August.
Inlet Cleaning	Wastewater forces cleaned 21 inlets and repaired 23 inlets in August.

Operate as an Efficient, Sustainable and Resilient Water Utility

Strategic Plan	Preliminary scheduling conference call was held 9/18/2015.
Organizational Plan	[REDACTED]
DeHart Watershed Stewardship Planning	Discussions are continuing with FTIG, WBWF and TNC on conservation opportunities for the watershed property. The immediate next step is to have a property appraisal completed to assess the likely per acreage price of a conservation easement. CRW staff have met with the consulting forester and field work is underway for the Forest Stewardship Plan. Counsel continues to advise staff in negotiations. Other Source Water Protection efforts include the release of an outreach video and related brochure. The larger Source Water Protection team will meet again in early October.
Climate Resiliency Planning	No update - outreach and planning efforts continue.
Sustainability Action Plan	Drafting underway with anticipated items for 2016 budget consideration.



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Build Relationships

City of Harrisburg - Shared Services and Transition Reconciliations	CEO and CFO continue to work with the auditors and the City to complete the reconciliations and fomal modifications and terminations of certain schedules of the Shared Services Agreement.
Community Involvement	On 9/2/2015 forty engineering students from Bucknell visited to speak with staff about the water utility industry and to take a tour of our water treatment plant. On 9/8/2015 the Community Outreach manager spoke with the Neighborhood Action Group for Shrinertown. CRW's next #2MinTuesday cleanup will be in partnership with the Neighborhood Action Group and will meet at 15th and Herr Street on 10/20/2015. On 9/11/2015 a meeting was held with Bill Wood of Habitat for Humanity to discuss opportunities for collaboration. On 9/10/2015 staff met with Jeff Copus of Jump Street about integrating public art into our work. We are continuing to support Clean and Green Harrisburg in the development of an anti-littering campaign. Clean and Green Harrisburg will receive proposals from public relations firms by 9/25/2015 and will select a firm sometime in October. CRW will consider funding this campaign once a proposal is selected by the group. On 9/10/2015 CRW staff spoke to Iowa State students about Wet Weather issues in Harrisburg. CRW will be visiting the Roland School in the end of September as part of a program that Penn State Extension is providing to all 8th graders at the school. Staff will talk to the students about green infrastructure. Field staff will demonstrate storm drain cleaning and a facility tour is likely. CRW is helping the Harrisburg Young Professionals set up a "pocket park" on Locust Street downtown for September's ThirdintheBurg on 9/18/2015. CRW staff will be attending the Clarks Creek Watershed and Preservation Association's Annual Meeting on 9/24/2015.
Community Ambassador Committee	We held our first Community Ambassador Committee Meeting on 8/27/2015. Fourteen members were in attendance with three CRW staff. Topics discussed include: introductions, what CRW does, what stormwater is, what combined sewer overflows are; and what people liked/disliked about their neighborhoods. Kim Jenkins of CRW's Field Maintenance staff provided a demonstration of what a CSO chamber looks like. The next meeting is scheduled for 10/7/2015 at 10:30 AM and will focus on Green Infrastructure.
Events	The majority of last month was spent preparing for the Conservation Carnival at Kipona. The Grants Manager and Directors raised \$11,350 for the Carnival which covered all of our expenses. The Carnival consisted of four games, tap water bar, video screening of our source water protection video called "Consider the Source", a demonstration booth, and a prize booth. We estimate that approximately 2,500 went through the Carnival. We gave out 6,000 cups of water, and the video played over 200 times. Sixty-one three hour time slots were covered by volunteers totalling 183 hours of service throughout the weekend. The City of Harrisburg estimates that Kipona had 60,000 total visitors. On 9/15/2015 we held our eighth #2MinTuesday Cleanup with eighteen volunteers collecting twenty bags of trash.



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Communications	A communication plan will be complete and ready for Board review as part of the 2016 budgeting process. Internal meetings were held in September to discuss communicating water shutoff notices and Homeowner Guidelines. Homeowner Guidelines will be produced to accompany official water shutoff notifications. A statement will be created for any press inquires, and a letter will be sent from the CEO to local officials. Our Homeowner Guidelines communication will include language on service line insurance/warranties. Communication will include a bill insert, web page, and video. During the week of 9/21/2015, we will release our source water protection video in a press release and email. In the next month, communication work will focus on wet weather communication / outreach requirements, and emergency contact information collection.
Website	We have seen a significant increase in traffic likely due to the availability of online bill payments. Total visits: 4,548 (Last month 5,720) New visitors: 2,219 (Last month 2,777) Returning visitors: 2,329 (Last month 2,493) Page/ Session: 2.52 (Last month 2.29) Top page visits: 1. Pay Your Bill 2,552 2. Join the Team 801 3. Contact 538
Facebook	15 new Likes; 341 total; 26 posts; and Post Reach of 9,697 views.
Twitter	18 new followers (839 total), 78 tweets, 20,900 views (22,000 last month).
NextDoor.com	Sent a message about the end of the Fire Hydrant Flushing on 9/15/2015.
Press Releases	A press release on our Climate Resiliency Planning Exercise with EPA was sent out on 9/10/2015.
Media Coverage	CEO and Sustainability Manager were on WITF's Radio Smart to discuss Climate Resiliency on 9/16/2015. Our Climate Resiliency press release was covered by the PA Environmental Digest.
Bill Inserts	October's bill insert will cover Homeowner Guidelines.
Email Newsletter	Our next email newsletter will be sent on 9/22/2015 announcing our source water protection video.
Suburban Partners	[REDACTED]
Rush Township	Rush Township has not responded as of 9/18/2015.



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Administrative

Office Space	
Customer Service and Billing Center	The Cashier/Reception Area project is on hold as the role of the engaged architect is being evaluated.
Drinking Water Services Center	Renovations to the reception area and lunchroom of the Drinking Water Maintenance and Distribution Buildings remain on hold until time allows.
Locust Court Office	On the weekend of August 21st, 22nd and 23rd, the employees and furniture located on the 3rd, 4th, and 6th floors of Locust Court were relocated to the 5th floor and we were operational on 8/24/2015. Only a few punchlist items remain to be completed by the contractor.
Risk Management	The Risk Manager and Community Outreach Manager are moving forward on the Board's directive to increase customer communication and education on responsibilities for private service lines and warranties. AIG conducted a property insurance inspection at the Wastewater Facility on 9/9/2015. Confined Space Training has been scheduled for 9/30/2015 and will be done free of charge by our Worker Compensation insurer Liberty Mutual. First Aid, CPR, and AED Training is being scheduled for this Fall. Proposals are being solicited for Certified Flagger Training for staff in accordance with PennDOT standards. A gap analysis is being done with respect to CRW's flood insurances. Policies and procedures for tours of the Drinking Water Facility are ready for implementation upon procurement of safety supplies.
Human Resources Management	An RFP for Employee Benefits Broker Services has been issued with proposals due 9/22/2015. The broker services are primarily the marketing of CRW's benefits program for 2016 and subsequent servicing of CRW's account during 2016. Following this effort, we will be issuing an RFQ for a financial advisory firm for the voluntary 457 Deferred Compensation Plan. The recruiting effort continues, and includes working with AFSCME to extend our recruiting efforts to additional organizations and community groups in Harrisburg. The <i>Recruiting Status Update is attached</i> . Sensitivity Training for Non-BU employees has been setup for 9/30/2015.
Information Technologies	During the weekend of August 21st, 22nd and 23rd the server and computers from the 3rd, 4th, and 6th floors of Locust Court were moved and setup on the 5th floor; plus a new phone system was installed and setup. On the weekend of August 28th, 29th and 30th the servers at Water Division, with the GIS and Munis programs, were relocated to the 5th floor of Locust Court and were configured to provide space to move the data from the old 3rd floor server to these servers. The former 3rd floor server has been decommissioned since it is no longer supported. Computer kiosks for employees were being installed at Water and Wastewater the week of 9/14/2015 and information is being loaded to setup the "CRW Employees Only" link.



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Union	Expecting to finalize the Field Maintenance Workers and Service Persons' job descriptions the week of 9/21/2015. Working with AFSCME toward resolution of the two outstanding grievances. We are preparing to negotiate a new contract with AFSCME which will go into effect in 2017.
Office Management	Through the Office Manager and staffs' coordination and orchestration efforts, the move to the 5th floor in one weekend was a success. Their work did not stop with the move that weekend, as now all the unpacking and reorganization is underway.
Document Management	Destruction of certain archived documents remains deferred to a future agenda.
Right to Know Requests	CRW received and responded to 1 new Right-to-Know request during 8/20/2015 through 9/15/2015, along with an update to RTK 2015-022 which was initially responded to on 7/28/2015 and again on 8/28/2015. <i>See 2015-09-15 RTK Report for September attached.</i>
Vehicle / Equipment Fleet	Continued maintenance of the spreadsheet on CRW Vehicles/Equipment by Unit#/VIN, Make/Model, fuel cards, inspection dates and insurance continues. All change of address forms have been finalized as of 9/18/2015 for all CRW titled vehicles and equipment (60 vehicles with PENNDOT; 3 with the Fish & Boat Commission; and 2 with DCNR).

The following is a summary of land development reviews and service requests that have occurred since the last report:

Fire Protection Water Service Request for 15 North 4th Street (City of Harrisburg)

- The applicant requested a four-inch water service for a fire suppression system for the Gamut Theatre.
- The application is currently under review.

Sewage Planning for 3232 Reichert Road (Susquehanna Township)

- The applicant requested approval of 9,000 gallons per day associated with 37 new single family units known as the Sunflower Fields Development.
- The sewage planning module is currently under review.

Sewage Planning for SE Corner of Mulberry & Crescent Streets (City of Harrisburg)

- The applicant requested approval of 4,560 gallons per day associated with a new three-story multi-family residential building with 20 units for the Mulberry West Building Development.
- The sewage planning module is currently under review.

Sewage Planning for SW Corner of 13th & Derry Streets (City of Harrisburg)

- The applicant requested approval of 5,400 gallons per day associated with a four-story multi-family residential building with 26 units for the Mulberry East Building Development.
- The sewage planning module is currently under review.

Sewage Planning for NW Corner of 13th & Derry Streets (City of Harrisburg)

- The applicant requested approval of 960 gallons per day associated with a two-story multi-family residential and a single-story residential building for the Derry-Thompson Buildings Development.
- The sewage planning module is currently under review.

Water & Sewer Capacity Request for Union Square Shopping Center (Susquehanna Township)

- The applicant requested a willingness to serve for 1,500 gallons per day (water and sewer service) associated with a proposed Chipotle restaurant.
- CRW issued conditional approval on August 18, 2015.



Stormwater Review for 4050 Industrial Road (City of Harrisburg)

- The applicant is proposing to build a 4,125 s.f. addition atop an existing paved parking lot. The applicant requested an exemption to stormwater planning as there is will be no new impervious surface.
- CRW issued a stormwater exemption letter on September 9, 2015

New Hires

Position	Employee	Start Date
Laborer - Water	Maurice Baskins	09/14/15

Retirements

Position	Employee	Effective Date
Superintendent of Water	Raly Bey	TBD

Resignations

Position	Employee	Effective Date
Field Maintenance Supervisor	Lance Gayer	9/11/2015

Open Positions

Position	Status
HR Compensation & Labor Relations Manager	Reposted. Closes 9/30/15
Maintenance Specialist I - Drinking Water	Interviewing
Service Person I - Drinking Water	Interviewing
Superintendent - Drinking Water	Interviewing week of 9/21/15
Document Specialist	Interviewing week of 9/21/15 or 9/28/15
Operations Supervisor - Drinking Water	Posted on website. Will actively recruit after hiring new Superintendent.
Director of Operations	Posted and accepting resumes. Closes 9/30/15
Field Maintenance Supervisor	Posted and accepting resumes. Closes 9/30/15

Remaining from 2015 Staffing Plan

Position	Status
Accounts Receivable Manager	Slated for 3Q15
Field Maintenance Specialist - WW (x2)	Slated for 3Q15 (believe WW waiting on Union replies to Job descriptions)
Maintenance Worker - WW	Slated for internal candidate once Union responds to job descriptions

The following is a summary of RTKs that have been received and/or responded to during the period August 20, 2015 through September 15, 2015:

RTK REQUESTS RECEIVED 8/20/15 THROUGH 9/15/2015:

RTK 2015-043 - James Roxbury (Roxbury News) Received 8/20/2015

- Harrisburg Authority Board meeting minutes for the time period of January 2000 through December 2007.
- Due 8/27/2015 - CRW responded on 8/27/2015

RTK REQUESTS RESPONDED TO DUE TO LEGAL EXTENSIONS: None.

ADDITIONAL FOLLOW-UP ON PRIOR RTK REQUESTS:

RTK 2015-022 - Josh First Received 8/28/2015

- Has CRW responded to his RTK request dated 6/22/2015.
- Due 7/29/2015 - CRW responded on 7/28/15 and provided documentation on 8/28/2015

I also assisted with inquiries in lieu of formal RTK requests as needed.