

**THE REUSE PLAN  
FOR THE NAVY/MARINE CORPS RESERVE CENTER  
KENHORST BOULEVARD, READING, PENNSYLVANIA**



**SUBMITTED TO  
THE DEPARTMENT OF THE NAVY  
THE DEPARTMENT OF HOUSING AND URBAN  
DEVELOPMENT  
THE DEPARTMENT OF DEFENSE, OFFICE OF  
ECONOMIC ADJUSTMENT  
BY  
THE CITY OF READING LOCAL REDEVELOPMENT  
AUTHORITY  
MAY 18, 2010**

# NAVY/MARINE RESERVE CENTER REUSE PLAN

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# **REUSE PLAN**

## **FOR THE NAVY/MARINE CORPS RESERVE CENTER KENHORST BOULEVARD, READING, PENNSYLVANIA**

### **I. Background**

In 2005, the Department of Defense Base Closure and Realignment Commission (BRAC) evaluated recommendations from the services for the closure and realignment of bases and missions, and made recommendations to the President and the public. The Commission designated the Reading Navy/Marine Corps Reserve Center in Reading, Pennsylvania, for closure. The original date for closure was September 2010, but this date was later changed to September of 2011. When no other Federal agency expressed interest in the property, the Department of the Navy declared the property surplus to the needs of the Federal government.

The Department of Defense, Office of Economic Adjustment (OEA), initiated the Defense Economic Adjustment Program. This program provides technical and financial assistance to communities impacted by base closures or Defense Department changes, including base closures, expansions, or realignments. The Reading Berks Public Safety Local Redevelopment Authority was created in 2006 to pursue acquiring the property. However, this Authority opted for the acquisition of another site for its intended purpose, and withdrew from the Acquisition process.

Early in 2008, the City of Reading created the City of Reading Local Redevelopment Authority (LRA), made up of a representative group of stakeholders from the community. The Authority includes elected officials, representatives of community organizations, and a member of the City Planning Commission. A roster of members and their affiliations may be found in the Appendix. The LRA was charged with directing the process of acquiring the property, including analyzing the condition of the property, assessing community needs, reviewing the letters from parties submitting Notice of Interest letters for the use of the property, and developing a reuse plan for the site and facilities. The LRA was recognized by the OEA as the designated organization to prepare a reuse plan

on May 30, 2008. The Authority sought assistance with the assessment of the property and the development of a reuse plan, issuing a Request for Proposals for professional services. By the end of the year, the Authority had selected a consulting team, and work on the development of a reuse plan began early in 2009. Because of the hiatus between the withdrawal of the Reading Berks LRA and the creation of the City of Reading LRA, the new Authority had a short period in which to complete its work. The original deadline for submission of a reuse plan was extended from April 30, 2009 to March 31, 2010 in light of complexities that arose in the review and decision-making process.

## **II. The Reuse Plan Process**

The Department of Defense has defined the process for the reuse of former military facilities and the City of Reading LRA has carefully followed the required procedures.

As noted, the LRA membership includes persons with diverse backgrounds and interests. The names and affiliations of the members of the LRA are provided in Appendix A. The members of the consulting team selected by the LRA to assist with this evaluation and planning process are provided in Appendix B.

The LRA conducted public meetings in the affected neighborhood on

January 28, 2009  
June 11, 2009  
January 13, 2010  
March 11, 2010

These meetings were well publicized, well attended, and covered by the regional media. Summaries of the meetings are included in Appendix C.

The LRA also held public meetings in the City Hall on:

January 14, 2009  
March 4, 2009  
April 30, 2009  
March 17, 2010

The Plan approved by the LRA was submitted to the City Council, considered at an open, noticed meeting, and approved by the City Council on March 22, 2010.

These meetings and hearings were open to the public and publicized in advance of each meeting.

The LRA sought and evaluated Letters of Interest from community organizations. This process included reviewing the Letters of Interest from three community organizations; the Reading School Board, the Reading Hospital and Medical Center (RHMC), and a

joint letter of interest from the Berks Women in Crisis (BWIC) and Mary's Shelter. These four organizations provided the LRA additional, detailed information about their reuse plans, and made presentations and answered questions about their respective plans at a public meeting, held in the neighborhood, on June 11, 2009. The LRA evaluated these proposals in terms of their practicality and economic viability, their potential for implementation in a timely manner, and their responsiveness to the community's needs. As events unfolded, the Berks Women in Crisis withdrew their Letter of Interest. Mary's Shelter maintained its interest in the site, and negotiated with the Reading Hospital and Medical Center to create a joint plan for the reuse of the site. The RHMC plans for the site also evolved during the review process, and a second neighborhood meeting was held in January of 2010 to present the new concept to the area residents. The public was provided an opportunity to question and comment on the revised proposal.

The LRA had the full and timely cooperation of the Department of the Navy throughout the process. The Navy had made a number of documents available to the LRA initially, including an Environmental Condition of Property. The Navy BRAC Program Management Office, Northeast, in Philadelphia, subsequently made property records (maps, drawings, and specifications) available to the consulting team's engineers and architects, arranged for access to the facility for the site inspection, and sent a Real Estate Specialist to the site on the day of the inspection to answer questions and provide any additional information requested. The information obtained from this site inspection was very helpful in determining potential uses for the site, as well as for identifying concerns and problems in developing the facility for civilian uses.

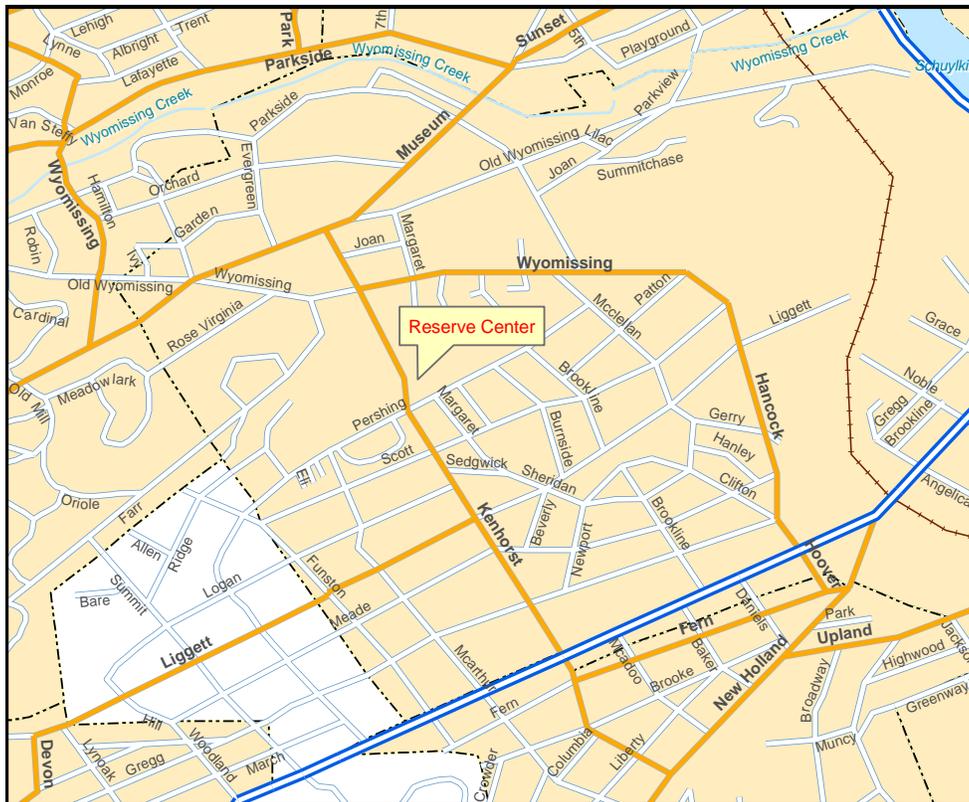
In addition to the Facility Condition Assessment Report (FCAR) noted above, the consulting team prepared a Community Needs Analysis, an Economic Profile, and Market Assessment, provided guidance for the evaluation of the Letters of Interest, and provided general guidance to the LRA on the technical aspects of the planning and conveyance process and procedures. The FCAR, the Community Needs Analysis, and the Economic Profile materials are included as chapters in this report.

### III. Property Description

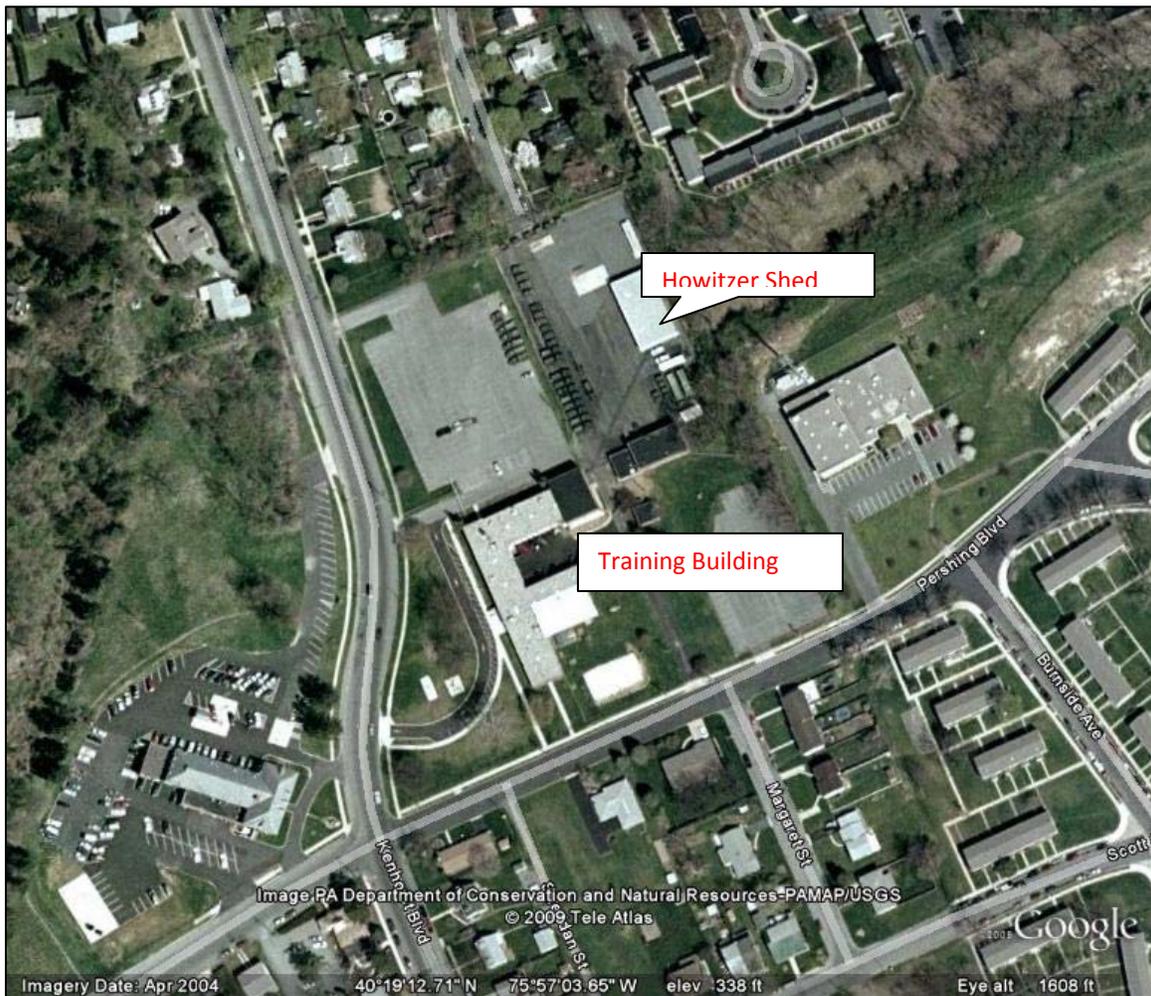
The Reading Navy/Marine Corps Reserve Center is located at 615 Kenhorst Blvd. in the western quadrant of the City of Reading, Berks County, Pennsylvania. The 7.05-acre property is physically located at the northeastern corner of the intersections of North Kenhorst Blvd. and Pershing Blvd. Kenhorst Boulevard is a minor arterial street and connects to Lancaster Avenue to the south and Museum Street to the north.

The property is located on the edge of a residential neighborhood with the City's R-2 Residential Zoning District. This zoning permits single-family detached dwellings, single-family semi-detached dwellings, and single-family attached dwellings. Though the site is located in residential neighborhood, it is across the street from a Pennsylvania State Police barracks, the Olivet Boys and Girls Club of Reading is immediately to the rear of the site, and there is a Reading Housing Authority apartment complex to the north and east of the facility. There are numerous commercial and office uses to the south along Kenhorst Boulevard, though the area to the north of the site is exclusively residential.

The map below locates the site within the City.



The site includes five individual buildings known as the Reserve Training Building, a Paint Locker, the Auto Vehicle Shop, a Garage, and the General Storage “Howitzer” Shed. There are two large asphalt parking lots on the property, one located in the northwestern corner and adjoining Kenhorst Blvd, and the second in the eastern corner and accessed from Pershing Blvd. On the northern quarter of the site, another asphalt-surfaced area surrounds the Howitzer Shed. Five access driveways serve the site; the main vehicle entrance to the building’s front from Kenhorst Blvd, three access drives to the parking lots and a driveway access from Pershing Blvd. that extends past the main building area to the property rear. This access appears to be in general alignment with Margaret Street on either side of the parcel. The aerial photo below shows the site and buildings.



The facility is served by public water and sewer with connections to the utility mains located in the adjacent streets. Natural gas is provided also from the services located within the public streets. Electric, telephone, cable television serve the property by overhead lines from existing poles located adjacent to the surrounding streets. Large overhead electric transmission lines bisect the property on a general east-west line behind the Reserve Training Building. All utilities appear through visual inspection to be in good condition and no deficiencies were noted regarding their function or service capacity.

The site generally slopes from south to north, with storm water runoff generally conveyed away from the building and to the property's lowest elevation adjacent to Margaret Street along the northern property line. An existing at-grade storm water basin is located at the northern corner of the Kenhorst Blvd parking lot.

## IV. Community Profile

### Demographics

The figures that follow describe a defined study area of approximately one mile from the site in relation to the City of Reading and Berks County. Appendix A provides very detailed information on demographic and economic conditions in the area.

The 2009 study area population (Exhibit 1) of 5,996 residents represents 7.4% of the total City population. This population declined from 1990 to 2000, and again from 2000 to 2009. The Hispanic component is a significant minority, 46% of the total population of the area.

### Exhibit 1

#### Demographic Overview, 2009

#### Neighborhood, City of Reading and Berks County

Description	Neighborhood		City		County	
	No.	%	No.	%	No.	%
<b>Population</b>						
2013 Projection	6,147		81,862		429,115	
2009 Estimate	5,996		80,652		426,640	
2000 Census	6,053		81,207		373,638	
1990 Census	6,267		78,441		336,524	
Growth 1990 - 2000 (%)	-3.41%		3.53%		11.03%	
<b>Population by Single Classification Race (2008)</b>						
White Alone	3,315	54.4	37,759	46.5	345,729	84.8
Black or African American Alone	503	8.3	11,421	14.1	17,940	4.4
Hispanic or Latino	2,822	46.3	42,463	52.3	54,523	13.4
<b>Household Income</b>						
<b>Average</b>	\$45,212		\$36,188		\$64,873	
<b>Median</b>	\$31,777		\$28,275		\$52,544	
<b>Average Household Size</b>	2.39		2.67		2.54	

Source: Claritas, Inc.; Thomas Point Associates, Inc.

The study area population is significantly older than the City population (Exhibit 2): one resident in five is age 65 or older, and 3.6% is age 85 or older. The median age for the area population, 34.6 years, is significantly older than the City population as a whole.

The proportion of females (56.2%) is very high compared to the City (51.7%) and the County (51%).

<b>Exhibit 2</b>						
<b>Population by Age and Sex (2000), Neighborhood, City of Reading and Berks County</b>						
	<i>Neighborhood</i>		<i>City</i>		<i>County</i>	
<b>Description</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
<b>Population by Sex</b>	6,053		81,207		373,638	
Male	2,650	43.8	39,205	48.3	182,956	49.0
Female	3,403	56.2	42,002	51.7	190,682	51.0
Male/Female Ratio	0.78		0.93		0.96	
<b>Population by Age</b>						
Age 85 and over	216	3.6	1,369	1.7	7,260	1.9
Age 16 and over	4,475	73.9	59,258	73.0	291,984	78.1
Age 18 and over	4,324	71.4	56,913	70.1	281,729	75.4
Age 21 and over	4,109	67.9	52,559	64.7	265,519	71.1
Age 65 and over	1,221	20.2	10,068	12.4	56,190	15.0
<b>Median Age</b>	34.6		30.6		37.4	
<b>Average Age</b>	38.2		33.8		38.0	
Source: Claritas, Inc.; Thomas Point Associates, Inc.						

The diversity of the area is evident in the household income figures: 6.2% of households had annual income greater than \$100,000. This is twice the representation at this income level in the City.

Median household income (\$29,621) (Exhibit 3) is low by national standards and just 60% of the County income (\$45,118), but it is 12% higher than the City figure.

At the same time, there is significant poverty in the area: 43% of area households had income under \$25,000 compared to 47% in the City as a whole.

<b>Exhibit 3</b>						
<b>Households by Household Income (2000), Neighborhood, City of Reading and Berks County</b>						
<b>Description</b>	<b>Neighborhood</b>		<b>City</b>		<b>County</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
<b>Households by Household Income</b>	2,398		30,104		141,609	
Income Less than \$15,000	668	27.9	8,485	28.2	18,578	13.1
Income \$15,000 - \$24,999	354	14.8	5,587	18.6	17,583	12.4
Income \$25,000 - \$34,999	382	15.9	4,840	16.1	18,309	12.9
Income \$35,000 - \$49,999	335	14.0	4,829	16.0	24,216	17.1
Income \$50,000 - \$74,999	405	16.9	3,990	13.3	32,048	22.6
Income \$75,000 - \$99,999	106	4.4	1,364	4.5	16,420	11.6
Income \$100,000 - \$149,999	85	3.5	724	2.4	9,993	7.1
Income \$150,000 - \$249,999	35	1.5	215	0.7	3,427	2.4
Income \$250,000 - \$499,999	18	0.8	59	0.2	804	0.6
Income \$500,000 or more	9	0.4	11	0.0	231	0.2
<b>Average Household Income</b>	\$41,220		\$34,396		\$54,872	
<b>Median Household Income</b>	\$29,621		\$27,025		\$45,118	
<b>Per Capita Income</b>	\$16,974		\$13,085		\$21,232	
Source: Claritas, Inc.; Thomas Point Associates, Inc.						

In summary, the population in the immediate area around the site comprises 7.4% of the City population. This neighborhood population is older and, while generally low-income, is a little better off than the rest of the City. There are two income modes that include significant numbers of households in poverty (annual income under \$25,000) and a relatively affluent population (income over \$100,000).

### **Projected Population**

The figures in Exhibit 4 show the official population projections for Reading and Berks County. It is projected that there will be some 10,614 new residents in the City in the period 2010-2030, a growth of 531 residents per year or 222 households. The causes of the projected growth include the expansion of the Latino population and relocations from the City of Philadelphia.

<b>Exhibit 4</b>		
<b>Population and Projections, 1990-2030</b>		
<b>City of Reading and Berks County</b>		
<b>Year</b>	<b>City</b>	<b>County</b>
1990	78,380	336,523
2000	81,207	373,638
2010	86,028	397,537
2020	91,172	421,304
2030	96,642	446,582

Source: Berks Co. Planning.

These projections were prepared in 2004, using the “shift-share allocation method, based on the 2000 Census. The County’s Planning Commission staff holds the view that census-based figures actually understate population and growth.

**Economic Overview**

The site is in the center of the City of Reading and Berks County. Local and County economic forces have a significant bearing on what can happen at this location. In this section, we describe the economic context for site redevelopment.

**Reading Region and Berks County**

Berks County is growing in population, due largely to the expansion of the Philadelphia area economy to the east and the growth of the local Latino population in the City of Reading. It is a reasonable commute south from Berks County on Route 422 to job centers in King of Prussia and the fringes of the greater Philadelphia area.

The manufacturing sector remains large, 20% of the total economy in terms of employment, in spite of recent losses of manufacturing companies. Strong manufacturers include Carpenter Technologies (specialty steel) and East Penn Manufacturing (batteries). Closures in recent years have included the Hershey Company and Tyco Electronics. Along with other counties in southeastern Pennsylvania, Berks County is strong in agriculture and a national leader in growing mushrooms. One of the strengths of the region is the presence of five colleges.

The County's manufacturing strength is also a weakness in light of global trends and the off shoring of American manufacturing jobs. To expand its economy in line with its strengths, the County has targeted several sectors for growth:

- Entertainment, hospitality, and tourism.
- Food production.
- Professional services.

The theme of the regional strategy is the idea of "dealing with reality" and the strategy puts a high priority on the redevelopment of the City, stating, "the region cannot be successful without a vibrant urban core."

### **City of Reading**

The City of Reading also has a large manufacturing base (18% of total employment) with significant concentrations in manufacture of auto batteries and medical supplies and food processing. While the recession is in full force, these sectors are less vulnerable to the downturn than are most other industries. According to a recent Moody's analysis, "Reading's future may brighten considerably if local employers can adapt to advancing battery technology and if hybrid and electric cars take hold in the next decade." However, the long-term prospects for manufacturing in general are poor as the national economy continues in transition to knowledge- and service-based industries.

The continuing redevelopment of the downtown is the leading component of the City's economic picture. The City has a very aggressive strategy to revitalize the downtown, and has entered several partnerships with developers to construct office, hotel, and other space. These projects have included commercial and residential redevelopment of various types:

- Buttonwood Gateway Redevelopment, a 14-acre industrial project.
- Goggleworks, a 138,000 square foot community arts center.
- Sovereign Plaza, a 130,000 square foot downtown office building.
- Reading Theater Complex, an \$11 million, 1,600-seat center.
- Sovereign Convention Center
- Sovereign Performing Arts Center

The City has faced formidable economic challenges for years and its situation has worsened because of the collapse of the national and global economies. The Comprehensive Plan 2000 is still on target in its identification of the principal problems:

- Lack of land suitable for development.
- Declining tax base and increasing number of tax-exempt properties.

Unemployment in Reading has been in double-digit figures for the past year and has averaged 12.8 percent for 2009, the latest figure available from the Bureau of Labor Statistics. This translates to over 4,000 people per month actively seeking employment.

The City budget crisis, continuing unemployment, and the continuing population growth only make City's problems more severe.

### **The Neighborhood**

The study area is a composite in most respects of the Reading region: diverse, working class, industrial and residential all at the same time.

Kenhorst Boulevard is essentially a residential street with a strong institutional-commercial flavor. At one time, it was known as "insurance row" but it has taken on a stronger medical-professional orientation. From an economic development perspective, the neighborhood elements that are most relevant to redevelopment of the site include the following:

- Job needs associated with residents of the neighborhood itself; many of those residents are lower-income.
- Proximity to the Reading Hospital and its Health School; this complex constitutes one of the major employers in the region.

## **V. Community Needs Analysis**

### **Introduction**

The Reserve Center site location is the west side of the City of Reading, about a mile west of the Schuylkill River that separates West Reading Borough from the downtown. This part of Reading is bounded by various jurisdictions: West Reading Borough on the north, Wyomissing Borough to the northwest, Cumru Township on the west and Kenhorst Borough on the south.

Kenhorst Boulevard connects West Reading and Lancaster Avenue. As described earlier, the primary uses along Kenhorst are homes and offices converted from residential structures, and the Pennsylvania State Police (Troop L) Barracks complex directly across from the site. The Boulevard was once known locally as “Insurance Row” since most insurance brokers had offices on Kenhorst.

The area is generally residential in character but includes a very diverse range of uses:

- Two public housing complexes, Oakbrook (526 units) and Sylvania (126 units); together these make up 40 percent of the City’s public housing stock.
- Two private apartment complexes including the 150-unit Wyomissing Garden Apartments and the 4-story Wyomissing Park Apartments (32-units).
- Several schools and churches including Reading Junior Academy, a Seventh Day Adventist Christian School, Thomas H. Ford Elementary School and Holy Name High School.
- Several large industrial properties east of the site, including Baldwin Brass and Reading Body.
- The 10-story condominium, Hummingbird Hill (84 units), two blocks west.
- The Reading Public Museum at the northern edge of the area.
- Several health-related facilities including The School of Health Sciences of the Greater Reading Hospital, the Wyomissing Nursing and Rehabilitation Center and the Villa St. Elizabeth, a personal care home.
- Four parks, including Museum, Yarnell, Schlegel and Angelica Parks, three playgrounds (Oakbrook Housing, Brookline and E.J. Dives) and the Olivet Boys & Girls Club.

There are two major commercial streets near the site:

- Lancaster Avenue (State Route 222) to the south.
- Penn Avenue (State Route 422) to the north.

The map below shows the site location and the area defined as the neighborhood around it, bounded by the Schuylkill River on the east, Lancaster Avenue on the south,

Summit Avenue on the west and Wyomissing Park on the north. The area includes small portions of Cumru Township and West Reading Borough, just outside the boundaries of the City of Reading. The demographic statistics described above relate to this defined area. We refer to the area as a “neighborhood” but recognize that it is quite varied in character, and includes parts of several neighborhoods in five jurisdictions.



*The Site and Vicinity,  
West Side, City of Reading*

### **Community Goals and Objectives**

Community goals and objectives are important considerations in determining the best reuse of the property. The City's Comprehensive Plan and direct public input provide a framework for making this determination. The consultants also reviewed the City's 5-Year Strategic Plan (HUD Consolidated Plan), the 2007 Consolidated Annual Performance and Evaluation Report (CAPER), and the Berks County Department of Human Services document, "Assessing the Needs of Our Community, 2007/2008."

## City of Reading Goals and Comprehensive Planning

Reading's Comprehensive Plan 2000 is diverse and still very relevant. Its main themes address the future of the City and the redevelopment process:

- The overall fiscal health of the City must be improved.
- Greater efforts are necessary to deter crime and drug-related activities, as well as improve perceptions of the city.
- Reading's residential neighborhoods need to be reinvigorated and housing stock stabilized.
- The overall quality of the urban environment needs to be protected and enhanced.
- The City needs to become an equitable partner in the region to build a successful future.

With respect to fiscal health, the Plan notes: "Reading's tax base is declining as properties are abandoned, property assessments are appealed, and the number of tax-exempt properties increase. Appropriate development of vacant or underutilized tracts of land must be encouraged. The reuse of former industrial sites would help to expand the City's economic base and increase employment opportunities. Additional revenue sources and assistance must be explored and utilized."

The Comprehensive Plan also noted: "There are limited opportunities for new residential development in the City since the amount of undeveloped land has decreased by more than 43% since 1978 to 232 acres, much of which is difficult to develop or is zoned for non-residential use. Although there is a minimum amount of undeveloped land, there are opportunities for appropriate adaptive reuse and residential infill. The residential use of the upper floors of buildings in commercial areas could increase property value as well as stimulate activity." Since the Plan was written in 2001, an estimated 100 acres has been developed in the City, further reducing development opportunities.

In the Plan the City identified two "Issues" that are relevant to the redevelopment of the site, and policies to address them:

1. There is very little vacant land remaining in the City that is suitable for any kind of development. Policies to address this situation include:
  - Evaluate alternative uses for vacant or underutilized land in the City.
  - Encourage the appropriate development of vacant land or reuse of former industrial sites to address the City's economic, housing, employment and neighborhood objectives.
  - Maintain inventory of larger sites for development or reinvestment.

- Market opportunities for additional development.
- Utilize State and Federal programs to mitigate impacts.

2. The City of Reading is facing a declining tax base as well as an unusually high number of tax-exempt properties compared to the surrounding area. Policies to address this situation include:

- Support development of businesses that will increase the tax base.
- Encourage financial investment in taxable organizations.
- Review the use of all tax-exempt properties within the City to determine if the criteria for tax-exempt operations are met.
- Seek regional support for countywide services situated in the City.
- Encourage non-profit organizations to submit a payment in lieu of taxes for the services received from the City.

### **Public Views**

Approximately 50 residents attended a public meeting held in the neighborhood on January 29, 2009. Many attendees expressed views about what should be done with the property, as summarized below:

- A government center, possibly a city police and fire station.
- Meeting and storage space for the Marine Corp League, which has been meeting in the building since 1984.
- Joint city-county use, possibly including the Reading Police Academy.
- The County Probation office (Berks County had evaluated the cost of remediation and decided against taking the property).
- Shared use of the gymnasium as a neighborhood recreation center, to supplement the Olivet Boys & Girls Club facility.
- A public park, play area, or swimming pool.
- Expansion site for Reading Hospital.

The general view of the citizens attending the meeting was that the reuse program should be compatible with the surrounding area.

A second public meeting to discuss the proposed plan was held on March 11, 2010, after public notice was given and the draft plan made available.

**Based upon this research and input, the LRA, with the assistance of the consulting team, agreed that the City would be best served with a reuse that:**

- 1) created or maintained jobs in the City,**
- 2) created tax ratable or improved the tax base, and**
- 3) was compatible with current neighborhood uses.**

The establishment of these criteria provided focus and direction for the LRA in assessing potential reuse options.

## **VI. Market Analysis**

This section addresses potential uses of the site from a market-based, real estate perspective. It describes conditions related to development of residential, office, retail, and mixed-use activity at the site. The analysis provides a basis for estimating economic and financial aspects of site redevelopment.

### **Residential**

Exhibit 5 presents an overview of housing in the area including the vicinity of the site, the City of Reading and Berks County.

- The study area is a majority rental area (52% of households), like the City (49%) but very different from the County as a whole (72% of County households live in owner-occupied housing).
- Most owner-occupied houses in the vicinity are valued in the \$60,000-\$80,000 range; 72% had values under \$100,000.
- Single-family attached and detached units make up two-thirds of all the housing units.
- The largest number of units was built in the 1950's; median year of construction is 1955.

Rental units in the area are affordable. As an example, apartments at Wyomissing Gardens are \$635 (1 bedroom) and \$740 (2 bedrooms).

**Exhibit 5****Housing Overview:  
Neighborhood, City of Reading and Berks County**

	<i>Neighborhood</i>		<i>City</i>		<i>County</i>	
<b>Tenure of Occupied Housing Units</b>	2,420		30,113		141,570	
Owner Occupied	1,157	47.8	15,355	51.0	104,719	74.0
Renter Occupied	1,262	52.1	14,758	49.0	36,851	26.0
<b>Avg Length of Residence</b>	11		11		13	
<b>Owner-Occupied Housing Values</b>	1,175		15,367		104,693	
Value Less than \$20,000	0	0.0	823	5.4	2,506	2.4
Value \$20,000 - \$39,999	17	1.4	5,379	35.0	7,033	6.7
Value \$40,000 - \$59,999	164	14.0	4,766	31.0	7,948	7.6
Value \$60,000 - \$79,999	396	33.7	2,176	14.2	12,756	12.2
Value \$80,000 - \$99,999	273	23.2	982	6.4	18,844	18.0
Value \$100,000 - \$149,999	171	14.6	742	4.8	32,783	31.3
Value \$150,000 - \$199,999	77	6.6	287	1.9	13,201	12.6
Value \$200,000 - \$299,999	49	4.2	131	0.9	6,440	6.2
Value \$300,000 - \$399,999	10	0.9	20	0.1	1,781	1.7
Value \$400,000 - \$499,999	4	0.3	28	0.2	565	0.5
Value \$500,000 - \$749,999	1	0.1	21	0.1	568	0.5
Value \$750,000 - \$999,999	9	0.8	6	0.0	153	0.1
Value \$1,000,000 or more	4	0.3	6	0.0	115	0.1
<b>Housing Units by Units in Structure</b>	2,544		34,314		150,222	
1 Unit Attached	919	36.1	17,242	50.2	34,822	23.2
1 Unit Detached	753	29.6	3,944	11.5	81,581	54.3
2 Units	106	4.2	3,237	9.4	6,587	4.4
3 to 19 Units	415	16.3	7,220	21.0	16,056	10.7
20 to 49 Units	54	2.1	663	1.9	2,010	1.3
50 or More Units	262	10.3	1,915	5.6	3,436	2.3
Mobile Home or Trailer	7	0.3	88	0.3	5,650	3.8
Boat, RV, Van, etc	0	0.0	0	0.0	80	0.1
<b>Year Built</b>	2,544		34,314		150,222	
Housing Units Built 1999 to March 2000	6	0.2	113	0.3	2,639	1.8
Housing Unit Built 1995 to 1998	11	0.4	108	0.3	7,674	5.1
Housing Unit Built 1990 to 1994	56	2.2	430	1.3	10,310	6.9
Housing Unit Built 1980 to 1989	151	5.9	1,112	3.2	16,834	11.2
Housing Unit Built 1970 to 1979	389	15.3	2,047	6.0	19,089	12.7
Housing Unit Built 1960 to 1969	272	10.7	2,369	6.9	14,922	9.9
Housing Unit Built 1950 to 1959	769	30.2	3,483	10.2	17,458	11.6
Housing Unit Built 1940 to 1949	420	16.5	4,278	12.5	12,371	8.2
Housing Unit Built 1939 or Earlier	443	17.4	20,369	59.4	48,925	32.6
<b>Median Year Structure Built**</b>	1955		1939		1958	
<b>Average Contract Rent</b>	\$419		\$373		\$451	

Source: Claritas, Inc.; Thomas Point Associates, Inc.

The construction of new housing units in the City (2003-2008) declined in most years since 2003 (Ex. 6 below).

There are notable patterns in the types of units built in those years:

- More than half the units constructed in the City (54%) were apartments.
- Single family detached units (20%) and townhouses (17%) were smaller components.
- Overall/average pace of construction has been 28 units per year.

There is no new housing under construction in the City at this time. Plans for the construction of new housing on Canal Street are on hold.

Exhibit 6

**New Housing Units Built by Year, 2003-2009\***  
**City of Reading and Berks County**

Year	Type of Unit											
	Detached		Semi-Det.		Townhouse		Apt.		Mobile		Total	
	City	Co.	City	Co.	City	Co.	City	Co.	City	Co.	City	Co.
2003	8	1,568	4	86	-	71	90	351	1	124	103	2,200
2004	7	1,359	2	66	-	110	-	-	-	157	9	1,692
2005	10	1,081	4	49	7	82	8	245	1	124	30	1,581
2006	7	1,283	2	50	13	87	-	313	-	111	22	1,844
2007	4	900	1	106	11	109	-	35	-	112	16	1,262
2008	2	627	-	87	1	98	3	250	-	105	6	1,167
2009*	1	307	-	30	1	118	-	332	-	39	2	826
<b>Total</b>	<b>39</b>	<b>7,125</b>	<b>13</b>	<b>474</b>	<b>33</b>	<b>675</b>	<b>101</b>	<b>1,526</b>	<b>2</b>	<b>772</b>	<b>188</b>	<b>10,572</b>

Source: Berks County Planning Office

\* 2009 figures includes first three quarters.

The downturn in the housing market in Reading is apparent in terms of sales of units in the past four years (Ex. 7). Sales volume in 2008 was 41% below the 2005 figure, while average time on the market increased by fifteen days. Average list price in 2008 was slightly below the comparable figure for the previous year. According to builders, the market has been in a depressed state for over two years.

Recent asking prices for area sale units at this time include the following:

- Condo units at Hummingbird Hill (1,850 square feet, 3 br/2ba), a ten-story complex one-half block west of the site, are currently on the market at an asking price of \$179,000.
- A townhouse unit on Nassau Court, one block west of the site, is available; the asking price is \$89,900 for the 1,260 square foot unit with two bedrooms.

<b>Exhibit 7</b>								
<b>Housing Units Sold, City of Reading and Berks County, 2005-2008</b>								
	<i>Year</i>							
	2005		2006		2007		2008	
	Reading	Berks Co.	Reading	Berks Co.	Reading	Berks Co.	Reading	Berks Co.
No. Listed	1,736	8,372	1,830	8,738	1,940	8,787	1,714	7,807
Average Price								
List	\$ 57,101	\$ 193,455	\$ 65,807	\$ 207,432	\$ 68,849	\$ 206,000	\$ 68,053	\$ 200,189
Sold	\$ 55,629	\$ 167,488	\$ 61,470	\$ 176,261	\$ 63,460	\$ 180,014	\$ 65,023	\$ 177,234
Units Sold	1,240	5,997	1,248	5,697	996	4,996	722	3,915
Sold Volume (millions)	\$ 69	\$ 1,004	\$ 77	\$ 1,004	\$ 63	\$ 899	\$ 47	\$ 694
Average Days on Mkt.	53	49	49	55	60	67	68	82
Source: Greater Reading Board of Realtors								

The Reading Housing Authority (RHA) is an important organization in this housing market. In mid-2009, there were just 16 vacancies in the 1,600 units that the RHA owns and manages throughout the City, including the 526-unit Oakbrook complex that is one block east of the site. The RHA rents units at Oakbrook at 30% of income, and the units were 99% occupied. The Authority had plans to construct five more units at another location in the near future.

The 3.2% tax that the City collects on the gross wages of its residents is no doubt a factor that affects demand for housing in the City. The tax rates in neighboring municipalities are typically much lower. Thus, higher income wage earners who have housing options are likely to choose a residence in the nearby suburban areas, all other things being equal.

The neighborhood includes 7.4% of the City population. If the City grows at the projected rate of 222 households/year (2010-2030) and the neighborhood maintained its current share of this growth, one could expect 17 new households per year, on average. Since most of the City is built-out and there are few sites for redevelopment outside the downtown, we expect that actual capture for units priced with the market would be in the range of 20-30 units per year. We could expect sales prices in the \$100,000-\$125,000 range at this location, and rents in the range of \$700-\$900, depending on the product actually developed.

## Office

Exhibit 8 summarizes the office inventory in Berks County and its changes over the past several years. Inventory has grown slightly while the occupancy rate has increased from 81% to 85%. The overall lease rate is below the 2006 figure. Top rents in the area are for office space in the Wyomissing area, which are in the range of \$14.50-\$16.50 (under “triple net” leases).

<b>Exhibit 8</b>			
<b>Berks Co. Office Inventory, 2006-2008: Space, Occupancy and Lease Rates</b>			
	<b>2006</b>	<b>2007</b>	<b>2008</b>
Inventory, Total			
Buildings	336	339	340
Square Feet (000)	8,098	8,136	8,167
Space (000 SF)			
Available	1,410	1,399	1,161
Absorbed	10.4	4.4	23.6
Occupancy Rate (%)	81.1%	82.6%	85.0%
Lease Rate*	\$ 16.19	\$ 15.46	\$ 15.88

Source: NAI Keystone Commercial and Industrial  
\*Note: Includes figures for direct and sublet space.

The City of Reading Community Development Office has promoted a broad downtown redevelopment program with a significant office component. It estimated that there is 300,000-350,000 square feet of office space available in downtown Reading (January 2009). In its 2009 Market Report, the NAI Keystone commercial and industrial brokerage noted that downtown office vacancies have increased from 14.5% to 16.5%. The new IMAX Theater and the Reading Eagle Headquarters are expected to have a positive impact on the downtown.

The medical sector has been one of the driving forces with respect to demand for office space. According to NAI Global Reports, “The healthcare boom of 2006 and 2007 topped \$300 million in investment...In addition the outsourcing of insurance and administrative functions has helped to increase office leasing.” (NAI Global Market Report, 2008). Reading Hospital has continued to expand its presence in the market area.

From the perspective of 2009, the wave of spending in the medical sector appears to be over for the foreseeable future and the medical infrastructure now in place may be sufficient to support local and regional needs. However, there are significant office needs associated with Reading Hospital that may be appropriate at the site.

One example of the type of office space currently available in the neighborhood is the residential structure at 100 Kenhorst Boulevard. It is located in a Residential Professional Office (RPO) zone. The property includes a 1,370 square foot building and six parking spaces; it has been for sale since July 2008 at an asking price of \$229,000.

One type of office project that is missing in the City of Reading and Berks County is the business/industrial incubator. The concept has been discussed for years but financial support to develop and operate an incubator appears to be missing.

In summary, this is a very slow office market and the total annual absorption of general occupancy space in recent years and likely in the near future is in the range of 20,000 to 30,000 square feet. There may be niches for office space at the site location in medical office space. It is also possible to consider the site for development of a business incubator. Rents in the range of \$10-12 per square foot would be possible at this location.

### 5.3 Retail

There are two commercial neighborhoods within a mile of the site location, and downtown Reading is just a mile to the east. Exhibit 9 summarizes retail potential in the designated area as well as in the City and the County.

Exhibit 9			
<b>Retail Sales Opportunity Gap by Type of Store</b>			
<b>Study Area, City of Reading and Berks County, 2008</b>			
Retail Stores	Retail Opportunity Gap*		
	Study Area	Reading, City	Berks County
Motor Vehicle and Parts Dealers-441	(17,214,241)	(34,391,467)	263,758,955
Furniture and Home Furnishings Stores-442	482,301	5,393,190	28,197,947
Electronics and Appliance Stores-443	1,450,834	8,933,522	2,901,900
Building Material, Garden Equip Stores -444	(1,758,162)	24,710,526	174,381,131
Food and Beverage Stores-445	4,153,796	21,131,208	136,536,260
Health and Personal Care Stores-446	(1,566,900)	13,679,730	54,550,167
Gasoline Stations-447	325,792	(7,271,898)	(91,403,015)
Clothing and Clothing Accessories Stores-448	3,336,422	15,789,621	134,846,181
Sporting Goods, Hobby, Book, Music Stores-451	1,219,714	7,903,796	7,098,602
General Merchandise Stores-452	2,814,815	62,875,745	203,311,018
Foodservice and Drinking Places-722	6,632,981	53,684,251	272,601,117
Total Retail Sales Incl Eating and Drinking Places	(92,713,443)	241,146,856	1,279,059,890
Source: Claritas, Inc.; Thomas Point Associates, Inc.			

Overall, there appears to be no strong retail opportunity for the area and the retail “gap” amounts to a negative \$92 million. The motor vehicle sales category is highly represented by the dealerships on Lancaster Avenue along the south and east edges of the area. Discounting these uses, the strongest retail potential is in the category of “foodservice and drinking places” and the \$6.6 million opportunity is enough potential sales to support several restaurants. However, Kenhorst Boulevard is a relatively weak location for this type of use, which would be better located on the more heavily traveled Lancaster or Penn Avenues.

### **Mixed-Use**

There is one notable mixed-use project near the site. This is the manufacturing structure at 525 Lancaster Avenue that is undergoing redevelopment, mostly for office use. Demolition is underway and completion of finished space will depend on lease-up, according to the developer. Asking rent is expected to be in the \$11-12 range, and the developer will provide “turnkey” tenant allowances for a good tenant. The site and associated property will offer 500 parking spaces.

**Thus, the prospects for private sector development of any type are extremely limited, making job creation or preservation and ratable increases unlikely.**

## VII. Existing Transportation Assessment

The Naval and Marine Corps Reserve Center (NMCRC) is located on the northeast corner of Kenhorst Boulevard and Pershing Boulevard, located in the City of Reading. The area surrounding the NMCRC is comprised of a mixture of residential, institutional, and small business users. Exhibit 10 lists the roadway characteristics for two roadways providing direct access to the facility.

<b>Exhibit 10 ROADWAY SYSTEM CHARACTERISTICS</b>							
<b>Road Name</b>	<b>Ownership</b>	<b>Orientation</b>	<b>Number of Lanes</b>	<b>Curb to Curb Width</b>	<b>On Street Parking</b>	<b>Roadway Condition</b>	<b>Speed Limit</b>
Kenhorst Boulevard	City of Reading	N-S	2	52 ft	* Both sides	Good	35 mph
Pershing Boulevard	City of Reading	E-W	2	36 ft	Both sides	Good	25 mph
* While the majority of Kenhorst Boulevard allows parking on both sides of the street, parking on Kenhorst Boulevard adjacent to the NMCRC is posted for "No Parking".							

Kenhorst Boulevard is a collector roadway that provides connectivity to many of the major arterial and collector roadways around Reading, including: New Holland Road (S.R.0625), Lancaster Avenue (Business Route 222), Wyoming Boulevard, and Museum Road. Field observations of Kenhorst Boulevard and Pershing Boulevard indicate that both roadways operate at a high level of service, with a negligible level of delay and congestion.

Berks Area Regional Transportation Authority (BARTA) currently provides service to Kenhorst Boulevard and Pershing Avenue (adjacent to the NMCRC) on the "Brookline" Bus Route #10. This particular route begins at the BARTA Transportation Center, located at 8<sup>th</sup> and Cherry Streets and terminates at the intersection of E. Wyomissing Boulevard and Margaret Street. Buses are scheduled on Route #10 to run from 30 to 45 minutes apart, Monday through Saturday. Transfers onto 21 other local routes can be made at the BARTA Transportation Center.

## **VIII. Facility Condition Assessment Report**

The Project Team performed the general assessment of the Reading Naval & Marine Corps Reserve Center on March 4, 2009, including onsite review by the following sub-consultants/disciplines:

- Swiger Consulting, Inc. (SCI) – prime consultant
- TKS Architects, Inc. (TKS) – architectural
- C.S. Davidson, Inc. (CSD) – structural and civil/site
- Randy Paul & Associates, inc. (RPA) - mechanical, electrical and plumbing

The following section contains building descriptions as well as our findings, conclusions and recommendations.

### **A. GENERAL FACILITY DESCRIPTION**

As noted in the “Cultural Resources Survey and Assessment of Naval Reserve Centers” (CRSA – attached in Appendix B) prepared for the Reading Naval & Marine Corps Reserve Center, the facility is located on a 7-acre parcel in southwest Reading, Berks County, Pennsylvania, and it contains five building-type structures as follows:

#### **Property Description**

The Reading Naval & Marine Corps Reserve Center is located at 615 Kenhorst Blvd. in the western quadrant of the City of Reading, Berks County, Pennsylvania. The 7.05-acre property is physically located at the northeastern corner of the intersections of North Kenhorst Boulevard and Pershing Boulevard. The property is located with the City’s R-3 Residential Zoning District.

The site is comprised of five individual buildings known as the Reserve Training Building, a Paint Locker, the Auto Vehicle Shop, a Garage, and the General Storage “Howitzer” Shed. There are two large asphalt parking lots on the property, one located in the northwestern corner and adjoining Kenhorst Blvd, and the second in the eastern corner and accessed from Pershing Blvd. The northern quarter of the site another asphalt surfaced area surrounding the Howitzer Shed. Five access driveways serve the site; the

main vehicle entrance to the building's front from Kenhorst Blvd, three access drives to the parking lots and a driveway access from Pershing Blvd. that extends past the main building area to the property rear. This access appears to be in general alignment with Margaret Street on either side of the parcel.

The facility is served by public water and sewer with connections to the utility mains located in the adjacent streets. Natural gas is provided also from the services located within the public streets. Electric, telephone, cable television serve the property by overhead lines from existing poles located adjacent to the surrounding streets. Large overhead electric transmission lines bisect the property on a general east-west line behind the Reserve Training Building. All utilities appear through visual inspection to be in good condition and no deficiencies were noted regarding their function or service capacity.

The site generally slopes from south to north, with storm water runoff generally conveyed away from the building and to the property's lowest elevation adjacent to Margaret Street along the northern property line. An existing at-grade storm water basin is located at the northern corner of the Kenhorst Blvd parking lot.

## **Reserve Training Building**

Based on our review of the provided 1988 Renovation Project (1988RP) drawings as well as our site visit, this 36,000 SF building – originally constructed in 1959 - was determined to consist of two floors: the lower Ground Floor; and the upper First Floor (see attached Floor Plans in Appendix C, and Photos G-1 and G-2 in Appendix D). With the exception of the southwest building wing where only the upper level is present, both floor levels are present within the entire building footprint. The site's gently rolling topography means that the exterior grades vary around the large perimeter of this building, and certain portions of each floor are grade-accessible depending on the location of interest (see attached Exterior Elevations in Appendix C).

### **a) Architectural Description**

The Reserve Training Building (RTB) consists of two (2) levels, comprising approximately 24,700 square feet in total. The facility plan is roughly an "F" shape with the main entrance slightly off center in the leg of the "F". The plan consists of double loaded

corridors that are centered in each appendage, or wing, of the facility. The corridors are six (6) feet wide with concrete masonry walls (see Photo A-1). Corridor ceilings are suspended, acoustical lay-in panels in good condition. Corridor flooring is 12" x 12" vinyl tile in good condition with some minor cracking apparent at intersections with the structural column footing pads. An unusual condition exists at the corridor walls where the structural column footing pads project beyond the surface of the walls, and could create a tripping hazard, should high corridor traffic occur. Additionally, these pads could be an obstruction for wheelchair travel (see Photo A-2).

The majority of the rooms are approximately 375 square feet and of a rectangular shape. These rooms would not qualify as reimbursable classroom space by the Pennsylvania Department of Education, which requires classrooms to be a minimum of 660 square feet.

The rooms are carpeted with vinyl cove base and have suspended, lay-in acoustical ceilings. It was discovered that these ceilings, which were installed in the 1988 renovation, were suspended approximately 30 inches below the original 12" x 12" direct-glued ceilings (see Photo A-3).

Corridor doors do not meet current codes. The original hardware is a knob, rather than a lever style, and the vision glass exceeds current allowable sizes. Additionally, it did not appear that the glass was tempered, as no seal was apparent (see Photo A-4). Several of the corridor doors are louvered, which suggest that the existing mechanical system does not meet current codes in terms of corridor pressure and smoke control (see Photo A-5).

The corridors contain skylights, which provide nice levels of daylighting, however, many were found to be in need of repair or replacement, evidenced by obvious leaking and moisture penetration (see Photo A-6).

A large multi-purpose room (#234) is located in the rear of the facility, just off center of the plan. This space is constructed of large laminated wood construction, with sloped metal deck roofing (see Photo A-7). The flooring is striped for basketball, and baskets with rectangular backboards are suspended at each end. A small mezzanine is located at one end (see Photo A-8). The ceiling in this space is experiencing severe paint chipping, suggesting either a misapplication of the paint or moisture issues (see Photo A-9).

While the acoustical ceilings throughout the main floor of the facility are in good shape, the same is not true of the basement (ground) floor. The ceiling tiles throughout the level are bowed, and demonstrate either a humidity or moisture condition (see Photo A-10). These ceiling tiles will need to be replaced. The ground floor level, which is below grade to varying degrees, shows evidence of moisture penetration at the retaining walls in several locations (see Photo A-11).

Bathroom fixtures are, for the most part, original and no longer meet code. Floor mounted urinals will need to be replaced, and sinks and hardware need to meet current ADA codes (see Photo A-12).

Room 106, a large room currently used primarily for storage and weightlifting, appears to have originally been a vehicle maintenance space. This room has large expanses of fixed glazing along two (2) sides. This glazing is single pane set in non-thermally broken aluminum storefront mullions (see Photos A-13 & A-14).

The exterior of the facility is brick with large, square fixed windows with an operable awning light at the bottom, set into dryvit panels. These windows and dryvit panels were part of the 1988 renovations that replaced continuous banded windows (see Photos A-15 & A-16). The exterior materials and windows are in very good condition.

The roof of this building is a ballasted rubber roof with an approximate age of 20 years. The roof is scheduled for overall repairs in the spring of 2009, but given the age, a total replacement is recommended.

#### **b) Structural Description**

Based on our review of the 1988RP as well as our site observations, it appears that the structural framing system consists of conventionally reinforced, cast-in-place concrete floor and roof slabs and beams supported by structural steel columns (wide flanges and hollow sections). An abundance of non-load-bearing CMU shear walls is used to laterally stabilize the structure. The only exceptions to this type of construction are the weight room and gymnasium “wings”, both having roof systems supported by glue-laminated wood beams. Cast-in-place concrete retaining walls are present along the

entire perimeter of the basement, and, per the CRSA, this structure has a shallow concrete (spread footing) foundation system.

### **c) Mechanical System Description**

The original 1959 building's mechanical systems have gone through various mechanical upgrades and renovations through its history. Original system was installed in 1959 and consisted of an oil fired hot water heating system with base mounted hot water circulating pumps, (Photo H-11) wall finned radiation (Photo H-1, H-17, H-22, H-24) and pneumatic temperature control (Photo H-10). In 1988, a major renovation was provided for this facility. New hot water piping distribution was installed and reconnected to the existing wall fin radiation. System included a new hot water circulating pumps, (Photo H-8) expansion system (Photo H-14) and converting existing hot water oil fired boiler to gas. In 1994, the existing hot water boiler (Photo H-6) was replaced with a new gas fired hot water boiler. The most current renovation in 2001 included the addition of air conditioning, D.D.C. control systems, and hot water duct coils and associated piping systems.

A visual inspection of all existing mechanical systems was conducted and recorded. The existing mechanical systems of the Reserve Training Building consists of original 1959 hot water wall fin radiation heating with associated hot water piping distribution renovated in 1988. The current air conditioning system was added to the building in 2001 and consists of the following:

Packaged roof-top air conditioning with gas fired heating (RTU-1, 1½ ton, RTU-2, 1½ ton, RTU-3, 4 ton, RTU-4, 5 ton, RTU-5 12½ ton, RTU-6, 8 ½ ton, RTU-7, 3 ton RTU-8, 2 ton) (Photo H-31, H-33, H-34, H-35, H-36) and insulated metal duct distribution serving the first floor and basement west side class rooms. Split-system air conditioning with hot water coils, associated hot water piping distribution, outdoor condensing units, (A/C-1, 3 ton, AC-2, 2½ ton, AC-3, 1½ ton, AC-4, 6½ ton, AC-4A, 6½ ton, AC-5, 1½ ton, AC-6, 1½ ton)(Photo H-21, H-23) and insulated metal duct distribution serving the remaining classrooms. RTU-5 and RTU-6 system included a (VVT) variable volume temperature control system. Ventilation air is currently introduced into the building via packaged rooftop unit outside air intakes and split-system ducted outside air intake louvered

openings. Also, in 2001, corridor walls were provided with transfer air grilles and fire dampers at transfer openings throughout the building.

In 1988 rooftop relief air hoods were added throughout the building providing general building pressure relief. (Photo H-35) The toilet areas are currently served by rooftop mounted exhaust fans and associated exhaust ductwork also renovated in 1988. All systems are currently controlled via D.D.C. (Direct Digital Control) system installed in 2001. (Photo H-25, H-29)

Site inspection revealed one abandoned fuel oil transfer pump and associated accessories located within the boiler room. (Photo H-12) In 1988 a 3" gas service and piping distribution was added to the building to facilitate the oil to gas boiler conversion. Later in 2001, the gas service was expanded to serve the new gas fired packaged air conditioning units. (Photo H-33)

The hot water heating is currently being generated by one gas fired cast iron sectional hot water boiler installed in 1994. (Photo H-6) In 1988, all boiler room piping ,including expansion tank, valves, air separator etc. were renovated with the exception of P-1 and P-2 pumps and associated chemical feed pot still vintage 1959. (Photo H-11)

The existing hot water boiler insulated flue is of conventional design extending and connecting to the existing chimney. Boiler make-up air is provided via a tempered power make-up air fan system (Photo H-13) and conventional outside air intake louver interlocked with boiler. (Photo H-16) Four hot water distribution pumps currently serve the building, two base mounted hot water pumps P-1 & P-2 installed 1959 (Photo H-11) and two inline mounted hot water pumps P-3 & P-4 installed 2001. (Photo H-8) All pumps are located within the boiler room. The site inspection revealed one abandoned pneumatic air compressor, dryer, main pneumatic control panel installed 1959. (Photo H-10)

The Gun Room is currently served by two hot water horizontal unit heaters (Photo H-18, H-19) and wall fin hot water heaters providing heating only. Ventilation via panel type thru the wall exhausts fans and louvered fresh air intakes installed in 1959. (Photo H-20)

The Gym is currently served by two ceiling mounted hot water horizontal unit ventilators for heating and ventilation with wall fin hot water heaters providing supplemental perimeter heating. (Photo H-24) Rooftop gravity ventilator providing pressure relief installed in 1959 cooling is provided via two ceiling mounted split system horizontal air handlers with DX cooling coils and associated outdoor pad mounted condensing units installed in 2001. (Photo H-23)

The first floor computer and telecommunication room is currently being served by a floor mounted room environmental control unit with outdoor remote condenser unit installed in 2001.

#### **d) Electrical System Description**

Throughout the life of this building, various upgrades have been made to the original dual voltage electric service, and to the building lighting.

During the 1988 Renovation Project, new panel feeders were installed for single phase 'LP' lighting and power panels throughout the building, fed from the switchboard's 1200 AMP single-phase section. A zoned, manual fire alarm system was also installed at this time. (Photo E-1) High-pressure sodium high-bay lights were also installed in the Gymnasium at this time. (Photo E-2) Exit signs and wall-mounted emergency battery lighting units were installed as part of this renovation. (Photo E-3)

The Gun Room is lit with suspended incandescent reflector lights, installed before the 1988 renovation. (Photo E-4) In addition, disconnect switches and one panel board, which serve boiler room equipment, appear to have been installed at the time the building was constructed.

In 2001, major electrical revisions were made to electrical distribution system. A new 2000 AMP, 120/208V, 3-phase service was installed, to replace a previous dual voltage service that used multiple service disconnects. (Photo E-5) Step-up transformers and additional 480V distribution panels were also added at this time to serve existing 480V equipment. (Photo E-6) Existing panels were re-connected to this new system.

During these renovations, power to new rooftop HVAC units and split system A/C units were provided, using new panel boards located in the Electrical Room. (Photo E-7)

Lighting fixtures that use T8 fluorescent lamps and electronic ballasts were installed as part of the 2001 project. In office areas, parabolic fixtures were used. (Photo E-8)

According to the construction documents for the 2001 renovation, emergency lighting ballasts within the fluorescent fixtures provide emergency lighting in corridors, though we were unable to field verify their existence. Wall-mounted emergency battery lighting units remain from the previous remodel. (Photo E-9)

### **e) Plumbing System Description**

The existing plumbing systems of the Reserve Training Building consist of original 1959 piping and fixtures with the exception of a minor renovation of a few toilet and lavatory fixtures during the 1988 renovation. (Photo P-1, P-3, P-4)

The domestic water service to the building consisted of a 4" water main line entering boiler room. The visual inspection revealed that the domestic central hot water system was abandoned except for a small 40-gallon electric hot water heater installed for the break room. (Photo P-2)

The 1988 Renovation Project appears to have generally involved select demolition, architectural improvements and programming upgrades, and energy conservation improvements within the building footprint, as well as site grading improvements (including new site retaining walls) immediately outside of the structure.

### **Paint Locker**

This single-story, at-grade, 100 SF structure is comprised of load-bearing concrete masonry units (clad with exterior brick veneer) which support a wood-truss-framed gabled roof system (Photo G-3).

The paint locker building is a facility of approximately 100 square feet, constructed of brick and block masonry bearing construction with a gabled, shingle-clad roof. It appears in good condition (see Photo A-17). There are no Mechanical, Electrical, or Plumbing systems present in this structure.

## **Auto Vehicle Shop**

### **a) Architectural Description**

This facility consists of two (2) distinct sections; a 2,300 SF high bay section consisting of four (4) garage bays with clerestory windows on both sides and a 1,000 SF single bay with entrance door (see Photo A-18, and G-4 through G-6)). The facility has a brick veneer exterior and appears in very good condition. The garage doors are in very good condition and operate well (see Photo A-19). All doors, interior and exterior, lack lever type hardware. The toilet room is large enough to accommodate ADA code features, but is currently also serving as a storage room. There is a steel construction mezzanine in the larger four (4) bay structure that spans one (1) structural bay (see Photo A-20). This facility appears to be in very good overall condition.

### **b) Structural Description**

The structure is comprised of load-bearing concrete masonry units (clad with exterior brick veneer as well as standing seam metal panel), steel columns, and structural steel beam and open-web joist roof framing, all supported by a shallow concrete (spread footing) foundation system.

### **c) Mechanical System Description**

The existing mechanicals of the Auto Vehicle Shop consist of original 1988 ceiling mounted gas fired horizontal unit heaters with flue extending through roof within the High Bay areas. (Photo H-3)

Toilet Room heating provided by a vertical floor mounted gas fired unit heater installed in 2001. (Photo H-4) Toilet exhaust provided by a rooftop mounted exhaust fan and associated exhaust ductwork installed in 1988.

Vehicle exhaust consist of direct connecting (reel type) self-contained exhaust units including ceiling mounted fan terminal with drop down flexible hose reels vented directly up through roof. (Photo H-3) Make-up air for this system is provided via rooftop intake hood and duct distribution system installed in 1988. In 1988 a 2" gas service and piping distribution was provided to facilitate the gas fired heating equipment.

#### **d) Electrical System Description**

This building is served with a 200A, 120/208V single-phase electrical service. (Photo E-10) This equipment varies in age and condition. The building is lit with high-pressure sodium high-bay light fixtures that use metal reflectors. (Photo E-11)

#### **e) Plumbing System Description**

The existing plumbing systems of the Auto Vehicle Shop consist of original 1988 piping and fixtures. The domestic water service consists of a 1" water main line entering the garage. Hot water heating is provided via one, 40-gallon gas fired hot water heater. (Photo P-5)

### **Garage**

This single-story, at-grade, 525 SF structure contains two vehicle service/storage bays and is comprised of load-bearing concrete masonry units (clad with exterior brick veneer), and steel framing supporting a flat roof system (Photo G-7). Per the CRSA, this structure has a shallow concrete (spread footing) foundation system.

The roof is flat and slopes from front to back. There are two (2) garage doors in very good operating condition. There are opaque vision panels above the garage door, provided an acceptable level of daylighting. The facility appears to be in very good condition (see Photo A-17).

There are no mechanical or plumbing systems present in this building and it does not have a separate panel board serving it. It has a few incandescent lights.

## **General Storage (i.e., “Howitzer”) Shed**

Constructed in 1991, this one-story, 4,700 SF structure contains six vehicle service/storage bays and is comprised of standard pre-engineered metal building framing (clad with standing seam metal panels) supported by a shallow concrete (spread footing) foundation system. See Photo G-8.

This structure appears to be the newest construction on the property, built in 1991. It is constructed of light gauge steel with corrugated metal panel exterior. It has six (6) garage bays (see Photo A-21). The roof is a flat, corrugated metal panel, similar to the wall panel system and slopes from front to back. The building is not insulated (see Photo A-22). The garage doors are in excellent operable condition. This facility is in excellent overall condition.

This building is served with a 100A, single-phase electrical service. (Photo E-12) Lighting is provided by suspended fluorescent lights that use T12 high output lamps. (Photo E-13) A minimal amount of receptacles is provided for general use. There are no mechanical systems present in this structure.

## **B. INSPECTION PROCEDURES**

In preparation for our site visit, the team reviewed all available documentation of the facility, especially the 1988RP and CSRA documents. Our site visit consisted of visual observations of readily available and accessible areas, with no physical or material testing being performed. Documentation of our inspection was performed via hand-written field notes and photographs.

## **C. INSPECTION FINDINGS & CONCLUSIONS**

### **Reserve Training Building**

#### **Architectural Findings & Conclusions**

As noted in the description section of this report, this building is primarily constructed of very durable cast-in-place concrete floor framing, concrete masonry walls, and painted structural steel columns. This type of construction is considered extremely redundant in that the masonry walls assist the columns in supporting the vertical loads, and also prevent the columns from experiencing bending forces caused by lateral loads (e.g., wind or seismic). This redundancy is most likely the result of design practices and requirements for military facilities in the late 1950's (i.e., during the Cold War); in fact, it is quite probable that this structure – especially its Ground Floor – was specified as a Civil Defense shelter. Given the inherent strength and durability of its construction, as well as its obvious good maintenance and the fact that it was extensively renovated in 1988, it is not surprising that there are so few noted structural deficiencies. These deficiencies include minor hairline cracks in isolated locations of the masonry walls, and peeling paint from the steel deck roof in the gymnasium, neither being serious in nature. Otherwise, there are no obvious indications of overstressed or deteriorated elements, nor was there any evidence of groundwater infiltration through the basement walls.

#### **Structural Findings & Conclusions**

As noted in the description section of this report, this building is primarily constructed of very durable cast-in-place concrete floor framing, concrete masonry walls, and painted structural steel columns (Photos S-1, S-2). This type of construction is considered extremely redundant in that the masonry walls assist the columns in supporting the vertical loads, and also prevent the columns from experiencing bending forces caused by lateral loads (e.g., wind or seismic). This redundancy is most likely the result of design practices and requirements for military facilities in the late 1950's (i.e., during the Cold War); in fact, it is quite probable that this structure – especially its Ground Floor – was specified as a Civil Defense shelter. Given the inherent strength and durability of its construction, as well as its obvious good maintenance and the fact that it was extensively renovated in 1988, it is not surprising that there are so few noted structural deficiencies. These deficiencies include minor hairline cracks in isolated locations of the

masonry walls (Photos S-3, S-4), and peeling paint from the steel deck roof in the gymnasium (Photo S-5), neither being serious in nature. Otherwise, there are no obvious indications of overstressed or deteriorated elements, nor was there any evidence of groundwater infiltration through the basement walls.

### **Mechanical Findings & Conclusions**

In general, the mechanical systems were found in good condition and appeared to function properly during our site inspection. The site inspection did reveal a few items that were found to be at the end of their normal life expectancy as follows:

Base mounted hot water pumps P-1 and P-2 and associated chemical feed pot system located within Boiler Room, (Photo H-11) horizontal unit heaters and panel wall exhaust fans located with the Gun Room, (Photo H-18, H-19, H-20) ceiling mounted hot water horizontal unit ventilators and roof-top pressure relief hood located within the Gym.

Also found were systems abandoned in place as follows:

Fuel oil transfer pump and associated fuel gauge, filter and piping. (Note – system no longer needed for boiler operation) located within Boiler Room. (Photo H-12) Pneumatic control system and compressor also located within Boiler Room. (Photo H-10)

### **Electrical Findings & Conclusions**

Generally, the electrical systems and lighting throughout the building are in good condition and have been well maintained.

The switchboard, transformers, and other distribution equipment located in the Electrical Room are relatively new, and in good condition. (Photo E-14)

These ▲LP▲ lighting and power panels located throughout the building were installed prior to 1988, but have been well maintained and are in good condition. (Photo E-15)

The fluorescent lights, installed as part of the 2001 renovation are energy efficient, and are appropriate for use in a future business or educational occupancy. The high-pressure sodium lights in the Gym are reaching the end of their useful life.

The wall-mounted emergency battery lighting units are in poor condition. If the integral emergency batteries were not installed as in the corridor lights, as shown on the 2001 plans, then the amount of emergency lighting provided by the wall-mounted units will be inadequate to meet current code-mandated lighting levels.

The fire alarm system is a zoned system, but only half of the available zones are currently in use.

The incandescent lights in the Gun Room provide a minimal amount of light that may not be adequate to support usage of that space during evening hours.

The disconnect switches and original panel board, which serve boiler room equipment, have exceeded their useful life. The manufacturer of this equipment is no longer in business so replacement parts for this equipment are scarce and may be expensive. (Photo E-16)

### **Plumbing Findings & Conclusions**

In general the plumbing systems were found functional but in poor condition. During the 1988 renovation, a few toilets and lavatories were replaced throughout the building. The evaluation revealed that the plumbing system is over its normal life expectancy. (Photo P-1, P-2, P-3, P-4, P-7)

## **Paint Locker**

### **Architectural Findings & Conclusions**

This building is in good structural condition, once again because it is constructed of durable masonry materials. There is evidence of insect infiltration (i.e., a wasp nest in

the southeast corner of the roof framing) due to the open nature of the gables; however, there was no obvious damage to wood roof joists.

### **Structural Findings & Conclusions**

This building is in good structural condition, once again because it is constructed of durable masonry materials (Photo S-6). There is evidence of insect infiltration (i.e., a wasp nest in the southeast corner of the roof framing) due to the open nature of the gables; however, there was no obvious damage to wood roof joists.

## **Auto Vehicle Shop**

### **Findings & Conclusions**

This building is in good structural condition, with only minor “cosmetic” deficiencies noted. These include a moderate crack in the east section’s floor slab; evidence of minor groundwater infiltration and efflorescence on the inside face of the east retaining wall; a severe corner spall of the exterior brick façade; missing/deteriorated joint material between the exterior apron slabs and the building column piers; and delaminated exterior wood veneer above the maintenance bay doors.

This building is in good structural condition, with only minor “cosmetic” deficiencies noted. These include a moderate crack in the east section’s floor slab (Photo S-7); evidence of minor groundwater infiltration and efflorescence on the inside face of the east retaining wall (Photo S-8); a severe corner spall of the exterior brick façade (Photo S-9); missing/deteriorated joint material between the exterior apron slabs and the building column piers (Photo S-10); and delaminated exterior wood veneer above the maintenance bay doors (Photo S-11).

In general, the Mechanical Systems were found in good condition and appeared to function properly during our site inspection. There is an existing backbox from an abandoned panel, which currently serves as a pull box. This box has a hinged, non-lockable cover, which allows potential access to wiring by unauthorized personnel. In general the plumbing systems were found functional and in good condition.

## **Garage**

### **Findings & Conclusions**

This building is in good structural condition. The only noted structural deficiencies are the deteriorated wood jambs for the roll-up doors, and minor corrosion on the exposed steel column between these doors (Photo S-12). The lighting in this building is adequate.

## **General Storage (i.e., “Howitzer”) Shed**

### **Findings & Conclusions**

Given its young age, this building is in good to excellent condition with the only noted structural deficiencies associated with its exterior metal panel veneer: a loose/detached trim piece at the base of the southeast corner (Photo S-13); and damaged portions along the south wall due to obvious (but minor) vehicular impact (Photo S-14). The electrical equipment and lighting in this building are in good condition.

## **D. RECOMMENDATIONS**

As noted, all five of the buildings are in good structural condition with only minor deficiencies noted. Most of these deficiencies are “cosmetic” in nature and do not necessarily have to be repaired. The others can easily be prioritized and incorporated into a general repair or maintenance program. As such, no specific structural recommendations will be made at this time.

Regarding the potential re-use (or changed use) of the Reserve Training Building, given its previously noted redundant construction and associated inherent strengths, it can be anticipated that very few structural modifications (including code-required strengthening) will be required, regardless of the proposed use. For example, given the fact that the floor framing system is currently supporting office space, which requires a rather high live load capacity of 100 PSF, it is doubtful that any other reasonable use of this space

will exceed this capacity. It should be noted that building additions, select demolition, and/or other significant building changes most likely will require structural modifications. Possible examples of this would include elevator retrofits, an entrance canopy, and creation of open interior spaces by wall and slab removals, etc.

### **Mechanical Recommendations**

Replace base mounted hot water pumps P-1 and P-2 and associated chemical feed pot system located within Boiler Room, replace horizontal unit heaters and panel wall exhaust fans located with the Gun Room, replace ceiling mounted hot water horizontal unit ventilators and roof-top pressure relief hood located within the Gym.

### **Electrical Recommendations**

We recommend replacing the high-pressure sodium lights in the Gym with a T5 fluorescent high bay if the space is to be used frequently during evening hours.

The wall-mounted emergency battery lighting units are in poor condition. If the integral emergency batteries were not installed as in the corridor lights, as shown on the 2001 plans, then the amount of emergency lighting provided by the wall-mounted units will be inadequate to meet current requirements.

Update emergency lighting throughout building if upon verification of battery units.

In conjunction with the recommended replacement of boiler and controls by HVAC contractor, install new starters, disconnect switches and panel board to replace outdated boiler room equipment.

Depending on the future occupancy of the building, it may become necessary to provide additional strobe lights to augment the existing fire alarm system.

In the Auto Vehicle Shop, we recommend that the panel which currently serves as a pull box be replaced with an enclosed junction box. We also recommend replacing the high-pressure sodium lights with energy efficient fluorescent lights of the building will be occupied and used daily. If it used as storage, the existing lights will suffice.

## Plumbing Recommendations

Replace all above ground sanitary and domestic piping systems, replace all out-of-date non-efficient and non-A.D.A. compliant plumbing fixtures. Provide a new complete domestic hot water piping distribution system and hot water heaters.

## E. PA-UCC ISSUES

This facility is being considered for several uses once it is decommissioned as a Reserve Center. These alternatives include use as a shelter, a school, outpatient services center, or hospital use, any of which could entail significant building alterations to bring the facilities up to code. To assist the LRA in evaluating reuse alternatives we have prepared the following preliminary code assessment, outlining some of the Pennsylvania Uniform Code issues for each of these general use categories.

### 1. Shelter for Homeless, Women's Shelter:

- a. Occupancy Type:
  - i. R-1 (2006 IBC designation), Boarding House, Transient.
  - ii. OR - R-2, Dormitory or Boarding House Non-Transient.
- b. Assume mixed occupancy, separated (fire separation of different occupancies such as Lobby-Business area will be separated by fire barrier from residential occupancy).
- c. Quick response sprinkler required (903.2.7)
  - i. 13R system where allowed.
- d. Smoke alarms required [907.2.10]
- e. 1-hour separation between rooms (or ½ hour in IIB, IIIB or VB)
- f. Attic draftstopping above every two sleeping units but not more than 3000sf
- g. Assumed construction type: IIIB, building area limitation 16,000sf. If greater, then firewall can separate areas.
- h. Accessible dwelling and sleeping units based on total number provided, e.g. with 1 to 25 units, only one is required to be accessible.
- i. Existing Building – Renovations, Change of Occupancy (Section 3406, 2006IBC):
  - i. (3401.3) ...comply with requirements of 2006 IFC, IMC, IPC and ICC International Electrical Code for the new occupancy.
  - ii. (3406.1) ...comply with requirements of 2006IBC for the new occupancy.
  - iii. (3409.4) ...[change of occupancy – accessibility compliance]...
    1. At least one accessible entrance
    2. At least one accessible route from an accessible building entrance to primary function areas
    3. Signage complying with section 1110 [Accessibility]
    4. Accessible parking where parking is being provided

- 5. At least one accessible passenger loading zone (when loading zones are provided)
- 6. At least one accessible route connecting accessible parking and accessible passenger loading zones to an accessible entrance.
- 7. [to extent technically feasible]
- j. Energy Conservation Code: Change in Occupancy (101.4.4), " ...resulting in increase in demand for either fossil fuel or electrical energy shall comply with this code."

**2. School/Education (Adult)/Outpatient-clinic Use (If classified as type B\*):**

- a. Occupancy Type:
  - i. B (Section 304, 2006 IBC), Business Group, Educational Occupancies for Students above the 12<sup>th</sup> grade and outpatient-clinic use.
- b. Assume mixed occupancy, separated (for example, Business or Education area will be separated by fire barrier from Assembly occupancy).
- c. Sprinkler not required (Section 903) unless certain limitations for Assembly (lecture hall) are exceeded (300 persons, 12,000sf).
- d. Fire alarm not required (unless city ordinance specifically requires it, or if sprinklers required)
- e. Assumed construction type: IIIB, building area limitation 19,000sf (B use only, but if Assembly use included, then most stringent, or 9,500sf).
- f. Accessibility, Existing Building – Renovations only and no change of occupancy (Chapter 34, 2006IBC). Assume that the existing use is 'B':
  - i. (3401.3) ...comply with requirements of 2006 IFC, IMC, IPC and ICC International Electrical Code for the new occupancy.
  - ii. (3406.1) ...comply with requirements of 2006IBC for occupancy.
  - iii. (3409.4) ...[change of occupancy - accessibility]...
    - 1. At least one accessible entrance
    - 2. At least one accessible route from an accessible building entrance to primary function areas
    - 3. Signage complying with section 1110 [Accessibility]
    - 4. Accessible parking where parking is being provided
    - 5. At least one accessible passenger loading zone (when loading zones are provided)
    - 6. At least one accessible route connecting accessible parking and accessible passenger loading zones to an accessible entrance.
    - 7. [to extent technically feasible]
- g. Energy Conservation Code: Change in Occupancy (101.4.4), " ...resulting in increase in demand for either fossil fuel or electrical energy shall comply with this code."

\* See following paragraphs for School/Education Use classified as 'E.'

### 3. **School/Education Use (E):**

- a. Occupancy Type:
  - i. E (Section 304, 2006 IBC), Educational Group, Educational purposes through the 12<sup>th</sup> grade.
- b. Assume mixed occupancy, separated (fire separation of different occupancies such as Education area will be separated by fire barrier from Assembly occupancy).
- c. Sprinklers required only above 20,000sf building area (all Group E) and 12,000sf (or 300 persons, Group A3)
- d. Assumed construction type: IIIB, building area limitation 14,500sf\* (but limitation is 9,500sf if A-3, Lecture Hall occupancy is added). Note: this does not include increase for sprinklers.
- e. Existing Building – Renovations, Change of Occupancy (Chapter 34, 2006IBC):
  - i. (3401.3) ...comply with requirements of 2006 IFC, IMC, IPC and ICC International Electrical Code for the new occupancy.
  - ii. (3406.1) ...comply with requirements of 2006IBC for occupancy.
  - iii. (3409.4) ...[change of occupancy - accessibility]...
    - 1. At least one accessible entrance
    - 2. At least one accessible route from an accessible building entrance to primary function areas
    - 3. Signage complying with section 1110 [Accessibility]
    - 4. Accessible parking where parking is being provided
    - 5. At least one accessible passenger loading zone (when loading zones are provided)
    - 6. At least one accessible route connecting accessible parking and accessible passenger loading zones to an accessible entrance.
    - 7. [to extent technically feasible]
- f. Energy Conservation Code: Change in Occupancy (101.4.4), " ...resulting in increase in demand for either fossil fuel or electrical energy shall comply with this code."

\*Area increase for frontage (open exterior) can raise the table limit from 14,500 to 20,000.

### 4. **Hospital Use (I-2, IBC and "Healthcare," NFPA 101):**

- a. Inspection and Review by Department of Health in addition to local PA-UCC rules. DOH rules are NFPA 101 (2000) and AIA 2006 Guidelines for Design and Construction of Healthcare Facilities.
- b. NFPA 101: Section 4.6.12, Change of Occupancy.
  - i. Conform to rules for new construction.
  - ii. Assume that mechanical and electrical systems will need major overhaul.
- c. Occupancy Type:
  - i. I-2 (Section 304, 2006 IBC), Hospitals, 24-hr basis for care.
  - ii. Healthcare: Hospitals, limited care facilities, nursing homes.
- d. Assume mixed occupancy, separated (fire separation of different occupancies such as Business area will be separated by fire barrier from I-2 occupancy).

- e. Automatic fire detection and smoke alarms required [407.2, 407.6]
- f. Smoke compartments required with smoke barrier and refuge areas [407.4.1].
- g. 1-hour separation between rooms.
- h. Assumed construction type: If IIIA, building area limitation 12,000sf , if type VA, area limitation 9,500sf (sprinkler increase not included)
- i. Existing Building – Renovations, Change of Occupancy (Chapter 34, 2006IBC):
  - i. (3401.3) ...comply with requirements of 2006 IFC, IMC, IPC and ICC International Electrical Code for the new occupancy.
  - ii. (3406.1) ...comply with requirements of 2006IBC for occupancy.
  - iii. (3409.4) ...[change of occupancy - accessibility]...
    1. At least one accessible entrance
    2. At least one accessible route from an accessible building entrance to primary function areas
    3. Signage complying with section 1110 [Accessibility]
    4. Accessible parking where parking is being provided
    5. At least one accessible passenger loading zone (when loading zones are provided)
    6. At least one accessible route connecting accessible parking and accessible passenger loading zones to an accessible entrance.
    7. [to extent technically feasible]

Energy Conservation Code: Change in Occupancy (101.4.4), ” ...resulting in increase in demand for either fossil fuel or electrical energy shall comply with this code.”

### **Other Considerations**

Please note that this inspection did not deal with environmental issues. The consulting team relied upon the findings reported in the Navy’s Environmental Condition of Property Report, and we refer interested parties to that document for information on this topic. We note that there are significant concerns about lead-based paint and friable asbestos. It appears that there was a firing range in the facility at one time, though the location of that range is not entirely certain. Also, the exact location and condition (or removal) of underground storage tanks was beyond the scope of this inspection.

Finally, we do note that this building was constructed in the early 1950s, and its supports and flooring appear to have substantial load-bearing capacity, which could make demolition a more difficult task. Plans, drawings, and specifications for the original building are not available, but it does appear that the structure may have been built as a Cold War era bomb shelter.

## **IX. Development Opportunities**

Reading has a wide range of community needs as discussed above in the Community Needs Analysis. Unfortunately, Reading is in a weakened economic state right now, like many other cities, and has been for some time. The City remains strong in manufacturing, but vulnerable to changes in global production patterns, and the current recession has affected most sectors of the City economy. Private sector development interest in this site is likely to be very weak. The property itself is an excellent site, but the location presents constraints due to the largely residential character of the area, proximity to a large public housing project, distance to an interstate highway, and the availability of good commercial locations nearby.

### **Analysis of Research**

There are reasonable alternatives that could involve partnerships between the City and other participants. Such uses would include:

- Private sector housing to support the growing population, projected to include over 200 new households per year.
- Medical office space needs for clinics, office use, and training.
- Special care facilities for elderly and other populations with special needs.
- A business incubator, possibly linked to one of the local educational institutions that could function as a place to foster small business development.

The strong population growth suggests the need for more housing, but the demographics would dictate competitive prices. The challenge will be to develop housing that is affordable in this market and neighborhood. The relatively small size of the parcel, and the nature of the neighborhood, would appear to preclude any intense development of the site, which would likely be necessary to make such development economically viable.

Private sector investment in the development of office space or retail outlets would be practical and compatible with current uses. However, such development is unlikely because of the current supply of redevelopment sites in higher traffic and more compatible areas, as well as because of current economic conditions. The same is true for mixed-use developments.

The development of a business incubator on the site would require an entity to construct and manage it. Beyond that consideration, there are a number of small business assistance programs in place and no demand for such an incubator has been expressed. The development of an assisted living facility could be a compatible use that would serve the community and generate employment. However, such a project would require a significant investment in the face of what appears to be a weak market and competition.

Open space or recreational use would not satisfy any of the key criteria for job or ratable generation, and would, in fact, create a cost in the development and maintenance of such a facility. The City does not currently have a need for or the resources to develop any new municipal structures or parks.

Proximity to the Hospital suggests an opportunity to explore the need for space that serves the Hospital and the School of Health. It may also be possible to bring together hospital and community use on the site depending on configurations of space and related requirements.

In addition to these concepts, the LRA considered the needs of homeless assistance providers by researching the needs as expressed in the Consolidated Plan, current homeless assistance

### **Community Input**

Research in the community included 1) the public meeting input described earlier, 2) a review of written materials including the Notices of Interest (“NOI”) that several groups submitted when the federal government published information on the availability of the property, and 3) interviews in the community. Five ideas surfaced in this review process:

- Hospital-related uses, including either an office complex for Hospital headquarters functions or a dormitory for the School of Health.
- Housing developed by the Reading Housing Authority.
- Transitional housing for women in special circumstances.
- Public school space, possibly including kindergarten and first grade classroom space, an alternative educational center, or a middle school
- A health services training center, coordinated with the Hospital, to train people from the neighborhood and the City for health related jobs.

The following summaries are based upon the information provided by the Letter of Interest applicants, information provide at the public meetings and from follow-up interviews and replies to requests for information. The NOI letters and the responses to the LRA's follow-up questions are in Appendix E.

It should be noted that the NOI review process became complicated with the withdrawal of one member of a join submission and the realignment of the other member of that joint submission.

### **Hospital-related Uses: The Reading Hospital and Medical Center**

The Reading Hospital and Medical Center is very interested in the Center, and initially presented two options for potential use of the site:

1. Hospital office complex. This is the preferred and immediate need. The complex would include about 200 staff who are presently working at a location in the Borough of Wyomissing. Functions that need space are medical records, human resources, fiscal management, and information technologies. There is no room on the main campus for these functions and the hospital complex is land-locked. The lease is coming up and the Hospital would like to own vs. rent. This is time-sensitive and Hospital staff is reviewing some dozen alternatives and will need to define a preferred option by spring 2010.
2. Dormitory for the School of Health. This is the 60,000 SF building about a half-mile north of the site. The hospital currently leases space for about 120 students at the Inn of Reading and that lease will expire in the near future. The students are mostly adults getting a two-year degree; they tend to be in the area Monday through Friday and somewhere else on weekends.

Both of these uses were "conceptual" when initially presented and no design work had been done, although the Hospital indicated that it would proceed with preliminary design work, if appropriate in working with the City. Subsequently, the RHMC decided to locate both facilities on this site, as described in more detail below. The RHMC intends to demolish all of the existing structures. .

Traffic and vehicular movement may be an issue with the office center, but movements would generally concentrate in the morning and late afternoon. The uses themselves would not generate much walk-in traffic during the business day. The payroll tax from this project would represent a large potential benefit for the City when applied to the 300 fairly well paid staff.

The Hospital is non-profit/tax exempt. Its staff works with the City of Reading and other jurisdictions to pay “contributions” (they avoid the term “Payment in lieu of taxes,” or PILOT). In West Reading Borough, they have a liaison council that includes hospital representatives and the Board of Supervisors; at council meetings, they discuss the contribution, coordination with the community, and neighborhood issues. The facility in the City of Reading for which they pay a contribution is a clinic in an old building, meaning that there is a precedent for this relationship.

The RHMC did submit a Letter of Interest and make a presentation at the June and February public meetings, as well as at public hearings. Upon the withdrawal of the BWIC Letter of Interest, the RHMC began collaboration with Mary’s Shelter on a revised plan, described below, and made a presentation of its new plan at the February 2010 public meeting.

As events evolved, the Hospital adopted the concept of using the site for both the administrative building and the dormitory facility, while working with Mary’s Shelter. The hospital determined that it would not need all seven acres of the site for its plan. At the same time in exploring conveyance mechanisms, it was found that the Hospital could receive six acres of the site through a Public Benefit Conveyance from the Department of Health and Human Services. Mary’s Shelter would receive a one-acre parcel directly from the Department of the Navy through a Homeless Conveyance supported by the Department of Housing and Urban Development. A Legally Binding Agreement is required between the LRA and Mary’s Shelter, and a draft copy of that document may be found in Appendix G. Mary’s Shelter is reviewing this document and is expected to sign the agreement in the near future.

**Transitional Housing: Mary’s Shelter and Berks Women in Crisis**

Mary’s Shelter provides transitional housing and support services to pregnant teenage girls, helping young women find permanent housing after their babies are born. The organization currently operates from a home on Upland Avenue, near Alvernia College. In recent years, young pregnant women return to the Shelter for services and support for themselves and their children. Due to space limitations, many are turned away.

Berks Women in Crisis (BWIC) provides comprehensive services to those who have

experienced abusive relationships. BWIC provides shelter for 30 days and then moves clients into bridge/transitional housing for 90-180 days. BWIC's current Reading facilities serve 26 women and children; approximately 200 people have been denied shelter due to space limitations.

In the original submission, Berks Women in Crisis and Mary's Shelter planned to retrofit the main building to provide temporary housing to clients of Mary's Shelter and BWIC. Currently 45 women (and their babies) and 300 families are currently served in their two Reading facilities. This combined use would take up only a portion of the parcel.

The two groups submitted a Letter of Interest and made a presentation at the June public hearing.

As noted earlier, BWIC has withdrawn its Letter of Interest. This letter is also included in Appendix C. Mary's Shelter has approached the RHMC and the two organizations have agreed to collaborate and each make use of a portion of the site. As described above, in this new plan, the RHMC will develop its administrative facility and School of Health building on six acres of the site; Mary's Shelter will construct a new facility for its programs on the remaining acre and work with the RHMC in providing services for its clients. A detailed description of the joint proposal appears below in Chapter Ten.

**Public School Use: The Reading School District**

The Superintendent of the Reading School District (RSD) expressed the view that there is a strong need for additional school facilities in Reading and that the NMCRTC would be very useful for this purpose. RSD now has 18,000 students and expects that this population will grow to 22,000 by 2010. Its facilities are already crowded. For example, the new high school, designed for 3,000 students, has 4,500. Millmont Elementary School, one of two RSD elementary schools on the west side of the Schuylkill River in the City is nearing its 750-student capacity.

The Reading School District is pursuing a policy of "safer, smarter, and smaller schools" and the Superintendent sees the Center as an educational facility that could house kindergarten and first grade classes, an alternative educational center or a middle

school. The small gym would be an asset and the outbuildings would be “swing space” such as temporary classrooms. There could be 150-300 students.

RSD operates on an annual budget of \$200 million (2009) of which 80% comes from the Commonwealth of Pennsylvania. This is the poorest school district in the State and the \$9,000 spent per student should be \$16,000, according to the Superintendent. The intent is to purchase the building for a token consideration and obtain State funds for the needed renovation.

**Housing: The Reading Housing Authority**

The Executive Director of the Reading Housing Authority (RHA) stated that the Authority “has the means” to make use of the Center site. The Authority has plans to construct five more units at another location in the near future and could probably do an additional five units if it had a site.

The RHA is an important organization in this housing market. There are just 16 vacancies in the 1,600 units that the RHA owns and manages throughout the City, including the 526-unit Oak Brook complex that is one block east of the site. The RHA rents units at Oak Brook at 30% of income, and the units are 99% occupied.

The RHA could develop a portion of the site as part of a larger development program, according to the Executive Director. He regards the vicinity of the site as one of the safest neighborhoods in the City and a good location for subsidized, but essentially private housing.

The RHA did not submit a Letter of Interest

**Homeless Assistance Providers:**

The LRA also considered the needs of homeless assistance providers by consulting the current Consolidated Plan, the current activities of homeless service providers as shown in the most recent CAPER, a review of the Berks/Reading Continuum of Care documents, and through contact with the Berks Coalition to End Homelessness and the United Way, among other providers. Also, as seen above, the two organizations, Berks

Women in Crisis and Mary's shelter submitted Notices of Interest. All meetings and hearing were advertised and open to the public and members of the Authority with contacts among service providers were encouraged to advise community based organizations about these meetings and the potential use of the site. A member of the Berks Coalition to End Homelessness attended the March 11, 2010 public meeting.

An analysis of the data in the Consolidated Plan revealed that while there are program needs for victims of domestic violence, for job training and for housing placement, the greatest housing need was for Permanent Housing for Individuals, which had a high priority. The need for housing for Families with Children has a high priority need, again, for Permanent Housing, and a moderate need for Emergency Shelter. A more recent Annual Plan noted that there was a need for Transitional Housing (50 units), and for Permanent Supportive Housing (58 units) for Individuals and a need for 68 units of Permanent Supportive Housing for Families with Children. Use of the Marine Reserve Center for either Permanent Supportive Housing for Individuals or for Families with Children would provide a significant homeless assistance resource. As noted the Berks Women in Crisis and Mary's Shelter submitted and NOI. No other homeless assistance organization submitted a Letter of Interest.

## **X. Analysis of Notices of Interest**

The LRA is charged with planning for future uses of the Navy-Marine Corps Reserve Center (“Center”) which was directed to be closed as part of the 2005 Defense Base Closure and Realignment (“BRAC”) process, to ensure the economic and social vitality of the Reading region. In this capacity, the LRA must submit a base reuse plan for the Center (“Reuse Plan”)<sup>1</sup> that addresses NOIs for Center property to serve the needs of the homeless in the region (“Provider Requests”) and NOIs for Center property through one or more permissible public benefit discount conveyances (“PBC”).

The Reuse Plan submitted by the LRA will be reviewed by the United States Department of Housing and Urban Development (HUD) and, if approved, will form the basis of the LRA’s homeless assistance plan and the basis for consideration of PBCs by Navy property disposal authorities and other Federal agencies, as appropriate. Accordingly, as part of the reuse planning process, the LRA must determine whether the NOIs received by the LRA generally meet the requirements for homeless assistance, as dictated by HUD and whether the PBC applications received by the LRA meet the appropriate requirements for a PBC.

By way of background, Chapter 2 of the Defense Department’s Base Redevelopment and Realignment Manual (“BRRM”) provides an overview of the base closure and realignment process, including the steps involved in base redevelopment and property disposal planning. Chapter 3 of the BRRM addresses issues such as base redevelopment, the identification of interests in surplus property and the accommodation of homeless assistance needs. Further sources of information on homeless assistance and the base reuse process are also available.<sup>2</sup>

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<sup>1</sup> Defined by the “Base Redevelopment and Realignment Manual,” Office of the Deputy Under Secretary of Defense (Installations and Environment), March 1, 2006, page 12, as: “A plan, agreed to by the LRA with respect to the installation, which provides for the reuse or redevelopment of the real property and personal property of the installation that is available for such reuse and redevelopment because of the closure or realignment of the installation.”

<sup>2</sup> *Guidebook on Military Base Reuse and Homeless Assistance*, U.S. Department of Housing and Urban Development, May 2006; *Department of Defense Base Closure and Federal Property Disposal Authorities*, 20th Edition, (January 4, 2007); *Base Redevelopment Planning for BRAC Sites*, Department of Defense Office of Economic Adjustment; *BRAC Implementation Regulations and Base Redevelopment and Realignment Manual*, Department of Defense.

Because of the national priority of homelessness, Congress passed the Community Redevelopment Act of 1994 (“Redevelopment Act”). The purpose of the Redevelopment Act is to address the needs of the homeless with federal surplus property resulting from base closures. The Redevelopment Act places the responsibility for planning for the needs of the homeless in the vicinity of the base in the hands of the Local Redevelopment Authority. HUD launched its Continuum of Care approach in 1994 as well.

The Continuum of Care (“CoC”) helps communities across America address the problems of homelessness in a coordinated, comprehensive, and strategic manner. The CoC is a community’s plan to organize and deliver housing and services that meet the specific needs of homeless individuals and families as they move toward stable housing and maximum self-sufficiency. Each CoC includes outreach, intake, and assessment to identify needs and link the individual or family with appropriate housing or service resources. The CoC also includes emergency shelter and safe, decent alternatives to the streets. Another part of the CoC is transitional housing with supportive services to help people develop the skills necessary to live in permanent housing. Finally, permanent housing and permanent supportive housing complete the Continuum of Care.

The Reading Local Redevelopment Authority (LRA), as the successor redevelopment authority to the Reading Berks Public Safety Local Redevelopment Authority, is acting on a published official notice from the predecessor LRA on June 15, 2006 soliciting interest from public and non-profit organizations eligible to receive surplus military property through a no cost PBC. The public outreach period was June 15, 2006 to September 15, 2006, with the latter date as the deadline for receipt of those notices was the predecessor LRA received several notices of interest from various public entities as well as a joint notice from two providers of services to the homeless. The LRA and its consultants conducted follow up meetings and telephone discussions with each of these organizations in order to determine the financial ability of the entities to execute their programs, including their financial ability to adapt the facility to their intended use. Inasmuch as the facility will be transferred in an “as is, where is” condition, extensive renovation, code compliance improvements and environmental remediation are anticipated.

In response to the published public notice, the LRA has received one Provider Request with respect to homeless assistance. This request is a joint request from two organizations: Berks Women in Crisis (BWIC) and Mary's Shelter. BWIC subsequently determined that they would not seek use of the Center property and withdrew their Notice of Interest. With the withdrawal of BWIC, Mary's Shelter determined that their interests would best be served through the use of a portion of the site (approximately one acre), and a collaborative effort with the Reading Hospital and Medical Center (Hospital).

The LRA received two NOI's that are best characterized as PBC requests:

- 1) Reading School District, for use as an educational facility to operate an early childhood center and alternative education program for children.
- 2) The Reading Hospital and Medical Center for use as a hospital corporate operations center and possibly as residential housing for students in the hospital's School of Health Sciences. The Hospital has agreed that its development plan would accommodate a residential facility for Mary's Shelter.

The documentation received from each applicant is presented in Appendix C.

### **HOMELESS PROVIDER EVALUATION REQUIREMENT**

The LRA is charged with developing a reuse plan that is balanced in terms of economic development, homeless assistance and other development. The Redevelopment Act mandates that the LRA's Reuse Plan address the needs of the homeless near the base. The way in which the needs are addressed is left up to the LRA but should be measured against gaps in the Continuum of Care. The gaps in the Continuum of Care are determined by the population need (documented) minus current inventory.

The LRA must evaluate each homeless assistance Provider Request and determine which, if any, NOIs should be accommodated. Homeless assistance conveyances may be made, at no cost, directly to a homeless provider or to the LRA to meet local homeless needs. The cost of maintaining the property or structure and operating the program should be addressed by the individual provider.

Accommodation of an NOI is not restricted by the land use plan. If the need exists and represents a gap in the Continuum of Care, and the NOI meets HUD criteria, the LRA Reuse Plan may accommodate the need either onsite within the land use plan, offsite (other comparable property within the area) or with payments in lieu of providing property, or some combination of all three. The LRA has 270 days to develop a reuse plan and Homeless Assistance Submission and provide it to HUD. Once submitted, HUD has 60 days to determine whether or not the LRA's submission is compliant with the Redevelopment Act and whether the Reuse Plan is balanced. If HUD deems the plan to be non-compliant or the land use plan to be unbalanced, the LRA will have to begin the process again.

### **PUBLIC BENEFIT CONVEYANCE**

A PBC is a land transfer mechanism available to the Defense Department ("DOD") when it disposes of surplus military base property. Under a PBC, a federal agency other than DOD sponsors the transfer of property at cost or no cost to a local or state agency or other eligible entity. For instance, the U.S. Department of Education would sponsor a PBC that would support development of a school at a former military base; the Department of the Interior would sponsor a PBC that would support development of a public park or other recreational facility; the Federal Aviation Authority ("FAA") would sponsor a PBC of surplus property that would support the creation or enhancement of an airport or aviation support services. An agreement stating the general terms of PBCs between DOD and other federal agencies was signed in March 1997.<sup>3</sup>

PBCs are a common transfer mechanism employed by DOD as part of the military base reuse process. According to a January 2005 report by the U.S. Government Accountability Office, 48,000 acres of former military base property had been transferred via PBCs as of September 30, 2004.<sup>4</sup> This represented 18 percent of all BRAC property transferred to non-federal entities.

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<sup>3</sup> Regulations governing PBCs generally are found in 41 CFR 102-75, "Real Property Disposal." This section of the Code of Federal Regulations addresses public benefit conveyances (102-75.350-360), property for educational purposes (102-75.490-545), and property for public park or recreation areas (102-75.625-690).

<sup>4</sup> "Military Base Closures: Updated Status of Prior Base Realignments and Closures," U.S. Government Accountability Office, January 2005, page 17.

As a subset of that total, communities requested park PBCs through the Department of the Interior's Federal Lands to Parks Program at 86 of the 97 bases (88 percent) recommended for closure in the 1988, 1991, 1993, and 1995 BRAC rounds. As of November 2005, 11,163 acres of BRAC land had been transferred via PBCs for new public parks and recreational areas. Requests for a total of 3,935 acres more were pending.<sup>5</sup>

Under its Federal Real Property Assistance Program, the Department of Education has approved educational uses that range from anchor tenants, such as entire college campuses, to complementary educational uses, such as libraries and vocational training centers. Educational PBCs require that the land be used for educational purposes for 30 years. Plans must be implemented in 12 months, or 36 months if major construction is proposed.

Once a PBC is agreed upon, and surplus Federal property conveyed to or otherwise made available to the end user, such end user may not radically alter the nature of the reuse. In other words, land transferred via a PBC for aviation purposes may not be converted into a residential or retail development area. Such a change would void the transfer terms and trigger a move by the federal government to seek the return of the property by means of a reversion or to otherwise secure the fair market value for the property from the end user. This restriction on usage explains why PBCs often are accomplished at little or no cost to the recipient.

Once the LRA determines whether to include a PBC request in the Reuse Plan, the Navy's BRAC Program Management Office, which has jurisdiction over the real and personal property at the Center, will undertake a screening process in accordance with the Federal Property Management Regulations (41 CFR 101-47.303-2) based upon the uses identified in the Reuse Plan. Federal sponsoring agencies (e.g. HHS for health care uses, Department of Education for educational uses and the Department of the Interior for park or recreational transfers) shall notify eligible applicants that any request for property must be consistent with the uses identified in the Reuse Plan.<sup>6</sup> Ultimately,

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<sup>5</sup> Federal Lands to Parks Program Web site, <http://www.nps.gov/ncrc/programs/flp/brac.html>.

<sup>6</sup> 32 CFR 176.45(a)

the Navy PMO will render a record of decision as to the property disposal mechanism(s) to be employed at the Center.

**Summary of Notices of Interest and PBC Applications:**

Based upon our review of the candidate reuse alternatives set forth in the Base Redevelopment Plan, it is clear that the majority, if not all, of the Center Property will be used in the future for public purposes. Current economic development considerations make it unlikely that the Center property will be appealing to a private sector developer. Additional impediments to private sector development include extraordinary demolition costs for the existing improvements to the land, code compliance issues, size, and location of the Center and community concerns about future use.

**A. Homeless Assistance Applications**

The Mary's Shelter application is now focused on the use of a portion of the site and a collaborative relationship with The Reading Hospital and Medical Center.

Mary's Shelter is included in the Berks County Continuum of Care Inventory and is a member of the Berks Coalition to End Homelessness. According to their expression of interest, Mary's Shelter provides temporary/emergency housing, as well as counseling and educational programs, to homeless pregnant women and their newborns in the community. Mary's Shelter proposes to utilize the Navy-Marine Corps Reserve Center site to provide housing and social services to 12 homeless pregnant women and their newborns at a time and to expand their existing services to include eight units for homeless pregnant women with other children. Women will reside in the shelter for up to three months after the baby is born, during which time the shelter's counselors will assist them with coordinating medical care, education or job training and, most importantly, securing permanent affordable housing.

Mary's Shelter is licensed by the State of Pennsylvania as a Maternity Home and as a Private Children and Youth Social Service Agency. The primary mission of Mary's Shelter is to provide residential and non-residential services for homeless pregnant women and women and their newborns that are in need of a supportive environment

because of a lack of suitable housing or favorable family relationships. In addition to housing, Mary's Shelter provides the following programs and services to pregnant women and their children:

#### Pregnancy

- Pregnancy support through referrals to primary care physicians
- On-site pregnancy and parenting classes
- Support staff is available 24 hours a day, 7 days a week to provide individual assistance and guidance with personal issues and newborn care

#### Education

- On-site educational programs are conducted one or two evenings a week, on a six-week rotating basis
- Community educational programs:
  - Mary's Shelter has established relationships with the following organizations to assist the residents with meeting that goal:
    - Reading High School
    - Reading Area Community College - GED classes
    - Arbor Career Center - GED and English as a Second Language (ESL) classes
  - Residents who have completed high school or an equivalency program have access to the following programs:
    - Reading Area Community College - college courses
    - PA CareerLink - provides career guidance for residents who have completed high school
    - Alvernia University - provides scholarships for residents who qualify for enrollment. Since this partnership began in 2001, four residents of Mary's Shelter have received Bachelor's Degrees and three residents are current students.

#### Counseling and Referrals

- Individual and group counseling is provided on-site by Masters-level social workers
- St. Joseph's Medical Center's Women's Wellness Program and Reading Hospital and Medical Center provide all of the prenatal care and follow-up medical care for the residents and their babies
- BWIC provides on-site group counseling, individual counseling and legal assistance for the residents.
- Berks Counseling Center provides individual drug and alcohol counseling and residents can apply for their transitional housing program
- American House provides individual counseling for personal issues
- Service Access Management (SAM) provides individual mental health/mental retardation testing, counseling and housing options

## Housing

- Mary's Shelter provides residents with referrals and assistance in obtaining low-income housing at locations such as Oakbrook, Glenside, Jamestown Village Apartments, Park Terrace and Century Hall Apartments
- Mary's Shelter provides residents with referrals and assistance in obtaining transitional housing programs at locations such as Mary's Home, Beacon House, Y-haven, BWIC and the Salvation Army

Mary's Shelter's current housing capacity is 12 women and babies at a time. Residents may enter the program at any time during the pregnancy and stay for up to three months after the birth of the baby. The average length of stay for a resident is four to six months. In 2007, Mary's Shelter housed 30 young women and their newborns.

In 2006, Mary's Shelter started tracking requests for housing from homeless pregnant women with other children. Approximately 24 calls a month are from homeless pregnant women with children. Mary's Shelter is currently unable to house these women due to a lack of space at its current facility. Referrals to suitable housing for the homeless family are particularly difficult because the process can take several months, leaving the pregnant woman and her children unsheltered. The number of calls increased throughout 2007.

In January 2008, Mary's Shelter began a pilot program for pregnant women with other children. Five rooms at Mary's Shelter were designated for homeless women with other children, which reduced the number of single units available. During the first six months of the program, seven families had been housed.

Mary's Shelter's existing facility is not able to meet the need in the community for its services. All of their units/rooms are full, and Mary's Shelter receives an average of 15 calls per month for individual housing and an average of 24 calls per month requesting family housing. Approximately 40 calls/clients per month are turned away and referred to other agencies.

As described above, Mary's Shelter proposes to utilize the Navy-Marine Corps Reserve Center site to provide shelter and social services to single young women or young women with children. The new building would double the organization's capacity and

not limit the organization to serving any one population. The new facility would also provide much needed office space, not available in the current location, as well as play areas for toddlers. Collaboration with the Hospital will provide additional services for residents of the new facility.

In this Plan, Mary's Shelter will receive a one-acre parcel from the Department of the Navy through a Homeless Conveyance supported by the Department of Housing and Urban Development. A draft copy of the Legally Binding Agreement between the LRA and Mary's Shelter is found in Appendix G. A draft Memorandum of Agreement in Appendix G expresses the nature and extent of the collaborative relation between Mary's Shelter and the Hospital, the intent of the parties, and the satisfaction of Mary's Shelter. The latter document is also under review and discussion by the two parties, and final terms are being worked out.

#### Berks Women in Crisis

Because BWIC has withdrawn from consideration, the organization's application will no longer be considered.

#### **Public Benefit NOI's**

##### Reading Hospital and Medical Center:

The Hospital, or RHMC, proposes using the Reserve Center site as a corporate office campus and student residential facility. The Hospital is in need of over 60,000 square feet of office space to accommodate a variety of administrative operations in reasonably close proximity to the West Reading campus. These administrative functions include: fiscal affairs, materials management, human resources, and information management services. Other functions such as communications and public relations may be relocated to this site as well. It is estimated that approximately 300 jobs would be relocated to this site from disparate locations. Only a nominal number of new jobs would be created.

In addition, the RHMC has a need for a residential facility for students enrolled in the School of Health Sciences. Currently, the 120 students are housed at a local motel

some distance from the Hospital and classrooms. The new facility makes it easier for students to get to class and the Hospital and, in the long term, save money.

A four-deck, 500 space parking structure is also planned, given the intense development of the site. The use of the deck structure will enable the development of some green space on the site.

The Hospital would demolish all existing structures on the Naval and Marine Reserve Center site to create the space necessary for the capacity that is needed for these operations and student residential needs, in addition to Mary's Shelter's requirements. No clinical services would be offered in the corporate office center. As noted, the RHMC and Mary's Shelter have agreed upon a collaboration that will include the provision of various medical services for the Shelter residents.

The RHMC would receive the six acres of the site through a Public Benefit Conveyance from the Department of Health and Human Services (HHS). The RHMC is in contact with HHS about this process.

The agreements among the parties have been described in the preceding section and may be found in Appendix G.

Reading School District:

The Reading School District proposes using the Navy-Marine Corps Reserve Center property for an alternative education program. Alternative education programs serve students who are at-risk for failure within the traditional educational system. Students are placed in alternative education programs based upon at-risk characteristics including: suspensions for disregard for school rules, disruptive behavior, and habitual truancy. The goal of alternative education is to remove the student from the traditional school setting to provide a setting more conducive to meeting the needs of the student. The Reading School District alternative education program will offer students extra support and counseling, smaller class size, more personal environments, and positive relationships with adults. Students will receive educational programs that focus on academic skills, social services, and/or community work-based learning with specific educational and transition goals. The short-term goal for the alternative education program is to modify the disruptive behavior for repatriation of the students back into the

regular school setting, while still meeting students' educational needs so they do not fall further behind academically. Upon re-entry back to home school, students will continue to receive resource services to ensure successful reintegration into the regular education program. Administrative support for the alternative education program will be provided by three onsite administrators: principals, vice principal and instructional supervisor. The Director of Alternative Education and the Director of Student Services, both central office administrators, will provide additional administrative oversight of the alternative education program. A custodian and security guard will be on site for facility management. The district's facility foremen and Security Chief will directly supervise them.

Additionally, the Naval and Marine Corps Reserve Center site may be used to support additional pre-kindergarten and full-day kindergarten classes. Through creative use of existing school space, the Reading School District has been able to expand its half-day kindergarten program from just four classes in 2004-05 to 49 full-day classes in 2007-08. However, the district goal of providing full-day kindergarten for all children has yet to be realized due to lack of classroom space. Currently four of the 14 elementary schools still offer half-day sessions for some children. Additionally, due to expansion of full-day kindergarten, the number of pre-kindergarten sessions across the district was slightly reduced in the past two years. Currently, the district offers 25 half-day pre-kindergarten sessions. Regarding the proposed early childhood program, state law does not mandate pre-kindergarten and full-day kindergarten programs. However, they are both evidenced-based strategies that positively affect student learning. The District's Strategic Plan identifies early childhood education as a strategy for increasing student achievement. The district is compelled to increase student achievement to meet the academic accountability requirements of the Pennsylvania Accountability System, which applies to all public schools and districts. The system is based upon the State's content and achievement standards, valid and reliable measures of academic achievement, and other key indicators of school and district performance such as attendance and graduation rates. The Pennsylvania Accountability System was instituted to meet the requirements of the federal No Child Left Behind legislation and has the same end goal - having every child in the Commonwealth proficient or above in reading and mathematics by the year 2014. Schools and districts that do not meet the "Adequate Yearly Progress" achievement standards face consequences imposed under the federal No

Child Left Behind legislation. Therefore, although expansion of early childhood programs is not required to comply with state standards, it is incumbent upon the district to do so.

### **LRA EVALUATION CRITERIA**

As part of its review process, the LRA should undertake the following:

1. Review the appropriate Continuum of Care and Consolidated Plan for Berks County. The purpose of the review is to become familiar with the services being provided currently and those documented within the five year consolidated plan. Note: there may be a need not yet documented within the CoC or Consolidated plan.
2. If the NOI proposes using the entire Center, compare its development potential and general objectives with the development potential and reuse goals of the LRA's contemplated reuse options. If the NOI proposes using a portion of the Center, consider how the proposal would fit with the LRA's contemplated reuse options and whether the two plans would be in conflict with each other.
3. Read and evaluate each NOI separately, not comparatively, or within the context of any other NOI. Each must be evaluated on its own merits. Within this evaluation, it is very important to consider the financial ability of the applicants to carry out their plans. Determinations must be made on an individual basis.
4. Evaluate each NOI based on HUD or other appropriate sponsoring Federal Agency criteria.
5. The LRA should consider whether to accommodate the NOI onsite within the Reuse Plan, offsite with property or payment in lieu of property or denial of the NOI. With respect to homeless providers, the LRA should take into account the role of HUD in approving the final reuse land, particularly where an NOI by a homeless provider is rejected without alternative accommodation. Examples of types of issues or considerations are age/condition of buildings, building code compliance, existing utility systems vs. standalone systems, transportation, roads, access, parking, public transportation, environmental contamination (lead based paint, asbestos etc), adaptive reuse of historic property, etc.
6. In evaluating each NOI, note the scope of the proposed programs and the depth and quality of information provided by the applicant. The level of detail in the NOI should be commensurate with the scope of the proposed program and request for property.

7. Once each NOI has been considered, the LRA should document each determination; all documentation will be included as part of the HUD homeless assistance submission.

In reviewing each NOI, the LRA carefully evaluated the intended use and weighed the proposed benefits against the broader goals and objectives of the redevelopment. Due to the special focus placed on applications from homeless service providers under the BRAC legislative mandate, the LRA's NOI review for PBCs required a somewhat different approach than other potential users.

The following criteria were utilized by the LRA for evaluating an NOI for a PBC transfer:

- Each submittal should contain all the required "Organizational Profile" elements as requested in the published June 15, 2006, Notice of Interest Application.
- Degree to which the proposed use is compatible with and supports the overall civilian reuse plan for the Center property, as expressed in the LRA's goals and objectives statement.
- Extent to which the proposed use(s) involve a cooperative regional and/or multi-agency approach.
- Organizational and financial capacity of the applicant(s) to carry out the proposed program.

Additional criteria identified for evaluating NOI applications submitted by homeless assistance providers concerning potential reuse of property included:

- Extent to which the proposal includes the necessary "legally binding agreement" commitments that will ensure the property will benefit the homeless in the future on a permanent basis.
- Degree to which the proposed homeless assistance use is compatible with and supports the overall planned use for the property.
- Degree to which the application achieves the local needs and objectives identified in the County "Continuum of Care" and Consolidated Plan.
- Degree to which the proposed homeless assistance program can be "co-located" with other related uses on the site.
- Extent to which the proposed program serves to "ensure a balance between economic redevelopment, other development, and homeless assistance."

Other concerns kept in mind by LRA members during this discussion included:

- Site location and neighborhood;
- Interim and long-term uses;
- Other possible methods of conveyance; and
- Special requirements of certain uses (i.e. security).

Finally, the LRA considered the community objectives of job creation and retention, tax ratable generation, and neighborhood compatibility.

### **NOI Determinations**

The NOI submissions received by the LRA were reviewed relative to these criteria. The Reading Hospital and Medical Center, Reading School District and Mary's Shelter were the organizations whose submission was considered to be "complete," in that they met the criteria, and complied with the instructions provided by the predecessor LRA in its June 15, 2006, legal notice.

All of the organizations were kept well informed of the process, and most sent representatives to many of the LRA's public meetings.

Thus, the review of these NOI submissions recommends that the submissions of the Reading Hospital and Medical Center and Mary's Shelter are the preferred uses. As noted, Berks Women in Crisis withdrew its submission. The Reading School District's application for the property is not deemed to be as beneficial to the community, yields no opportunity for accommodation of the homeless provider application, and does not maintain the residential character of the neighborhood. The Reading Hospital and Mary's Shelter submissions provide expanded service and assistance to homeless women and children and facilitates the Hospital's ability to provide service and healthcare training to the community. The draft agreement between these two parties is attached in Appendix G.

In balancing the interests of the community and the applicants, the submissions by the Hospital and Mary's Shelter are preferred for the following reasons:

1. The accommodation of Mary's Shelter, a homeless provider, satisfies a national priority identified in federal legislation and recognized as a need in the regional analysis in the Continuum of Care. The proposed arrangement between Mary's Shelter and the Hospital for applicant consideration purposes provides an enhancement of the benefits to Mary's Shelter that would not otherwise be achieved.

2. Local community support for the Hospital's use has been clearly and overwhelmingly expressed in public meetings held to solicit community views on future use alternatives.

3. Hospital use provides a level of density that presents the potential for economic expansion in the neighborhood in support of the Hospital's activities.

4. Considering the Hospital use (corporate office, residential facilities for Hospital students) and the School District use (educational facilities for, among others, at risk students), compatibility with the residential nature of the neighborhood favors Hospital use.

5. Both organizations are established community organizations with the presence and community and financial support necessary to execute their proposed plans for use of the site.

Ultimately, balance is gained by approving this joint submission, which

- 1) addresses the CoC needs,
- 2) provides or maintains jobs in the City,
- 3) creates jobs through the construction of new facilities on the site, and
- 4) provides some opportunity for increased revenues for the City through Hospital contributions in lieu of tax payments, and
- 5) meets LRA goals and criteria for neighborhood compatibility.

This submission can be effected in a reasonable period of time as both parties have the resources and capability to implement their respective plans. Finally, the use is compatible with the nature of the surrounding neighborhood and land uses.

**Thus, the Plan for use by the Hospital and Mary's Shelter presents Highest and Best use of the site by providing needed assistance to homeless families, while at the same time preserving jobs in the City, assisting the City in obtaining additional revenues both through jobs maintained in the City and potential contributions in lieu of taxes from the Hospital, and in maintaining the character of the neighborhood.**

## **XI. Financial Impact**

In light of the minimal prospect for private sector development of the site, and the strong case for accepting the reuse alternative presented by the RHMC and Mary's Shelter, the consulting team prepared an overview analysis of the economic impact of the site based upon this alternative. There are four components to this proposed reuse; an administrative building for the RHMC, a residential structure for the students at the RHMC School of Health Science, a parking deck for the students and administrative staff, and a new structure for Mary's Shelter.

The new Mary's Shelter facility will be constructed on one acre of the seven-acre site. The new facility will be a two-story building with eight bedrooms, each capable of housing two young women or one family, an arrangement that doubles the organization's current capacity and offers more service options. The building would also provide three offices for client meetings, a classroom for training sessions, and toddler play areas both indoor and outdoor. The last mentioned features are not available at the current location. The group feels that the one-acre site will also allow for the construction of another residential facility at some point in the future, and the possible construction of a small storage building.

No new jobs are expected to be created with the construction of the new building. It is estimated that the facility will cost \$785,000, which would create an estimated 8 to 10 construction jobs. Mary's Shelter is a tax-exempt organization, and would not pay any taxes to the City.

The RHMC envisions an 80,000 square foot administrative building that will provide office space for some three hundred workers transferred from locations in the immediate area, but not in Reading proper. This consolidation will benefit the Hospital by bringing various offices and functions closer together. The number of new jobs resulting from the new structure will be nominal, as administrative functions within RHMC have not grown substantially in recent years. The construction of the new facility will cost an estimated \$14.4 million, create an estimated 140 construction jobs in the near term, and bring the three hundred jobs mentioned to the City.

The RHMC also plans to construct a facility to house its 120 School of Health Sciences students. This number is not expected to increase in the near future, and the staffing for the building will not be large, given its use as a dormitory. The building will cost an estimated \$7.0 million, generating about 70 construction jobs.

The parking structure will be necessary in light of the intense development of the site. This 500-space facility will cost an estimated \$2.5 million and created 20 to 25 construction jobs.

RHMC is a not-for-profit organization and does not pay taxes as such. However, the Hospital staff works with the City of Reading and other jurisdictions to pay “contributions” (they avoid the term “Payment in lieu of taxes,” or PILOT). In West Reading, the Hospital has a liaison council that includes hospital representatives and the Board of Supervisors; at council meetings, they discuss the contribution, coordination with the community, and neighborhood issues. The facility in the City of Reading for which they pay a contribution is a clinic in an old building, so there is a precedent for this type of relationship.

Thus, the impact for the City will be appreciable. Some three hundred office jobs will be relocated to the City, as will approximately 120 students. These persons will contribute to the economic growth of the area. In addition, the four construction projects will create approximately 240 construction jobs and generate additional spending for supplies and materials, as well as generating indirect spending throughout the area.

Though both organizations are tax exempt, the RHMC has a history of making “contributions” to the municipalities in which its operations are located.

## **XII. The Reuse Plan**

Based upon a careful review of the data and information presented above, the City of Reading Local Redevelopment Authority adopts the Plan that entails use by the combination of the Reading Hospital and Medical Center and Mary's Shelter as the preferred reuse alternative. This recommendation and the supporting documentation should be forwarded to the appropriate offices of the Department of Defense, the Department of Housing and Urban Development, and the Department of Health and Human Services for review and approval.

We base this recommendation upon the following:

An analysis of community needs shows that the City's reuse priorities for the site and facility are:

- 1) job retention and creation;
- 2) the generation of tax revenues, and
- 3) compatibility with the neighborhood.

At the same time, however, the weakened condition of the local and national economies, as well as a weak housing market, the largely residential character of the area, proximity to a large public housing project, distance to an interstate highway, and the availability of good commercial locations nearby are very likely to preclude private sector investment in housing, commercial, or office development. An analysis of the Continuum of Care documentation indicated a high priority need for housing for families. Thus, the emphasis for redevelopment alternatives became centered upon the Notice of Interest responses.

A review of these letters, follow-up responses, and information provided in public meetings was complicated by the withdrawal of one respondent and the realignment of the remaining parties. The result was a submission by the Reading Hospital and Medical Center and Mary's Shelter. This project entailed the use of the entire site, the demolition of the existing structures, the development of a hospital administrative building, a structure for the Hospital's School of Health, and the construction of a new building to house expanded operations for Mary's Shelter.

This plan meets a wide range of the criteria, including:

- 1) addresses the CoC needs,
- 2) provides or maintains jobs in the City,
- 3) creates jobs through the construction of new facilities on the site,
- 4) provides some opportunity for increased revenues for the City through  
Hospital contributions in lieu of tax payments,
- 5) meets LRA goals and criteria for neighborhood compatibility, and
- 6) can be implemented by the two organizations in a reasonable period.

**APPENDIX A**

**DEMOGRAPHIC AND ECONOMIC DATA, 2009**

**PRIMARY MARKET AREA  
615 KENHORST BOULEVARD  
READING, PENNSYLVANIA**

## Exhibit A-2

### Detailed Demographic Overview, 2000

#### Primary Market Area, 615 Kenhorst Blvd., Reading, Pa.

Description	Neighborhood		City		County	
	No.	%	No.	%	No.	%
<b>Population</b>						
2013 Projection	6,147		81,862		429,115	
2008 Estimate	6,091		81,221		407,817	
2000 Census	6,053		81,207		373,638	
1990 Census	6,267		78,441		336,524	
Growth 1990-2000	-3.41%		3.53%		11.03%	
<b>2000 Population by Single Race Classification</b>						
White Alone	3,862	63.8	48,059	59.2	329,460	88.2
Black or African American Alone	441	7.3	9,947	12.2	13,778	3.7
American Indian and Alaska Native Alone	22	0.4	356	0.4	611	0.2
Asian Alone	107	1.8	1,296	1.6	3,785	1.0
Native Hawaiian and Other Pacific Islander Alone	1	0.0	32	0.0	77	0.0
Some Other Race Alone	1,405	23.2	18,125	22.3	20,317	5.4
Two or More Races	215	3.6	3,392	4.2	5,610	1.5
<b>2000 Population Hispanic or Latino by Origin</b>						
Not Hispanic or Latino	3,887	64.2	50,905	62.7	337,281	90.3
Hispanic or Latino:	2,166	35.8	30,302	37.3	36,357	9.7
Mexican	39	1.8	5,503	18.2	6,562	18.0
Puerto Rican	1,828	84.4	19,054	62.9	22,038	60.6
Cuban	18	0.8	217	0.7	385	1.1
All Other Hispanic or Latino	282	13.0	5,528	18.2	7,372	20.3
<b>2000 Hispanic or Latino by Single Race Class.</b>						
White Alone	568	26.2	9,021	29.8	12,435	34.2
Black or African American Alone	82	3.8	1,148	3.8	1,300	3.6
American Indian and Alaska Native Alone	9	0.4	182	0.6	214	0.6
Asian Alone	1	0.0	63	0.2	72	0.2
Native Hawaiian and Other Pacific Islander Alone	0	0.0	18	0.1	20	0.1
Some Other Race Alone	1,395	64.4	18,002	59.4	19,997	55.0
Two or More Races	112	5.2	1,868	6.2	2,319	6.4
<b>2000 Population by Sex</b>						
Male	2,650	43.8	39,205	48.3	182,956	49.0
Female	3,403	56.2	42,002	51.7	190,682	51.0
Male/Female Ratio	0.78		0.93		0.96	
<b>2000 Population by Age</b>						
Age 85 and over	216	3.6	1,369	1.7	7,260	1.9
Age 16 and over	4,475	73.9	59,258	73.0	291,984	78.1
Age 18 and over	4,324	71.4	56,913	70.1	281,729	75.4
Age 21 and over	4,109	67.9	52,559	64.7	265,519	71.1
Age 65 and over	1,221	20.2	10,068	12.4	56,190	15.0
<b>2000 Median Age</b>	34.65		30.56		37.38	
<b>2000 Average Age</b>	38.18		33.76		38.04	

<b>2000 Median Age, Male</b>	32.43		29.20		36.26	
<b>2000 Average Age, Male</b>	35.65		32.07		36.63	
<b>2000 Median Age, Female</b>	36.78		31.92		38.51	
<b>2000 Average Age, Female</b>	40.16		35.34		39.40	
<b>2000 Population Age 15+ by Marital Status</b>	4,609		60,201		297,036	
Total, Never Married	1,401	30.4	22,261	37.0	73,561	24.8
Married, Spouse present	1,943	42.2	21,890	36.4	161,138	54.2
Married, Spouse absent	364	7.9	4,506	7.5	15,118	5.1
Widowed	355	7.7	4,971	8.3	21,892	7.4
Divorced	545	11.8	6,573	10.9	25,327	8.5
Males, Never Married	599	13.0	11,716	19.5	39,915	13.4
Previously Married	204	4.4	3,679	6.1	15,810	5.3
Females, Never Married	801	17.4	10,545	17.5	33,646	11.3
Previously Married	697	15.1	7,865	13.1	31,409	10.6
<b>2000 Population Age 25+ by Educational Attainment</b>	3,823		47,407		248,692	
Less than 9th grade	424	11.1	6,589	13.9	19,103	7.7
Some High School, no diploma	624	16.3	11,313	23.9	35,548	14.3
High School Graduate (or GED)	1,387	36.3	17,730	37.4	97,979	39.4
Some College, no degree	567	14.8	5,897	12.4	36,048	14.5
Associate Degree	209	5.5	1,898	4.0	14,175	5.7
Bachelor's Degree	358	9.4	2,699	5.7	29,954	12.0
Master's Degree	112	2.9	873	1.8	10,559	4.2
Professional School Degree	91	2.4	370	0.8	4,152	1.7
Doctorate Degree	42	1.1	161	0.3	1,346	0.5
<b>Households</b>						
2013 Projection	2,479		29,514		163,080	
2008 Estimate	2,450		29,617		154,782	
2000 Census	2,420		30,113		141,570	
1990 Census	2,423		31,434		127,649	
Growth 1990-2000	-0.12%		-4.20%		10.91%	
<b>2000 Households by Household Type</b>	2,420		30,113		141,570	
Family Households	1,521	62.9	18,423	61.2	98,463	69.6
Nonfamily Households	899	37.1	11,690	38.8	43,107	30.4
<b>2000 Group Quarters Population</b>	225		2,125		12,419	
<b>2000 Households Hispanic or Latino</b>	645	26.7	8,301	27.6	9,624	6.8
<b>2000 Households by Household Size</b>	2,420		30,113		141,570	
1-person household	763	31.5	9,538	31.7	34,833	24.6
2-person household	801	33.1	8,102	26.9	49,260	34.8
3-person household	360	14.9	4,616	15.3	23,617	16.7
4-person household	264	10.9	3,724	12.4	20,646	14.6
5-person household	129	5.3	2,123	7.1	8,384	5.9
6-person household	61	2.5	1,108	3.7	3,017	2.1
7 or more person household	41	1.7	902	3.0	1,813	1.3
<b>2000 Average Household Size</b>	2.41		2.63		2.55	
<b>2000 Households by Household Income</b>	2,398		30,104		141,609	
Income Less than \$15,000	668	27.9	8,485	28.2	18,578	13.1

Income \$15,000 - \$24,999	354	14.8	5,587	18.6	17,583	12.4
Income \$25,000 - \$34,999	382	15.9	4,840	16.1	18,309	12.9
Income \$35,000 - \$49,999	335	14.0	4,829	16.0	24,216	17.1
Income \$50,000 - \$74,999	405	16.9	3,990	13.3	32,048	22.6
Income \$75,000 - \$99,999	106	4.4	1,364	4.5	16,420	11.6
Income \$100,000 - \$149,999	85	3.5	724	2.4	9,993	7.1
Income \$150,000 - \$249,999	35	1.5	215	0.7	3,427	2.4
Income \$250,000 - \$499,999	18	0.8	59	0.2	804	0.6
Income \$500,000 or more	9	0.4	11	0.0	231	0.2
<b>2000 Average Household Income</b>	\$41,220		\$34,396		\$54,872	
<b>2000 Median Household Income</b>	\$29,621		\$27,025		\$45,118	
<b>2000 Per Capita Income</b>	\$16,974		\$13,085		\$21,232	
<b>2000 Household Type, Presence of Own Children</b>	2,420		30,113		141,570	
Single Male Householder	256	10.6	4,303	14.3	14,964	10.6
Single Female Householder	507	21.0	5,235	17.4	19,869	14.0
Married-Couple Family, own children	332	13.7	4,919	16.3	33,370	23.6
Married-Couple Family, no own children	614	25.4	5,430	18.0	45,147	31.9
Male Householder, own children	53	2.2	1,162	3.9	3,273	2.3
Male Householder, no own children	41	1.7	828	2.7	2,635	1.9
Female Householder, own children	364	15.0	4,057	13.5	8,218	5.8
Female Householder, no own children	116	4.8	2,027	6.7	5,820	4.1
Nonfamily, Male Householder	68	2.8	1,236	4.1	5,009	3.5
Nonfamily, Female Householder	68	2.8	916	3.0	3,265	2.3
<b>2000 Households by Presence of People</b>	2,420		30,113		141,570	
<b>Households with 1 or more People under Age 18:</b>						
Married-Couple Family	351	14.5	5,349	17.8	34,922	24.7
Other Family, Male Householder	60	2.5	1,339	4.4	3,696	2.6
Other Family, Female Householder	396	16.4	4,640	15.4	9,339	6.6
Nonfamily, Male Householder	6	0.2	112	0.4	548	0.4
Nonfamily, Female Householder	3	0.1	42	0.1	105	0.1
<b>Households no People under Age 18:</b>						
Married-Couple Family	595	24.6	5,000	16.6	43,595	30.8
Other Family, Male Householder	35	1.4	651	2.2	2,212	1.6
Other Family, Female Householder	84	3.5	1,444	4.8	4,699	3.3
Nonfamily, Male Householder	318	13.1	5,427	18.0	19,425	13.7
Nonfamily, Female Householder	572	23.6	6,109	20.3	23,029	16.3
<b>2000 Households by Number of Vehicles</b>	2,420		30,113		141,570	
No Vehicles	573	23.7	8,920	29.6	15,043	10.6
1 Vehicle	959	39.6	12,010	39.9	43,499	30.7
2 Vehicles	615	25.4	7,197	23.9	56,875	40.2
3 Vehicles	211	8.7	1,542	5.1	18,819	13.3
4 Vehicles	21	0.9	311	1.0	5,496	3.9
5 or more Vehicles	15	0.6	128	0.4	1,838	1.3
<b>2000 Average Number of Vehicles</b>	1.24		1.10		1.74	
<b>2000 Families by Poverty Status</b>	1,519		18,612		98,882	
<b>Income At or Above Poverty Level:</b>						
Married-Couple Family, own children	304	20.0	4,587	24.6	34,083	34.5
Married-Couple Family, no own children	547	36.0	4,775	25.7	43,122	43.6

Male Householder, own children	47	3.1	931	5.0	3,030	3.1
Male Householder, no own children	29	1.9	613	3.3	2,090	2.1
Female Householder, own children	119	7.8	2,293	12.3	5,972	6.0
Female Householder, no own children	71	4.7	1,270	6.8	4,395	4.4
<b>Income Below Poverty Level:</b>						
Married-Couple Family, own children	67	4.4	918	4.9	1,482	1.5
Married-Couple Family, no own children	25	1.6	376	2.0	950	1.0
Male Householder, own children	15	1.0	408	2.2	556	0.6
Male Householder, no own children	0	0.0	35	0.2	61	0.1
Female Householder, own children	286	18.8	2,242	12.0	2,905	2.9
Female Householder, no own children	9	0.6	164	0.9	236	0.2
<b>2000 Population Age 16+ by Employment Status</b>						
	4,526		59,101		291,683	
In Armed Forces	9	0.2	64	0.1	151	0.1
Civilian - Employed	2,175	48.1	31,299	53.0	180,881	62.0
Civilian - Unemployed	203	4.5	3,179	5.4	9,671	3.3
Not in Labor Force	2,139	47.3	24,559	41.6	100,980	34.6
<b>2000 Civilian Employed Pop. Age 16+ by Occupation</b>						
	2,175		31,299		180,881	
Management, Business and Financial Operations	232	10.7	1,812	5.8	20,289	11.2
Professional and Related Occupations	391	18.0	3,713	11.9	32,716	18.1
Service	365	16.8	5,759	18.4	24,139	13.3
Sales and Office	615	28.3	8,061	25.8	47,193	26.1
Farming, Fishing and Forestry	11	0.5	679	2.2	1,545	0.9
Construction, Extraction, and Maintenance	87	4.0	1,990	6.4	16,451	9.1
Production, Transportation, and Material Moving	474	21.8	9,285	29.7	38,548	21.3
<b>2000 Pop. Age 16+ by Occupation Classification</b>						
	2,175		31,299		180,881	
Blue Collar	561	25.8	11,275	36.0	54,999	30.4
Service and Farm	376	17.3	6,471	20.7	26,765	14.8
White Collar	1,238	56.9	13,553	43.3	99,117	54.8
<b>2000 Workers Age 16+, Transportation To Work</b>						
	2,146		30,586		177,831	
Drove Alone	1,479	68.9	18,569	60.7	144,140	81.1
Car Pooled	318	14.8	6,139	20.1	17,825	10.0
Public Transportation	133	6.2	2,167	7.1	2,942	1.7
Walked	146	6.8	2,682	8.8	6,453	3.6
Motorcycle	2	0.1	18	0.1	166	0.1
Bicycle	6	0.3	204	0.7	387	0.2
Other Means	16	0.7	381	1.2	793	0.4
Worked at Home	46	2.1	426	1.4	5,125	2.9
<b>2000 Workers Age 16+ by Travel Time to Work</b>						
	2,100		30,160		172,706	
Less than 15 Minutes	974	46.4	11,381	37.7	57,112	33.1
15 - 29 Minutes	688	32.8	11,829	39.2	70,086	40.6
30 - 44 Minutes	194	9.2	3,975	13.2	26,767	15.5
45 - 59 Minutes	62	3.0	1,383	4.6	8,934	5.2
60 or more Minutes	181	8.6	1,592	5.3	9,807	5.7
<b>2000 Average Travel Time to Work in Minutes</b>						
	22.74		22.95		24.39	
<b>2000 Tenure of Occupied Housing Units</b>						
	2,420		30,113		141,570	
Owner Occupied	1,157	47.8	15,355	51.0	104,719	74.0
Renter Occupied	1,262	52.1	14,758	49.0	36,851	26.0

<b>2000 Occ Housing Units, Avg Length of Residence</b>	11		11		13	
<b>2000 Tenure By Age of Householder</b>	2,395		30,108		141,570	
<b>Owner Occupied</b>	1,175		15,367		104,693	
Householder 15 to 24 Years	8	0.7	399	2.6	1,273	1.2
Householder 25 to 34 Years	93	7.9	2,165	14.1	12,334	11.8
Householder 35 to 44 Years	216	18.4	3,250	21.1	24,244	23.2
Householder 45 to 54 Years	199	16.9	2,859	18.6	23,021	22.0
Householder 55 to 59 Years	84	7.1	1,064	6.9	8,529	8.1
Householder 60 to 64 Years	62	5.3	1,007	6.6	7,096	6.8
Householder 65 to 74 Years	230	19.6	2,339	15.2	15,270	14.6
Householder 75 to 84 Years	225	19.1	1,775	11.6	10,358	9.9
Householder 85 and over	58	4.9	509	3.3	2,568	2.5
<b>Renter Occupied</b>	1,220		14,741		36,877	
Householder 15 to 24 Years	175	14.3	2,112	14.3	4,528	12.3
Householder 25 to 34 Years	307	25.2	3,713	25.2	9,137	24.8
Householder 35 to 44 Years	185	15.2	2,936	19.9	7,311	19.8
Householder 45 to 54 Years	170	13.9	2,053	13.9	4,984	13.5
Householder 55 to 59 Years	68	5.6	880	6.0	1,925	5.2
Householder 60 to 64 Years	59	4.8	574	3.9	1,301	3.5
Householder 65 to 74 Years	102	8.4	1,074	7.3	2,997	8.1
Householder 75 to 84 Years	109	8.9	975	6.6	3,302	9.0
Householder 85 and over	43	3.5	424	2.9	1,392	3.8
<b>2000 Pop 65 and over by HH Type and Relt.</b>						
<b>Total for Pop 65 and over</b>	1,262		10,194		56,867	
<b>In Households:</b>	1,082		9,771		52,279	
In Family Households:	687	54.4	5,689	55.8	35,490	62.4
Householder	333	26.4	2,968	29.1	18,826	33.1
Male	282	22.3	2,141	21.0	15,830	27.8
Female	51	4.0	827	8.1	2,996	5.3
Spouse	307	24.3	1,912	18.8	13,215	23.2
Parent	36	2.9	417	4.1	1,667	2.9
Other Relatives	12	1.0	355	3.5	1,580	2.8
Nonrelatives	0	0.0	37	0.4	202	0.4
In Non-Family Households:	394	31.2	4,082	40.0	16,789	29.5
Male householder	76	6.0	1,218	11.9	4,584	8.1
Living Alone	65	5.2	1,117	11.0	4,123	7.3
Not Living Alone	12	1.0	101	1.0	461	0.8
Female Householder	293	23.2	2,722	26.7	11,608	20.4
Living Alone	287	22.7	2,644	25.9	11,310	19.9
Not Living Alone	5	0.4	78	0.8	298	0.5
Nonrelatives	26	2.1	142	1.4	597	1.0
<b>In Group Quarters:</b>	181		423		4,588	
Institutionalized population	124	9.8	188	1.8	3,632	6.4
Noninstitutionalized population	57	4.5	235	2.3	956	1.7
<b>2000 All Owner-Occupied Housing Values</b>	1,175		15,367		104,693	
Value Less than \$20,000	0	0.0	823	5.4	2,506	2.4

Value \$20,000 - \$39,999	17	1.4	5,379	35.0	7,033	6.7
Value \$40,000 - \$59,999	164	14.0	4,766	31.0	7,948	7.6
Value \$60,000 - \$79,999	396	33.7	2,176	14.2	12,756	12.2
Value \$80,000 - \$99,999	273	23.2	982	6.4	18,844	18.0
Value \$100,000 - \$149,999	171	14.6	742	4.8	32,783	31.3
Value \$150,000 - \$199,999	77	6.6	287	1.9	13,201	12.6
Value \$200,000 - \$299,999	49	4.2	131	0.9	6,440	6.2
Value \$300,000 - \$399,999	10	0.9	20	0.1	1,781	1.7
Value \$400,000 - \$499,999	4	0.3	28	0.2	565	0.5
Value \$500,000 - \$749,999	1	0.1	21	0.1	568	0.5
Value \$750,000 - \$999,999	9	0.8	6	0.0	153	0.1
Value \$1,000,000 or more	4	0.3	6	0.0	115	0.1
<b>2000 Housing Units by Units in Structure</b>	<b>2,544</b>		<b>34,314</b>		<b>150,222</b>	
1 Unit Attached	919	36.1	17,242	50.2	34,822	23.2
1 Unit Detached	753	29.6	3,944	11.5	81,581	54.3
2 Units	106	4.2	3,237	9.4	6,587	4.4
3 to 19 Units	415	16.3	7,220	21.0	16,056	10.7
20 to 49 Units	54	2.1	663	1.9	2,010	1.3
50 or More Units	262	10.3	1,915	5.6	3,436	2.3
Mobile Home or Trailer	7	0.3	88	0.3	5,650	3.8
Boat, RV, Van, etc	0	0.0	0	0.0	80	0.1
<b>2000 Housing Units by Year Built</b>	<b>2,544</b>		<b>34,314</b>		<b>150,222</b>	
Housing Units Built 1999 to March 2000	6	0.2	113	0.3	2,639	1.8
Housing Unit Built 1995 to 1998	11	0.4	108	0.3	7,674	5.1
Housing Unit Built 1990 to 1994	56	2.2	430	1.3	10,310	6.9
Housing Unit Built 1980 to 1989	151	5.9	1,112	3.2	16,834	11.2
Housing Unit Built 1970 to 1979	389	15.3	2,047	6.0	19,089	12.7
Housing Unit Built 1960 to 1969	272	10.7	2,369	6.9	14,922	9.9
Housing Unit Built 1950 to 1959	769	30.2	3,483	10.2	17,458	11.6
Housing Unit Built 1940 to 1949	420	16.5	4,278	12.5	12,371	8.2
Housing Unit Built 1939 or Earlier	443	17.4	20,369	59.4	48,925	32.6
<b>2000 Median Year Structure Built**</b>	<b>1955</b>		<b>1939</b>		<b>1958</b>	
<b>2000 Average Contract Rent</b>	<b>\$419</b>		<b>\$373</b>		<b>\$451</b>	

Source: Claritas, Inc.; Thomas Point Associates, Inc.

**APPENDIX B**

**FACILITY CONDITIONS ASSESSMENT  
REPORT**

**READING NAVAL AND MARINE RESERVE CENTER  
615 KENHORST BOULEVARD  
READING, PENNSYLVANIA**

**INCLUDING:**

**FACILITY CONDITIONS ASSESSMENT REPORT**

**CULTURAL RESOURCES SURVEY AND ASSESSMENT  
OF NAVAL RESERVE CENTERS**

**SITE MAPS, FLOOR PLANS, ELEVATIONS, AND  
INSPECTION PHOTOGRAPHS**

# Facility Conditions Assessment Report

For the 

## Reading Naval and Marine Corps Reserve Center

Property Located Along Kenhorst Blvd. & Pershing St.

City of Reading  
Berks County, PA

June 1, 2009



## **FACILITY CONDITION ASSESSMENT REPORT**

Per our contracted scope of work, the Project Team performed the general assessment of the Reading Naval & Marine Corps Reserve Center on March 4, 2009, including onsite review by the following sub-consultants/disciplines:

- Swiger Consulting, Inc. (SCI) – prime consultant
- TKS Architects, Inc. (TKS) – architectural
- C.S. Davidson, Inc. (CSD) – structural and civil/site
- Randy Paul & Associates, Inc. (RPA) - mechanical, electrical and plumbing
- Transportation Resources Group (TRG) – transportation/traffic

The following report contains building descriptions as well as our findings, conclusions and recommendations.

### **I. GENERAL FACILITY DESCRIPTION**

As noted in the “Cultural Resources Survey and Assessment of Naval Reserve Centers” (CRSA – attached in Appendix A) prepared for the Reading Naval & Marine Corps Reserve Center, the facility is located on a 7-acre parcel in southwest Reading, Berks County, Pennsylvania, and it contains five building-type structures as follows:

#### **Property Description**

The Reading Naval & Marine Corps Reserve Center is located at 615 Kenhorst Blvd. in the western quadrant of the City of Reading, Berks County, Pennsylvania. The property 7.05-acre property is physically located at the northeastern corner of the intersections of North Kenhorst Blvd. and Pershing Blvd. The property is located with the City’s R-3 Residential Zoning District.

The site is comprised of five individual buildings known as the Reserve Training Building, a Paint Locker, the Auto Vehicle Shop, a Garage and the General Storage “Howitzer” Shed. There are two large asphalt parking lots on the property, one located in the northwestern corner and adjoining Kenhorst Blvd, and the second in the eastern corner and accessed from Pershing Blvd. The northern quarter of the site another asphalt surfaced area surrounding the Howitzer Shed. Five access driveways serve the site; the main vehicle entrance to the building’s front from Kenhorst Blvd, three access drives to the parking lots and a driveway access from Pershing Blvd. that extends past the main building area to the property rear. This access appears to be in general alignment with Margaret Street on either side of the parcel.

The facility is served by public water and sewer with connections to the utility mains located in the adjacent streets. Natural gas is provided also from the services located within the public streets. Electric, telephone, cable television serve the property by overhead lines from existing poles located adjacent to the surrounding streets. Large overhead electric transmission lines bisect the property on a general east-west line behind the Reserve Training Building. All utilities appear through visual inspection to be in good condition and no deficiencies were noted regarding their function or service capacity.

The site generally slopes from south to north, with stormwater runoff generally conveyed away from the building and to the property's lowest elevation adjacent to Margaret Street along the northern property line. An existing at-grade stormwater basin is located at the northern corner of the Kenhorst Blvd parking lot.

**Existing Transportation Assessment**

The Naval and Marine Corps Reserve Center (NMCRC) is located on the northeast corner of Kenhorst Boulevard and Pershing Boulevard, located in the City of Reading. The area surrounding the NMCRC is comprised of a mixture of residential, institutional, and small business users. Table X lists the roadway characteristics for two roadways providing direct access to the facility.

<b>TABLE X ROADWAY SYSTEM CHARACTERISTICS</b>							
<b>Road Name</b>	<b>Ownership</b>	<b>Orientation</b>	<b>Number of Lanes</b>	<b>Curb to Curb Width</b>	<b>On Street Parking</b>	<b>Roadway Condition</b>	<b>Speed Limit</b>
Kenhorst Boulevard	City of Reading	N-S	2	52 ft	* Both sides	Good	35 mph
Pershing Boulevard	City of Reading	E-W	2	36 ft	Both sides	Good	25 mph

\* While the majority of Kenhorst Boulevard allows parking on both sides of the street, parking on Kenhorst Boulevard adjacent to the NMCRC is posted for "No Parking".

Kenhorst Boulevard is a collector roadway which provides connectivity to many of the major arterial and collector roadways around Reading, including: New Holland Road (S.R.0625), Lancaster Avenue (Business Route 222), Wyoming Boulevard and Museum Road. Field observations of Kenhorst Boulevard and Pershing Boulevard indicate that both roadways operate at a high level of service, with a negligible level of delay and congestion

Berks Area Reading Transportation Authority (BARTA) currently provides service to Kenhorst Boulevard and Pershing Avenue (adjacent to the NMCRC) on the "Brookline" Bus Route #10. This particular route begins at the BARTA Transportation Center, located at 8<sup>th</sup> and Cherry Streets and terminates at the intersection of E. Wyomissing Boulevard and Margaret Street. Buses are scheduled on Route #10 to run from 30 to 45 minutes apart, Monday through Saturday. Transfers onto 21 other local routes can be made at the BARTA Transportation Center.

**Reserve Training Building**

Based on our review of the provided 1988 Renovation Project (1988RP) drawings as well as our site visit, this 36,000 SF building – originally constructed in 1959 - was determined to consist of two floors: the lower Ground Floor; and the upper First Floor (see attached Floor Plans in Appendix B, and Photos G-1 and G-2 in Appendix C). With the exception of the southwest building wing where only the upper level is present, both floor levels are present within the entire building footprint. The site's gently rolling topography means that the exterior grades vary around the large perimeter of this building, and certain portions of each floor are grade-accessible depending on the location of interest (see attached Exterior Elevations in Appendix B).

### Architectural Description

The Reserve Training Building (RTB) consists of two (2) levels, comprising approximately 24,700 square feet in total. The facility plan is roughly an "F" shape with the main entrance slightly off center in the leg of the "F". The plan consists of double loaded corridors that are centered in each appendage, or wing, of the facility. The corridors are six (6) feet wide with concrete masonry walls (see Photo A-1). Corridor ceilings are suspended, acoustical lay-in panels in good condition. Corridor flooring is 12" x 12" vinyl tile in good condition with some minor cracking apparent at intersections with the structural column footing pads. An unusual condition exists at the corridor walls where the structural column footing pads project beyond the surface of the walls, and could create a tripping hazard, should high corridor traffic occur. Additionally, these pads could be an obstruction for wheelchair travel (see Photo A-2).

The majority of the rooms are approximately 375 square feet and of a rectangular shape. These rooms would not qualify as reimbursable classroom space by the Pennsylvania Department of Education, which requires classrooms to be a minimum of 660 square feet.

The rooms are carpeted with vinyl cove base and have suspended, lay-in acoustical ceilings. It was discovered that these ceilings, which were installed in the 1988 renovation, were suspended approximately 30 inches below the original 12" x 12" direct-glued ceilings (see Photo A-3).

Corridor doors do not meet current codes. The original hardware is a knob, rather than a lever style, and the vision glass exceeds current allowable sizes. Additionally, it did not appear that the glass was tempered, as no seal was apparent (see Photo A-4). Several of the corridor doors are louvered, which suggest that the existing mechanical system does not meet current codes in terms of corridor pressure and smoke control (see Photo A-5).

The corridors contain skylights, which provide nice levels of daylighting, however, many were found to be in need of repair or replacement, evidenced by obvious leaking and moisture penetration (see Photo A-6).

A large multi-purpose room (#234) is located in the rear of the facility, just off center of the plan. This space is constructed of large laminated wood construction, with sloped metal deck roofing (see Photo A-7). The flooring is striped for basketball, and baskets with rectangular backboards are suspended at each end. A small mezzanine is located at one end (see Photo A-8). The ceiling in this space is experiencing severe paint chipping, suggesting either a misapplication of the paint or moisture issues (see Photo A-9).

While the acoustical ceilings throughout the main floor of the facility are in good shape, the same is not true of the basement (ground) floor. The ceiling tiles throughout the level are bowed, and demonstrate either a humidity or moisture condition (see Photo A-10). These ceiling tiles will need to be replaced. The ground floor level, which is below grade to varying degrees, shows evidence of moisture penetration at the retaining walls in several locations (see Photo A-11).

Bathroom fixtures are, for the most part, original and no longer meet code. Floor mounted urinals will need to be replaced, and sinks and hardware need to meet current ADA codes (see Photo A-12).

Room 106, a large room currently used primarily for storage and weightlifting, appears to have originally been a vehicle maintenance space. This room has large expanses of fixed glazing along two (2) sides. This glazing is single pane set in non-thermally broken aluminum storefront mullions (see Photos A-13 & A-14).

The exterior of the facility is brick with large, square fixed windows with an operable awning light at the bottom, set into dryvit panels. These windows and dryvit panels were part of the 1988 renovations that replaced continuous banded windows (see Photos A-15 & A-16). The exterior materials and windows are in very good condition.

The roof of this building is a ballasted rubber roof with an approximate age of 20 years. The roof is scheduled for overall repairs in the spring of 2009, but given the age, a total replacement is recommended.

### Structural Description

Based on our review of the 1988RP as well as our site observations, it appears that the structural framing system consists of conventionally-reinforced, cast-in-place concrete floor and roof slabs and beams supported by structural steel columns (wide flanges and hollow sections). An abundance of non-load-bearing CMU shear walls are used to laterally stabilize the structure.

The only exceptions to this type of construction are the weight room and gymnasium "wings", both having roof systems supported by glue-laminated wood beams. Cast-in-place concrete retaining walls are present along the entire perimeter of the basement, and, per the CRSA, this structure has a shallow concrete (spread footing) foundation system.

### Mechanical System Description

The original 1959 building's mechanical systems have gone through various mechanical upgrades and renovations through its history. Original system was installed in 1959 and consisted of an oil fired hot water heating system with base mounted hot water circulating pumps, (Photo H-11) wall finned radiation (Photo H-1, H-17, H-22, H-24) and pneumatic temperature control (Photo H-10). In 1988 a major renovation was provided for this facility. New hot water piping distribution was installed and reconnected to the existing wall fin radiation. System included a new hot water circulating pumps, (Photo H-8) expansion system (Photo H-14) and converting existing hot water oil fired boiler to gas. In 1994 the existing hot water boiler (Photo H-6) was replaced with a new gas fired hot water boiler. The most current renovation in 2001 included the addition of air conditioning, D.D.C. control systems and hot water duct coils and associated piping systems.

A visual inspection of all existing mechanical systems was conducted and recorded. The existing mechanical systems of the Reserve Training Building consists of original 1959 hot water wall fin radiation heating with associated hot water piping distribution renovated in 1988. The current air conditioning system was added to the building in 2001 and consists of the following:

Packaged roof-top air conditioning with gas fired heating (RTU-1, 1½ ton, RTU-2, 1½ ton, RTU-3, 4 ton, RTU-4, 5 ton, RTU-5 12½ ton, RTU-6, 8 ½ ton, RTU-7, 3 ton RTU-8, 2 ton) (Photo H-31, H-33, H-34, H-35, H-36) and insulated metal duct distribution serving the first floor and basement west side class rooms. Split-system air conditioning with hot water coils, associated hot water piping distribution, outdoor condensing units, (A/C-1, 3 ton, AC-2, 2½ ton, AC-3, 1½ ton, AC-4, 6½ ton, AC-4A, 6½ ton, AC-5, 1½ ton, AC-6, 1½ ton)(Photo H-21, H-23) and insulated metal duct distribution serving the remaining classrooms. RTU-5 and RTU-6 system included a (VVT) variable volume temperature control system. Ventilation air is currently introduced into the building via packaged rooftop unit outside air intakes and split-

system ducted outside air intake louvered openings. Also, in 2001, corridor walls were provided with transfer air grilles and fire dampers at transfer openings throughout the building.

In 1988 rooftop relief air hoods were added throughout the building providing general building pressure relief. (Photo H-35) The toilet areas are currently served by rooftop mounted exhaust fans and associated exhaust ductwork also renovated in 1988. All systems are currently controlled via D.D.C. (Direct Digital Control) system installed in 2001. (Photo H-25, H-29)

Site inspection revealed one abandoned fuel oil transfer pump and associated accessories located within the boiler room. (Photo H-12) In 1988 a 3" gas service and piping distribution was added to the building to facilitate the oil to gas boiler conversion. Later in 2001, the gas service was expanded to serve the new gas fired packaged air conditioning units. (Photo H-33)

The hot water heating is currently being generated by one gas fired cast iron sectional hot water boiler, installed in 1994. (Photo H-6) In 1988, all boiler room piping, including expansion tank, valves, air separator etc. were renovated with the exception of P-1 and P-2 pumps and associated chemical feed pot still vintage 1959. (Photo H-11)

The existing hot water boiler with insulated flue is of conventional design extending and connecting to the existing chimney. Boiler make-up air is provided via a tempered power make-up air fan system (Photo H-13) and conventional outside air intake louver interlocked with boiler. (Photo H-16) Four hot water distribution pumps currently serve the building, two base mounted hot water pumps P-1 & P-2 installed 1959 (Photo H-11) and two inline mounted hot water pumps P-3 & P-4 installed 2001. (Photo H-8) All pumps are located within the boiler room. The site inspection revealed one abandoned pneumatic air compressor, dryer, main pneumatic control panel installed 1959. (Photo H-10)

The Gun Room is currently served by two hot water horizontal unit heaters (Photo H-18, H-19) and wall fin hot water heaters providing heating only. Ventilation is provided via panel type, through the wall exhaust fans and louvered fresh air intakes installed in 1959. (Photo H-20)

The Gym is currently served by two ceiling mounted hot water horizontal unit ventilators for heating and ventilation with wall fin hot water heaters providing supplemental perimeter heating. (Photo H-24) Roof-top gravity ventilator providing pressure relief installed in 1959 cooling is provided via two ceiling mounted split system horizontal air handlers with DX cooling coils and associated outdoor pad mounted condensing units installed in 2001. (Photo H-23)

The first floor computer and telecommunication room is currently being served by a floor mounted room environmental control unit with outdoor remote condenser unit, installed in 2001.

#### Electrical System Description

Throughout the life of this building, various upgrades have been made to the original dual voltage electric service, and to the building lighting.

During the 1988 Renovation Project, new panel feeders were installed for single-phase 'LP' lighting and power panels throughout the building, fed from the switchboard's 1200 AMP single-phase section. A zoned, manual fire alarm system was also installed at this time. (Photo E-1) High-pressure sodium high-bay lights were also installed in the Gymnasium at this time. (Photo E-2) Exit signs and wall-mounted emergency battery lighting units were installed as part of this renovation. (Photo E-3)

The Gun Room is lit with suspended incandescent reflector lights, installed before the 1988 renovation. (Photo E-4) In addition, disconnect switches and one panel board, which serve boiler room equipment, appear to have been installed at the time the building was constructed.

In 2001, major electrical revisions were made to electrical distribution system. A new 2000 AMP, 120/208V, 3 phase service was installed, to replace a previous dual voltage service which used multiple service disconnects. (Photo E-5) Step-up transformers and additional 480V distribution panels were also added at this time to serve existing 480V equipment.(Photo E-6) Existing panels were re-connected to this new system.

During these renovations, power to new roof-top HVAC units and split system A/C units were provided, using new panel boards located in the Electrical Room. (Photo E-7)

Lighting fixtures that use T8 fluorescent lamps and electronic ballasts were installed as part of the 2001 project. In office areas, parabolic fixtures were used. (Photo E-8)

According to the construction documents for the 2001 renovation, emergency lighting in the corridors are provided by emergency lighting ballasts within the fluorescent fixtures, though we were unable to field verify their existence. Wall-mounted emergency battery lighting units remain from the previous remodel. (Photo E-9)

#### Plumbing System Description

The existing plumbing systems of the Reserve Training Building consist of original 1959 piping and fixtures with the exception of a minor renovation of a few toilet and lavatory fixtures during the 1988 renovation. (Photo P-1, P-3, P-4)

The domestic water service to the building consisted of a 4-inch water main line entering boiler room. The visual inspection revealed that the domestic central hot water system was abandoned except for a small, 40-gallon electric hot water heater installed for the break room. (Photo P-2)

The 1988 Renovation Project appears to have generally involved select demolition, architectural improvements and programming upgrades, and energy conservation improvements within the building footprint, as well as site grading improvements (including new site retaining walls) immediately outside of the structure.

#### **Paint Locker**

This single-story, at-grade, 100 SF structure is comprised of load-bearing concrete masonry units (clad with exterior brick veneer) which support a wood-truss-framed gabled roof system (Photo G-3).

The paint locker building is a facility of approximately 100 square feet, constructed of brick and block masonry bearing construction with a gabled, shingle clad roof. It appears in good condition. (see Photo A-17). There are no mechanical, Electrical or Plumbing systems present in this structure.

## **Auto Vehicle Shop**

### **Architectural Description**

This facility consists of two (2) distinct sections; a 2,300 SF high bay section consisting of four (4) garage bays with clerestory windows on both sides and a 1,000 SF single bay with entrance door (see Photo A-18, and G-4 through G-6)). The facility has a brick veneer exterior and appears in very good condition. The garage doors are in very good condition and operate well (see Photo A-19). All doors, both interior and exterior, lack lever-type hardware. The toilet room is large enough to accommodate ADA code features, but is currently also serving as a storage room. There is a steel construction mezzanine in the larger four (4) bay structure that spans one (1) structural bay (see Photo A-20). This facility appears to be in very good overall condition.

### **Structural Description**

The structure is comprised of load-bearing concrete masonry units (clad with exterior brick veneer as well as standing seam metal panel), steel columns, and structural steel beam and open-web joist roof framing, all supported by a shallow concrete (spread footing) foundation system.

### **Mechanical System Description**

The existing mechanicals of the Auto Vehicle Shop consist of original 1988 ceiling mounted gas fired horizontal unit heaters with flue extending through roof within the High Bay areas. (Photo H-3)

Toilet Room heating provided by a vertical floor mounted gas fired unit heater installed in 2001. (Photo H-4) Toilet exhaust provided by a rooftop mounted exhaust fan and associated exhaust ductwork installed in 1988.

Vehicle exhaust consist of direct connecting (reel type) self-contained exhaust units including ceiling mounted fan terminal with drop down flexible hose reels vented directly up through roof. (Photo H-3) Make-up air for this system is provided via rooftop intake hood and duct distribution system installed in 1988. In 1988 a 2" gas service and piping distribution was provided to facilitate the gas fired heating equipment.

### **Electrical System Description**

This building is served with a 200A, 120/208V single-phase electrical service. (Photo E-10) This equipment varies in age and condition. The building is lit with high-pressure sodium high-bay light fixtures that use metal reflectors. (Photo E-11)

### **Plumbing System Description**

The existing plumbing systems of the Auto Vehicle Shop consist of original 1988 piping and fixtures. The domestic water service consists of a 1" water main line entering the garage. Hot water heating is provided via 1, 40-gallon gas fired hot water heater. (Photo P-5)

## **Garage**

This single-story, at-grade, 525 SF structure contains two vehicle service/storage bays and is comprised of load-bearing concrete masonry units (clad with exterior brick veneer), and steel framing supporting a flat roof system (Photo G-7). Per the CRSA, this structure has a shallow concrete (spread footing) foundation system.

The roof is flat and slopes from front to back. There are two (2) garage doors in very good operating condition. There are opaque vision panels above the garage door, provided an acceptable level of daylighting. The facility appears to be in very good condition (see Photo A-17).

There are no mechanical or plumbing systems present in this building and it does not have a separate panel board serving it. It has a few incandescent lights.

### **General Storage (i.e., "Howitzer") Shed**

Constructed in 1991, this one-story, 4,700 SF structure contains six vehicle service/storage bays and is comprised of standard pre-engineered metal building framing (clad with standing seam metal panels) supported by a shallow concrete (spread footing) foundation system. See Photo G-8.

This structure appears to be the newest construction on the property, built in 1991. It is constructed of light gauge steel with corrugated metal panel exterior. It has six (6) garage bays (see Photo A-21). The roof is a flat, corrugated metal panel, similar to the wall panel system and slopes from front to back. The building is not insulated (see Photo A-22). The garage doors are in excellent operable condition. This facility is in excellent overall condition.

This building is served with a 100A, single phase electrical service. (Photo E-12) Lighting is provided by suspended fluorescent lights that use T12 high output lamps. (Photo E-13) A minimal amount of receptacles are provided for general use. There are no mechanical systems present in this structure.

## **II. INSPECTION PROCEDURES**

In preparation for our site visit, the team reviewed all available documentation of the facility, especially the 1988RP and CSRA documents. Our site visit consisted of visual observations of readily available and accessible areas, with no physical or material testing being performed. Documentation of our inspection was performed via hand-written field notes and photographs.

## **III. INSPECTION FINDINGS & CONCLUSIONS**

### **Reserve Training Building**

#### **Structural Findings & Conclusions**

As noted in the description section of this report, this building is primarily constructed of very durable cast-in-place concrete floor framing, concrete masonry walls, and painted structural steel columns (Photos S-1, S-2). This type of construction is considered extremely redundant in that the masonry walls assist the columns in supporting the vertical loads, and also prevent the columns from experiencing bending forces caused by lateral loads (e.g., wind or seismic). This redundancy is most likely the result of design practices and requirements for military facilities in the late 1950's (i.e., during the Cold War); in fact, it is quite probable that this structure -- especially its Ground Floor -- was specified as a Civil Defense shelter. Given the inherent

strength and durability of its construction, as well as its obvious good maintenance and the fact that it was extensively renovated in 1988, it is not surprising that there are so few noted structural deficiencies. These deficiencies include minor hairline cracks in isolated locations of the masonry walls (Photos S-3, S-4), and peeling paint from the steel deck roof in the gymnasium (Photo S-5), neither being serious in nature. Otherwise, there are no obvious indications of overstressed or deteriorated elements, nor was there any evidence of groundwater infiltration through the basement walls.

#### Mechanical Findings & Conclusions

In general the mechanical systems were found in good condition and appeared to function properly during our site inspection. The site inspection did reveal a few items that were found to be at the end of their normal life expectancy as follows:

Base mounted hot water pumps P-1 and P-2 and associated chemical feed pot system located within Boiler Room, (Photo H-11) horizontal unit heaters and panel wall exhaust fans located with the Gun Room, (Photo H-18, H-19, H-20) ceiling mounted hot water horizontal unit ventilators and roof-top pressure relief hood located within the Gym.

Also found were systems abandoned in place as follows: Fuel oil transfer pump and associated fuel gauge, filter and piping. (Note – system no longer needed for boiler operation) located within Boiler Room. (Photo H-12) Pneumatic control system and compressor also located within Boiler Room. (Photo H-10)

#### Electrical Findings & Conclusions

Generally, the electrical systems and lighting throughout the building are in good condition and have been well maintained.

The switchboard, transformers and other distribution equipment located in the Electrical Room are relatively new, and in good condition. (Photo E-14) These 'LP' lighting and power panels located throughout the building were installed prior to 1988, but have been well maintained and are in good condition. (Photo E-15)

The fluorescent lights, installed as part of the 2001 renovation are energy efficient, and are appropriate for use in a future business or educational occupancy. The high-pressure sodium lights in the Gym are reaching the end of their useful life.

The wall-mounted emergency battery lighting units are in poor condition. If the integral emergency batteries were not installed as in the corridor lights, as shown on the 2001 plans, then the amount of emergency lighting provided by the wall-mounted units will be inadequate to meet current code-mandated lighting levels. The fire alarm system is a zoned system, but only half of the available zones are currently in use.

The incandescent lights in the Gun Room provide a minimal amount of light, which may not be adequate to support usage of that space during evening hours.

The disconnect switches and original panel board, which serve boiler room equipment, have exceeded their useful life. The manufacturer of this equipment is no longer in business so replacement parts for this equipment are scarce and may be expensive. (Photo E-16)

### Plumbing Findings & Conclusions

In general the plumbing systems were found functional but in poor condition. During the 1988 renovation, a few toilets and lavatories were replaced throughout the building. The evaluation revealed that the plumbing system is over its normal life expectancy. (Photo P-1, P-2, P-3, P-4, P-7)

### **Paint Locker**

#### Architectural Findings & Conclusions

This building is in good structural condition, once again due to the fact that it is constructed of durable masonry materials. There is evidence of insect infiltration (i.e., a wasp nest in the southeast corner of the roof framing) due to the open nature of the gables; however, there was no obvious damage to wood roof joists.

#### Structural Findings & Conclusions

This building is in good structural condition, once again due to the fact that it is constructed of durable masonry materials (Photo S-6). There is evidence of insect infiltration (i.e., a wasp nest in the southeast corner of the roof framing) due to the open nature of the gables; however, there was no obvious damage to wood roof joists.

### **Auto Vehicle Shop**

#### Findings & Conclusions

This building is in good structural condition, with only minor "cosmetic" deficiencies noted. These include a moderate crack in the east section's floor slab; evidence of minor groundwater infiltration and efflorescence on the inside face of the east retaining wall; a severe corner spall of the exterior brick façade; missing/deteriorated joint material between the exterior apron slabs and the building column piers; and delaminated exterior wood veneer above the maintenance bay doors.

This building is in good structural condition, with only minor "cosmetic" deficiencies noted. These include a moderate crack in the east section's floor slab (Photo S-7); evidence of minor groundwater infiltration and efflorescence on the inside face of the east retaining wall (Photo S-8); a severe corner spall of the exterior brick façade (Photo S-9); missing/deteriorated joint material between the exterior apron slabs and the building column piers (Photo S-10); and delaminated exterior wood veneer above the maintenance bay doors (Photo S-11).

In general the Mechanical Systems were found in good condition and appeared to function properly during our site inspection. There is an existing backbox from an abandoned panel, which currently serves as a pull box. This box has a hinged, non-lockable cover, which allows potential access to wiring by unauthorized personnel. In general the plumbing systems were found functional and in good condition.

## **Garage**

### **Findings & Conclusions**

This building is in good structural condition. The only noted structural deficiencies are the deteriorated wood jambs for the roll-up doors, and minor corrosion on the exposed steel column between these doors (Photo S-12). The lighting in this building is adequate.

## **General Storage (i.e., "Howitzer") Shed**

### **Findings & Conclusions**

Given its young age, this building is in good to excellent condition with the only noted structural deficiencies associated with its exterior metal panel veneer: a loose/detached trim piece at the base of the southeast corner (Photo S-13); and damaged portions along the south wall due to obvious (but minor) vehicular impact (Photo S-14). The electrical equipment and lighting in this building are in good condition.

## **IV. RECOMMENDATIONS**

As noted, all five of the buildings are in good structural condition with only minor deficiencies noted. Most of these deficiencies are "cosmetic" in nature and do not necessarily have to be repaired. The others can easily be prioritized and incorporated into a general repair or maintenance program. As such, no specific structural recommendations will be made at this time.

Regarding the potential re-use (or changed use) of the Reserve Training Building, given its previously noted redundant construction and associated inherent strengths, it can be anticipated that very few structural modifications (including code-required strengthening) will be required, regardless of the proposed use. For example, given the fact that the floor framing system is currently supporting office space, which requires a rather high live load capacity of 100 PSF, it is doubtful that any other reasonable use of this space will exceed this capacity. It should be noted that building additions, select demolition, and/or other significant building changes most likely will require structural modifications. Possible examples of this would include elevator retrofits, an entrance canopy, and creation of open interior spaces by wall and slab removals, etc.

### **Mechanical Recommendations**

Replace base mounted hot water pumps P-1 and P-2 and associated chemical feed pot system located within Boiler Room, replace horizontal unit heaters and panel wall exhaust fans located with the Gun Room, replace ceiling mounted hot water horizontal unit ventilators and roof-top pressure relief hood located within the Gym.

### **Electrical Recommendations**

We recommend replacing the high-pressure sodium lights in the Gym with a T5 fluorescent high bay if the space is to be used frequently during evening hours.

The wall-mounted emergency battery lighting units are in poor condition. If the integral emergency batteries were not installed as in the corridor lights, as shown on the 2001 plans, then the amount of emergency lighting provided by the wall-mounted units will be inadequate to meet current requirements. Update emergency lighting throughout building if upon verification of battery units.

In conjunction with the recommended replacement of boiler and controls by HVAC contractor, install new starters, disconnect switches and panel board to replace outdated boiler room equipment.

Depending on the future occupancy of the building, it may become necessary to provide additional strobe lights to augment the existing fire alarm system.

In the Auto Vehicle Shop, we recommend that the panel which currently serves as a pull box be replaced with an enclosed junction box. We also recommend replacing the high-pressure sodium lights with energy efficient fluorescent lights of the building will be occupied and used daily. If it used as storage, the existing lights will suffice.

#### Plumbing Recommendations

Replace all above ground sanitary and domestic piping systems, replace all out-of-date non-efficient and non-A.D.A. compliant plumbing fixtures. Provide a new complete domestic hot water piping distribution system and hot water heaters.

**Appendix A:**

**“Cultural Resources Survey and Assessment  
Of Naval Reserve Centers” (CRSA)**

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**CULTURAL RESOURCES SURVEY AND  
ASSESSMENT**

**OF NAVAL RESERVE CENTERS**

**IN  
ATLANTIC OPERATIONS  
ENGINEERING FIELD DIVISION NORTH  
ENGINEERING FIELD ACTIVITY CHESAPEAKE  
NAVAL FACILITIES ENGINEERING COMMAND**



**NAVAL & MARINE CORPS RESERVE CENTER  
READING, PENNSYLVANIA**

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**CULTURAL RESOURCES SURVEY AND ASSESSMENT OF  
NAVAL RESERVE CENTERS  
WITHIN  
THE GEOGRAPHICAL AREAS OF RESPONSIBILITY OF  
ATLANTIC OPERATIONS  
ENGINEERING FIELD DIVISION NORTH  
ENGINEERING FIELD ACTIVITY CHESAPEAKE  
NAVAL FACILITIES ENGINEERING COMMAND**

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## INTRODUCTION

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The information in this report is part of a survey of Naval Reserve Centers (NRCs) in the area of responsibility of Atlantic Operations (LANTOPS), Engineering Field Division North (EFDNORTH), and Engineering Field Activity Chesapeake (EFACHES), Naval Facilities Engineering Command. It is similar to a study completed in 1996 for NRCs in the area of responsibility of Southern Division, Naval Facilities Engineering Command. The project, undertaken with funding from the Legacy Resource Management Program, describes the post-World War II Naval Reserve Facilities Program and documents those NRCs at which the Department of the Navy is the host federal agency. The National Historic Preservation Act (NHPA) of 1966 (16 USC § 470; Public Law 89-665; 36 CFR 63), as amended (53 FR 4727-46), directs federal agencies to identify historic properties under their stewardship and preserve those that are eligible for inclusion in the National Register of Historic Places (NRHP). This study examines each of the targeted activities and evaluates their potential NRHP eligibility in compliance with the NHPA of 1966.

This project began in September 1995 with a review of documentation at the Naval Reserve Director of Facilities (DIRFAC) Northeast Region at Fort Dix, NJ. Supplemental materials were gathered at other Navy repositories, including each of the NRCs. Draft copies of the report were submitted in May 1997 to the Naval Reserve Surface Force Command in New Orleans, and to LANTOPS, EFDNORTH, EFACHES, and DIRFAC Northeast. Copies of the final report have been provided to each of the aforementioned offices. The final report includes a general summary of the Naval Reserve Program, building types associated with the program, survey and evaluation methods, and written documentation on each of the 46 targeted NRCs in the project area. The attached report is confined solely to this NRC.

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CULTURAL RESOURCES SURVEY AND ASSESSMENT

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NAVAL & MARINE CORPS RESERVE CENTER  
READING, PENNSYLVANIA



Figure 1. Naval and Marine Corps Reserve Center Reading, Pennsylvania, 1995

**NAME:** Naval & Marine Corps Reserve Center, Reading, Pennsylvania (UIC No.: N61881)

**CURRENT FUNCTION:** DEFENSE: Naval Facility (Naval and Marine Corps Reserve Center)

**LOCATION:** 615 Kenhorst Boulevard, Reading, Pennsylvania 19611-1717

**STATUS:** Active

**OWNERSHIP:** U.S. Navy

**INVENTORY OF PROPERTIES:**

5 Buildings

3 Structures

2 Objects

**HISTORIC FUNCTION:** DEFENSE: Naval Facility (Naval and Marine Corps Reserve Center)

**ACREAGE:** 7.06 acres

**PHYSICAL DESCRIPTION**

The U. S. Naval and Marine Corps Reserve Center (N&MCRC), Reading, Pennsylvania, (Figure 1) occupies 7.06 acres within the Reading city limits in Berks County. The Center comprises 10 buildings, structures, and objects: Reserve Training Building (RTB) (Facility 1), Paint Locker (Facility 2), Auto Vehicle Shop/Gun Shed (Facility 3), Garage (Facility 4), Flagpole (Facility 5), Fuel Oil Storage Tank (Facility 7), General Storage Shed (Facility 8), freestanding sign, and two monuments (no facility numbers). The current N&MCRC was moved from a Reading Airport facility in 1959.

## CULTURAL RESOURCES SURVEY AND ASSESSMENT

In a park-like neighborhood setting, the N&MCRC occupies the northeast corner of the four-lane Kenhorst Boulevard and two-lane Pershing Boulevard intersection (Figure 2). The complex is set in a graded and gently rolling landscape. Facing the N&MCRC across Kenhorst Boulevard to the west is the State Police building adjacent to mixed commercial and residential development. Similar development continues adjacent and north of the Center,

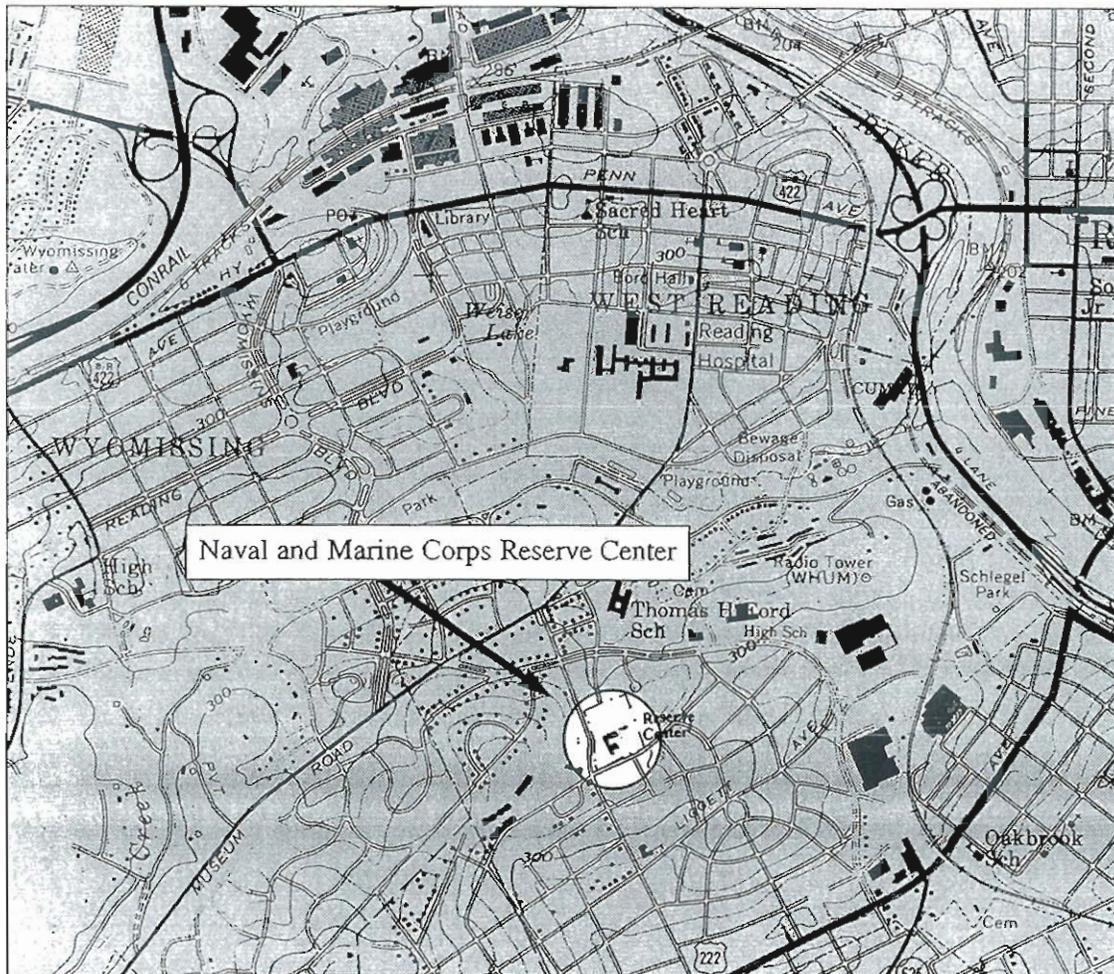


Figure 2. Detail U.S.G.S. Reading, PA Quadrangle 7.5' Map (1956/1983)

while south of the N&MCRC, across Pershing Boulevard, is predominately residential development. The eastern property line borders on the Olivet Boys and Girls Club as well as a large, circa-1960 subsidized housing project.

The irregularly shaped N&MCRC parcel has primary access from Kenhorst Boulevard, although an additional driveway connects from Pershing Boulevard to the rear of the RTB and primary parking areas. Set back from the streets, the RTB and other buildings populate the southern half of the site and are surrounded by expansive green lawns planted with scattered deciduous trees and shrubbery (Figure 3). The northern half of the property is

## CULTURAL RESOURCES SURVEY AND ASSESSMENT

largely covered with asphalt paving and is used for parking, although a small retention pond adjoins the northern property line. The streetfront parking lot is used primarily for Reservist parking, while chain-link fencing encloses a motor pool area and Facility 8 in the northeast quadrant of the site. To complete the formal landscaping, a concrete walk leads from Kenshorst Boulevard to the RTB's main entrance.

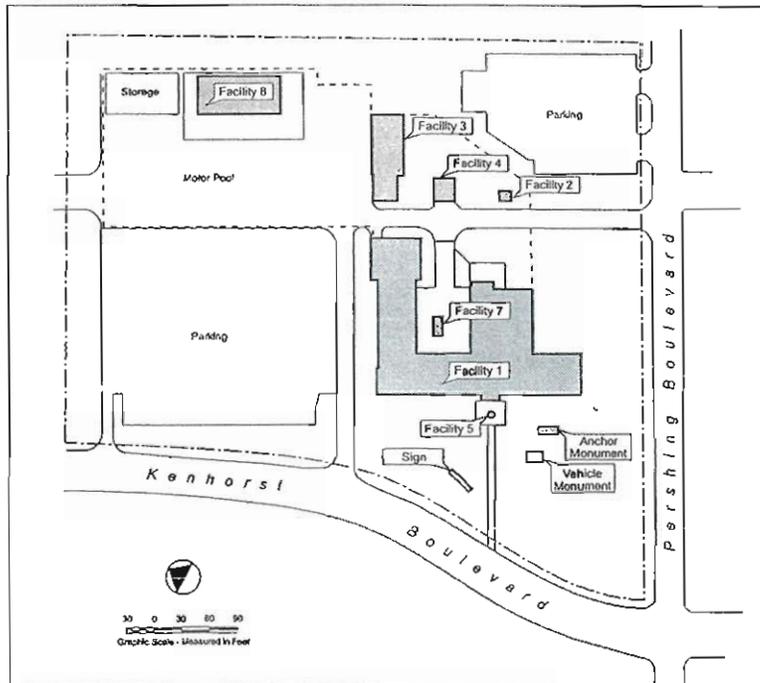


Figure 3. Site Plan, Naval and Marine Corps Reserve Center Reading, Pennsylvania

walkway is a freestanding signage wall framed by shrubbery and identifying the facility as a "U.S. Naval & Marine Corps Reserve Center." A self-contained parking lot occupies the southeast corner of the property and is accessible only from Pershing Boulevard.

The 1- and 2-story RTB (Facility 1) faces west and Kenshorst Boulevard. From the street the building reads as a single story with a continuous roofline, but the land is graded so that while the right (south) portion of the main facade is 1 story, the left (north) portion has 2 stories above grade level. The F-plan RTB measures 220 x 175 x 26 feet overall and is 24,687 square feet. The building was completed in 1959 and rests on a poured-concrete foundation. Constructed of concrete block and steel framing, the RTB was originally faced with brick and aluminum curtain walls. Between 1989 and 1990 as part of the Whole Center Repair Program, the curtain walls and fenestration were replaced with precast-concrete panels and new windows. The front (west) and north wings have flat, built-up tar and gravel roofs with aluminum-coped parapet walls. The rifle range-drill hall projects as a wing from the rear (east) facade; this wing has a front-gabled roof that projects above the front and north wings' roofline.

In form, the building is fairly regular with simple, straight facades. The main facade of the RTB faces west-southwest and is articulated in three sections: a slightly off-center entrance bay flanked by fenestrated bays to either side. The north facade is similar in design, although it also incorporates a fully glazed, studio-like building at its east end. The two rear-

parking, while chain-link fencing encloses a motor pool area and Facility 8 in the northeast quadrant of the site. To complete the formal landscaping, a concrete walk leads from Kenshorst Boulevard to the RTB's main entrance. Centered in a rectilinear concrete pad directly in front of the doors is the 50-foot-tall Flagpole (Facility 5). Two monuments augment the streetfront landscaping: south of the walkway, an anchor monument rests in the grass and a lightweight vehicle is parked on an isolated concrete pad. North of the

## CULTURAL RESOURCES SURVEY AND ASSESSMENT

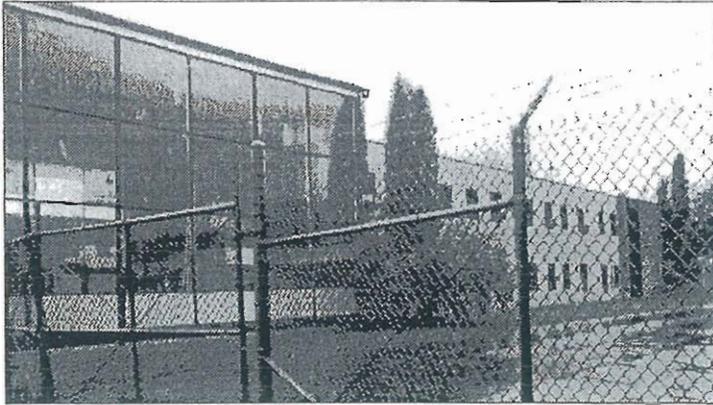


Figure 4 Reserve Training Building, Naval and Marine Corps Reserve Center Reading, Pennsylvania, 1995

each story, these facades currently consist of well-spaced, single windows. Each is composed of a large fixed-pane window stacked above an awning window. Frequently the awning window frame contains a window air conditioning unit instead. The other facades are similar to the main facade except for the studio-like building in the north wing. Most similar to the original design, it is expressed in full-height plate glass divided by metal glazing bars (Figure 4). The drill hall fenestration appears to have been altered, and its south facade consists of banded, sliding-glass windows at a clerestory level. The end (east) wall of the north wing is a windowless expanse of brick, while that of the center wing consists of the original, unfenestrated metal paneling.

The primary entrance is slightly off center on the main (west) facade of the RTB. Framed by wide panels of brick veneer, the recessed entrance consists of paired double doors with sheet-glass sidelights and transoms. The current doors and glazing result from 1989 to 1990 renovations, although they retain the character of the original.

Designed and built as an N&MCRC, the interior is organized with various-sized rooms along corridors that follow the perimeter of the RTB. Internal stairwells to the northwest corner, the northeast corner, and to the internal corners facing the paved, rear court

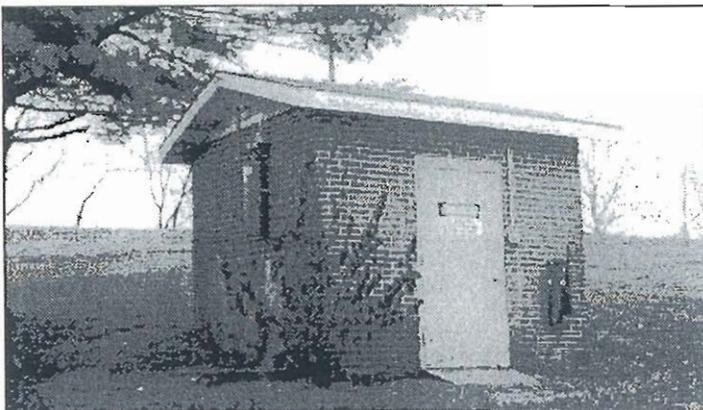


Figure 5. Paint Locker, Naval and Marine Corps Reserve Center Reading, Pennsylvania, 1995

projecting wings create a paved court, and the courtyard facades are similar in design to the main (west) and north sides.

Fenestration and doors are of aluminum frame throughout the RTB. The west facade has windows to either side of the entrance—11 to the north and 10 to the south—that reflect 1989 to 1990 renovations.

Originally consisting of continuous, banded windows to

provide vertical circulation. Single, wood-and-metal-glazed doors control movement. Offices and lounges are finished with carpet, and linoleum tile has been installed in the hallways and classrooms. Office and lounge walls are of drywall; concrete block is used in the hallways, classrooms, and exterior walls. Dropped acoustic tile ceilings and dropped, fluorescent lighting are found throughout.



Figure 6. Garage, Naval and Marine Corps Reserve Center Reading, Pennsylvania, 1995

building is clad with brick, stands on a poured-concrete foundation, and has a side-gabled roof covered in composition shingles. The front wall faces west and the RTB and has a single metal door. The building is in good condition.

The Garage (Figure 6) is directly north of the Paint Locker and also faces west. The 1-story, rectangular-plan building measures 25 x 21 x 13 feet, is 541 square feet, and holds two service bays. The walls are of load-bearing brick construction that stand on a poured-concrete foundation. The roof is flat and composed of built-up tar and gravel with coping to the parapet. The front wall has two metal roll-up doors, each with three vision panels. There is no other fenestration. Facility 4 stands in good condition.

North of the Garage is the 1- and 2-story Auto Vehicle Shop (Facility 3). Facility 3 faces north and the fenced motor pool area. Rectangular in plan with a slight front projection, it measures 65 x 35 x 24 feet and is 2,783 square feet. The exterior surface consists of brick, curtain-wall glazing and standing-seam metal attached to a load-bearing masonry structural system. The building stands on a poured-concrete foundation and has a flat, built-up tar and gravel roof with coping to the parapet. The front facade consists of glazed office space above four service bays to the east and a 1-story, single service bay to the west (Figure 7). Each

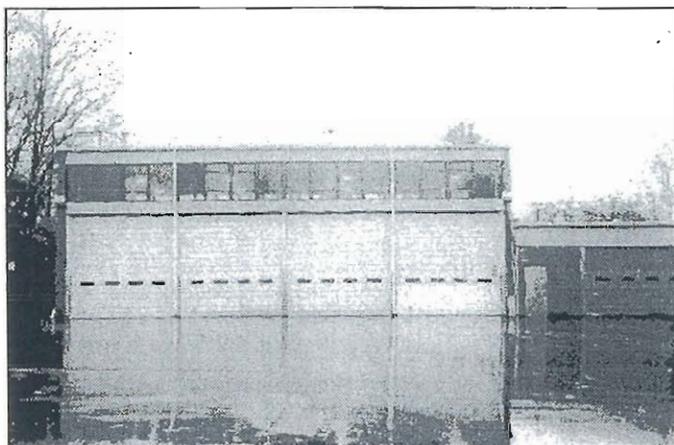


Figure 7. Auto Vehicle Shop, Naval and Marine Corps Reserve Center Reading, Pennsylvania, 1995

East of the RTB are three contemporaneous buildings: the Paint Locker (Facility 2), the two-bay Garage (Facility 4), and the Auto Vehicle Shop/Gun Shed (Facility 3), from south to north, respectively. The Paint Locker (Figure 5) is a diminutive, 1-story building. Square in plan, it measures 10 x 10 x nine feet and is 100 square feet. The load-bearing masonry

service bay is accessed by a metal roll-up door incorporating four vision panels. Fixed-pane, aluminum frame curtain-wall glazing to the 2nd story occurs on both the north and the south facades. Although some of the glazing was replaced during the 1989 to 1990 repairs, the frames and patterning remain unchanged. Facility 3 has been modified only slightly and stands in good to excellent condition.

The final building at the N&MCRC is the General Storage Shed (Facility 8), also referred to

## CULTURAL RESOURCES SURVEY AND ASSESSMENT



Figure 8. General storage shed, Naval and Marine Corps Reserve Center Reading, Pennsylvania, 1995

as the howitzer shed (Figure 8) Located in the northeast corner of the property. Facility 8 faces west and the fenced motor pool area. Constructed in 1991, the rectangular-plan building measures 92 x 51 x 16 feet and is 8,000 square feet. The building consists of wood framed construction clad with standing-seam metal panels. It stands on a poured-concrete foundation and has a flat roof covered in corrugated metal. The front (west) wall has six, overhead rolling bay metal doors with three vision panels each; there are no windows. Facility 8 stands in excellent condition.

### HISTORIC BACKGROUND

N&MCRC Reading, situated at 615 Kenhorst Boulevard, was built in 1959 as part of the Naval Reserve permanent facilities program. During this period, the Navy replaced many existing temporary and semipermanent Naval Reserve Centers (NRCs) with masonry facilities. N&MCRC Reading replaced an NRC that consisted of about 20 buildings, most of which were built as part of a World War II Army Air Field that later became a municipal airport. Currently, N&MCRC Reading is in an industrial park in southwest Reading. The facility is composed of the 2-story brick RTB, Paint Locker, Marine Corps Reserve Auto Vehicle Shop/Gun Shed, Navy Garage, Flagpole, 8,000-gallon Fuel Oil Storage Tank, and General Storage Shed. All of these components were built during the initial period of construction, except for the General Storage Shed, which was constructed in 1991.

The Naval Reserve had its inception in Reading in 1926 as a radio communications unit. Although it trained for a short period in Reading's YMCA building at 8th and Green streets, Naval Communications Reserve Unit 4 drilled on the second floor of the American Legion Post at 133 North 4th Street until the beginning of World War II. The unit, which was originally established by local ham radio enthusiasts, was called to active duty in 1941 (Franz, 1991).

The Naval Reserve was reorganized in the spring of 1946 when advocates of the program, including Secretary of Defense James Forrestal, secured sufficient federal funding for a large peacetime Reserve force and a building program to provide new units with training centers. The Navy activated the postwar Naval Reserve on March 27, 1946, and authorized 760 divisions, each with 13 officers and 200 enlisted men, to begin training on July 1, 1946. The immediate popularity of the program motivated Forrestal to promote his plan for the Naval Reserve's first large-scale construction project. The program would provide new training centers for all newly established Reserve units. Modern training facilities were essential to the success of the Naval Reserve, particularly for units in landlocked areas. Although Forrestal and other Naval Reserve supporters had some difficulty convincing war-weary congressmen to increase defense spending, the program was approved. Construction funding was delayed until the start of Fiscal Year 1946-1947, but representatives of the Naval

## CULTURAL RESOURCES SURVEY AND ASSESSMENT

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Reserve began choosing sites for the facilities and negotiating with local leaders for land leases in 275 selected cities, including Reading, Pennsylvania.

The Navy established Surface Battalion 4-16 in Reading in late 1946 or early 1947. The Battalion consisted of Surface Divisions 4-52, 4-6, and 4-7. Soon afterward, the Navy located a training site for the new units. The site, a World War II Army Air Corps training facility, was three miles east of Reading. Although most of the field had been converted into a municipal airport after the war, a large portion containing numerous training buildings was left vacant. The property was divided into two sections: a 7.06-acre parcel and a 22.76-acre parcel. The Navy acquired the former through condemnation proceedings and the latter by transfer from the Department of the Army. The 7.06-acre parcel contained over 20 buildings, all built in 1941 as part of the war effort. Like other World War II-era construction, the airfield facilities were wood framed (Facilities Files, N&MCRC Reading, PA).

The Reading Naval Reserve moved into the facility on July 1, 1947. Unlike most of the NRCs in the late 1940s, the Navy supported the Marine Corps Reserve as its tenant activity. In general, the Naval Reserve did not share their facilities with the Marine Corps Reserve until the early 1950s. However, the large number of unused buildings at the Center provided more than adequate training accommodations for Company B, Sixth Infantry Battalion Marine Corps Reserve. The Center was commissioned in November 1947 as N&MCRC Reading (Department of the Navy, Property Record Cards, 1954; Facilities Files, N&MCRC Reading, PA). When the Reading Naval Reserve moved to the World War II facility in 1947, it comprised at least 18 buildings: a radio communication building, an ordnance building, two administration buildings, three classroom buildings, an electrical building, an electronics building, a storage warehouse, a machine shop, two washroom buildings, a clothing storage building, a recreation hall, an assembly/conference building, an ammunition locker, and a paint storage locker (Department of the Navy, Property Record Cards, 1954).

The acquisition of existing military facilities for use as NRCs was common during the postwar period. Since construction budgets were limited during the initial facilities program, the Navy endeavored to renovate as many existing buildings as possible. World War II facilities, like N&MCRC Reading, were ideal as NRCs because they were initially built to accommodate military training. However, more than half of the NRCs established during the postwar period were new construction, called Hut Armories, a standard design generated by the Navy's Bureau of Yards and Docks. Hut Armories consisted of low-cost, prefabricated buildings that allowed the Navy to build a large number of Reserve Centers on a limited budget. They employed either Quonset huts, left over from a planned invasion of Japan, or Butler buildings, named for their manufacturer, and were designated as a type of temporary or semipermanent construction. The metal buildings were inexpensive to assemble and provided Reservists with new training facilities in a matter of months. To make them more attractive, Quonset huts and Butler buildings were usually attached to a long administrative building of wood or masonry construction, called a headhouse.

During the initial facilities program, the Navy authorized the construction of 19 NRCs in Pennsylvania. Of that number, 11 of the facilities were Hut Armories, four were Navy-owned masonry buildings, one was a leased masonry building, and three were Navy-owned wood facilities, such as N&MCRC Reading. In addition to the Reading facility, Navy-

## CULTURAL RESOURCES SURVEY AND ASSESSMENT

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owned wood NRCs were in Pittsburgh and York (Navy Appropriations Hearings, Congressional Record Testimony, 8 May 1953). During the late 1940s and early 1950s, the Navy assigned several contracts for construction of additional facilities at N&MCRC Reading. In 1947, the Navy hired contractor Harold T. Horst Construction Company of Reading to erect a flagpole and a gun mount and build a boiler house and a gun shed. In 1948, contractors erected antenna masts as well (Department of the Navy, Property Record Cards, 1954).

When facilities funding expired at the end of 1949, the Navy had completed construction or renovation of 316 Reserve Centers nationwide. Of these facilities, 195 were Hut Armories and 121 were renovated, preexisting military or local facilities, like N&MCRC Reading. After the initial facilities were in place, Naval Reserve construction ceased to be a priority over regular Navy building projects. The Navy originally intended to replace all temporary and semipermanent centers, like the wood frame facilities at N&MCRC Reading, with permanent construction under a new permanent facilities program. The Navy designed the proposed Naval Reserve permanent building program to eliminate all rented space and to replace all World War II facilities, such as barracks and warehouses, which the Navy had adapted for use as Reserve Centers. However, the Navy's plans were not immediately realized. Renewed national interest in the domestic economy made legislators unwilling to support nonessential military spending. After 1950, Congress doled out funding for the Naval Reserve on a year-to-year basis, with no overall plan for the future. No new NRCs were slated for construction between 1948 and 1953.

Owing to federal budget cutbacks in the early 1950s, the Navy cut costs by moving Marine Corps Reserve units to many existing NRCs. To accommodate the additional personnel, the Navy enlarged the NRCs and awarded contracts for additional facilities. N&MCRC Reading was already a joint-use facility, but the Navy continued to expand the air field complex to include new training buildings. During this period, the Navy rehired Horst Construction Company to construct additional buildings for use by both branches of the service. In 1950, contractors completed a 4,000-square-foot drill hall valued at \$49,000. They also finished work on a pistol range in 1951 and an incinerator in 1952 (Department of the Navy, Property Record Cards, 1954).

The Navy never made a large investment in N&MCRC Reading's original training site. The temporary, wood frame building did not warrant further renovation. In 1953, the Navy began to consider replacing the deteriorating World War II buildings at N&MCRC Reading. The facilities were expensive to maintain and the large number of buildings and the sizeable distance between them caused Reservists to lose valuable time between training sessions. That year, the Navy devised a plan to build a new \$500 thousand training facility for Naval and Marine Corps Reservists during Fiscal Year 1956. The project plans included acquisition of a new site and construction of a 26,000-square-foot RTB and a 480-square-foot Garage. The new facility would provide over 13,000 square feet of joint-use space for Naval and Marine Corps Reservists, as well as for Reading's maximum billet of 680 drilling Reservists (National Archives, Philadelphia, RG 181, Box 13, File A1-1, 10 October 1953).

The threat of communism in eastern Europe and the persistence of Naval Reserve advocates forced Congress to consider building permanent Reserve Centers to strengthen national defense. Congress devised a modest permanent construction program for the Naval

## CULTURAL RESOURCES SURVEY AND ASSESSMENT

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Reserve during Fiscal Year 1954-1955. During this period, the Navy continued to expand NRCs to incorporate the Marine Corps Reserve. To maximize limited funding, the program called for the construction of joint-use facilities occupied by the Navy with the Marine Corps Reserve as their tenants. Appropriations provided for several joint N&MCRCs and for 39 Marine Corps additions to existing facilities. After construction slated for 1955 was complete, the Navy started a 12-year building program for future permanent Reserve Centers. The program experienced frequent delays due to reevaluations and budget constraints. Although fewer Reserve Centers were completed than in the initial building plan, the Naval Reserve permanent facilities program produced more durable buildings with greater design variation. During the permanent facilities program, the Navy authorized 120 new training centers for construction.

Congress approved the Navy's plan to build a new training center in Reading as part of the permanent facilities program. The new facility would be located at 615 Kenhorst Boulevard. The Navy bought the 7.6-acre site on October 3, 1956, from a group of individual private owners (Department of the Navy, Real Estate Condemnation Record, 3 October 1956). On May 29, 1958, the Navy awarded contract Nby-11590 to Hadley Contracting and Construction Co. for construction of the N&MCRC (Facilities Files, N&MCRC Reading, PA, 1958). The company began to prepare the site for construction of the Center in June 1958. One month later, contractors, Navy and Marine Corps officials, and Congressman George M. Rhodes broke ground for the facility on July 9, 1958 (*Reading Eagle*, 9 July 1958).

N&MCRC Reading was completed in the summer of 1959. The main building at the Center was the 2-story, aluminum-and-brick RTB built to resemble a school. The site also included the 100-square-foot Paint Locker, 2,783-square-foot Marine Corps Reserve Auto Vehicle Shop/Gun Shed, 541-square-foot Navy Garage, Flagpole, and 8,000-gallon Fuel Oil Storage Tank (Facilities Files, N&MCRC Reading, PA, 1958). The entire facility was valued at about \$625 thousand. The RTB contained at least 48 rooms, including several classrooms, a complete sick bay, a photo lab, a rifle range, a machine shop, an electrical shop, a radar room, a combat information center, an antisubmarine warfare attack center, a bridge mockup, a drill hall, Marine Corps Reserve technical training rooms, code practice and radio rooms, and visual aid rooms. Situated opposite the Pennsylvania State Police Barracks, N&MCRC Reading also contained an outdoor drill field. The Center trained Naval Reservists in 20 different rates and instructed Marine Corps Reservists in artillery training (*Reading Eagle*, 8 June 1958).

Reading Reservists began moving their training equipment into the new Center at the end of August 1959 (*Reading Eagle*, 23 August 1959). N&MCRC Reading was commissioned on October 16, 1959, with official ceremonies followed by a reception for Reservists and their families. The Navy disposed of the Reading original Hut Armory during Fiscal Year 1960-1961 (Facilities Files, N&MCRC Reading, PA, 1959-1960).

Research efforts recovered little information about the activities and development of N&MCRC Reading during the 1960s and 1970s. After the permanent facilities program ended in 1967, the Naval Reserve limited funding for new construction and extensive training programs. The Navy reduced funding for the facilities program and cut back annual operating budget for most Reserve Centers. Volatile international situations, sporadic legislative support, changing political agendas, the overhaul of the Naval Reserve administrative system,

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## CULTURAL RESOURCES SURVEY AND ASSESSMENT

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and the implementation of Readiness Commands in 1975 contributed to the fluctuation of military budgets. Discussions of cutbacks and shutdowns characterized the mid- to late-1970s, resulting in the reduction of several thousand Reserve personnel and the closure of numerous Naval shore facilities.

The Naval Reserve facilities program received a temporary reprieve during the Reagan administration. During the Reagan era (1980-1988), defense spending escalated, but building new NRCs ceased to be a priority. Instead, the Navy focused on acquiring existing permanent buildings, such as vacated public schools, rather than acquiring new ones to replace the postwar Hut Armories. In addition, the Navy started the Whole Center Repair Program to upgrade older Reserve facilities. Navy architects submitted drawing for a Whole Center Repair project at N&MCRC Reading to Northern Division headquarters in 1988; between 1989 and 1990, the Center underwent some repair work. In 1991, the Navy hired contractors to build the 8,000-square-foot General Storage Shed. The standing-seam metal building is the only component of the Center that was not built during the original phase of construction.

### NATIONAL REGISTER OF HISTORIC PLACES ASSESSMENT

N&MCRC Reading has been associated with the Naval Reserve Program since its completion in 1959. The Naval Reserve has been a presence in Reading since 1926. The N&MCRC replaced a complex of frame buildings at the Reading Airport that the Navy began using as a Naval Reserve training facility in 1947. A former Army Air Field with resources dating to 1941, the site included as many as 20 buildings and structures at the time of acquisition. The frame complex, which became known as NRC Reading, was one of 316 NRCs established nationwide in the late 1940s as part of the postwar Naval Reserve facilities program. It was one of 19 centers in the state of Pennsylvania. Although the Navy originally planned to build permanent training centers for the Reserves, lack of congressional funding forced the Navy to scale back its facilities program. The Navy either built low-cost semipermanent Hut Armories or occupied existing buildings that were modified to meet the Navy's needs. One of three Navy-owned, existing frame facilities in the state, the former NRC Reading exemplified the latter trend. The Navy intended to replace the Reading Center and other NRCs in older buildings with permanent facilities as soon as funding became available, and it was after the Korean Conflict that Congress finally approved monies to replace NRCs in older facilities. N&MCRC Reading was constructed during this second wave of new construction in support of the Naval Reserve Program and was one of the 120 new NRCs erected between 1955 and 1967.

The masonry RTB at N&MCRC Reading stands in good condition, but it has sustained numerous alterations that compromise its integrity. Between 1989 and 1990, the Navy authorized renovations as part of the Whole Center Repair Program. Contractors replaced the building's concrete curtain wall with precast-concrete panels and completely altered the fenestration pattern by replacing all of the windows and doors. Although these changes adversely affect the historic character of the RTB, the building still retains its original form and massing.

N&MCRC Reading stands in good condition; however, none of the resources at the Center meet the 50-year age criteria typically required for National Register of Historic

## CULTURAL RESOURCES SURVEY AND ASSESSMENT

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Places (NRHP) eligibility. Although N&MCRC Reading was used as a training facility for local Reservists throughout much of the Cold War and is thus associated with an important period in the nation's history, this association alone is insufficient to justify exceptional significance as defined by NRHP Criteria Consideration G. No information obtained during this investigation suggests that the N&MCRC is directly associated with a specific event, trend, or person who played a pivotal role within the context of the Cold War. On the basis of the absence of exceptional significance, loss of integrity, and the relatively young age of the building, N&MCRC Reading is ineligible for the NRHP.

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**Appendix B:**

**Floor Plans & Exterior Elevations**

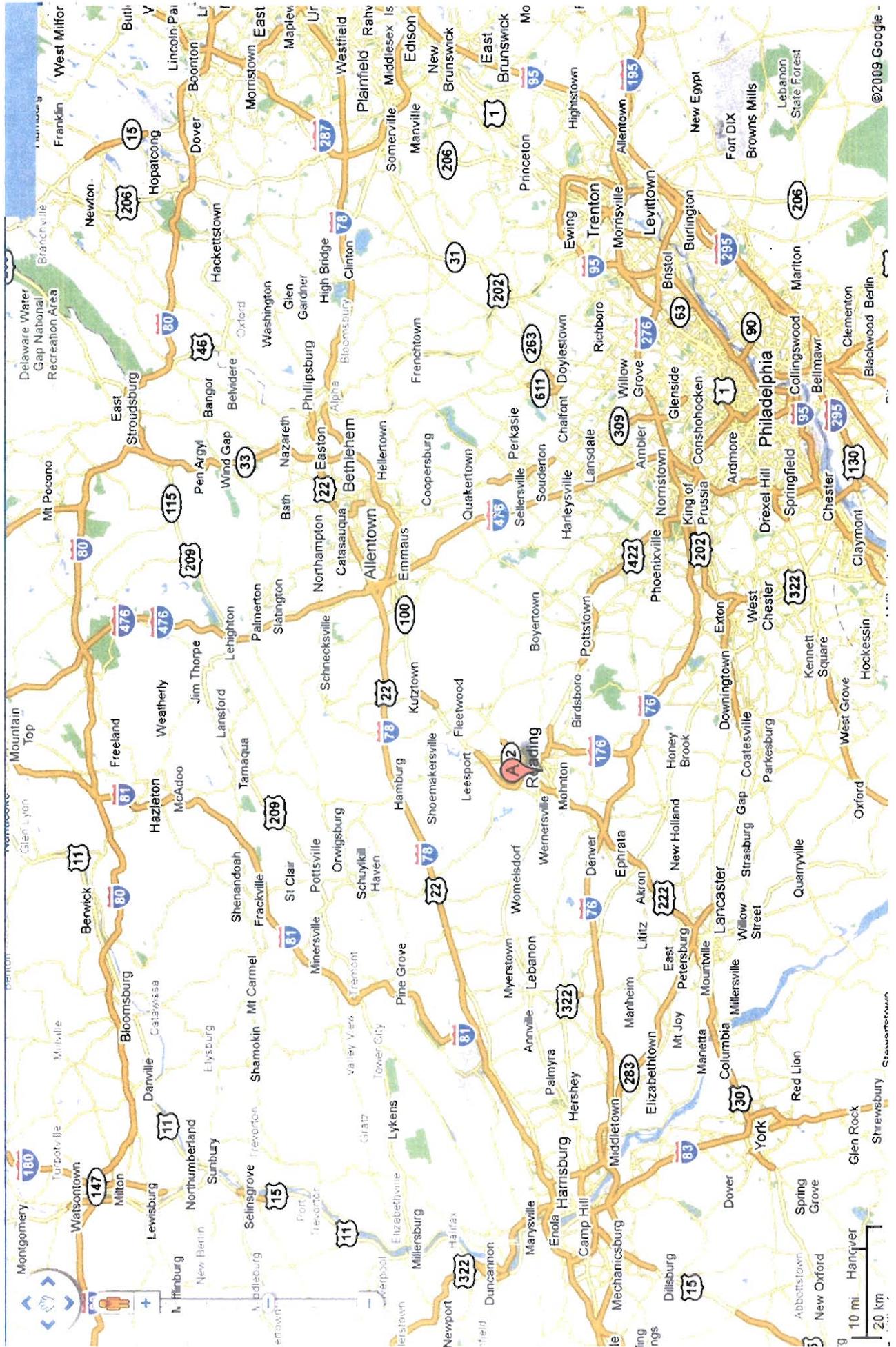


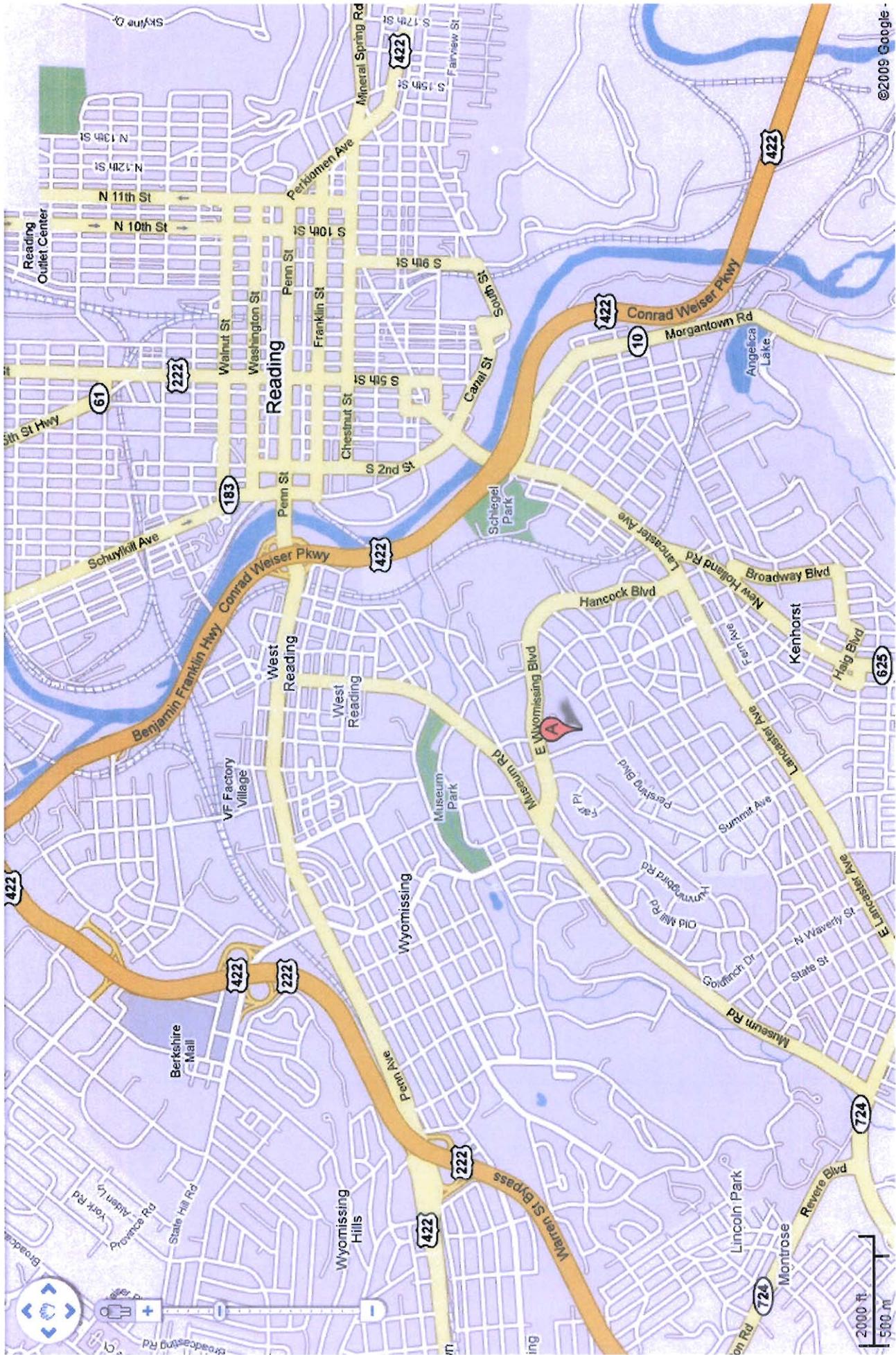




**Appendix C:**

**Location Maps and Aerial Photographs**







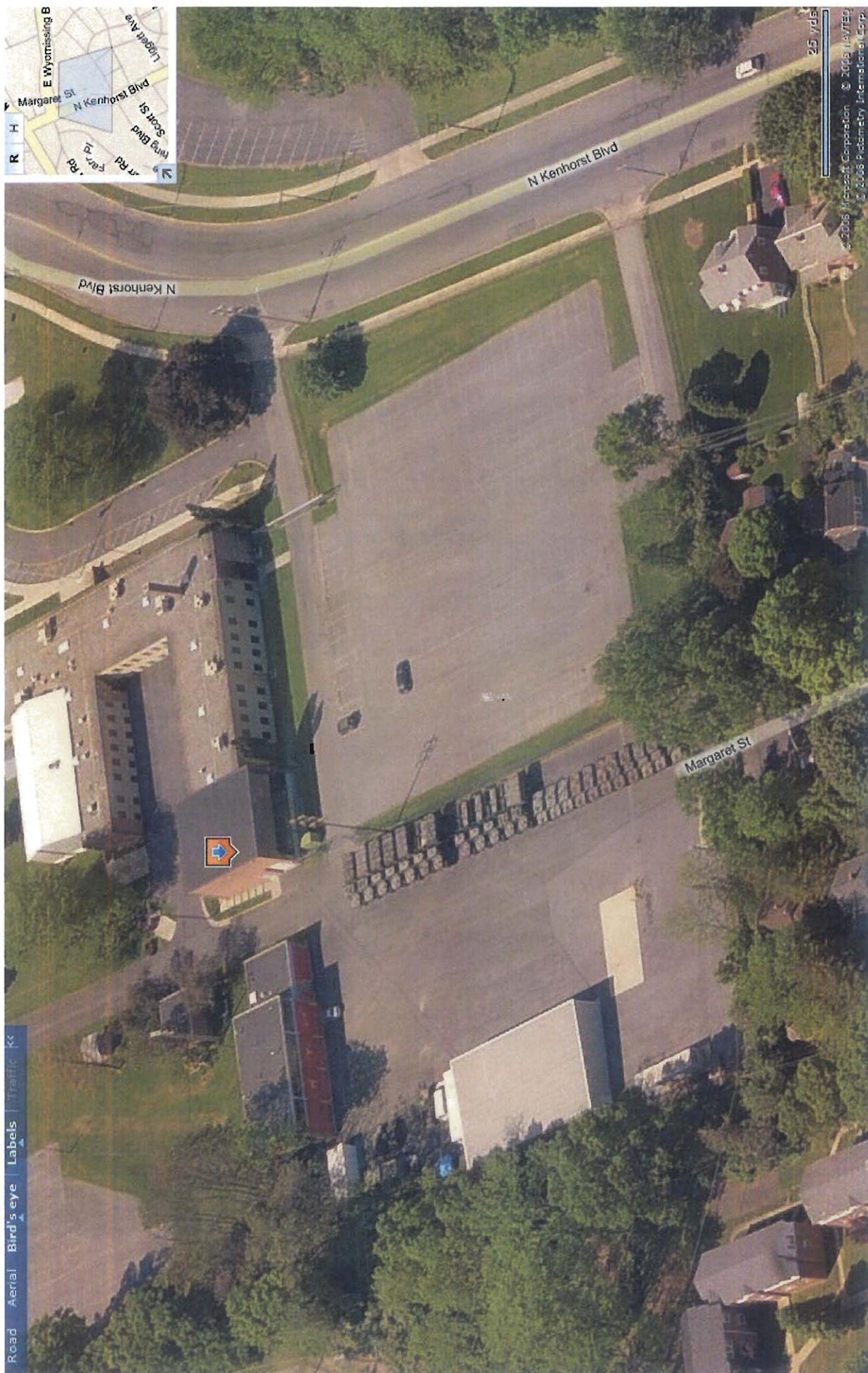


Road Aerial Bird's eye Labels Traffic

70 YDE

© 2008 NAVTEQ © AND © 2009 Microsoft Corporation Image courtesy of USGS





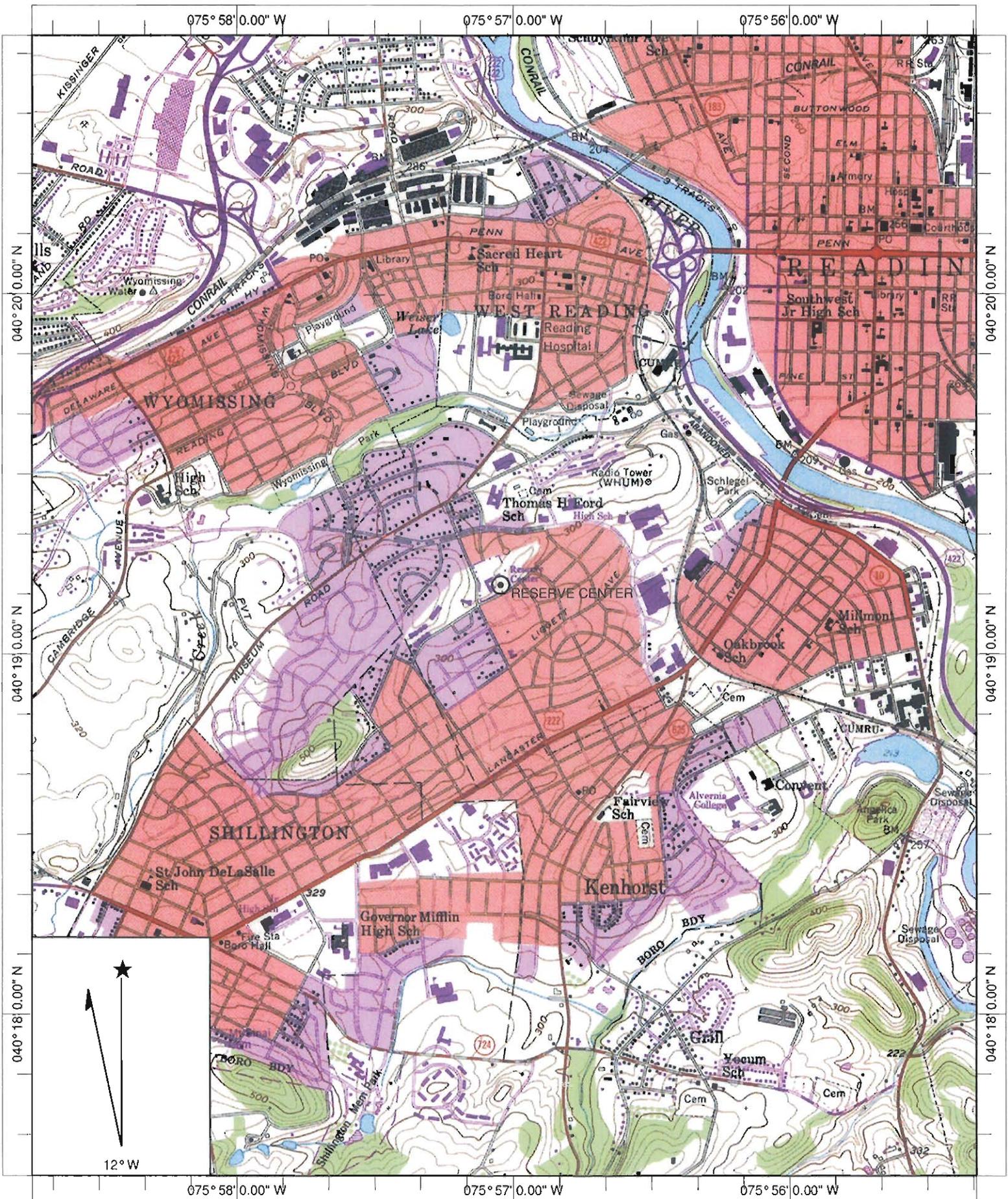
25 yds



2D 3D Road Aerial Bird's eye Labels Traffic

50 yds

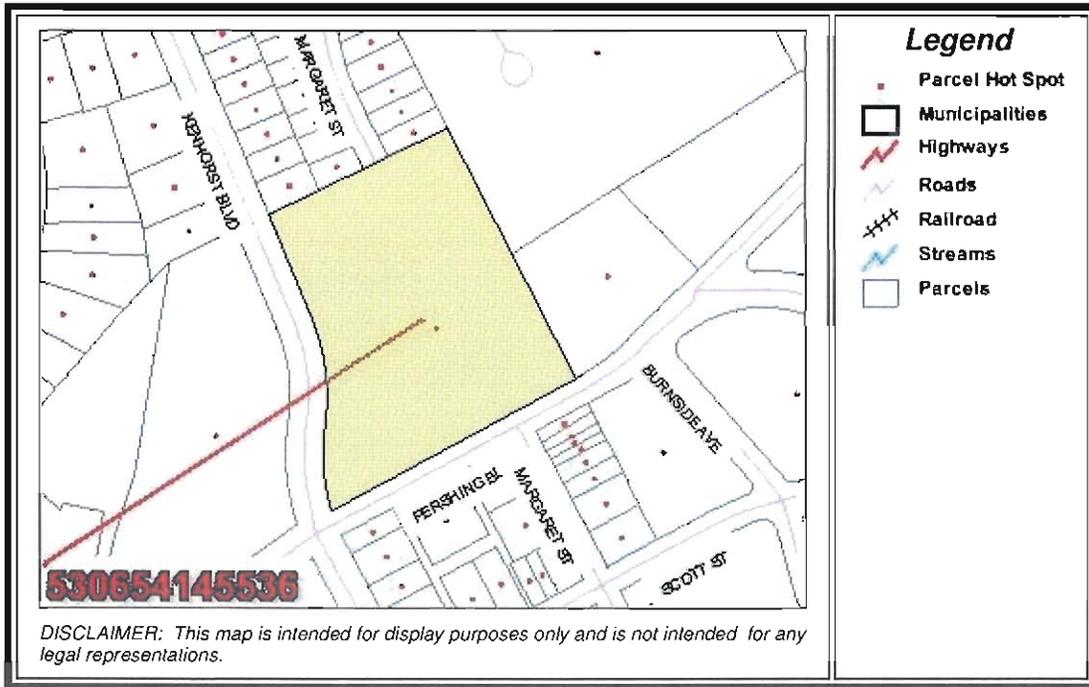
© 2008 Microsoft Corporation © 2008 NAVTEQ © 2008 Picometry International Corp.



Name: READING  
 Date: 6/5/2009  
 Scale: 1 inch equals 2000 feet

Location: 040° 19' 08.1" N 075° 57' 01.9" W  
 Caption: Reading Naval Marine Corps Reserve Center  
 615 Kenhorst Blvd, Reading, PA

# Berks County Parcel Search



[\[Click here to Print\]](#)

# Berks County Parcel Search

## Report

Name:	USA
Mailing Address:	MAIN ST WASHINGTON DC 20240
Site Address:	615 KENHORST BL
Municipality:	READI
Deed:	1244 0514
Deed Date:	00000000
Deed Amount:	00000000
Deed 2:	
Deed 3:	
Plan:	2 43
Lot No.:	
Parcel ID:	18530654145536
Account:	18036475
Label Point:	18036475
Map PIN:	530654145536
Assessed Acres:	7.06
Market Land Value:	586400
Assessed Land Value:	586400
Building Value:	1129800
Total Assessed Value:	1716200
Homestead Status:	
Clean & Green since:	
Assessed Use Code:	9910
Assessed Class:	E
Description 1:	EXEMPT BUILDING
Description 2:	DETACHED IMPROVEMENTS
Description 3:	
Description 4:	
Record Date:	8/29/2008

close

map

**Appendix D:**

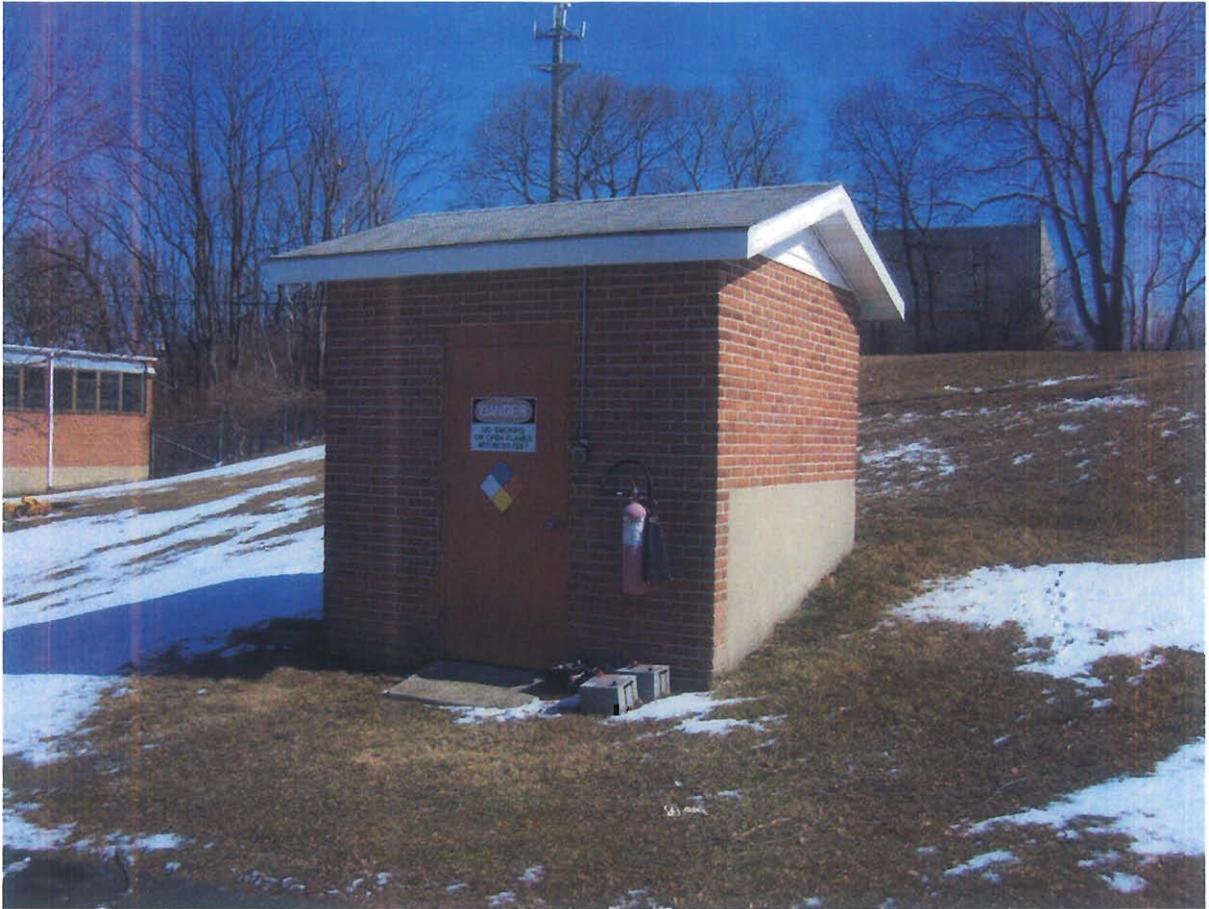
**Photographs**



**Photo G-1**



**Photo G-2**



**Photo G-3**



**Photo G-4**



Photo G-5

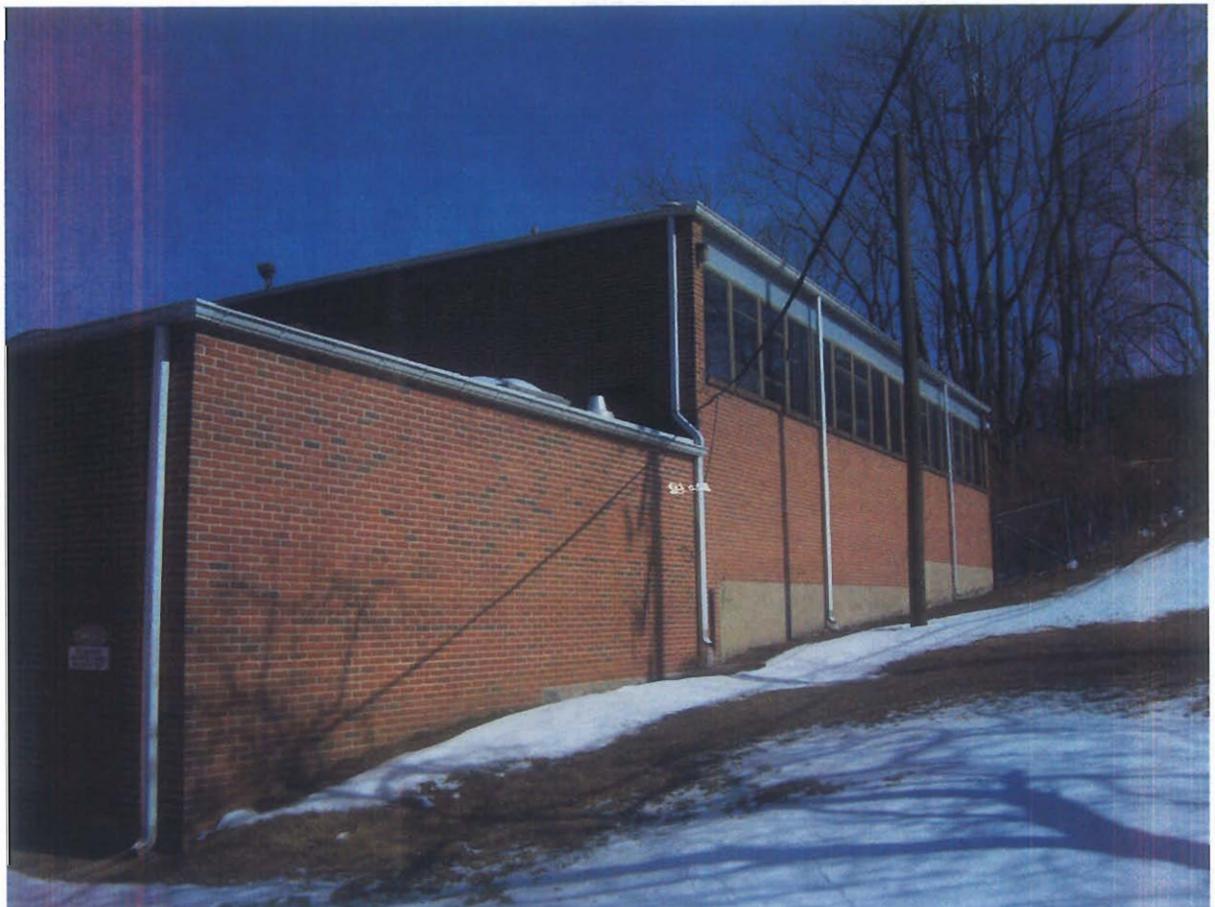
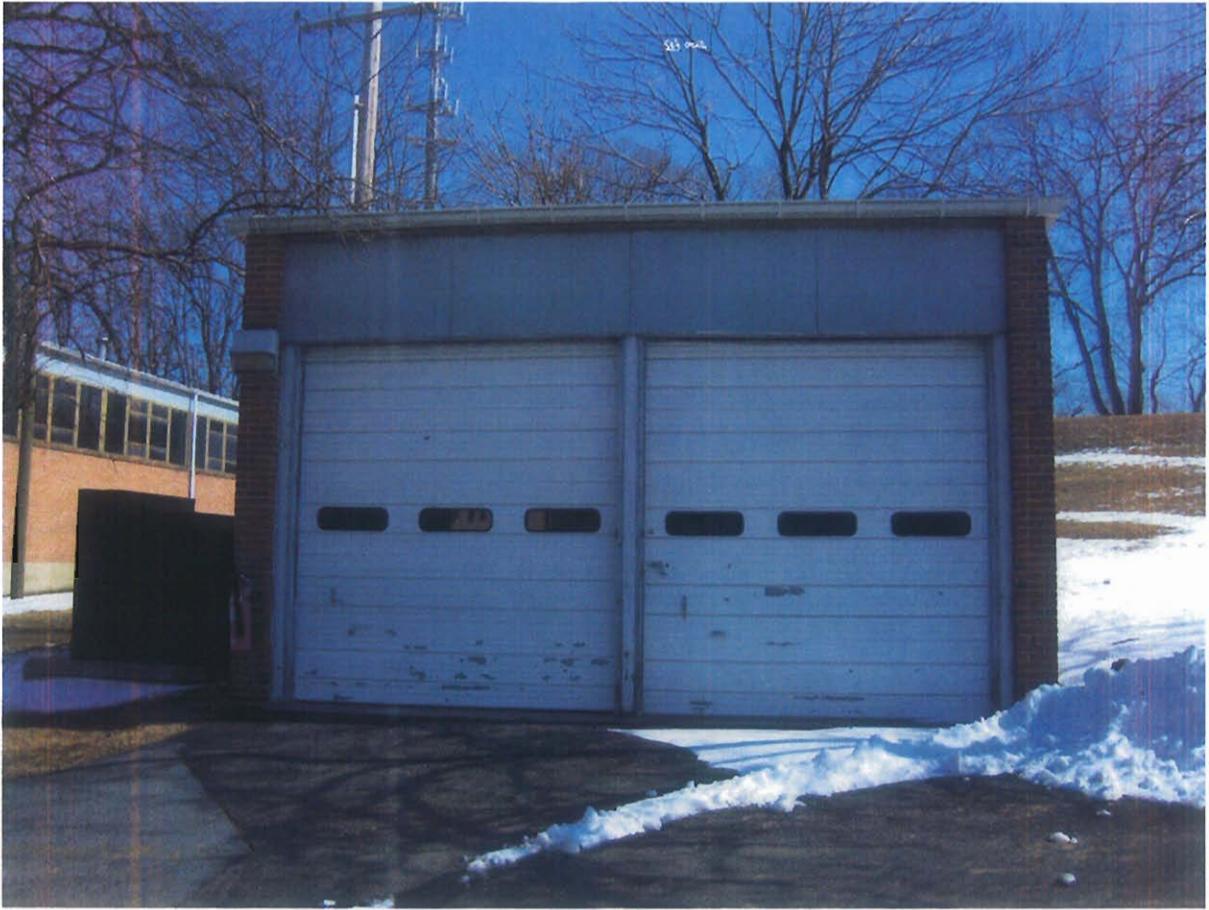


Photo G-6



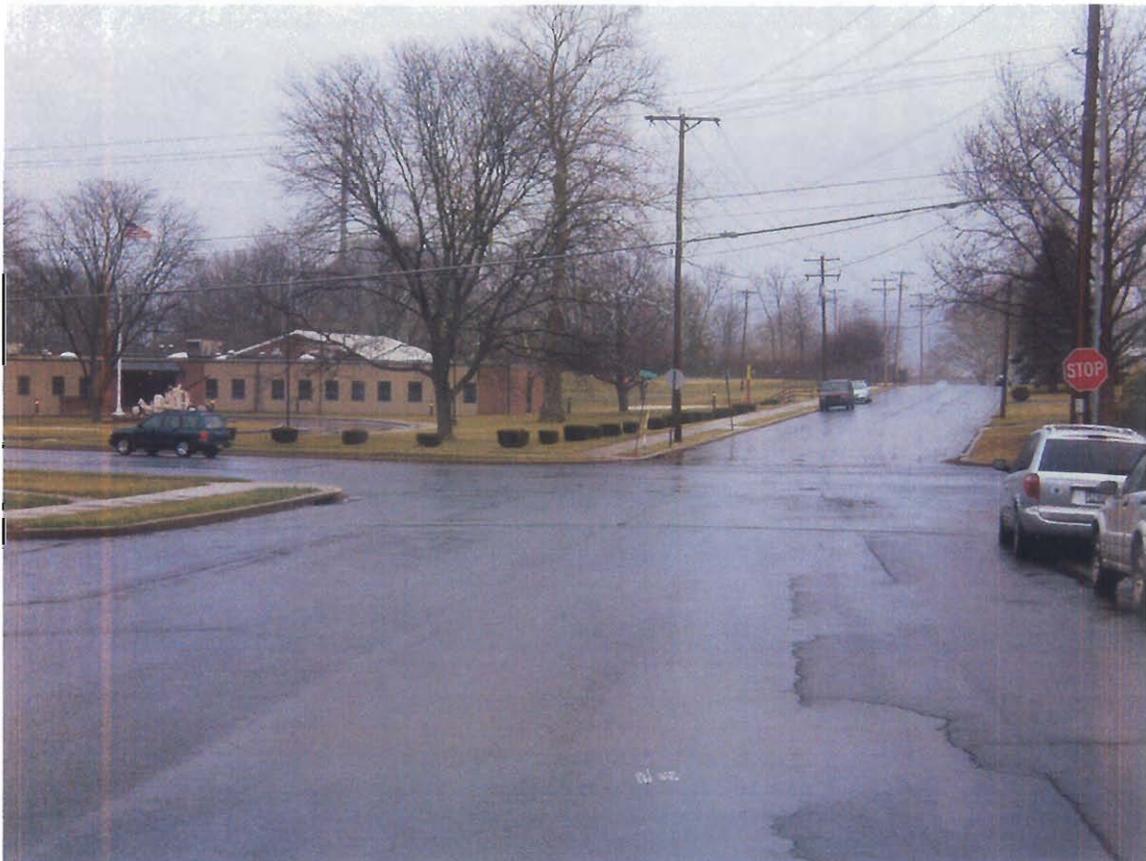
**Photo G-7**



**Photo G-8**



**C-1 – Main Entrance**



**C-2 – Intersection of Kenhorst Blvd. & Pershing Blvd.**



**C-3 – Northernmost Driveway to Kenhorst Blvd.**



**C-4 – Middle Driveway to Kenhorst Blvd.**



**C-5 – Main Entrance Driveway to Kenhorst Blvd.**



**C-6 – Driveway to Pershing St. opposite Margaret Street**



**C-7 – Margaret St. at northern property boundary**



**C-8 – Internal drive to Pershing St. at Margaret St.**



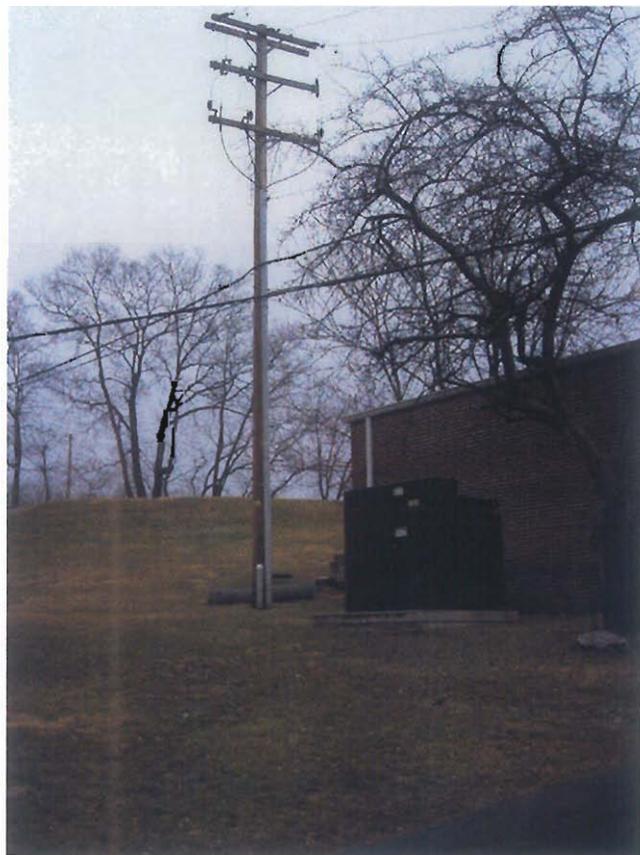
**C-9 – Internal drive to Pershing St. at Margaret St.**



**C-10 – Overhead power lines at building rear**



**C-11 – Overhead power lines at access drive to Kenhorst Blvd.**



**C-12 – Overhead power lines at the Paint Locker**



**C-13 – Off-site utility lines east of the property**



**C-14 – Unnamed storage structure at northeast property corner**



**C-15 – Drain at vehicle wash bay**



**C-16 – Drainage structures and site improvements along northern property line**



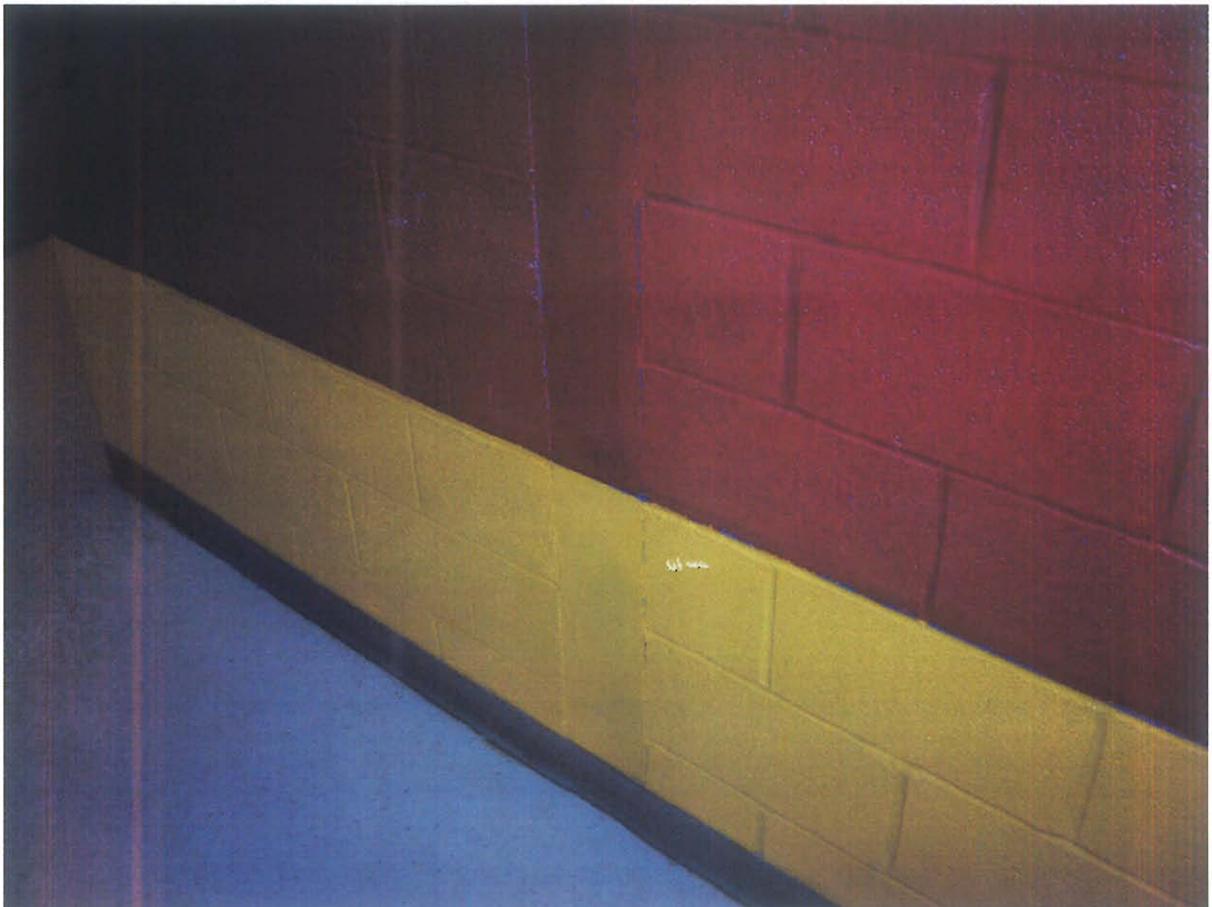
**C-17 – Stormwater Management basin at northern property line**



**C-18 – Stormwater Management basin at northern property line**



**Photo S-1**



**Photo S-2**



**Photo S-3**



**Photo S-4**



Photo S-5



Photo S-6



Photo S-7

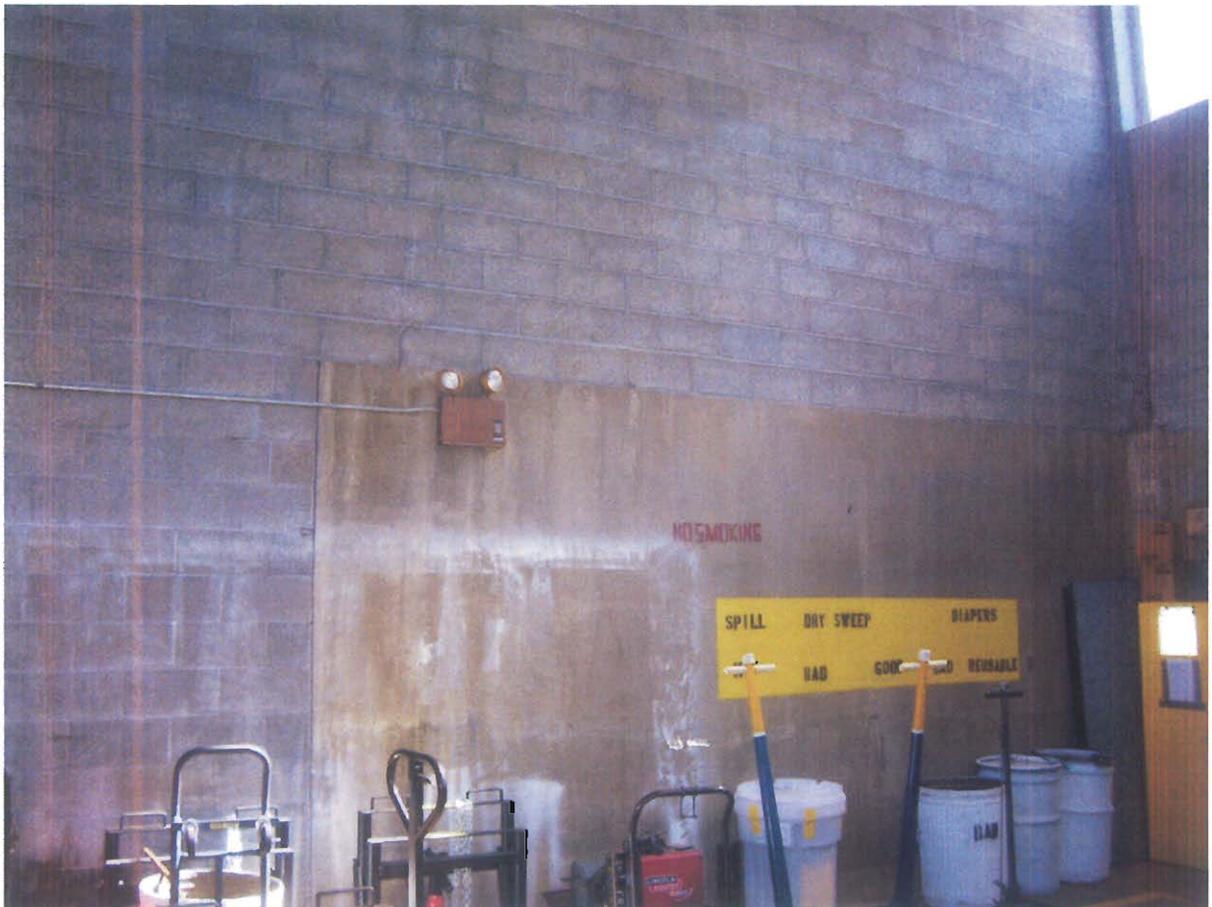


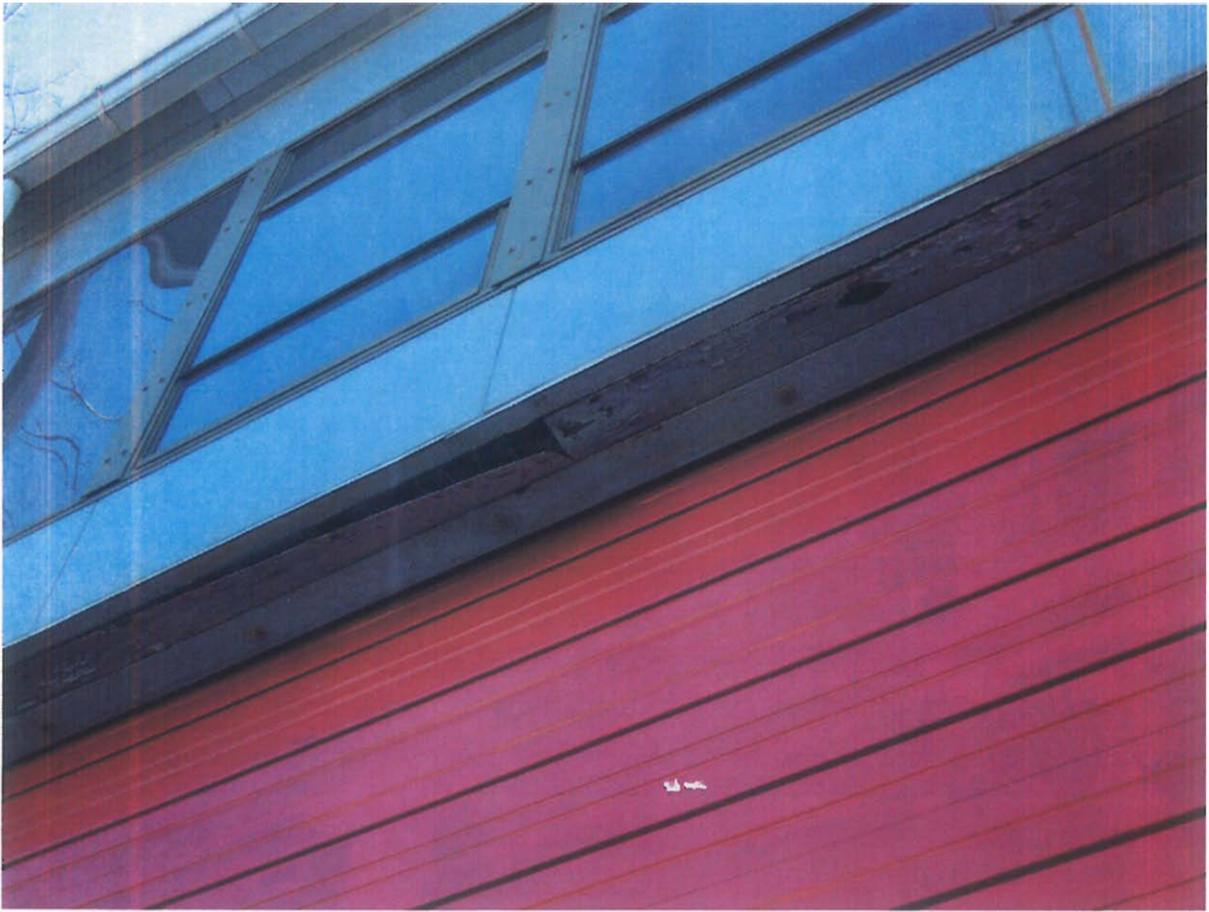
Photo S-8



Photo S-9



Photo S-10



**Photo S-11**



**Photo S-12**



**Photo S-13**



**Photo S-14**



A-1, Typical Corridor



A-2, Projecting Column Pads



A-3, Original 12"x12" Ceiling above 1988 Suspended Ceiling



A-4, Typical Corridor Door



A-5, Louvered Corridor Door



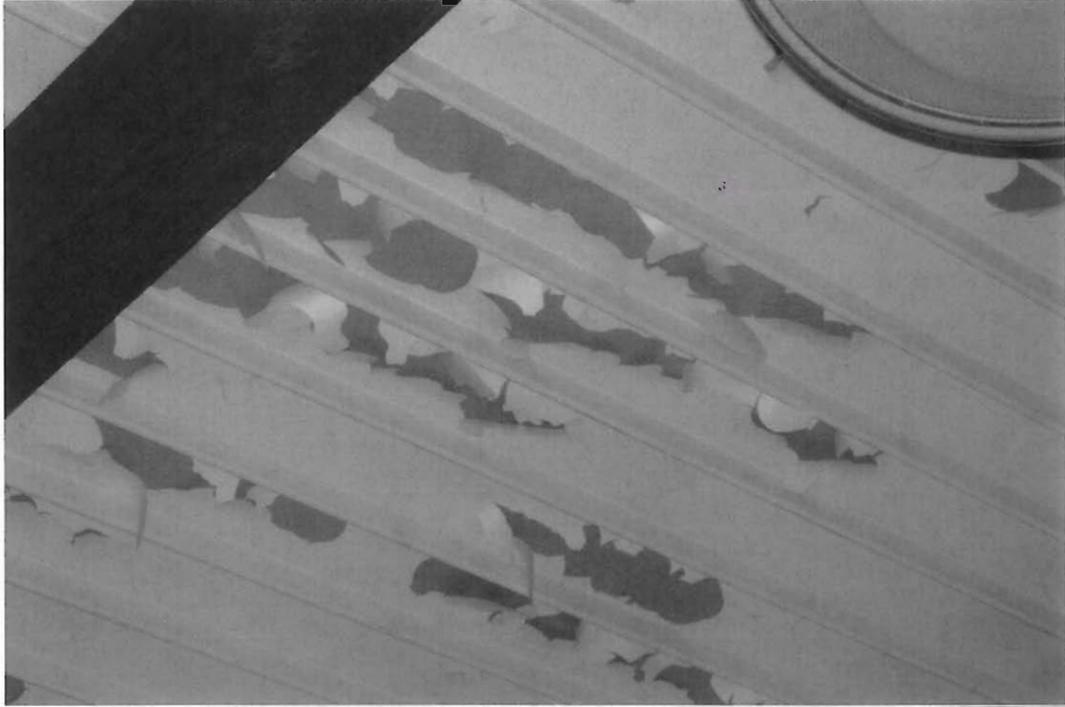
A-6, Corridor Skylight



A-7, Multi-purpose Room #234



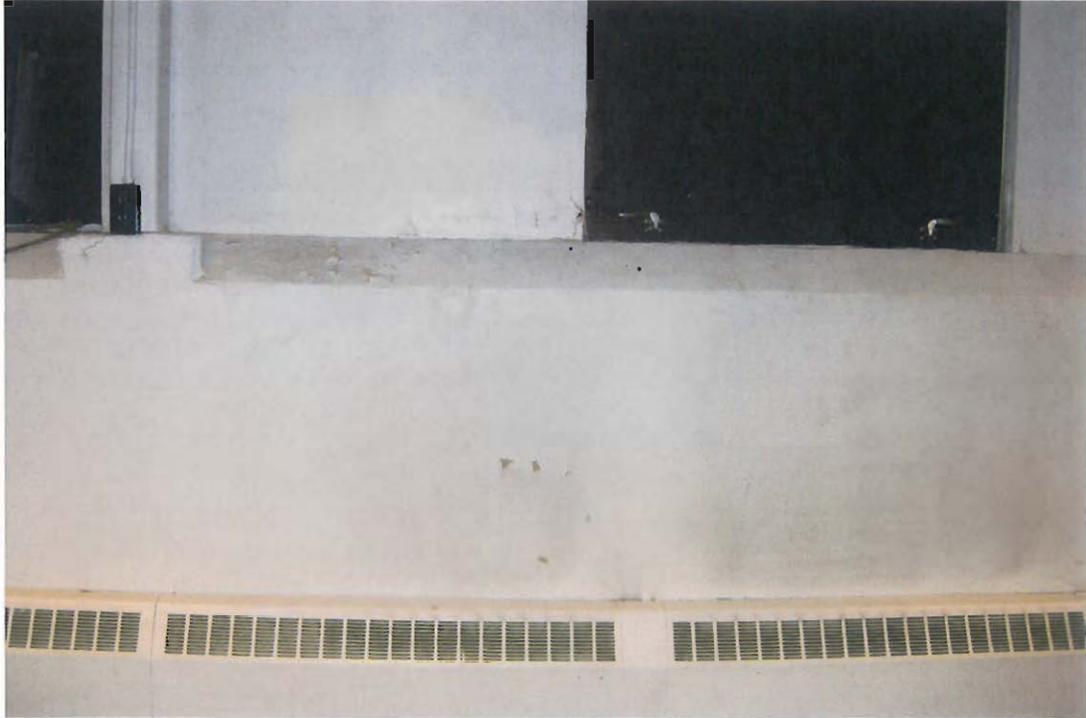
A-8, Multi-purpose Room Mezzanine



A-9, Paint Failure at Multi-purpose Room Ceiling



A-10, Typical Ground Floor Ceiling Tiles



A-11, Ground Floor Moisture Penetration



A-12, Original Toilet Fixtures



A-13, Room 106 Exterior Glazing



A-14, Exterior View of Room 106



A-15, Main Entrance



A-16, Rear of RTB Facility & Multi-purpose Room



A-17, Garage and Paint Locker



A-18, Auto Vehicle Shop (Motor Bay)



A-19, Motor Bay Doors



A-20, Auto Vehicle Shop Mezzanine



A-21, General Storage (Howitzer) Shed



A-22, Interior of General Storage Shed



H-1 HOT WATER WALL FIN RADIATION



H-2 MAKE-UP AIR INTAKE GRILLE



H-3 GAS FIRED HORIZONTAL UNIT HEATER



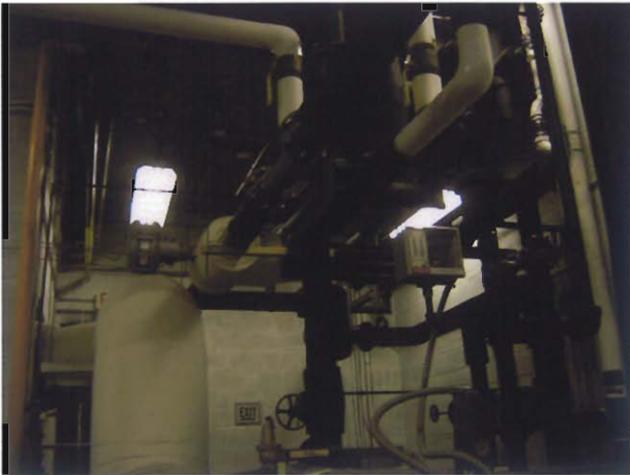
H-4 FLOOR MOUNTED GAS FIRED UNIT HEATER



H-5 ABANDONED FUEL OIL PUMP SET



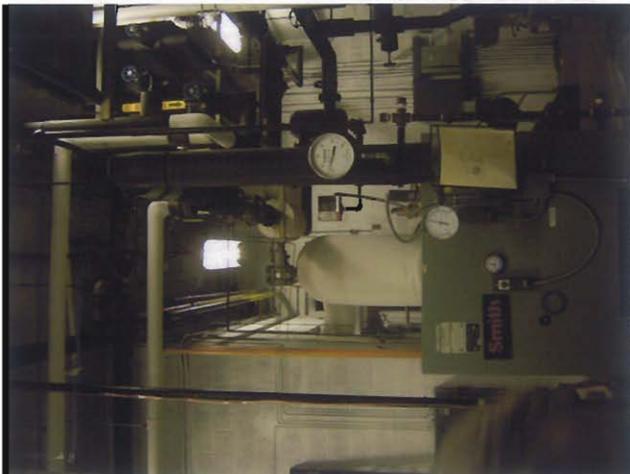
H-6 GAS FIRED CAST IRON HOT WATER BOILER



H-7 BOILER ROOM HOT WATER PIPING



H-8 INLINE HOT WATER PUMPS P-3 & P-4



H-9 BOILER FLUE



H-10 ABANDONED PNEUMATIC COMPRESSOR, A



H-11 BASE MOUNTED HOT WATER PUMPS P-1 &



H-12 ABANDONED FUEL OIL PUMP STATION



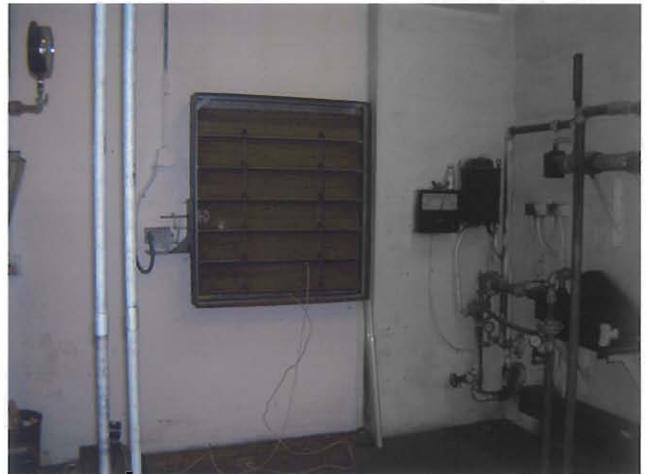
H-13 BOILER MAKE-UP AIR UNIT



H-14 HOT WATER EXPANSION TANK



H-15 HOT WATER BOILER GAS TRAIN



H-16 BOILER ROOM VENTILATION LOUVER



H-17 HOT WATER WALL FIN RADIATION



H-18 HORIZONTAL HOT WATER UNIT HEATER



H-19 HORIZONTAL HOT WATER UNIT HEATER W



H-20 PANEL TYPE VENTILATION FAN



H-21 SPLIT SYSTEM HORIZONTAL AIR HANDLING



H-22 HOT WATER WALL FIN RADIATION



H-23 HORIZONTAL HOT WATER UNIT VENTILATC



H-24 HOT WATER WALL FIN RADIATION



H-25 D.D.C. SYSTEM THERMOSTAT



H-26 HI-WALL CORRIDOR TRANSFER AIR GRILLE



H-27 TOILET ROOM EXHAUST GRILLE



H-28 COMPUTER ROOM ENVIRONMENTAL UNIT



H-29 D.D.C. COMPUTER TERMINAL



H-30 HI-WALL CORRIDOR TRANSFER AIR GRILLE



H-31 ROOF TOP MECHANICAL EQUIPMENT



H-32 GYM PRESSURE RELIEF HOOD



H-33 ROOF TOP MECHANICAL EQUIPMENT



H-34 ROOF TOP MECHANICAL EQUIPMENT



H-35 ROOF TOP MECHANICAL EQUIPMENT



H-36 ROOF TOP MECHANICAL EQUIPMENT



H-37 COMPUTER ROOM ENVIRONMENTAL COND



P-1 FLUSH VALVE TOILET



P-2 40 GALLON ELECTRIC HOT WATER HEATER



P-3 WALL HUNG LAVATORIES



P-4 FLUSH VALVE URINALS



P-5 40 GALLON GAS FIRED HOT WATER HEATER



P-6 AUTO VEHICLE SHOP PLUMBING FIXTURES



P-7 WATER COOLER



P-8 40 GALLON ELECTRIC HOT WATER HEATER



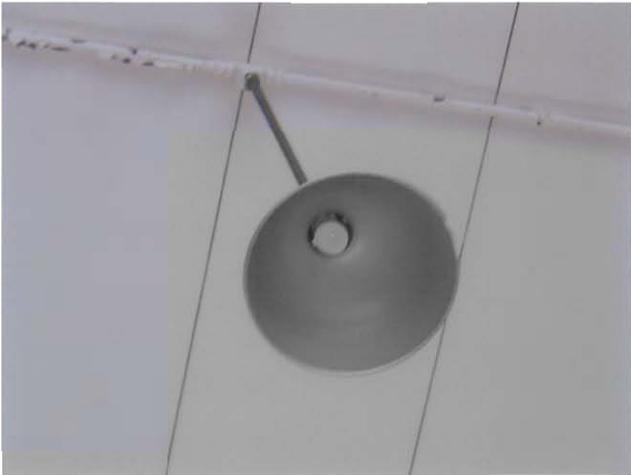
E-1 FIRE ALARM CONTROL PANEL



E-2 GYM LIGHTS



E-3 EXIT SIGN / EMERGENCY LIGHT



E-4 INCANDESCENT REFLECTOR LIGHT



E-5 NEW ELECTRICAL SERVICE



E-6 TRANSFORMER & DISTRIBUTION PANEL



E-7 NEW PANEL BOARDS



E-8 PARABOLIC LIGHT FIXTURES



E-9 CORRIDOR LIGHTS



E-10 VEHICLE SHOP ELECTRICAL SERVICE



E-11 VEHICLE SHOP LIGHTS



E-12 GENERAL STORAGE ELECTRICAL PANEL



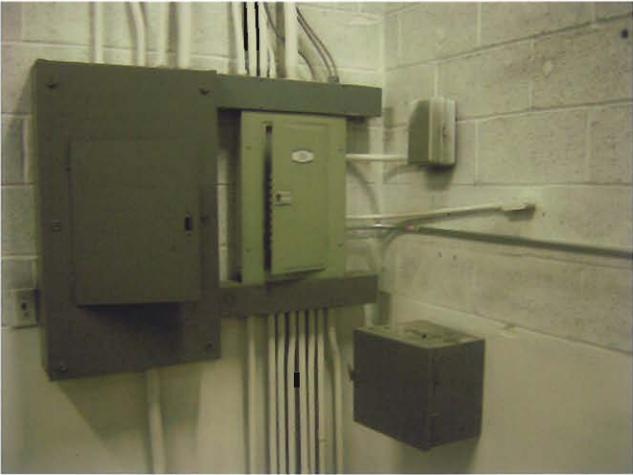
E-13 GENERAL STORAGE LIGHTING



E-14 NEW ELECTRICAL SERVICE



E-15 LP POWER PANEL



E-16 BOILER ROOM PANEL

## **APPENDIX C**

### **NOTICE OF INTEREST MATERIALS**

**Reading School District  
Reading Hospital and Medical Center  
Berks Women in Crisis  
Mary's Shelter**

**Availability of Surplus Federal Property to State and Local Eligible  
Parties, Including Homeless Service Providers  
Berks County Local Redevelopment Authority**

As required by the Base Closure Community Redevelopment and Homeless Assistance Act of 1994, as amended (the Redevelopment Act) and its implementing regulations, the Berks County Redevelopment Authority (the LRA) for the Navy-Marine Corps Reserve Center, Reading, PA is seeking notices of interest (NOIs) for surplus property at the installation.

State and local governments, homeless service providers and other interested parties may submit NOIs no later than 5 p.m. on Friday, September 15, 2006. A listing of surplus property at the Navy-Marine Corps Reserve Center was published by the Department of the Navy in the *Federal Register* on May 10, 2006. The complete listing can be obtained by calling the LRA contact person identified below.

NOIs for homeless assistance may be submitted by any State or local government agency or private nonprofit organization that provides or proposes to provide services to homeless persons and/or families residing in Berks County.

A workshop will be held on June 28, 2006 at 1:30 p.m at, tentatively, the Berks County Services Center, 633 Court Street, 13<sup>th</sup> Floor, Commissioners Meeting Room, which will include an overview of the base redevelopment planning process, a tour of the installation, information on any land use constraints known at the time, and information on the NOI process. The workshop may be held at the facility itself pending approval. Public notice will be given of this change. To register for this workshop, please call the LRA contact person identified below by June 26, 2006. Attendance at this workshop is not required to submit an NOI, but is highly encouraged. Additional information provided by the federal government on the facility is available but the County is not responsible for its accuracy.

NOIs from homeless service providers must include: (i) a description of the homeless assistance program that the homeless service provider proposes to carry out at (location); (ii) a description of the need for the program; (iii) a description of the extent to which the program is or will be coordinated with other homeless assistance programs in the communities in the vicinity of the Navy-Marine Corps Reserve Center; (iv) information about the physical requirements necessary to carry out the program, including a description of the buildings and property at the Navy-Marine Corps Reserve Center that are necessary in order to carry out the program; (v) a description of the financial plan, the organizational structure and capacity, prior experience, and qualifications of the organization to carry out the program; and (vi) an assessment of the time required to commence carrying out the program.

Entities interested in obtaining property through a public benefit conveyance (PBC), other than a homeless assistance conveyance, are invited to contact the appropriate Federal agency office based on intended use to find out more about each agency's PBC program

and to discuss with the agency the entity's potential for qualifying for a conveyance of property:

NOIs for PBCs must include: (i) a description of the eligibility for the proposed transfer, (ii) the proposed use of the property, including a description of the buildings and property necessary to carry out such proposed use, (iii) time frame for occupation, and (iv) the benefit to the community from such proposed use, including the number of jobs the use would generate.

For additional information or to register for the workshop, contact William E. Dennis, County Administrator at Berks County Services Center, 14<sup>th</sup> Floor, 633 Court St., Reading, PA 19601, 610-478-6859, [wdennis@countyofberks.com](mailto:wdennis@countyofberks.com).

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**RESPONSES TO REQUEST FOR QUALIFICATIONS  
RELATED TO DEVELOPMENT OF THE NAVAL MARINE  
RESERVE CENTER**

**Developer**

The Reading Hospital and Medical Center  
Sixth Avenue and Spruce Street  
West Reading, PA

**Previous Development Experience**

The Reading Hospital and Medical Center has developed numerous health care facilities over the decades since its founding in 1867. Projects have included new construction and remodeled facilities on its main West Reading campus, as well as, in other communities served including: center city Reading, Spring Township, Exeter, Muhlenberg, Kutztown and Hamburg.

A sample of more recent projects includes:

- The N Building addition on the West Reading campus. The 380,000 square foot project cost \$167 million and was completed in 2005.
- An ambulatory services center at Spring Ridge in Spring Township. The 100,000 square foot building has been operational for 5 years and was constructed at a cost of \$30 million.
- The School of Health Sciences located in Reading on Museum Road opened in January 2008. The 60,000 square foot facility provides state of the art instructional facilities for its several health sciences programs and had a project cost of \$31 million.

Illustrations of these three buildings are provided in the attachments.

**Financial Capacity**

The Reading Hospital and Medical Center holds an AA bond rating. Its capital reserves exceed \$750 million. The Hospital realized an operating margin of 8% on net patient revenues exceeding \$600 million in its fiscal year 2008. This margin is representative of the hospital's annual operating performance over the last decade.

**Development Team Members**

The proposed project will be managed by the Hospital's internal project management team.

Ballinger Architects based in Philadelphia would be the design firm for the project. Ballinger was the principal architect for the Hospital's N Building addition and its ambulatory building at Spring Ridge.

No specific building design has yet been developed. Consequently, no contractors or construction management firm have been designated to work on this proposed project.

The hospital has utilized both larger regional and local construction firms for its projects including Skanska, Warfel, Wohlsen, Reider among others.

### **Proposed Project Concept**

The hospital proposes using the Reserve Center site as a corporate office campus. The hospital is in need of approximately 60,000 – 70,000 square feet of office space to accommodate a variety of administrative operations in reasonably close proximity to the West Reading campus. These administrative functions include: fiscal affairs, materials management, human resources, and information management services. Other functions such as communications and public relations may be relocated to this site as well.

The hospital would construct an additional structure on the Naval Marine Reserve Center site to supplement the space available in the existing structure in order to provide the capacity that is needed to house the various operations mentioned.

### **Hospital's Goals and Criteria**

The Reserve Center offers a location that is in close proximity to the Hospital's West Reading campus facilitating staff interaction between the two locations. No clinical services would be offered in the corporate office center. Thus, the traffic impact on the Reserve Center site would be limited to the approximate 150 – 200 employees who would be based there.

The working hours of the administrative staff are predominantly 8:00 a.m. to 5:00 p.m.

### **Community Benefit**

The Reading Hospital and Medical Center provides a comprehensive range of health care services to the residents of Berks County and is the dominant provider of acute and emergency services to residents of the City of Reading. Relocation of administrative operations offsite allows the hospital to decompress its West Reading campus and free up valuable square footage for growing clinical programs.

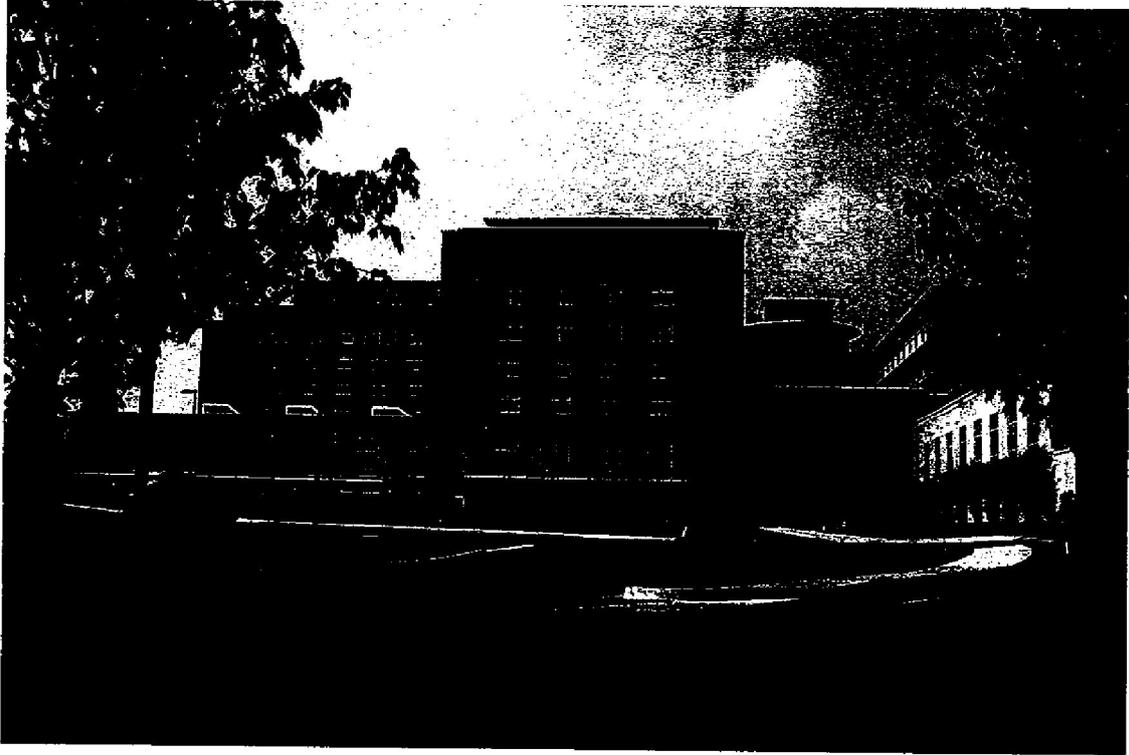
The hospital has established itself as a good corporate citizen in the various municipalities it operates in. It pays particular attention to the aesthetics of its facilities, ensuring that they compliment surrounding residential and commercial areas and are well maintained.

The hospital makes every effort to work cooperatively with the municipalities in which it operates not only to comply with all ordinances and regulations but also to address concerns that local governments and area residents may have about the impact of a hospital initiative.

The Reading Hospital and Medical Center is grateful for the opportunity to submit a response to the City of Reading's Request for Qualifications. Please do not hesitate to contact the following individuals if you have questions or need additional information.

Mr. Richard Mable  
Senior Vice President for Planning and Business Development  
The Reading Hospital and Medical Center  
PO Box 16052  
Reading, PA 19612  
Phone: 610-988-8487  
e-mail: [mabler@readinghospital.org](mailto:mabler@readinghospital.org)

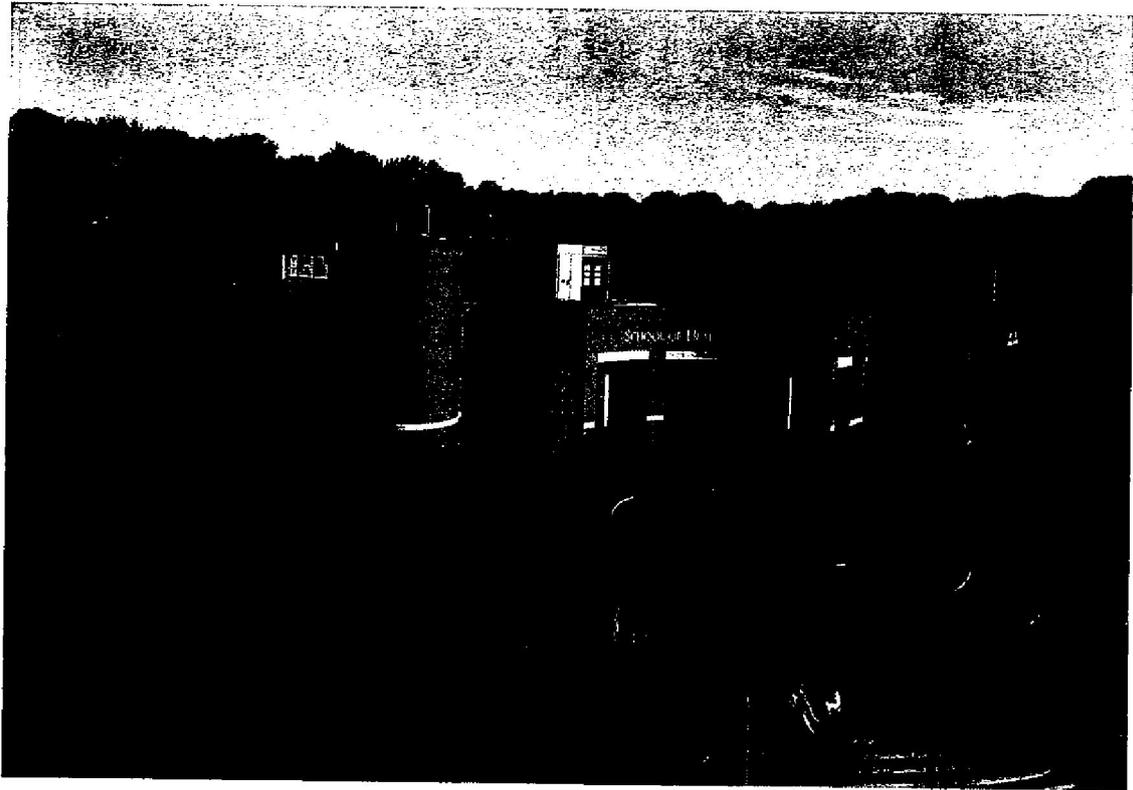
Mr. Larry Logero  
ReMax of Reading  
1290 Broadcasting Rd.  
Wyomissing, PA 19610  
Phone: (610) 685-3130  
e-mail: [llogero@goberkscounty.com](mailto:llogero@goberkscounty.com)



**N Building**



**Spring Ridge Ambulatory Center**



**School of Health Sciences**

## COVINGTON & BURLING LLP

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WASHINGTON, DC 20004-2401  
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FAX 202.778.5426  
SROADES@COV.COM

September 16, 2008

Mr. Ryan P. Hottenstein  
Acting Managing Director  
City of Reading Local Redevelopment Authority  
City Hall, Room 2-27  
Reading, PA 19601

Ms. Linda A. Kelleher  
City Clerk  
City of Reading  
815 Washington Street  
Reading, PA 19601

Dear Mr. Hottenstein and Ms. Kelleher:

Mary's Shelter and Berks Women in Crisis (BWIC) are submitting the attached joint Notice of Interest for the acquisition of the Navy-Marine Corps Reserve Center, Kenhorst Boulevard, Reading, Pennsylvania. This is an update to the original joint Notice of Interest that the organizations submitted on September 15, 2006, and will assist the City of Reading Local Redevelopment Authority, successor to Reading Berks Public Safety Local Redevelopment Authority, in its review.

Mary's Shelter and BWIC are each located in Reading, Pennsylvania, and serve the homeless population of Reading, Pennsylvania, and Berks County in different, but complementary, ways. BWIC has been providing services to the community for over 30 years, and Mary's Shelter has been providing services to the community for 13 years. Mary's Shelter and BWIC intend to work collaboratively and share the physical facility and property. Although each organization will continue to provide housing and social services to its unique homeless population, Mary's Shelter and BWIC can impact the local community more effectively by working together.

The existing facilities utilized by Mary's Shelter and BWIC are inadequate to serve the needs of the homeless women and children who seek their shelter services. Through the acquisition of the Navy-Marine Corps Reserve Center, Mary's Shelter and BWIC will be able to

COVINGTON & BURLING LLP  
Mr. Ryan P. Hottenstein  
September 16, 2008  
Page 2

expand upon already successful programs and address an unmet need of homeless women and children in the community.

Christine Folk, Executive Director of Mary's Shelter, and Mary Kay Bernosky, Executive Director of BWIC, are available to answer any questions or provide additional information relating to their joint Notice of Interest. In addition, we kindly request that you keep them, and Scott Roades at Covington & Burling LLP, informed and involved during the next steps of this process, including providing timely information relating to any progress, meetings, deadlines and decisions.

We look forward to working with you and the City of Reading Local Redevelopment Authority during this process.

Sincerely,

A handwritten signature in cursive script that reads "Scott Roades/jlr".

Scott A. Roades

Enclosure

cc w/ enclosure:

Christine Folk, Mary's Shelter  
Mary Kay Bernosky, Berks Women in Crisis  
Linda R. Charest, U.S. Department of Housing and Urban Development  
Garry Gontz, Department of Defense, Office of Economic Adjustment  
William Massey, Covington & Burling LLP

**Navy-Marine Corps Reserve Center  
Kenhorst Boulevard  
Reading, Pennsylvania**

**Notice of Interest**

Submitted By:

**Mary's Shelter**

and

**Berks Women In Crisis**

**September 16, 2008**

Christine Folk  
Mary's Shelter  
325 South 12th Street  
Reading, Pennsylvania 19602  
Telephone: (610) 603-8010  
Fax: (610) 603-8012

Mary Kay Bernosky  
Berks Women in Crisis  
645 Penn Street, Second Floor  
Reading, Pennsylvania 19601  
Telephone: (610) 373-1206  
Fax: (610) 372-4188

## **Introduction**

Mary's Shelter and Berks Women in Crisis (BWIC) are submitting this joint Notice of Interest for the acquisition of the Navy-Marine Corps Reserve Center, Kenhorst Boulevard, Reading, Pennsylvania, as an update to the original joint Notice of Interest that the organizations submitted on September 15, 2006. Mary's Shelter and BWIC are each located in Reading, Pennsylvania, and serve the homeless population of Reading, Pennsylvania, and Berks County in different, but complementary, ways. BWIC has been providing services to the community for over 30 years, and Mary's Shelter for 13 years.

Mary's Shelter and BWIC intend to work collaboratively and share the physical facility and property. Although each organization will continue to provide housing and social services to its unique homeless population, Mary's Shelter and BWIC can impact the local community more effectively by working together.

BWIC's shelter has housed women and children made homeless by domestic violence for over 25 years. BWIC's existing facility, however, is functionally obsolete and inadequate to serve the needs of the women and children who seek shelter from the violence in their homes. Similarly, the existing facility utilized by Mary's Shelter is not able to meet the demand from the homeless pregnant women who seek their shelter services. Through the acquisition of the Navy-Marine Corps Reserve Center, Mary's Shelter and BWIC will be able to expand upon already successful programs and address an unmet need of homeless women and children in the community.

### **1. Description of Homeless Assistance Programs**

#### **Mary's Shelter**

Mary's Shelter provides temporary/emergency housing, as well as counseling and educational programs, to homeless pregnant women and their newborns in the community. Mary's Shelter proposes to utilize the Navy-Marine Corps Reserve Center to provide housing and social services to 12 homeless pregnant women and their newborns at a time and to expand their existing services to include eight units for homeless pregnant women with other children. Women will reside in the shelter for up to three months after the baby is born, during which time the shelter's counselors will assist them with coordinating medical care, education or job training and, most importantly, securing permanent affordable housing.

Mary's Shelter is licensed by the State of Pennsylvania as a Maternity Home and as a Private Children and Youth Social Service Agency. The primary mission of Mary's Shelter is to provide residential and non-residential services for homeless pregnant women and women and their newborns that are in need of a supportive environment because of a lack of suitable housing or favorable family relationships. Mary's Shelter recognizes that unless the basic human needs of food, clothing and shelter are met, homeless pregnant women cannot progress to the next level of learning that will enable them to break the cycle of homelessness. While caring for women in need, Mary's Shelter prepares mothers with newborns for independent living and a vision of

hope for the future. To date, over 250 women have been housed at Mary's Shelter. In addition, Mary's Shelter provides pantry services (such as food, clothing, diaper, formula, and furniture) and community outreach services to 300 low-income women and children in the community each year.

What makes Mary's Shelter's program unique is its focus on comprehensive services. In addition to housing, Mary's Shelter provides the following programs and services to pregnant women and their children:

#### Pregnancy

- Pregnancy support through referrals to primary care physicians
- On-site pregnancy and parenting classes
- Support staff is available 24 hours a day, 7 days a week to provide individual assistance and guidance with personal issues and newborn care

#### Education

- On-site educational programs are conducted one or two evenings a week, on a six-week rotating basis
  - Nutrition in pregnancy is taught by a Penn State Berks instructor
  - Newborn care, growth and development is taught by staff members and volunteer pediatric care nurses
  - Budgeting classes and individual budgeting assistance are provided by Berks Community Action Plan (BCAP)
  - Domestic violence group classes, individual counseling and legal assistance are provided by BWIC
  - Tenant/landlord lease agreements are reviewed and discussed as part of a class with representatives from the Reading Housing Authority, Beacon House (transitional housing program) and a volunteer from a local property management company
  - Life skills training is taught by support staff that have completed the Penn State Cooperative Extension course entitled "Skills for Taking Control of Your Future" that includes an instructor manual for Life Skills Training for low-income families
- Community educational programs:
  - Residents who have not completed high school are required to enroll in high school or participate in an equivalency program. Mary's Shelter has established relationships with the following organizations to assist the residents with meeting that goal:
    - Reading High School
    - Reading Area Community College - GED classes
    - Arbor - GED and English as a Second Language (ESL) classes
  - Residents who have completed high school or an equivalency program have access to the following programs:
    - Reading Area Community College - college courses
    - CareerLink - provides career guidance for residents who have completed high school. Residents receive assistance with employment applications, resume

writing and interview techniques. Residents may seek specialized training or certificate programs through this center and are assisted with financial aid applications.

- Alvernia College - provides scholarships for residents who qualify for enrollment. Since this partnership began in 2001, four residents have received Bachelors Degrees and three residents are current students.

#### Counseling and Referrals

- Individual and group counseling is provided on-site by Masters-level social workers
- St. Joseph's Medical Center's Women's Wellness Program and Reading Hospital and Medical Center provide all of the prenatal care and follow-up medical care for the residents and their babies
- BWIC provides on-site group counseling, individual counseling and legal assistance for the residents. Clients can be referred from BWIC's emergency shelter to Mary's Shelter and /or residents from Mary's Shelter can be referred to BWIC's transitional housing program.
- Berks Counseling Center provides individual drug and alcohol counseling and residents can apply for their transitional housing program
- American House provides individual counseling for personal issues
- Service Access Management (SAM) provides individual mental health/mental retardation testing, counseling and housing options

#### Housing

- Mary's Shelter provides residents with referrals and assistance in obtaining low-income housing at locations such as OakBrook, Glenside, Jamestown, Park Terrace and Century Hall
- Mary's Shelter provides residents with referrals and assistance in obtaining transitional housing programs at locations such as Mary's Home, Beacon House, Yhaven, BWIC and the Salvation Army

#### **Berks Women in Crisis**

BWIC's mission is to provide supportive services to victims and to eliminate domestic and sexual violence in Berks County. One of the most important aspects of the services that BWIC provides is immediate shelter and safety to individuals who are homeless due to domestic and sexual violence. BWIC provides shelter and comprehensive services to adult and child victims of domestic and sexual violence. BWIC has grown from a grass-roots agency providing services in volunteers' homes to an agency offering a wide spectrum of services, which:

- Begins pre-crisis, with BWIC's PeaceWorks department that disseminates prevention education and information throughout the community, from day-care aged children, through the 18 county school districts (grades K -12), to area colleges, and to community groups;
- Moves to immediate crisis response (24-hour English-Spanish hotline, 24-hour "Rapid Response" which brings a counselor/advocate to support the victim at the time

- of crisis at either a medical facility or courthouse or both, and emergency shelter that is a safe haven for up to 30 days);
- Continues to post-immediate crisis (counseling, advocacy, information, referral, legal assistance and representation) during the shelter stay;
  - Continues to post-shelter transition (counseling, advocacy, legal assistance and representation, child care, short-term housing, referrals) for six months to one year; and
  - Finally to long-term transition (long-term housing, child care, counseling, information, referrals) for up to two years.

BWIC's facilities include its current 26-bed emergency shelter, six short-term transitional housing apartments (the Pat Hilbert House and Sojourner Truth Houses), 10 long-term transitional housing townhouses (The Emma Lazarus Place), a childcare/community center (Emma's Place), and offices that house the legal, counseling, educational and administrative functions. The current Navy-Marine Corps Reserve Center would be the optimal facility to house BWIC's emergency shelter, allowing BWIC to provide shelter (for up to 30 days) and social services to 50 women and children at a time and bridge housing (for 3 to 12 months) to six families.

## 2. Description of the Need for the Programs

### **Mary's Shelter**

In the Real Alternative of Pennsylvania network, there are approximately 110 pregnancy support agencies that refer homeless and near-homeless clients to only 11 maternity homes and transitional housing programs. Mary's Shelter is one of only six maternity homes that are licensed by the State of Pennsylvania, Department of Public Welfare, to house young women under the age of 17.

Although there are many outpatient or clinic settings in the community that offer prenatal care, Mary's Shelter is the only residential facility specifically for homeless pregnant women. The Public Health Services Expert Panel Report entitled *Caring for Our Future: The Content of Prenatal Care*, recommended not only early prenatal care but also psychosocial risk assessments of pregnant women, including such factors as stress, social and financial support, alcohol or drug use, smoking, nutrition and domestic violence. The majority of the residents at Mary's Shelter are considered high risk because they fall into one or more of these categories. In a study published by The U.S. Department of Health and Human Services in *Public Health Reports*, July-August 1997, it was recognized that traditional prenatal care focused primarily on identifying a patient's medical risks. The Report then focused on the content of prenatal care advice and the outcome of pregnancy. The most important finding was the direct effect of behavioral advice (education, counseling, referrals and follow-up) on the outcome of pregnancy, stating that for physicians to provide these enhanced services they should provide nutritionists, social workers, and health care educators at every office. Mary's Shelter provides these exact services through a comprehensive program of on-site counseling, educational programs, appropriate referrals and follow-up care.

Mary's Shelter's current housing capacity is 12 women and babies at a time. Residents may enter the program at any time during the pregnancy and stay for up to three months after the birth of the baby. The average length of stay for a resident is four to six months. In 2007, Mary's Shelter housed 30 young women and their newborns.

In 2006, Mary's Shelter started tracking requests for housing from homeless pregnant women with other children. Approximately 24 calls a month are from homeless pregnant women with families. Mary's Shelter is currently unable to house these women due to a lack of space at its current facility. Referrals to suitable housing for the homeless family are particularly difficult because the process can take several months, leaving the pregnant woman and her children unsheltered. The number of calls increased throughout 2007.

In January 2008, Mary's Shelter began a pilot program for pregnant women with other children. Five rooms at Mary's Shelter were designated for homeless women with other children, which reduced the number of single units available. During the first six months of the program, seven families have been housed.

Mary's Shelter's existing facility is not able to meet the need in the community for its services. All of their units/rooms are full, and Mary's Shelter receives an average of 15 calls per month for individual housing and an average of 24 calls per month requesting family housing. Approximately 40 calls/clients per month are turned away and referred to other agencies.

Mary's Shelter proposes to utilize the Navy-Marine Corps Reserve Center to provide shelter and social services to 12 homeless pregnant women and their newborns at a time and to expand their existing services to include 8 units for homeless pregnant women with other children. In addition, the property provides sufficient room for future expansion in order to shelter additional women.

### **Berks Women in Crisis**

BWIC's current shelter capacity has provided safety to women and children for over 25 years. Although BWIC's services are equally available to men, the common nature of its shelter is unable to accommodate adult males. Adult male victims are sheltered at other local facilities. BWIC's current shelter is functionally obsolete, unable to accommodate more than one physically challenged individual, and is inadequate to serve the needs of those who seek shelter from the violence in their homes. Routinely, BWIC's shelter has a waiting list of 4-10 families per week. Additionally, the 3-story building is attached on both sides to adjacent properties, has only one available bedroom for physically challenged residents and no room for expansion. There is no opportunity to rehabilitate the property to increase its disabled accessibility and there is no ability to increase the number of available beds for residents.

Emergency shelter for victims of domestic and sexual violence is a critical community need. Among cities surveyed, 44% identified domestic violence as a primary cause of homelessness. (U.S. Conference of Mayors, *A Status Report on Hunger and Homelessness in America's Cities: A 25 City Survey*, December 2003). 92% of homeless women have

experienced severe physical or sexual abuse at some point in their lives. (Browne, A. & Bassuk, S. "Intimate Violence in the Lives of Homeless and Poor Housed Women: Prevalence and Patterns in an Ethnically Diverse Sample", *American Journal of Orthopsychiatry*, 67(2)261-278, April 1997). Absent shelter, women are forced to choose between violence and abuse or homelessness.

In Berks County, BWIC provides more than 8,000 shelter nights per year to over 600 women and children. In 2006-2007, BWIC provided shelter to 990 women and children and had a waiting list of 558 women and children. Unfortunately, BWIC was compelled to turn away more than 500 women and children. When BWIC is unable to provide shelter for a family, BWIC discusses safety plans and locates other facilities to house the family. Although BWIC works very hard to find safe facilities, BWIC realizes that the additional obstacles to shelter very often result in the return to the abusive and violent home.

BWIC's current location also has three short-term, or bridge, housing units available to women and their families for up to one year. BWIC's current funding allows women to remain in its shelter only 30 days unless there are extenuating circumstances. This 30-day limit does not provide sufficient time to allow women and their children to connect with the community resources that they need to secure safe and affordable housing. BWIC's bridge housing allows that time by providing an additional 3 to 12 months of low cost housing so that women can secure the financial resources necessary to secure their own housing.

### **3. Description of Community Coordination**

Mary's Shelter and BWIC are both members of the Berks Coalition to End Homelessness (the Coalition), which is a group of over 40 local agencies that came together in 1995 to serve the needs of people in Berks County who are experiencing difficulty in securing or maintaining housing. The Coalition also conducts the "point in time" survey (homeless count) of Berks County for the Continuum of Care Grant. In addition to Mary's Shelter and BWIC, some of the other agencies involved in the Coalition include Berks Community Action Program, Berks County Children and Youth, Berks County Community Development, Reading Housing Authority and the United Way of Berks County. The Coalition works to achieve its goal through advocacy, dissemination of information, and referral to appropriate county services. By cooperating and pooling collective resources, the Coalition has been able to help members target their efforts to the most urgent needs and assist member organizations in expanding programs and services.

#### **Mary's Shelter**

Mary's Shelter works collaboratively with the local agencies and organizations described in Section 1 (Description of Homeless Assistance Programs) to provide a network of resources for residents to utilize while working toward independent living. These local resources and support systems will continue to provide services for the residents as they transition to independent living. The continuity of health care, education and personal counseling provides the family unit with stability and ultimately saves financial resources.

- Health Care System – Continuity of medical care for the mother will ensure that she is healthy and capable of caring for the family. It will ensure that the child's immunizations are up to date and that the child is ready for entrance into the educational system. Continuing with a primary health care provider reduces the need for expensive repeat or first exam testing.
- Educational System – Permanent secure housing enables the family to concentrate on active participation in the educational process. In 2007, 60% of the residents of Mary's Shelter had not finished high school; they attributed this to a transient, homeless lifestyle.
- Personal Counseling – Continuity of personal counseling allows the resident to develop a trust relationship with the counselor that increases compliance with professional recommendations. In 2007, 57% of the residents were referred for personal counseling for Mental Health/Mental Retardation issues; 53% received counseling for Domestic Violence; 21% received counseling for Drug & Alcohol issues; and 42% had active Children & Youth cases. Most of the residents had multiple overlapping issues.

In addition, Mary's Shelter works closely with the following local organizations that provide their clients with direct referrals to Mary's Shelter:

- Lifeline of Berks County and Catholic Charities of Berks County are pregnancy support centers that refer homeless and near homeless clients to Mary's Shelter
- St. Joseph's Medical Center's Women's Wellness Program and Reading Hospital and Medical Center refer clients to Mary's Shelter. In addition, these institutions provide all of the prenatal care and follow-up medical care for the residents and their babies.
- Children and Youth Services refers clients to Mary's Shelter and accepts the courses taught at Mary's Shelter as fulfillment of mandated service plan

#### **Berks Women in Crisis**

BWIC continuously works in cooperation with other local agencies to leverage all available resources to benefit its clients. BWIC leverages community resources to access welfare programs through Berks Community Action Program, Drug and Alcohol treatment programs through the Council on Chemical Abuse and other social services programs available throughout the County as dictated by client needs. The following is a listing of just a couple of the housing agencies with which BWIC will continue to partner to provide all of the supportive services necessary to the safety and success of BWIC's shelter and housing residents:

- The Housing Authority of the County of Berks (County Housing Authority) has worked in partnership with BWIC for over nine years to provide housing and supportive services to the residents of The Emma Lazarus Place ("TELP") through the County's Next Step Program. Five of the TELP units are designated and approved for participation in the Next Step Program. The County Housing Authority has the responsibility for determining the eligibility of clients for Next Step Participation as well as ensuring that the property itself complies with applicable building and safety codes.

The Next Step Program has been established to allow individuals who are ready to take the "next step" from a shelter or transitional housing facility to a living arrangement that is almost entirely independent. During this time, in cooperation with community agencies, qualifying individuals must participate in program activities designed to foster self-sufficiency and independence. Qualifications for participation include an income not to exceed low to moderate levels as defined by Federal Housing Guidelines, sponsorship by a qualifying social service agency and participation in creating goal plans. Ongoing review of the progress of each client is performed by the County Housing Authority to ensure that progress toward independent living is maintained.

- The City of Reading Housing Authority (City Housing Authority) has also worked in partnership with BWIC since 1999. The City Housing Authority has agreed to dedicate five rental vouchers to victims of domestic violence residing at TELP. As a result, the City Housing Authority ensures that each of the residents of the five units meet the qualifications established by the Section 8 Housing Program. Additionally, the City performs annual inspections of TELP to ensure compliance with applicable building and safety codes relating to residential properties.

The Section 8 program provides subsidized rental to low income individuals. Without these rental vouchers, BWIC's families would not be able to afford safe housing and may be forced to return to physically and emotionally violent relationships. These vouchers give battered women the time they need to focus on finding employment or completing their education which will allow them to move on to safe permanent housing.

At the Navy-Marine Corps Reserve Center, both Mary's Shelter and BWIC will have additional opportunities to partner with neighboring agencies, such as Oak Brook and Olivets Boys and Girls Club, offer English as Second Language Classes, and offer Drug and Alcohol education as well as to coordinate social and recreational opportunities for their respective residents and their children. The Navy-Marine Corps Reserve Center facility and location provide a unique opportunity to collaborate with other neighboring agencies to offer all services in a convenient location for Mary's Shelter and BWIC clients as well as neighborhood residents.

#### 4. Information Concerning the Building and Physical Location

##### **Building**

The Navy-Marine Corps Reserve Center has the space needed for Mary's Shelter and BWIC to expand their respective housing, educational and social services programs to meet the needs of residential and community clients. The facility is currently utilized by two organizations and provides a natural division for two separate but similar agencies to utilize the property. Separate entrances, bedrooms, bathroom facilities, and dining and recreational facilities are already available at the existing facility. In addition, given that the mission of Mary's Shelter and BWIC is similar, the two organizations can provide coordinated programming and services to the neighboring community residents and organizations.

Mary's Shelter intends to occupy the left side of the building, utilizing the main (front) entrance for a reception area and office space for intake and community clients. The remaining upper level would include two offices, single unit bedrooms, bathrooms and the common living room, kitchen and dining room. The lower level (left side) would contain the expanded family units. The lower level (front) has a separate ground level entrance directly adjacent to the computer lab (which is currently wired for 12 computer stations) and another meeting room, which could be utilized by both Mary's Shelter and BWIC to conduct classes for residential and community clients.

The hallway walls are cinderblock and non-moveable. However, the interior walls are drywall and easily movable for restructuring bedroom and offices spaces. Plumbing for kitchens and bathrooms already exists on both floors and on both sides of the building. A security system is already in place with the ability to provide individual and confidential access for residents and staff of each organization.

BWIC intends to occupy the right side of the building in a manner similar to Mary's Shelter. The front entrance would be utilized as a reception/intake area. The existing rooms are configured to allow door access from room to room, allowing BWIC to configure the rooms as needed either for single women or women with children. The flexibility allows larger families to have a "wing" providing privacy for older children and single women to have one private room. Additionally, all of the available rooms would be ADA accessible and meet the needs of physically challenged clients. Offices for shelter staff would be accommodated with existing office areas on the first floor.

Plumbing for kitchen, dining and bathroom facilities exist but would be expanded. A separate indoor play area would be utilized in the existing gym. The lower level would be renovated to allow for bridge housing. A common kitchen and living area would be created with up to six bedrooms located on the perimeter of the common areas. Existing garages would be utilized for storage of donated furniture and other goods for use by the shelter and housing programs.

Two improvements that would be necessary include the installation of a sprinkler system throughout the facility and a fire wall dividing the reception area in half. Mary's Shelter and BWIC were informed that the building passed all recent code inspections, although copies of code inspections were not available for review. If the facility is found to have code violations by the city or county inspectors, then renovations would be necessary to meet those requirements (which would ensure that the State Licensing criteria were also met). Over time, Mary's Shelter and BWIC would strive to make the building more aesthetically pleasing by creating a more home-like atmosphere for their residents.

Subsequent to the initial NOI deadline, Mary's Shelter and BWIC were permitted access to the facility with Dolan Construction. The engineer from Dolan Construction found no structural obstacles to utilizing the building for homeless housing services. Dolan's preliminary estimate for the renovations necessary to house the shelter portions of both programs is approximately \$1.1 million.

## **Physical Location**

The physical location of the property is ideal for the clients that Mary's Shelter and BWIC serve. The property is located:

- On a public transportation route, which is important because most women served by the organizations do not own a car
- One block from Olivet's Boys and Girls Club, which is important because Olivet's provides supportive programs to the children of the women who will stay at the shelters
- Two blocks from Oakbrook public housing, which is where many of the women preparing to leave the shelters will require subsidized housing and several past clients of Mary's Shelter and BWIC have moved
- Three blocks from Thomas Ford Elementary School, which is important because the pregnant and parenting clients will benefit from having access to a local elementary school
  - In addition, the property's location will allow children moving from the shelter to Oakbrook public housing to remain in the same school, which will eliminate a major stress for the family
- Approximately one mile from Reading Hospital and Medical Center, which provides medical care for the resident families and educational and employment opportunities
- Approximately one-half mile from Lancaster Avenue, which offers multiple employment opportunities, as well as banking, grocery stores, and other necessary services
- Directly across from the State Police barracks, which provides an additional level of security and comfort for residents

The property also contains sufficient grounds and outbuildings that will provide necessary storage as well as room for future growth and future development of permanent housing on campus. The property also has perimeter fencing that provides a secure outdoor play area for children, and the building and property generally provide a sense of security for women and children.

## **5. Description of Financial Plan and Organizational Information**

### **Financial Plan**

The Navy-Marine Corps Reserve Center building is capable of being utilized for residential shelter and housing of homeless persons without much significant alteration. The current shelters run by BWIC will be sold, generating financial resources for renovations. By housing all facilities of BWIC on the property, BWIC would allocate the current resources it pays in rent and maintenance to the Navy-Marine Corps Reserve Center. A review of the utility information provided subsequent to the initial NOI submission indicates that utility costs are not greater than current costs for Mary's Shelter and BWIC's current shelters.

Mary's Shelter and BWIC are each 501(c) (3) private non-profit organizations organized under the laws of the State of Pennsylvania. Both organizations have financial plans that address annual needs and provide for future success and growth.

Mary's Shelter is affiliated with the State-funded Real Alternative of Pennsylvania, which provides partial funding for educational and counseling services (approximately 50% of Mary's Shelter's annual budget). Mary's Shelter conducts an annual appeal (20% of budget), special events (15%) and actively pursues grant opportunities for special projects (15%). Mary's Shelter's annual budget is \$550,000 for the shelter and transitional housing programs. The Board of Directors of Mary's Shelter has developed a financial plan that addresses the annual needs of the organization and has established an endowment fund and scholarship fund to ensure future success and growth. Financial reports are compiled and presented bi-monthly at Board meetings. A full audit is conducted annually by an independent accounting firm.

BWIC receives funding from a variety of sources. One of the largest sources is the Victim of Crime Act fund, a federal funding source derived from the payment of fines and penalties through the Federal government. Funding is also provided by the Department of Welfare and Health through the state-wide Domestic and Sexual Violence Coalitions, as well as the Pennsylvania Coalition of Crime and Delinquency, the United Way, the Department of Housing and Urban Development and private contributions. BWIC's annual budget is approximately \$2 million for all operations. BWIC's current operating budget is developed by its Financial Coordinator, Executive Director and Treasurer, and is approved by BWIC's Board of Directors at its annual meeting. The Financial Coordinator oversees BWIC's fiscal activities, with the involvement and approval of the Executive Director. All financial reports are approved by the Executive Director. BWIC complies with the fiscal standards required by its funding sources and regulatory agencies, including audit requirements and maintenance of insurance.

In addition to existing sources of funding available to Mary's Shelter and BWIC, the following joint opportunities are available to them in order to obtain additional funding to maintain and renovate the Navy-Marine Corps Reserve Center:

- Special Events
- Private Donations
- Foundations
  - J. Jill Foundation
  - Mattell Children's Foundation
  - Gerber Foundation
  - Wells Fargo Foundation
  - The Sunshine Lady Foundation

#### **Mary's Shelter Organizational Structure**

Mary's Shelter is governed by a Board of Directors that provides vision and direction to the organization, and its program and daily operations are overseen by its Executive Director in accordance with established Policy and Procedure Manuals.

Upon entering the program at Mary's Shelter, a resident works closely with a Case Manager and Counselor to establish long-term and short-term goals relating to prenatal care and parenting skills, education, personal counseling and future permanent housing. The resident, Case Manager and Counselor, with the aim of achieving independent living skills, develop a plan of action with attainable goals. These goals are reviewed and updated with the residents on a regular basis. Goals are written with associated measurable tasks. Residents are given a timetable for completion and evaluation.

The Case Manager meets with individual residents three times a week to assist the resident with tasks such as phone calls and paperwork associated with the pregnancy, education or housing. The Counselor meets with individual residents once a week to assess the need for and effectiveness of community referrals, such as Mental Health / Mental Retardation, Drug and Alcohol Addiction, Legal or Family Counseling, Children and Youth referrals. The support staff, community volunteers and community agencies provide life-skills training related to pregnancy, parenting, nutrition, housekeeping, budgeting and legal issues. Two classes are taught per week and generally class topics rotate every six to eight weeks depending on instructors and course outlines. The Executive Director meets monthly with the Case Manager, Counselor and Instructors to review individual resident progress and class participation. Suggestions for new or additional classes or referrals are discussed at these team meetings. Feedback from current and former residents is taken into consideration.

#### Mary's Shelter Key Personnel

- Christine M. Folk RN, Executive Director - Christine graduated from Alvernia College with a Degree in Nursing. From 1986 to 1988, she worked at Ephrata Community Hospital in Obstetrics, specializing in labor and delivery. From 1988 to 1994, she worked at St. Joseph Medical Center, Reading, in Obstetrics and Gynecology, specializing in labor and delivery. As part of the preceptor program, she trained new employees during their three-month labor and delivery orientation. She joined the Mary's Shelter team as a volunteer in 1995 and was a Board Member in 1997. She was then hired as the Development Director in 1998, and became the Executive Director in 2000.
- Danielle Monahan MSW, Assistant Executive Director and Counselor - Danielle received her Associate of Arts Degree in Education and an Associate of Arts Degree in Psychology from Reading Area Community College in 1996. She then received a Bachelor of Social Work Degree, with a minor in psychology, from Alvernia College in 1998. In 2000, Danielle completed her Master in Social Work Degree, with a minor in research, from Marywood University. Danielle's vast knowledge of psychology and mental health disorders has enabled Mary's Shelter to provide on-site and immediate intervention for the clients.
- Brenda L. Gehring MSW, Case Manager/Program Director - Brenda started at Mary's Shelter as an intern from Alvernia College. After completing her Bachelor's Degree in Social Work in 1999, she was employed full-time to work directly with the residents of Mary's Shelter. Since then Brenda has received her Master's Degree in Social Work from Marywood University. Brenda is very successful in developing a comfortable, yet professional, mentoring relationship with each young woman.

## **Berks Women in Crisis Organizational Structure**

The 45-member staff of BWIC is diverse and multi-cultural, representing several different ethnicities: Latino, African-American, and Caucasian. The staff is itself a reflection of the local community. Together, the staff comprises a combined total of 500-plus years of education and experience directly working with women and children. Some of the educational disciplines represented are psychology, education, women's studies, law, human development and family studies, sociology, social work, drug and alcohol counseling, criminal justice, accounting, and business management.

### Berks Women in Crisis Key Personnel

The primary key staff positions for BWIC's emergency shelter are:

- Executive Director – responsible for overall planning and administration of the program.
- Shelter Coordinator – responsible for supervising shelter counseling, advocacy and support staff. Also provides direct counseling to clients.
- Night/Weekend Manager – responsible for managing the shelter staff and activities between 5 pm and 8 am Monday through Friday, and on weekends.
- Counselor/Advocate – provides counseling, support, and referral services to victims of domestic and sexual violence. Also provides group counseling and education to shelter residents, as well as to non-resident clients.
- Bi-lingual Counselor/Advocate – provides access to safe shelter as well as counseling, support and referral services to Latino victims of domestic and sexual violence.
- Children's Advocate – provides counseling, advocacy, information, and referral and support services to children and their mothers.
- Financial Coordinator – processes and keeps accurate and complete records of all grant expenditures and income. Assures compliance with funding requirements of the Emergency Shelter Grant and all other grants.
- Legal Systems Attorney – coordinates the legal advocacy services for BWIC clients and supervises the legal counselor/advocates and attorneys.
- Rapid Response Coordinator – coordinates staff and volunteers to provide round-the-clock response and availability to battered women at the time of crisis.

### **Mary's Shelter Achievements**

To date, over 250 women have been housed at Mary's Shelter. In addition, Mary's Shelter provides pantry services (such as food, clothing, diaper, formula, and furniture) and community outreach services to 300 low income women and children in the community each year. Mary's Shelter's housing and social service programs have been used as a model for establishing new maternity homes and its successful program has been replicated in Pennsylvania, New Jersey, Delaware, Texas, Alabama and Iowa. In addition, Mary's Shelter's

staff has been consulted on every aspect of establishing a Maternity Home from the grass roots beginning to program development to creating a development plan.

The success of Mary's Shelter's programs is evidenced by the following:

- 100% of clients keep scheduled prenatal appointments
- 95% of clients participate and complete classes related to pregnancy, parenting, and life-skills training
- 100% of clients complete the needs assessment upon admission with appropriate referrals and follow-up
- 100% of clients receive personal counseling
- 90% of clients offered assistance with pursuing formal educational opportunities will complete the process
- 96% of clients will obtain permanent and suitable housing; including an assessment of their ability to maintain housing
- 4% of clients will move to transitional housing

#### **Berks Women in Crisis Achievements**

The evolution of BWIC from a grass-roots program, with volunteers providing hotline and safe shelter services, to an agency employing nearly 50 people and providing professional and comprehensive services has been truly exceptional. BWIC provides more than 8,000 shelter nights per year to over 600 women and children,

Notable achievements include the construction of The Emma Lazarus Place, BWIC's long-term transitional housing facility in Reading, Pennsylvania, that includes 10 3-bedroom townhome units and is the largest transitional housing facility located in a domestic violence center in the state. The Emma Lazarus Place includes Emma's Place, a state-of-the-art child development center that achieved a Keystone Stars, Four Star Rating, which represents achievement of the highest level of performance standards by the Pennsylvania Early Learning Keys to Quality. Additionally, PeaceWorks, the Prevention Education Department of BWIC, is the largest domestic and sexual violence education department in the state. BWIC's counselors are Master's Level professionals with expertise in the understanding and treatment of trauma.

The success of BWIC's programs, as evidenced by the following outcome measurements, is due to the level of professionalism, dedication and commitment that BWIC enjoys:

- 100% of clients develop safety plans
- 90% access community resources
- 75% of transitional housing residents secure permanent housing
- 80% of housing residents complete an educational or training program
- 95% of clients report a greater understanding of domestic and sexual violence

**6. Assessment of the Timeline for Implementing the Programs**

Once the Navy-Marine Corps Reserve Center property is made available to Mary's Shelter and BWIC, each organization will immediately begin making any necessary or desired repairs, alterations and upgrades to the building and property. Due to the limited access to the property currently provided to Mary's Shelter and BWIC, it is difficult at this time to estimate the appropriate timing for completing any such repairs, alterations and upgrades. However, once such tasks are completed, Mary's Shelter anticipates that its shelter could be relocated to the property within a one-month time period. Prior to relocating, Mary's Shelter would begin expanding its program services, as well as hiring and training new staff, so that the new services could commence immediately upon relocation. BWIC will begin relocation of the shelter facility upon completion of any repairs, alterations and upgrades, and the bridge housing within six months of completion of improvements. Any new or expanded programs will commence upon training of additional staff.

**NAVY-MARINE CORPS RESERVE CENTER  
LOCAL REDEVELOPMENT AUTHORITY  
OFFICIAL NOTICE OF INTEREST**

**June 11, 2008**

The Reading School District submits the following Notice of Interest for public conveyance of the Navy-Marine Corps Reserve Center for use as an educational facility to operate an early childhood center and alternative education program to serve children in Reading, Pennsylvania.

**I. ORGANIZATIONAL PROFILE**

**1. Legal name of government entity or non-profit institution requesting the use of buildings or property at the Navy-Marine Corps Reserve Center, Reading, Pennsylvania.**

Reading School District

**2. Address and telephone number of applicant**

Thomas R. Chapman, Jr., Superintendent  
Reading School District  
800 Washington Street  
Reading, PA 19601  
(610) 371-5611

**3. Name and title of contact person.**

Thomas R. Chapman, Jr., Superintendent  
Reading School District  
800 Washington Street  
Reading, PA 19601  
(610) 371-5611

**4. Name and title of person(s) authorized to complete conveyance or purchase, and/or execute any lease or agreements. Attach a copy of the legal authority permitting these persons to complete such transactions.**

The Reading School District Board of Education will designate the authorized district representative. A copy of the authorizing resolution will be submitted at a later date.

**5. Statement regarding whether applicant is state, political sub-division of state or private non-profit, tax exempt organization under Section 501(c)(3) of the 1986 Internal Revenue Code. If applicant is a private not-for-profit entity, attach a copy of the IRS recognition of its Section 501(c)(3) exemption status.**

The applicant, Reading School District, is a local educational agency in Pennsylvania.

**6. A copy of the document showing statutory or legal authority under which the applicant is authorized by law to acquire and hold title to property or to lease property.**

Reading School District will hold title to the property as authorized by § 21.1 of the Pennsylvania School Code.

**7. Requirements for applicants other than public agencies:**

Not applicable.

**8. A copy of current constitution/charter/by-laws or Articles of Incorporation as appropriate.**

The authority of Reading School District as a local educational agency in Pennsylvania is contained in Article 2, Section 211 of the Pennsylvania Public School Code.

**II. PROPOSED PROGRAM**

**1. A detailed narrative description of the proposed use of the property or building.**

The Reading School District proposes using the Navy-Marine Corps Reserve Center property for an alternative education program. The district currently operates its primary alternative education program through contracting with an outside provider, Cornell Abraxus. To ensure greater control over quality of curriculum and services to students, the district will operate its own alternative education program beginning with the 2008-09 school year. Through a one-year lease, the alternative education program will operate at the former St. Cyril School site located on South Sixth Street. The district has been investigating future sites for the program and is proposing the Naval-Marine Corps Reserve Center as a viable site. In preparation for opening the district-operated program, planning meetings have been held throughout March, April and May 2008. Meetings have included community-based groups and service providers, as indicated in the chart below:

**Alternative Education Planning Meetings**

<b>Date</b>	<b>Time</b>	<b>Topic</b>	<b>Location</b>
3/26/2008	4-6 PM	Academics / Direct Instruction	Admin. Building
3/28/2008	9-11 AM	Academics / Technology	Admin. Building
4/1/2008	4-6 PM	Pupil Services / ISP (construction)	Admin. Building
4/2/2008	4-6 PM	Pupil Services / ISP (implementation)	Admin. Building
4/8/2008	9-11 AM	Community Integration (student services)	Admin. Building
4/9/2008	4-6 PM	Community Services (volunteer)	Admin. Building
4/15/2008	9-11 AM	Community Programming (Clubs, activities, ROTC)	Admin. Building
4/16/2008	4-6 PM	Community & Career Connections	Admin. Building

A Director for Alternative Education and a Principal have been hired. Currently, interviews are being held to hire teaching and support staff to fill the positions indicated on the following chart:

**Alternative Education - Secondary Staffing - Salaries/Wages w/Benefits**

POSITION	NUMBER	COST	DEPARTMENT/ SCHOOL	FUNDING SOURCE
Instructional Supervisor	1	83,000	Alternative Ed	General Fund
Teachers	12	600,000	Alternative Ed	General Fund
Teachers - SPED	8	400,000	Alternative Ed	General Fund
Counselor	1	50,000	Alternative Ed	General Fund
Teacher - ESL	1	50,000	Alternative Ed	General Fund
Educational Assistants- SPED	8	148,000	Alternative Ed	General Fund
Educational Assistants - ESL	2	37,000	Alternative Ed	General Fund
On-site Translator	1	40,000	Alternative Ed	General Fund
Behavior Specialist	2	100,000	Alternative Ed	General Fund
Mental Health Worker	1	40,000	Alternative Ed	General Fund
Psychologist	1	75,000	Alternative Ed	General Fund
Social Worker-MSW	1	75,000	Alternative Ed	General Fund
Home and School Visitor	1	40,000	Alternative Ed	General Fund
Volunteer Coordinator	1	35,000	Alternative Ed	General Fund
Clerks	2	80,000	Level 4 & Level 2	General Fund
Security Guards	2	50,000	Alternative Ed	General Fund
Custodian	1	45,000	Alternative Ed	General Fund
Cafeteria	2	30,000	Alternative Ed	General Fund
School Nurse	1	50,000	Alternative Ed	General Fund
<b>TOTALS</b>	<b>49</b>	<b>2,028,000</b>		

Additionally, the Naval-Marine Corps Reserve Center site may be used to support additional pre-kindergarten and full-day kindergarten classes. Through creative use of existing school space, the Reading School District has been able to expand its full-day kindergarten program from just four classes in 2004-05 to 49 full-day classes in 2007-08. However, the district goal of providing full-day kindergarten for all children has yet to be realized due to lack of classroom space. Currently four of the 14 elementary schools still offer half-day sessions for some children. Additionally, due to expansion of full-day kindergarten, the number of pre-kindergarten sessions across the district was slightly reduced in the past two years. Currently, the district offers 25 half-day pre-kindergarten sessions.

**2. A detailed assessment of the need for the proposed programs.**

**Alternative Education Program:**

Alternative education programs serve students who are at-risk for failure within the traditional educational system. Students are placed in alternative education programs based upon at-risk characteristics including: suspensions for disregard for school rules, disruptive behavior, and habitual truancy. The goal of alternative education is to remove the student from the traditional school setting to provide a setting more conducive to meeting the needs of the student. The Reading School District alternative education program will offer students extra support and counseling, smaller class size, more personal environments, and positive relationships with

adults. Students will receive educational programs that focus on academic skills, social services and/or community work-based learning with specific educational and transition goals. The short-term goal for the alternative education program is to modify the disruptive behavior for repatriation of the students back into the regular school setting, while still meeting students' educational needs so they do not fall further behind academically. Upon re-entry back to home school, students will continue to receive resource services to ensure successful reintegration into the regular education program.

Research indicates that when students exhibit behaviors that put them at risk for academic failure, such as truancy, they are most likely to drop out of school. Providing alternative educational programs to keep students in school is preferable to having communities deal with the ramifications of young adult dropouts who are ill equipped to enter the work force and become contributing citizens.

The new alternative education program for the Reading School District will incorporate the following components and strategies proven to be effective in alternative education:

- Lower student-to-staff ratio.
- District and community support
- Strong leadership
- Highly trained and carefully selected staff
- Shared vision and clear focus for program
- Intensive behavior therapy and counseling
- Emphasis on real-life learning.
- Community programming with linkages between school and workplaces
- Working relationships with collaborating community agencies

**Early Childhood Education Program:**

Providing full-day kindergarten and pre-kindergarten experiences is crucial in “leveling the playing field” for low-income children in Reading. Research shows that full-day kindergarten experiences positively impact student learning. The Pennsylvania Department of Education strongly supports implementation of full-day kindergarten, particularly in districts serving large numbers of students at risk for academic failure based upon low-income levels and Limited English Proficiency.

While full-day kindergarten positively affects student learning, research shows that reaching children at an earlier age has even greater impact. In a 1995 study *Meaningful Differences* conducted by Drs. Hart and Risley at the University of Kansas, it was determined that children of poverty could conceivably hear 32 million fewer words upon arrival at kindergarten versus the children of professional parents. The Hart and Risley study showed that by age 3, the spoken vocabularies recorded for children from professional families were actually larger than the vocabularies recorded for the parents in the welfare families. The study underscored the need to provide children with early opportunities to engage in positive language interactions with knowledgeable adults. Given the district's large low-income population (87% of families eligible for free or reduced lunch program) and its large second language population (76% Latino families), an early opportunity to support language development in young children is

critical. The district currently operates 25 half-day pre-kindergarten classes for four-year-olds. Although state grant funding is available to hire teachers to expand district pre-kindergarten programs, lack of space limits expansion. Therefore, for 2007-08, the district was unable to apply for Pre-K counts state funding to increase its pre-kindergarten program.

**3. Provide the following:**

**A. The need to expand existing facilities.**

As part of its *Smaller, Safer, Smarter Schools* plan, the district is currently in the midst of a \$55 million comprehensive plan to repair and renovate its schools to ensure student and staff safety. Over the past five year's the district's student enrollment has increased over 1,000 students to a current enrollment of 17,425. In the past, the district had 32 schools but currently has only 21. Increased student enrollment and fewer facilities have resulted in overcrowding in most of the district's schools.

The district is currently alleviating the overcrowding at Reading High School by constructing the Citadel to serve students in grades 9 and 10 at the former St. Joseph Hospital site. To alleviate the overcrowding in middle schools, the district has adopted the concept of the grade 6 gateway schools. Two sixth grade gateway schools opened in 2006-07. The third gateway school will open for 2008-09 in the re-built Millmont School which is currently under construction to house two separate schools, one for grades Pre-K-5 and one for the Gateway School for Agriculture, Science and Ecology. The district has been aggressively seeking additional sites within the City of Reading to build seven additional small elementary schools to reduce overcrowding and expand its early childhood programs. The district is also seeking sites for the ROCK (Reading Opportunity Center for Kids), which will be a central site for new student registration and for information and orientation for both students and parents. It will provide testing and other transition services for children and families as they enter the Reading School District. And, as outlined in this proposal, the district is seeking a site for its alternative education program

Although the district has been actively pursuing possible sites within the City of Reading, there are very limited available site locations that would be appropriate for school locations. The district has utilized its existing space by building two gateway schools on the grounds of existing elementary schools. The other district schools are landlocked, so the district has had to seek other sites within the city.

**B. Identify any anticipated expansion of services that may result from improvement of facilities for the proposed program, as applicable.**

As previously stated, the Naval-Marine Corps Reserve Center will allow the district to expand its pre-kindergarten and full-day kindergarten programs.

**C. Identify whether the need for the proposed program is a result of the requirement to meet or comply with established state standards.**

The district is required by state code to offer an alternative education program.

Regarding the proposed early childhood program, state law does not mandate pre-kindergarten and full-day kindergarten programs. However, they are both evidenced-based strategies that positively affect student learning. The district's Strategic Plan identifies early childhood education as a strategy for increasing student achievement. The district is compelled to increase student achievement to meet the academic accountability requirements of the Pennsylvania Accountability System, which applies to all public schools and districts. The system is based upon the State's content and achievement standards, valid and reliable measures of academic achievement, and other key indicators of school and district performance such as attendance and graduation rates. The Pennsylvania Accountability System was instituted to meet the requirements of the federal *No Child Left Behind* legislation and has the same end goal - having every child in the Commonwealth proficient or above in reading and mathematics by the year 2014. Schools and districts that do not meet the "Adequate Yearly Progress" achievement standards face consequences imposed under the federal *No Child Left Behind* legislation. Therefore, although expansion of early childhood programs are not required to comply with state standards, it is incumbent upon the district to do so.

**D. Include statement that applicant does not currently possess real estate suitable for the proposed program.**

As stated previously in Section II. 3 (A), the district does not have real estate suitable for operating the proposed programs.

**4. In the case of a homeless assistance program, a description of how the program will be coordinated with other homeless assistance programs in the communities in the vicinity of Navy-Marine Corps Reserve Center**

Not applicable.

**5. A description of the time required to redevelop the property for the proposed use and to start the proposed program.**

Although the Navy-Marine Corps Reserve Center is not available until 2010, the district-operated alternative education program is currently being developed and is scheduled to operate in a leased property for 2008-09. However, this property is not owned by the school district but is being used as a temporary site.

**III. BUILDINGS/ PROPERTY NECESSARY TO CARRY OUT PROGRAM**

**1. A narrative description of requested facilities, land, buildings, improvements, easements and related equipment. If only a portion of any of these assets is requested, indicate which portion. (Describe by building number and include an illustrative map).**

The district is requesting the 7.06 acres of land and the structures erected upon the land, including the administrative/office facility (one structure); maintenance production facility (four structures); utility facilities (four structures); and paved areas.

- 2. Is the applicant requesting a deed transfer? Would the applicant agree to a third party owning the property and building and leasing such properties to the applicant at no cost?**

The district is requesting a deed transfer.

- 3. Indicate what land use and zoning requirements or entitlements are necessary for the applicant to implement its Proposed Program in and around the buildings and property requested.**

The property will require re-zoning for school use.

- 4. Indicate whether existing buildings will be used and describe any new construction or rehabilitation that is anticipated on the requested property necessary for program implementation.**

Based upon a thorough structural assessment, the district will augment the existing buildings through renovation and, if necessary, new construction to meet the meet the programmatic needs.

#### **IV. ORGANIZATIONAL CAPACITY**

**The applicant must demonstrate a record of performance and experience with similar programs, viability, and financial and administrative solvency and stability based on the following:**

- 1. A general description of past performance and experience operating similar programs to those proposed.**

The Reading School District has been operating as a school district since the late 1800's. The district has established and operated alternative education programs in the past. And, of course, it currently operates early childhood programs.

The district has received recognition from Dr. Gerald L. Zahorchak, Secretary of Education for the Commonwealth of Pennsylvania. In a letter dated October 10, 2007, Dr. Zahorchak congratulates the district for its efforts in moving students towards the goal of proficiency. He states, "In almost every school, grades 4-8 in reading and mathematics, the students at the below basic and basic levels made more than one year's worth of growth for a year's worth of schooling." He also indicates that the gains for these cohorts of students are significantly above the growth standard, as defined by the Pennsylvania Value-Added Assessment System.

**2. A list of all projects/properties owned or managed (as applicable to the request) by the applicant.**

The Reading School District currently owns and operates 14 elementary schools (Pre-K-5), one early childhood cottage (K); four middle schools (grades 6-8); two sixth grade gateway schools; one high school (grades 9-12), one Admin. building, and one facilities supply building. The district is currently re-constructing its Millmont Elementary School to house an elementary school (Pre-K –5) and a third sixth grade gateway school. On the site of the former St. Joseph Hospital, the district is currently constructing a junior high school for grades 9-10 to alleviate overcrowding at Reading High School (grades 9-12).

See information in following chart:

**Reading SD Building Information**

<b>Building</b>	<b>Year Built</b>	<b>Last Renovation</b>	<b>Student Capacity</b>	<b>Student Enrollment</b>
Northeast Middle School	1922	1987	1,000	1,050
Millmont Elem. (being re-built) & GS for Agriculture, Science & Ecology	1923 2008	In progress	375 375	New schools In progress
Riverside Elementary	1924	2001	1,000	914
Southern Middle School	1924	1995	1,000	757
Glenside Elementary	1926	1989	525	387
Reading High School	1926	1989	3,375	4,174
Tyson Schoener Elementary	1928	2003	875	635
Southwest Middle School	1929	1986	1,000	707
13th and Union Elementary	1929	2001	875	975
Amanda E. Stout Elementary	1935	None	750	743
Northwest Middle School	1935	1986	1,000	933
Thomas Ford Elementary	1955	1960	750	525
Lauer’s Park Elementary	1960	2002	850	785
13th and Green Elementary	1967	None	600	704
10th and Green Elementary	1967	None	550	666
12th and Marion Elementary	1967	2003	450	556
16th and Haak Elementary	1968	2001	600	643
Northwest Area Elementary	1969	2001	825	789
10th and Penn Elementary	1995	None	575	577
GS for Performing Arts at Glenside	2006	New	375	305
GS for Comm. & Tech. at Thomas Ford	2006	New	375	304
The Citadel (being built)	2009	NA	3,057	---

The Reading School District also owns an Administration Building and a maintenance & supply facility.

**3. Plans for the expansion of the organization to meet an increased demand for services from the proposed programs. Identify any organizational adjustments needed for proposed programs including number of employees needed and job descriptions.**

See Section II #1 for list of alternative education personnel being hired. The district would also hire any additional pre-kindergarten and kindergarten teachers needed for the early childhood center.

**4. Provide a list of management functions that will be staffed at the property or in buildings requested and whether those management functions will be provided by the applicant or contracted out to a third party. If contracted out, please provide information regarding the selection process for those management services and how often a site manager will visit the property.**

Administrative support for the alternative education program will be provided by three onsite administrators: principals, vice principal and instructional supervisor. The Director of Alternative Education and the Director Student Services, both central office administrators, will provide additional administrative oversight of the alternative education program. A custodian and security guard will be on site for facility management. The district's facility foremen and Security Chief will directly supervise them.

**5. Private agency information**

Not applicable.

**6. Homeless Providers**

Not applicable.

**V. FINANCIAL PLAN**

The Reading School District is financially supported through two primary sources: local sources — mainly local taxes and investment income — and the state government. The district receives its state revenue primarily in the form of formula-driven basic education subsidies. It also receives state grant funding for implementing specific programs rather than for basic operating expenses. The projected 2008-09 budget for the Reading School District is \$183,579,281, of which 67% is state funding, 23% local funding and 10% federal funding.

Driven by Act 114 of 2006, Pennsylvania was mandated to conduct a statewide “Costing-Out/Adequacy Study” to determine the costs for educating all children in Pennsylvania. The State Board of Education provided oversight for the study, which was conducted by an independent firm. The study, which was released on November 14, 2007 and revised in December 2007, addressed two issues—adequacy and equity. The study considered the real costs of providing a quality education for all students, including those with special needs. Based upon what research shows is needed to raise student achievement, the study provided a Pennsylvania-specific adequate funding target. That target base amount for 2008-09 is \$8,355, with additional funding needed for large

populations of low-income and Limited English Proficient Students. The target is adjusted for district size and regional differences. The target is then compared to a district's actual spending.

Based upon the findings of the "costing-out study", it was determined that 93% of all school districts in Pennsylvania do not have the adequate resources to support all children reaching grade level, as mandated under the *No Child Left Behind Act*. Reading School District has the biggest gap of all, spending \$6,033 per child.

Due to this determination, Governor Rendell has proposed a six-year plan to provide adequate funding for school districts. If approved, the Reading School District's state subsidy funding will increase by more than \$15 million over 2007-08.

The district has prepared a financial plan that consists of state aid and debt service in the form of secured bonds to fund its renovation, maintenance, and construction plans over the next five years.



LINDA A. KELLEHER, CMC  
CITY CLERK

## CITY OF READING, PENNSYLVANIA

READING LOCAL REDEVELOPMENT AUTHORITY  
ROOM 2-24  
815 WASHINGTON STREET  
READING, PA 19601-3690  
(610) 655-6204

March 6, 2009

Berks Women in Crisis  
Mary's Shelter  
645 Penn Street  
Reading, PA 19601

Reading Hospital  
c/o Larry Loggero  
REMAX of Reading  
1290 Broadcasting Rd

Reading School District  
Dr. Tom Chapman  
800 Washington Street  
Reading, PA 19601

To whom it may concern:

Last year, your organization submitted a Notice of Intent (NOI) letter to the Reading Local Redevelopment Authority (LRA) concerning the acquisition and use of the Reading Marine Reserve Center on Kenhorst Boulevard. As you know the Reading LRA is proceeding with studies to determine the potential reuse alternatives for this facility, including an evaluation of your organization's statement. At this time, the Reading LRA would like to receive additional, more detailed information from you.

The implementing regulations for the NOI screening process (32 CFR 176.20) include provisions for the applicant to provide the following information:

- (D)...the physical requirements necessary to carry out the program including a description of the buildings and property at the installation that are necessary to carry out the program;
- (E) A description of the financial plan, the organization, and the organizational capacity of the representative of the homeless to carry out the program;
- (F) An assessment of the time required to start carrying out the program.

In order to fully evaluate your letter and understand your situation vis-à-vis the facility, we would ask you to provide answers to the following questions:

1. What renovations, structural changes, environmental remediation (i.e. asbestos and lead based paint removal), utility and HVAC improvements, code compliance requirements and interior design changes will be necessary for your intended use?
2. Do you plan to demolish the existing facilities? If so which facilities do you plan to demolish?
3. What source of funds have you identified to meet these costs and when will you be able to commit that those funds are available for this project? Do you have a capital budget to accomplish this work or will the cost be paid from your operating budget?





**DATE:** March 24, 2009

**TO:** Linda Kelleher, CMC

**FROM:** Frank J. Vecchio, Assistant Superintendent of Schools

**RE:** Information for LRA

In response to your letter dated March 6, 2009, we are providing the following answers:

1. What renovations, structural changes, environmental remediation (i.e. asbestos and lead based paint removal), utility and HVAC improvements, code compliance requirements and interior design changes will be necessary for your intended use?

**Renovations: Demolition of interior walls to increase capacity for classroom (instructional) purposes. Square footage determinations are made based on PA Department of Education (PDE) recommendations for reimbursement based on Plan Con.**

**Structural changes: In conjunction with renovations, the possibility exists for expansion based on further study and additional utility of the site. Architecturally, the design format will take into place energy conservation, following the Leadership in Energy and Environmental Design (LEED) principles.**

**Environmental remediation: As an educational entity, the Reading School District must abide by the Asbestos Hazard Emergency Response Act (AHERA) standards which provide strict guidelines to secure the safety of all occupants.**

**Utility, HVAC Improvements/Code compliance requirements: All utility and HVAC systems will be upgraded to adhere to current standards based on all code requirements.**

**Interior design changes: Interior design will be dictated by the design team which consists of architects, administration, and teachers. Collectively this team will examine square footage (space) and the needs of the curriculum to determine the most appropriate learning environment.**

2. Do you plan to demolish the existing facilities? If so which facilities do you plan to demolish?

**Presently, the Reading School District interest is not to demolish any existing buildings.**

3. What source of funds are available for this project? Do you have a capital budget to accomplish this work or will the cost be paid from your operating budget?

**Funds: General fund reserves will be used for this project.**

**Capital budget: We have a capital budget to meet these expenses.**

**No operating budget funds will be used.**

4. Assuming that you could obtain occupancy on October 1, 2011, when will you complete the renovations, improvements, remediation activities, code compliance (including the necessary building permits requirements), utility, and HVAC requirements and structural changes so that you can implement your intended program?

**Completion: August 2013.**



BERKS  
WOMEN IN  
CRISIS

April 3, 2009

Ms. Linda A. Kelleher  
City Clerk  
Reading Local Redevelopment Authority  
815 Washington Street  
Reading, PA 19601

Dear Ms. Kelleher:

Mary's Shelter and Berks Women in Crisis ("BWIC") are pleased to submit the responses set forth below to your letter dated March 6, 2009, seeking additional information relating to our joint Notice of Interest, dated September 16, 2008, for the acquisition of the Navy-Marine Corps Reserve Center, Kenhorst Boulevard, Reading, Pennsylvania (our "NOI").

For your convenience, we have provided in italics each of your numbered comments followed immediately thereafter by our responses.

1. *What renovations, structural changes, environmental remediation (i.e. asbestos and lead based paint removal), utility and HVAC improvements, code compliance requirements and interior design changes will be necessary for your intended use?*

Response:

The most immediate and critical need of Mary's Shelter and BWIC is for additional shelter space. We believe that the Navy-Marine Corps Reserve Center building is capable of meeting that need without any significant alterations or structural changes.

With the limited information at our disposal, we have not been able to identify any required environmental remediation. Although one of the environmental reports contained on the LRA's website states that there is a "potential" for presence of asbestos-containing building materials and lead-based paint at the facility, the report did not describe any such findings. As you offered in your March 6, 2009 letter, we would like to request an additional site visit to the facility. Once we are granted proper access to the facility, we will be able to retain a contractor to perform an assessment of the need, if any, to remediate any asbestos or lead-based paint. However, given that no significant structural changes are required for our intended use of the facility, we do not view environmental remediation as a significant obstacle to our intended use.

Two improvements that would be necessary are the installation of a sprinkler system throughout the facility and a fire wall dividing the reception area in half. Mary's Shelter and BWIC were informed that the building passed all recent code inspections, although copies of code inspections were not available for review. If the facility is found to have code violations by the city or county inspectors, then renovations would be necessary to meet those requirements.

[www.berkswomenin crisis.org](http://www.berkswomenin crisis.org)

BWIC Offices  
645 Penn Street, 2<sup>nd</sup> Floor  
Reading, PA 19601  
Phone: 610.373.1206  
Fax: 610.372.4188

BWIC Shelter  
Phone: 610.373.2053  
Fax: 610.373.1799

Housing Office  
Phone: 610.898.8268  
Fax: 610.396.0221

Emma's Place  
Phone: 610.396.0444  
Fax: 610.396.0262

As described in our NOI, the Navy-Marine Corps Reserve Center has the space needed for Mary's Shelter and BWIC to expand our respective housing, educational and social services programs to meet the needs of residential and community clients. The following description sets forth our vision for the facility and shows how easily the facility can meet our critical need without any significant alterations or structural changes. While the changes that are described are not required in order to occupy the facility for shelter purposes, over time, Mary's Shelter and BWIC would strive to make the building more aesthetically pleasing by creating a more home-like atmosphere for our residents.

The facility is currently utilized by two organizations and provides a natural division for two separate but similar agencies to utilize the property. Separate entrances, bedrooms, bathroom facilities, and dining and recreational facilities are already available at the existing facility. In addition, given that the mission of Mary's Shelter and BWIC is similar, the two organizations can provide coordinated programming and services to the neighboring community residents and organizations.

Mary's Shelter intends to occupy the left side of the building, utilizing the main (front) entrance for a reception area and office space for intake and community clients. The remaining upper level would include two offices, single unit bedrooms, bathrooms and the common living room, kitchen and dining room. The lower level (left side) would contain the expanded family units. The lower level (front) has a separate ground level entrance directly adjacent to the computer lab (which is currently wired for 12 computer stations) and another meeting room, which could be utilized by both Mary's Shelter and BWIC to conduct classes for residential and community clients.

The hallway walls are cinderblock and non-movable. However, the interior walls are drywall and easily movable for restructuring bedroom and offices spaces. Plumbing for kitchens and bathrooms already exists on both floors and on both sides of the building. A security system is already in place with the ability to provide individual and confidential access for residents and staff of each organization.

BWIC intends to occupy the right side of the building in a manner similar to Mary's Shelter. The front entrance would be utilized as a reception/intake area. The existing rooms are configured to allow door access from room to room, allowing BWIC to configure the rooms as needed either for single women or women with children. The flexibility allows larger families to have a "wing" providing privacy for older children and single women to have one private room. Additionally, all of the available rooms would be ADA accessible and meet the needs of physically challenged clients. Offices for shelter staff would be accommodated with existing office areas on the first floor.

Plumbing for kitchen, dining and bathroom facilities exist, but would be expanded over time. A separate indoor play area would be utilized in the existing gym. The lower level would be renovated to allow for bridge housing. A common kitchen and living area would be created with up to six bedrooms located on the perimeter of the common areas. Existing garages would be utilized for storage of donated furniture and other goods for use by the shelter and housing programs.

2. *Do you plan to demolish the existing facilities? If so which facilities do you plan to demolish?*

Response:

Mary's Shelter and BWIC do not plan to demolish any of the existing facilities.

3. *What source of funds have you identified to meet these costs and when will you be able to commit that those funds are available for this project? Do you have a capital budget to accomplish this work or will the cost be paid from your operating budget?*

Response:

The source of funding for Mary's Shelter and BWIC will include a combination of grants, loans and community donations. In addition, BWIC has been approved by the Berks County Capital Campaign Review Board as the only endorsed capital campaign for 2010 in the amount of \$3 million dollars. This decision was based on the criticality of the need for additional shelter for homeless victims of domestic and sexual violence.

In addition to the sources of funds identified above, the current shelters run by BWIC will be sold, generating financial resources for renovations. By housing all facilities of BWIC on the property, BWIC would allocate the current resources it pays in rent and maintenance to the Navy-Marine Corps Reserve Center.

Mary's Shelter and BWIC are each 501(c)(3) private non-profit organizations organized under the laws of the State of Pennsylvania. Both organizations have financial plans that address annual needs and provide for future success and growth.

Mary's Shelter is affiliated with the State-funded Real Alternative of Pennsylvania, which provides partial funding for educational and counseling services (approximately 50% of Mary's Shelter's annual budget). Mary's Shelter conducts an annual appeal (20% of budget), special events (15%) and actively pursues grant opportunities for special projects (15%). Mary's Shelter's annual budget is \$550,000 for the shelter and transitional housing programs. The Board of Directors of Mary's Shelter has developed a financial plan that addresses the annual needs of the organization and has established an endowment fund and scholarship fund to ensure future success and growth.

BWIC receives funding from a variety of sources. One of the largest sources is the Victim of Crime Act fund, a federal funding source derived from the payment of fines and penalties through the Federal government. Funding is also provided by the Department of Welfare and Health through the state-wide Domestic and Sexual Violence Coalitions, as well as the Pennsylvania Coalition of Crime and Delinquency, the United Way, the Department of Housing and Urban Development and private contributions. BWIC's annual budget is approximately \$2 million for all operations.

As examples of past success, BWIC's past development projects, including the Emma Lazarus Place, a series of ten 3-bedroom townhomes with an education center serving approximately 50 children at its center, were completed utilizing a combination of Federal Homeless Assistance Money, tax credits and community support. These projects were completed without a mortgage or other financing. Mary's Shelter's past projects include the construction of Mary's Home, a transitional living program. The funding for Mary's Home came solely from the current list of donors, was completed within nine months, and exceeded the campaign goal of \$450,000.

4. *Assuming that you could obtain occupancy on October 1, 2011, when will you complete the renovations, improvements, remediation activities, code compliance (including the necessary building permits requirements), utility, and HVAC requirements and structural changes so that you can implement your intended program?*

Response:

Once the Navy-Marine Corps Reserve Center property is made available to Mary's Shelter and BWIC, each organization will immediately begin making any necessary or desired repairs, alterations and upgrades to the building and property. As mentioned in our response to question 1, no significant alterations or structural changes would be necessary to accommodate the immediate need for additional shelter. As such, we anticipate occupying the property for that purpose within 90-180 days from the date the property is made available.

We hope that the foregoing has been responsive to your requests for additional information. Should you have any questions relating to any of the foregoing or need additional information, please feel free to contact Chris Folk, Executive Director of Mary's Shelter, or Mary Kay Bernosky, Executive Director of BWIC.

We understand that Swiger Consulting, the consulting group retained by the LRA to complete various studies that will culminate in the creation of a reuse plan for the Navy-Marine Corps Reserve Center, has met with representatives from the Reading Hospital and the Reading School District (the only other parties to submit a Notice of Interest for the facility) to discuss their NOIs and intended use of the facility. We have not been contacted by Swiger Consulting regarding such a meeting, but we have made ourselves available, and remain available, to meet with them to discuss our NOI.

As stated in our NOI, the existing facilities utilized by Mary's Shelter and BWIC are inadequate to serve the needs of the homeless women and children who seek our shelter services. Through the acquisition of the Navy-Marine Corps Reserve Center, Mary's Shelter and BWIC will be able to expand upon already successful programs and address an unmet need of homeless women and children in the community.

We look forward to working with you and the Reading Local Redevelopment Authority toward the conclusion of this process.

Sincerely,



Mary Kay Bernosky  
Executive Director, BWIC



Christine Folk  
Executive Director, Mary's Shelter

cc: Linda R. Charest, U.S. Department of Housing and Urban Development  
Garry Gontz, Department of Defense, Office of Economic Adjustment  
William L. Massey, Covington & Burling LLP  
Scott A. Roades, Covington & Burling LLP

# The Reading Hospital and Medical Center



## Fax

To: Larry Logro From: Dick Mable /cc  
 Fax: 610 685 4130 Date: 4/6/09  
 Phone: \_\_\_\_\_ Pages: 4 (including cover)  
 Re: \_\_\_\_\_ CC: \_\_\_\_\_

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# The Reading Hospital and Medical Center



*Pl. fax to  
Larry Logero*

mt  
g

April 2, 2009

Ms. Linda Kelleher, CMC  
City Clerk  
City of Reading  
815 Washington Street, Room 2-24  
Reading, PA 19601-3690

RE: Naval/Marine Reserve Center

Dear Ms. Kelleher:

Per your request for additional information related to The Reading Hospital and Medical Center's interest in the Reading Naval/Marine Reserve Center, I have enclosed the hospital's responses. These responses are based on my visual inspection of the premises last fall. Understandably, some of them could change if the City's review of the center's buildings and grounds revealed material problems that were not evident during the tour. (At the time of this submission I did not have a copy of the City's review)

Please do not hesitate to contact me should you require additional details on any of the items.

Sincerely,

*Richard Mable*

Richard Mable  
Senior Vice President, Planning and  
Business Development

Cc Larry Logero (ReMax)

**RESPONSES TO THE CITY OF READING'S REQUEST FOR  
SUPPLEMENTAL INFORMATION  
DATED MARCH 6, 2009-04-02**

**Question 1**

*What renovations, structural changes, environmental remediation (i.e. asbestos and lead based paint removal), utility and HVAC improvements, code compliance requirements and interior design changes will be necessary for your intended use?*

The Reading Hospital and Medical Center (TRHMC) does not anticipate making any major changes to the main building structure. The hospital would address any mechanical, environmental or code compliance issues to bring the facility up to contemporary standards. As of this submission, the hospital has not received a written review by the City of buildings and grounds. Assuming no major structural or environmental issues exist with the main facility, the extent of TRHMC 's renovation of the main building would consist of paint, new flooring, replacement of some ceilings and new light fixtures.

**Question 2**

*Do you plan to demolish the existing facilities? If so which facilities do you plan to demolish?*

The garage structures would be demolished under the hospital's plan to provide for construction of a new 20,000 square foot residential facility. The new facility would house approximately 120 students who attend the TRHMC's School of Health Sciences (SOHS) on Museum Road. The main building would be used for offices and instructional class rooms by the SOHS.

**Question 3**

*What sources of funds have you identified to meet these costs and when will you be able to commit that those funds are available for this project?*

As part of developing its annual operating budget TRHMC also updates its capital investment plan. Typically, capital allocations for the hospital fiscal year which begins on July 1 of each year are made in the preceding April. Thus, any decision made by City prior to April of any given year would be addressed in the formal capital budget for the ensuing fiscal period starting July 1.

The need for a new residential facility has lead TRHMC to explore development options. The proximity of the Naval Marine Reserve Center to the SOHS obviously makes it a relatively attractive alternative for the hospital. If the center was to materialize as a site option for TRHMC, the hospital would fund development from its operations and capital reserves. There would be no need for debt financing.

**Question 4**

*Assuming that you could obtain occupancy on October 1, 2011, when will you complete the renovations, improvements, remediation activities, code compliance (including the necessary building permits requirements), utility, and HVAC requirements and structural changes so that you can implement your intended program?*

TRHMC projects that a 24 month development period would be required from the point of ownership transfer. Obtaining necessary permits for the proposed use is expected to take approximately 6 months followed by an 18 month construction period.



# Berks Women in Crisis

Main Office

50 N. 4th Street, Ste. 101 • Reading, PA 19601

ph: 610.373.1206 fax: 610.372.4188

www.berkswomenincrisis.org

Shelter  
ph: 610.373.2053  
fax: 610.373.1799

Emma's Place Child Development Center  
ph: 610.396.0444  
fax: 610.396.0262

Housing Office  
ph: 610.898.8268  
fax: 610.396.0221

October 27, 2009

Reading LRA  
c/o Linda Kelleher  
City Clerk  
City Hall  
815 Washing Street  
Reading PA 19601

Re: Navy Marine Center on Kenhorst Boulevard, Reading

This letter is being written to inform you that Berks Women in Crisis ("BWIC") formally withdraws its Notice of Interest in the above referenced property.

Thank you for your attention to this matter.

Very truly yours,

**BERKS WOMEN IN CRISIS**

Douglas Rauch  
President, Board of Directors



736 Upland Avenue • Reading, PA 19607  
610-603-8010 • Fax 610-603-8012  
[www.marysshelter.org](http://www.marysshelter.org)

---

January 7, 2010

Ms. Linda Kelleher  
City of Reading  
815 Washington Street  
Reading, PA 19601

Dear Linda,

Mary's Shelter is no longer pursuing a joint project with Berks Women in Crisis since the withdrawal of their NOI for the Naval Marine Reserve Center, Kenhorst. Mary's Shelter maintains an interest in working collaboratively with The Reading Hospital & Medical Center on their NOI for the Naval Reserve Center.

Mary's Shelter is a homeless shelter and social services agency licensed by the State of Pennsylvania to provide assistance to homeless pregnant young women and their children.

Mary's Shelter is interested in acquiring one acre of the property for the development and construction of a larger Shelter facility. The current Shelter operation at 325 South 12<sup>th</sup> Street, Reading would be relocated to this new facility. The new building and design would allow Mary's Shelter to operate more efficiently and effectively while doubling the residential capacity for families as well as single pregnant women. The NOI submitted by Mary's Shelter in 2006 outlines the proposed increase in residential capacity and outreach services offered to the community.

We look forward to collaborating with The Reading Hospital & Medical Center and working with the Reading LRA to develop a plan for a successful transition of the facility.

Please feel free to contact me directly if you have any questions or need additional information.

Sincerely,

A handwritten signature in cursive script that reads "Christine Folk".

Christine Folk  
Executive Director

## **APPENDIX D**

### **READING/BERKS COUNTY CONTINUUM of CARE DOCUMENTS**

#### **INCLUDING**

**Berks Coalition to End Homelessness Continuum of  
Care**

**2010 Point in Time Homeless Count**

**Berks Coalition to End Homelessness Strategy to End  
Homelessness, 2007**

# 1A. Continuum of Care (CoC) Identification

**Instructions:**

The fields on this screen are read only and reference the information entered during the CoC Registration process. Updates cannot be made at this time.

**CoC Name and Number (From CoC Registration):** PA-506 - Reading/Berks County CoC

**CoC Lead Organization Name:** Berks Coalition to End Homelessness

## 1B. Continuum of Care (CoC) Primary Decision-Making Group

### Instructions:

The following questions pertain to the primary decision-making group. The primary responsibility of this group is to manage the overall planning effort for the CoC, including, but not limited to, the following types of activities: setting agendas for full Continuum of Care meetings, project monitoring, determining project priorities, and providing final approval for the CoC application submission. This body is also responsible for the implementation of the CoC's HMIS, either through direct oversight or through the designation of an HMIS implementing agency. This group may be the CoC Lead Agency or may authorize another entity to be the CoC Lead Agency under its direction.

**Name of primary decision-making group:** Berks Coalition to End Homelessness

**Indicate the frequency of group meetings:** Monthly or more

**Indicate the legal status of the group:** Not a legally recognized organization

**Specify "other" legal status:**

**Indicate the percentage of group members that represent the private sector: (e.g., non-profit providers, homeless or formerly homeless persons, advocates and consumer interests)** 75%

**\* Indicate the selection process of group members: (select all that apply)**

<b>Elected:</b>	<input type="checkbox"/>
<b>Assigned:</b>	<input type="checkbox"/>
<b>Volunteer:</b>	<input checked="" type="checkbox"/>
<b>Appointed:</b>	<input type="checkbox"/>
<b>Other:</b>	<input type="checkbox"/>

**Specify "other" process(es):**

**Briefly describe the selection process including why this process was established and how it works.**

Membership to the Coalition to End Homelessness is open to all interested persons and agencies. The Executive Directors of funded agencies participate or may assign one or more staff people to attend meetings and work on committees. Membership includes many agencies that are not funded and individuals who volunteer their time. The membership of the Coalition to End Homelessness elects an executive committee that constitutes the leadership

**\* Indicate the selection process of group leaders:  
(select all that apply):**

<b>Elected:</b>	<input checked="" type="checkbox"/>
<b>Assigned:</b>	<input type="checkbox"/>
<b>Volunteer:</b>	<input type="checkbox"/>
<b>Appointed:</b>	<input type="checkbox"/>
<b>Other:</b>	<input type="checkbox"/>

**Specify "other" process(es):**

**If HUD could provide administrative funds to the CoC, would the primary decision-making body, or its designee, have the capacity to be responsible for activities such as applying for HUD funding and serving as the grantee, providing project oversight, and monitoring? Explain.**

Yes, the Coalition to End Homelessness has a bank account and a fiduciary agreement with the YMCA to administer the account on behalf of the Coalition. The Berks County Community Development Office has also been very instrumental in providing consulting expertise to assist with applications and oversight of the CoC process throughout the year. Our Evaluation Committee has increased its monitoring capabilities and scope over the past year as well.

# 1C. Continuum of Care (CoC) Committees, Subcommittees and Work Groups

List the name and role of each CoC planning committee. To add committees to this list, click on the icon and enter requested information.

Name	Meeting Frequency
Berks County Coal...	Monthly or more
Planning committee	Monthly or more
Education Committee	Bi-monthly
Social Services c...	Monthly or more
HMIS Steering Com...	Bi-monthly
Evaluation Committee	Monthly or more
HMIS Users Group	Monthly or more
Permanent Housing...	Bi-monthly

## Continuum of Care (CoC) Committees, Subcommittees and Work Groups Detail

Provide information on each established committee that is part of the CoC organizational structure and involved in the planning process.

**Name of Committee/Sub-Committee/Work Group:** Berks County Coalition to End Homelessness  
Exec. Committee

**Indicate the frequency of group meetings:** Monthly or more

**Describe the role of this group:**

The Executive committee sets agendas for full CoC meetings, monitors implementation of the Plan to End Homelessness, determines Coalition priorities, has decision-making capabilities in absence of full Coalition.

## Continuum of Care (CoC) Committees, Subcommittees and Work Groups Detail

Provide information on each established committee that is part of the CoC organizational structure and involved in the planning process.

**Name of Committee/Sub-Committee/Work Group:** Planning committee

**Indicate the frequency of group meetings:** Monthly or more

**Describe the role of this group:**

The Planning Committee convened meetings for preparation of Plan to End Homelessness and continues to work with Executive committee to set priorities related to the implementation of the plan. The Planning committee is also responsible for the annual the Point in Time shelter and street count and preparation of the Housing Inventory Chart.

## Continuum of Care (CoC) Committees, Subcommittees and Work Groups Detail

**Provide information on each established committee that is part of the CoC organizational structure and involved in the planning process.**

**Name of Committee/Sub-Committee/Work Group:** Education Committee

**Indicate the frequency of group meetings:** Bi-monthly

**Describe the role of this group:**

The Education Committee prepares outreach materials including the annual update to the "IF you need help" brochure, prepares press releases on homelessness issues, and convenes the bi-annual Legislative Breakfast.

## **Continuum of Care (CoC) Committees, Subcommittees and Work Groups Detail**

**Provide information on each established committee that is part of the CoC organizational structure and involved in the planning process.**

**Name of Committee/Sub-Committee/Work Group:** Social Services committee

**Indicate the frequency of group meetings:** Monthly or more

**Describe the role of this group:**

The Social Services committee recently initiated a street outreach program. The committee works with case managers at the homeless services agencies to leverage mainstream resources, examines gaps and reports to the Planning committee with recommendations. This committee also undertakes quarterly training of agency case managers on a wide range of performance issues.

## **Continuum of Care (CoC) Committees, Subcommittees and Work Groups Detail**

**Provide information on each established committee that is part of the CoC organizational structure and involved in the planning process.**

**Name of Committee/Sub-Committee/Work Group:** HMIS Steering Committee

**Indicate the frequency of group meetings:** Bi-monthly

**Describe the role of this group:**

The HMIS Steering Committee reviews and ensures Data Quality is maintained, provides oversight to the HMIS operations, reviews privacy and explores uses of data for agency-level use.

## Continuum of Care (CoC) Committees, Subcommittees and Work Groups Detail

Provide information on each established committee that is part of the CoC organizational structure and involved in the planning process.

**Name of Committee/Sub-Committee/Work Group:** Evaluation Committee

**Indicate the frequency of group meetings:** Monthly or more

**Describe the role of this group:**

Throughout the year, the Evaluation committee monitors agencies performance, checks APRs, conducts site visits, and meets several times to rank applications. This committee works with HMIS to obtain useful planning data.

## Continuum of Care (CoC) Committees, Subcommittees and Work Groups Detail

Provide information on each established committee that is part of the CoC organizational structure and involved in the planning process.

**Name of Committee/Sub-Committee/Work Group:** HMIS Users Group

**Indicate the frequency of group meetings:** Monthly or more

**Describe the role of this group:**

The agency personnel that enter HMIS data meet quarterly with the Technical consultant to review data quality and address technical questions that may have arisen. They receive regular training on the use of the system.

## Continuum of Care (CoC) Committees, Subcommittees and Work Groups Detail

Provide information on each established committee that is part of the CoC organizational structure and involved in the planning process.

**Name of Committee/Sub-Committee/Work Group:** Permanent Housing Committee

**Indicate the frequency of group meetings:** Bi-monthly

**Describe the role of this group:**

The Permanent Housing Committee examines and explores housing obstacles and opportunities, and facilitates development of affordable housing. This committee is actively engaged with the City on relocation and code compliance issues that has the potential unintended consequence of creating homelessness.

## 1D. Continuum of Care (CoC) Member Organizations

Identify all organizations involved in the CoC planning process. To add an organization to this list, click on the icon.

Organization Name	Membership Type	Organization Type	Organization Role	Subpopulations
Berks County Community Development	Public Sector	Local g...	Authoring agency for Consolidated Plan, Primary Decision ...	NONE
City of Reading Community Development	Public Sector	Local g...	Authoring agency for Consolidated Plan, Attend 10-year pl...	NONE
CASSP/MH-MR	Public Sector	Local g...	Committee/Sub-committee/Work Group, Attend 10-year planni...	Seriously Me...
Reading Housing Authority	Public Sector	Public ...	Attend 10-year planning meetings during past 12 months, P...	NONE
Berks Connections/Pre-Trial Services	Private Sector	Non-pro..	Committee/Sub-committee/Work Group, Attend Consolidated P...	NONE
Workforce Investment Board	Public Sector	State g...	Attend Consolidated Plan planning meetings during past 12...	NONE
Opportunity House	Private Sector	Non-pro..	Committee/Sub-committee/Work Group, Attend Consolidated P...	Seriously Me...
Veterans Administration Medical Center	Public Sector	Other	Attend Consolidated Plan planning meetings during past 12...	Veterans
Council on Chemical Abuse	Private Sector	Non-pro..	Committee/Sub-committee/Work Group, Attend Consolidated P...	Substance Abuse
Berks AIDS Network/Co-County Wellness Program	Private Sector	Non-pro..	Committee/Sub-committee/Work Group, Attend Consolidated P...	HIV/AIDS
Berks Women in Crisis	Private Sector	Non-pro..	Committee/Sub-committee/Work Group, Attend Consolidated P...	Domestic Vio...
Easy Does It	Private Sector	Non-pro..	Committee/Sub-committee/Work Group, Attend Consolidated P...	Substance Abuse
YMCA	Private Sector	Non-pro..	Committee/Sub-committee/Work Group, Attend Consolidated P...	Seriously Me...
Berks Counseling Center	Private Sector	Non-pro..	Committee/Sub-committee/Work Group, Attend 10-year planni...	Seriously Me...
Service Access Management, Inc	Private Sector	Non-pro..	Committee/Sub-committee/Work Group, Attend Consolidated P...	Seriously Me...

Reading/Berks CoC			COC_REG_v10_000146	
Threshold Inc.	Private Sector	Non-pro..	Committee/Sub-committee/Work Group	Seriously Me...
C.A.R.E.	Private Sector	Faith-b...	Attend Consolidated Plan planning meetings during past 12...	NONE
United Way of Berks County	Private Sector	Funder...	Committee/Sub-committee/Work Group, Attend Consolidated P...	NONE
Homebuilders Association of Berks County	Private Sector	Businesses	Attend 10-year planning meetings during past 12 months, C...	NONE
Community Care Behavioral Health	Private Sector	Hospita..	Committee/Sub-committee/Work Group	Seriously Me...
Yvette Brown	Individual	Hom eles..	Committee/Sub-committee/Work Group	NONE
Salvation Army	Private Sector	Faith-b...	Committee/Sub-committee/Work Group, Attend Consolidated P...	Seriously Me...
Habitat for Humanity	Private Sector	Faith-b...	Committee/Sub-committee/Work Group, Attend Consolidated P...	NONE
David Reyher	Individual	Hom eles..	Committee/Sub-committee/Work Group, Attend 10-year planni...	Substan ce Abuse
Felix Rodriquez	Individual	Hom eles..	Committee/Sub-committee/Work Group, Attend Consolidated P...	Substan ce Abuse
Jennifer Braddock	Individual	Hom eles..	Committee/Sub-committee/Work Group, Primary Decision Maki...	Substan ce Abuse
Salvation Army	Private Sector	Faith-b...	Committee/Sub-committee/Work Group, Attend Consolidated P...	NONE
Family Promise	Private Sector	Faith-b...	Committee/Sub-committee/Work Group, Attend Consolidated P...	NONE
Reading-Berks Council of Churchs	Private Sector	Faith-b...	Committee/Sub-committee/Work Group	NONE
Mary's Shelter/Mary's Home	Private Sector	Faith-b...	Attend 10-year planning meetings during past 12 months	NONE

## 1E. Continuum of Care (CoC) Project Review and Selection Process

The CoC should solicit and select projects in a fair and impartial manner. For each of the following sections, select the appropriate items that indicate all of the methods and processes the CoC used in the past year to assess all new and renewal projects performance, effectiveness, and quality.

**Open Solicitation Methods:**  
(select all that apply) b. Letters/Emails to CoC Membership, e. Announcements at CoC Meetings, f. Announcements at Other Meetings

**Rating and Performance Assessment Measure(s):**  
(select all that apply) a. CoC Rating & Review Committee Exists, b. Review CoC Monitoring Findings, c. Review HUD Monitoring Findings, d. Review Independent Audit, e. Review HUD APR for Performance Results, f. Review Unexecuted Grants, g. Site Visit(s), h. Survey Clients, i. Evaluate Project Readiness, j. Assess Spending (fast or slow), k. Assess Cost Effectiveness, l. Assess Provider Organization Experience, m. Assess Provider Organization Capacity, n. Evaluate Project Presentation, o. Review CoC Membership Involvement, p. Review Match, q. Review All Leveraging Letters (to ensure that they meet HUD requirements), r. Review HMIS participation status

**Voting/Decision Method(s):**  
(select all that apply) a. Unbiased Panel/Review Committee, b. Consumer Representative Has a Vote, d. One Vote per Organization

## 1F. Continuum of Care (CoC) Housing Inventory--Change in Beds Available

For each housing type, indicate if there was an increase or reduction in the total number of beds in the 2008 electronic Housing Inventory Chart (e-HIC) as compared to the 2007 Housing Inventory Chart. If there was a change, please describe the reasons in the space provided for each housing type.

**Emergency Shelter:** Yes

**Briefly describe the reasons for the change:**

After working with the HOPE Rescue Mission for the past year, we have determined that they have very few beds that are really available as emergency shelter. Most beds have long term guests in residence. It was agreed that 10 beds would be counted as shelter, the rest would not.

**Safe Haven Bed:** No

**Briefly describe the reasons for the change:**

**Transitional Housing:** Yes

**Briefly describe the reasons for the change:**

There was a miscommunication and a duplication for the beds that Women in Crisis had. Ten(10)units, with 50 beds, were double counted (two different names supplied by different staff for the survey).

**Permanent Housing:** Yes

**Briefly describe the reasons for the change, including changes in beds designated for chronically homeless persons:**

Two projects that were pending last year have since opened - Phoenix house with 7 beds and a Shelter Plus Care with 24 beds. With these projects, 31 beds for chronically homeless will be added. The S+C is starting to lease up.

**CoC certifies that all beds for homeless persons are listed in the e-HIC regardless of HMIS participation and HUD funding:** Yes

# 1G. Continuum of Care (CoC) Housing Inventory Chart Attachment

Document Type	Required?	Document Description	Date Attached
Housing Inventory Chart	Yes	Berks Co. Housing...	10/09/2008

## Attachment Details

**Document Description:** Berks Co. Housing Inventory Form

# 1H. Continuum of Care (CoC) Housing Inventory Chart (HIC) - Data Sources and Methods

## Instructions:

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Complete the following information based on data collection methods and reporting for the electronic Housing Inventory Chart (e-HIC), including Unmet need determination. The date on which the bed inventory was completed should be one day during the last ten days of January 2008.**

**Indicate the date on which the housing inventory count was completed:** 01/21/2008  
(mm/dd/yyyy)

**Indicate the type of data or methods used to complete the housing inventory count:** Housing inventory survey  
(select all that apply)

**Indicate the steps taken to ensure data accuracy for the Housing Inventory Chart:** Updated prior housing inventory information, Follow-up, Confirmation  
(select all that apply)

**Must specify other:**

**Indicate the type of data or method(s) used to determine unmet need:** HUD unmet need formula  
(select all that apply)

**Specify "other" data types:**

**If more than one method was selected, describe how these methods were used.**

## 2A. Homeless Management Information System (HMIS) Implementation

### Intructions:

For additional instructions, refer to the detailed instructions available on the left menu bar.

**CoCs should complete the following information in conjunction with the HMIS Lead Agency. All information is to be as of the date this application is submitted.**

**Select the HMIS implementation type:** Single CoC

**Select the CoC(s) covered by the HMIS:** PA-506 - Reading/Berks County CoC  
(select all that apply)

**Does the CoC Lead Organization have a written agreement with HMIS Lead Organization?** Yes

If yes, the agreement (e.g., contract, Memorandum of Understanding, etc.) must be submitted with the application.

**Is the HMIS Lead Organization the same as CoC Lead Organization?** No

**Has the CoC selected an HMIS software product?** Yes

**If "No" select reason:**

**If "Yes" list the name of the product:** Service Point

**What is the name of the HMIS software company?** Bowman Systems

**Does the CoC plan to change HMIS software within the next 18 months?** No

**Is this an actual or anticipated HMIS data entry start date?** Actual Data Entry Start Date

**Indicate the date on which HMIS data entry started (or will start): (format mm/dd/yyyy)** 11/01/2004

**Indicate the challenges and barriers impacting the HMIS implementation: (select all the apply):** HMIS unable to generate AHAR table shells, HMIS unable to generate APR data

**If "None" was selected, briefly describe why CoC had no challenges or how all barriers were overcome:**

**Briefly describe the CoC's plans to overcome challenges and barriers:**

We are modifying staffing responsibilities to better support agency and APR reporting and data analysis. We intend to participate in the AHAR this year.



## HMIS Attachment

Document Type	Required?	Document Description	Date Attached
HMIS Agreement	Yes	HMIS MOU	10/01/2008

# Attachment Details

**Document Description:** HMIS MOU

## 2B. Homeless Management Information System (HMIS) Lead Organization

Enter the name and contact information for the HMIS Lead Organization.

**Organization Name** United Way of Berks County  
**Street Address 1** 501 Washington St.  
**Street Address 2** Suite 601  
**City** Reading  
**State** Pennsylvania  
**Zip Code** 19601  
**Format: xxxxx or xxxxx-xxxx**  
**Organization Type** Non-Profit  
**If "Other" please specify**

## 2C. Homeless Management Information System (HMIS) Contact Person

**Prefix:** Ms  
**First Name** Patricia  
**Middle Name/Initial**  
**Last Name** Giles  
**Suffix**  
**Telephone Number:** 610-685-4567  
**(Format: 123-456-7890)**  
**Extension**  
**Fax Number:** 610-685-4569  
**(Format: 123-456-7890)**  
**E-mail Address:** patgiles@uwberks.org  
**Confirm E-mail Address:** patgiles@uwberks.org

## 2D. Homeless Management Information System (HMIS) Bed Coverage

### Instructions:

The 2005 Violence Against Women Act (VAWA) Reauthorization bill restricts domestic violence provider participation in HMIS unless and until HUD completes a public notice and comment process. Until the notice and comment process is completed, HUD does not require nor expect domestic violence providers to participate in HMIS. HMIS bed coverage rates are calculated excluding domestic violence provider beds from the universe of potential beds.

**For each housing type, indicate the percentage of the CoC's total beds (bed coverage) in the HMIS.**

* Emergency Shelter (ES) Beds	86%+
* Safe Haven (SH) Beds	No beds in CoC
* Transitional Housing (TH) Beds	86%+
* Permanent Housing (PH) Beds	86%+

**How often does the CoC review or assess its HMIS bed coverage?** Quarterly

**If bed coverage is 0-64%, describe the CoC's plan to increase this percentage during the next 12 months:**

## 2E. Homeless Management Information System (HMIS) Data Quality

### Instructions:

Where the collection of Social Security Numbers is not authorized by law, failure to collect this data element will not competitively disadvantage an application. Additionally, in lieu of the actual SSN, the response categories of "Don't Know" and "Refused" are considered valid response categories, per the HMIS Data and Technical Standards.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Indicate the percentage of unduplicated client records with null or missing values on a day during the last ten days of January 2008.**

Universal Data Element	Records with no values (%)	Records where value is refused or unknown (%)
* Social Security Number	8%	4%
* Date of Birth	3%	0%
* Ethnicity	4%	0%
* Race	3%	0%
* Gender	2%	0%
* Veteran Status	6%	2%
* Disabling Condition	40%	0%
* Residence Prior to Program Entry	6%	2%
* Zip Code of Last Permanent Address	7%	3%
* Name	0%	0%

**Did the CoC or subset of the CoC participate in AHAR 3?** No

**Did the CoC or subset of the CoC participate in AHAR 4?** No

**How frequently does the CoC review the quality of client level data?** Monthly

**How frequently does the CoC review the quality of program level data?** Monthly

**Describe the process, extent of assistance, and tools used to improve data quality for participating agencies.**

Monthly data quality reports are run and reviewed by by system administrator and then at the monthly users' group meeting. Issues are discussed and the root causes of ongoing issues are identified. Refresher training is provided as needed. Audits are also performed to assure compliance to the system-wide minimum data quality standards.

**Describe the existing policies and procedures used to ensure that valid program entry and exit dates are recorded in the HMIS.**

System-wide data quality standards for accuracy and timeliness are audited against agency paperwork. Discrepancies between the date on paperwork and the date on the system are reconciled and the root cause of discrepancies are identified and addressed.

## 2F. Homeless Management Information System (HMIS) Data Usage

### Instructions:

For additional instructions, refer to the detailed instructions available on the left menu bar.

Indicate the frequency in which the CoC uses each of the following items:

<b>Data integration/data warehousing to generate unduplicated counts:</b>	Monthly
<b>Use of HMIS for point-in-time count of sheltered persons:</b>	Annually
<b>Use of HMIS for point-in-time count of unsheltered persons:</b>	Annually
<b>Use of HMIS for performance assessment:</b>	Annually
<b>Use of HMIS for program management:</b>	Annually
<b>Integration of HMIS data with mainstream system:</b>	Never

## 2G. Homeless Management Information System (HMIS) Data and Technical Standards

### Instructions:

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Indicate the frequency in which the CoC or HMIS Lead completes a compliance assessment for each of the following standards:**

* Unique user name and password	Annually
* Secure location for equipment	Annually
* Locking screen savers	Annually
* Virus protection with auto update	Annually
* Individual or network firewalls	Annually
* Restrictions on access to HMIS via public forums	Annually
* Compliance with HMIS Policy and Procedures manual	Annually
* Validation of off-site storage of HMIS data	Annually

**How often does the CoC assess compliance with HMIS Data and Technical Standards?** Annually

**How often does the CoC aggregate data to a central location (HMIS database or analytical database)?** Monthly

**Does the CoC have an HMIS Policy and Procedures manual?** Yes

**If 'Yes' indicate date of last review or update by CoC:** 08/07/2008

**If 'No' indicate when development of manual will be completed:**

## 2H. Homeless Management Information System (HMIS) Training

**Instructions:**

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Indicate the frequency in which the CoC or HMIS Lead offers each of the following training activities:**

Privacy/Ethics training	Annually
Data Security training	Annually
Data Quality training	Monthly
Using HMIS data locally	Annually
Using HMIS data for assessing program performance	Annually
Basic computer skills training	Annually
HMIS software training	Monthly

## 2I. Continuum of Care (CoC) Point-in-Time Homeless Population

### Instructions:

This section must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations on a single night. HUD requires CoCs to conduct a point-in-time count at least every two years during the last 10 days of January - January 22nd to 31st - and requests that CoCs conduct a count annually if resources allow. The last required count was in January 2007. Data entered in this chart must reflect a point-in-time count that took place during the last 10 days of January in 2007 or 2008, unless a waiver was received by HUD.

There are six (6) categories of homeless populations on this form. They are:

Households with Dependent Children - Sheltered Emergency  
Households with Dependent Children - Sheltered Transitional  
Households with Dependent Children - Unsheltered

Households without Dependent Children - Sheltered Emergency  
Households without Dependent Children - Sheltered Transitional  
Households without Dependent Children - Unsheltered

For each category, the number of households must be less than or equal to the number of persons. For example, in Households with Dependent Children - Sheltered Emergency, the number entered for ?Number of Households? must be less than or equal to the number entered for ?Number of Persons (adults with children).?

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Indicate the date of the last PIT count:** 01/24/2008

**For each homeless population category, the number of households must be less than or equal to the number of persons.**

		Households with Dependent Children			
		Sheltered	Transitional	Unsheltered	Total
		Emergency			
Number of Households		23	52	0	75
Number of Persons (adults and children)		56	153		209
		Households without Dependent Children			
		Sheltered	Transitional	Unsheltered	Total
		Emergency			
Number of Households		152	68	67	287
Number of Persons (adults and unaccompanied youth)		152	68	67	287
		All Households/ All Persons			
		Sheltered	Transitional	Unsheltered	Total
		Emergency			
Total Households		175	120	67	362

Reading/Berks CoC			COC_REG_v10_000146	
<b>Total Persons</b>	208	221	67	496

## 2J. Continuum of Care (CoC) Point-in-Time Homeless Subpopulations

### Instructions:

Enter the number of sheltered and unsheltered adults who belong in each subpopulation category. As in the Homeless Populations chart, this chart must be completed using data from a point-in-time count conducted during the last ten days of January 2007 or January 2008. Only adults should be included in the counts for this chart, except for the Unaccompanied Youth (those under age 18) category. Subpopulation data is required for sheltered persons and optional for unsheltered persons, with the exception of Chronically Homeless.

**Complete the following information for the most recent point-in-time (PIT) count conducted using statistically reliable, unduplicated counts or estimates of homeless persons. Completion of the "Unsheltered" column is optional for all subpopulations, except for Chronically Homeless.**

	Sheltered	Unsheltered	Total
* Chronically Homeless (Federal definition)	14	18	32
* Severely Mentally Ill	138	1	139
* Chronic Substance Abuse	184	3	187
* Veterans	77	2	79
* Persons with HIV/AIDS	2	0	2
* Victims of Domestic Violence	112	0	112
* Unaccompanied Youth (under 18)	1	0	1

## 2K. Continuum of Care (CoC) Sheltered Homeless Population & Subpopulation: Point-In-Time (PIT) Count

### Instructions:

Separately calculate and enter the percentage of emergency shelter and transitional housing providers that provided data for the Homeless Population and Subpopulation charts. For example, if 9 out of 12 transitional housing programs provided point-in-time data, enter 75%. If all providers for a program type contributed data, enter 100%.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Annually (every year); Biennially (every other year); Semi-annually (every six months)**

**How often will the CoC conduct a PIT count?** Annually

**Enter the date in which the CoC plans to conduct its next annual point-in-time count:** 01/29/2009  
(mm/dd/yyyy)

**Indicate the percentage of providers supplying population and subpopulation data collected via survey, interview, and/or HMIS.**

**Emergency Shelter providers** 80%

**Transitional housing providers:** 100%

## 2L. Continuum of Care (CoC) Sheltered Homeless Population and Subpopulation: Methods

### Instructions:

#### Survey Providers:

Providers counted the total number of clients residing in each program on the night designated as the point-in-time count.

#### HMIS:

The CoC used HMIS to complete the point-in-time sheltered count.

#### Extrapolation:

The CoC used extrapolation techniques to estimate the number and characteristics of sheltered homeless persons from data gathered at most emergency shelters and transitional housing programs.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Indicate the method(s) used to count sheltered homeless persons during the last point-in-time count:  
(Select all that apply):**

<b>Survey Providers:</b>	<input type="checkbox"/>
<b>HMIS:</b>	<input type="checkbox"/>
<b>Extrapolation:</b> (Extrapolation attachment is required)	<input type="checkbox"/>
<b>Other:</b>	<input checked="" type="checkbox"/>

### If Other, specify:

Shelter residents and persons in Transitional housing were individually counted and surveyed on the day of the count. Shelter staff verified that all residents were counted and the tally was confirmed with HMIS.

**Describe how the sheltered population data was collected and the count produced. Additionally, comparing your most recent point-in-time count to the last biennial/annual count, describe any factors that may have resulted in an increase, decline or no change in the sheltered count.**

Shelter residents and persons in Transitional housing were individually counted and surveyed on the day of the count. Shelter staff verified that all residents were counted and the tally was confirmed with HMIS. Although the total numbers in Shelter and transitional housing did not change significantly, there was an increase in families in shelter. This could be due to utility cost issues. The number of Chronic homeless declined by 3. The opening of several Permanent Supportive Housing programs may have resulted in fewer chronic homeless individuals being identified.

## 2M. Continuum of Care (CoC) Sheltered Homeless Population and Subpopulation Data

### Instructions:

#### HMIS:

Only HMIS used for subpopulation data on sheltered persons (no extrapolation for missing data).

#### HMIS plus extrapolation:

Extrapolation to account for missing HMIS data and HUD's extrapolation tool completed.

#### Sample of PIT interviews plus extrapolation:

Interviews conducted with a random or stratified sample of sheltered adults and unaccompanied youth and appropriate HUD extrapolation tool completed.

#### Interviews:

Interviews conducted with every person staying in an emergency shelter or transitional housing program on the night of the point-in-time count.

#### Non-HMIS client level information:

Providers used individual client records to provide subpopulation data for each sheltered adult and unaccompanied youth for the night of the point-in-time count.

#### Other:

CoC used a combination of methods.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Indicate the method(s) used to gather and calculate subpopulation data on sheltered homeless persons (select all that apply):**

HMIS	<input type="checkbox"/>
HMIS plus extrapolation:	<input type="checkbox"/>
Sample of PIT interviews plus extrapolation: (PIT attachment is required)	<input type="checkbox"/>
Sample Strategy:	<input type="checkbox"/>
Provider Expertise:	<input type="checkbox"/>
Non-HMIS client level information:	<input type="checkbox"/>
None:	<input type="checkbox"/>
Other:	<input checked="" type="checkbox"/>

### If Other, specify:

The survey conducted included questions on mental health, chronic homelessness, substance abuse, domestic violence, etc. to identify subpopulations. Case workers assisted shelter guests and transitional housing residents to complete the forms.

**Describe how the sheltered subpopulation data was collected and the count produced. Additionally, comparing your most recent point-in-time count to the last biennial/annual count, describe any factors that may have resulted in an increase, decline or no change in the sheltered subpopulation counts, particularly the chronically homeless count.**

The survey conducted included questions on mental health, chronic homelessness, substance abuse, domestic violence, etc. to identify subpopulations. Case workers assisted shelter guests and transitional housing residents to complete the forms. There was an increase in persons reporting mental illness and domestic violence and an increase in the number of veterans. There was a decrease in number of persons reporting substance abuse. There are no outstanding reasons for changes. The methodology for the count has not changed over the past several years.

## 2N. Continuum of Care (CoC) Sheltered Homeless Population and Subpopulation: Data Quality

### Instructions:

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Indicate the steps used to ensure the data quality of the sheltered persons count:  
(select all that apply)**

<b>Instructions:</b>	<input checked="" type="checkbox"/>
<b>Training:</b>	<input checked="" type="checkbox"/>
<b>Remind/Follow-up</b>	<input checked="" type="checkbox"/>
<b>HMIS:</b>	<input checked="" type="checkbox"/>
<b>Non-HMIS de-duplication techniques:</b>	<input type="checkbox"/>
<b>None:</b>	<input type="checkbox"/>
<b>Other:</b>	<input type="checkbox"/>

**If Other, specify:**

**Describe the non-HMIS de-duplication techniques (if Non-HMIS de-duplication was selected):**

Shelter census was used to survey persons in shelter and transitional housing. Only one form was completed by each resident/household. Case workers in each facility conducted the count and used codes to identify residents who completed the surveys.

## 20. Continuum of Care (CoC) Unsheltered Homeless Population and Subpopulation: Methods

### Instructions:

Public places count:

Count conducted based on observation of unsheltered persons without interviews

Public places count with interviews:

Interviewed either all unsheltered persons encountered during public places count or a sample

Service-based count:

Counted homeless persons using non-shelter services based on interviews.

HMIS:

HMIS used to collect, analyze or report data on unsheltered persons.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Indicate the method(s) used to count unsheltered homeless persons:  
(select all that apply)**

<b>Public places count:</b>	<input checked="" type="checkbox"/>
<b>Public places count with interviews:</b>	<input checked="" type="checkbox"/>
<b>Service-based count:</b>	<input type="checkbox"/>
<b>HMIS:</b>	<input type="checkbox"/>
<b>Other:</b>	<input type="checkbox"/>

**If Other, specify:**

## 2P. Continuum of Care (CoC) Unsheltered Homeless Population and Subpopulation - Level of Coverage

### Instructions:

#### Complete coverage:

Every part of a specified geography (e.g. entire city, downtown area, etc.) is covered by enumerators.

#### Known locations:

Counting in areas where unsheltered homeless people are known to congregate or live.

#### Combination:

Conducting counts for every block in a portion of the jurisdiction (e.g. central city) AND conducting counts in other portions of the jurisdiction where unsheltered persons are known to live.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Indicate the level of coverage of the PIT count of unsheltered homeless people:** Known Locations

**If Other, specify:**

## 2Q. Continuum of Care (CoC) Unsheltered Homeless Population and Subpopulation - Data Quality

**Instructions:**

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Indicate the steps used by the CoC to ensure the data quality of the unsheltered persons count. (select all that apply)**

Training:	X
HMIS:	
De-duplication techniques:	
Other:	

**If Other, specify:**

**Describe the techniques used to reduce duplication.**

The unsheltered count was conducted in soup kitchens and other known locations. Persons were asked if they were homeless and if so to participate in a survey. If they were homeless and chose not to provide additional detail, they were counted with no survey. Respondents were asked if they had previously completed the survey at another location.

**Describe the CoCs efforts, including outreach plan, to reduce the number of unsheltered homeless households with dependent children.**

The Berks County community is fortunate to not have unsheltered families with children. The homeless shelter provides space for families and many supportive services work on a housing first model to help families remain in their homes or move quickly to another location.

**Describe the CoCs efforts to identify and engage persons routinely sleeping on the streets and other places not meant for human habitation. Additionally, comparing your most recent point-in-time count to the last biennial/annual count, describe any factors that may have resulted in an increase, decline or no change in the unsheltered population (especially the chronically homeless and families with children).**

The number of individuals found sleeping on the streets has been relatively constant over the past several years. The number identified as chronically homeless declined by 3 persons. There were no families with children. The start of a new permanent supportive housing program may have influenced the chronic homeless count.

# Attachment Details

## Document Description:

# Attachment Details

## Document Description:

### 3A. Continuum of Care (CoC) 10-Year Plan, Objectives and Action Steps

Click on the icon and add requested information for each of the national objectives.

Objective
Create new PH beds for chronically homeless persons
Increase percentage of homeless persons staying in PH over 6 months to at least 71.5%
Increase percentage of homeless persons moving from TH to PH to at least 63.5%
Increase percentage of homeless persons employed at exit to at least 19%
Decrease the number of homeless households with children

## CoC 10-Year Plan, Objectives and Action Steps Detail

### Instructions:

Provide local action steps and measurable achievements for attaining each of the five national HUD objectives listed, as part of the goal to end chronic homelessness and help to move families and individuals into permanent housing.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Select Objective:** Create new PH beds for chronically homeless persons

### Objectives to End Chronic Homelessness and Move Families and Individuals to Permanent Housing

#### 2008 Local Action Steps

List local action steps for attaining this objective within the next 12 months. Also, in the "Lead Person" column, identify the title of one person responsible for accomplishing each action step and the organization which they represent.

		Lead Person
Action Step 1	Increase the number of permanent supportive housing beds	Salvation Army, Housing Director
Action Step 2	Fill the S+C units approved in 2007	Reading Housing Authority, Supportive Services Director
Action Step 3	Fill EDIs permanent housing beds	Easy does It, Inc., Executive Director

#### Proposed Numeric Achievements

	%/Beds/Households
Baseline (Current Level)	34
Numeric Achievement in 12 months	65
Numeric Achievement in 5 years	85
Numeric Achievement in 10 years	100

## CoC 10-Year Plan, Objectives and Action Steps Detail

### Instructions:

Provide local action steps and measurable achievements for attaining each of the five national HUD objectives listed, as part of the goal to end chronic homelessness and help to move families and individuals into permanent housing.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Select Objective:** Increase percentage of homeless persons staying in PH over 6 months to at least 71.5%

## Objectives to End Chronic Homelessness and Move Families and Individuals to Permanent Housing

### 2008 Local Action Steps

List local action steps for attaining this objective within the next 12 months. Also, in the "Lead Person" column, identify the title of one person responsible for accomplishing each action step and the organization which they represent.

		Lead Person
Action Step 1	Develop case management training for PH case managers to improve client success rate.	Berks Coalition, Chairperson
Action Step 2	Monitor organizations providing PH on a quarterly basis	Berks Coalition, consultant
Action Step 3	Work more closely with EDI on substance abuse policy issues that lead to premature removal from the program	Berks Coalition, Consultant

### Proposed Numeric Achievements

	%/Beds/Households
Baseline (Current Level)	52
Numeric Achievement in 12 months	72
Numeric Achievement in 5 years	73
Numeric Achievement in 10 years	75

## CoC 10-Year Plan, Objectives and Action Steps Detail

### Instructions:

Provide local action steps and measurable achievements for attaining each of the five national HUD objectives listed, as part of the goal to end chronic homelessness and help to move families and individuals into permanent housing.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Select Objective:** Increase percentage of homeless persons moving from TH to PH to at least 63.5%

## Objectives to End Chronic Homelessness and Move Families and Individuals to Permanent Housing

### 2008 Local Action Steps

List local action steps for attaining this objective within the next 12 months. Also, in the "Lead Person" column, identify the title of one person responsible for accomplishing each action step and the organization which they represent.

		Lead Person
Action Step 1	Develop case management training for TH case managers to improve client success rate.	Berks Coalition, Vice Chairperson
Action Step 2	Continue case management and building sobriety skills	Agency Directors - BCC, EDI and YMCA
Action Step 3	Improve housing placement through tenant/landlord/housing partnership program	Director, Neighborhood Housing Services, Inc.

### Proposed Numeric Achievements

	%/Beds/Households
Baseline (Current Level)	70
Numeric Achievement in 12 months	72
Numeric Achievement in 5 years	73
Numeric Achievement in 10 years	75

## CoC 10-Year Plan, Objectives and Action Steps Detail

### Instructions:

Provide local action steps and measurable achievements for attaining each of the five national HUD objectives listed, as part of the goal to end chronic homelessness and help to move families and individuals into permanent housing.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Select Objective:** Increase percentage of homeless persons employed at exit to at least 19%

## Objectives to End Chronic Homelessness and Move Families and Individuals to Permanent Housing

### 2008 Local Action Steps

List local action steps for attaining this objective within the next 12 months. Also, in the "Lead Person" column, identify the title of one person responsible for accomplishing each action step and the organization which they represent.

		Lead Person
Action Step 1	Continue success at placing persons in employment at BCC, EDI and BCCs SSO at Opp. House em. shelter	Berks Coalition, WIB liason
Action Step 2	Hold educational sessions to improve case management and job skills development to help clients work toward employment.	Berks Coalition, Vice Chairperson
Action Step 3	Network with employers to expand employment opportunities	Berks Coalition, Social Services Chairperson

### Proposed Numeric Achievements

	%/Beds/Households
Baseline (Current Level)	49
Numeric Achievement in 12 months	50
Numeric Achievement in 5 years	52
Numeric Achievement in 10 years	55

## CoC 10-Year Plan, Objectives and Action Steps Detail

### Instructions:

Provide local action steps and measurable achievements for attaining each of the five national HUD objectives listed, as part of the goal to end chronic homelessness and help to move families and individuals into permanent housing.

For additional instructions, refer to the detailed instructions available on the left menu bar.

**Select Objective:** Decrease the number of homeless households with children

### Objectives to End Chronic Homelessness and Move Families and Individuals to Permanent Housing

### 2008 Local Action Steps

List local action steps for attaining this objective within the next 12 months. Also, in the "Lead Person" column, identify the title of one person responsible for accomplishing each action step and the organization which they represent.

Lead Person
-------------

Reading/Berks CoC		COC_REG_v10_000146
<b>Action Step 1</b>	Hold 4 educational sessions for landlords and tenants to reduce rate of eviction	NHS, Education coordinator
<b>Action Step 2</b>	Using HealthChoices funding, expand supply of affordable housing	Housing Coordinator, Redevelopment Authority of the County of Berks
<b>Action Step 3</b>	Continue skill building programs to help women and children recognize Domestic Violence and find alternatives to violence.	Berks Women In Crisis, Director

### Proposed Numeric Achievements

	%/Beds/Households
<b>Baseline (Current Level)</b>	75
<b>Numeric Achievement in 12 months</b>	75
<b>Numeric Achievement in 5 years</b>	65
<b>Numeric Achievement in 10 years</b>	60

## 3B. Continuum of Care (CoC) Discharge Planning Protocols: Level of Development

### Instructions:

Pursuant to the McKinney-Vento Act, to the maximum extent practicable, persons discharged from publicly funded institutions or systems of care should not be discharged into homelessness. For each system of care, the CoC should indicate the level of development for its discharge planning policy.

For additional instructions, refer to the detailed instructions available on the left menu bar.

<b>Foster Care Discharge Protocol:</b>	Formal Protocol Implemented
<b>Health Care Discharge Protocol:</b>	Protocol in Development
<b>Mental Health Discharge Protocol:</b>	Protocol in Development
<b>Corrections Discharge Protocol:</b>	Formal Protocol Implemented

## **3C. Continuum of Care (CoC) Discharge Planning Protocols: Narratives**

**For each system of care describe the discharge planning protocol. For additional instructions, refer to the detailed instructions available on the left menu bar.**

### **Foster Care Discharge**

**For Protocol Implemented, provide a summary of the formal and specific protocol, plan, process or policy that has been agreed upon.**

**Must attach protocol copy. Go to 3D.Discharge Planning Attachments page**

Berks County Department of Children and Youth Services (CYS) provides transitional living services for youth in foster care and those in out-of-county placement foster care returning to Berks County. A protocol was developed by BCYS. Youth are to be screened for risk of becoming homeless and extended care provided until they are able to support themselves. Youth are not discharged to homeless shelters or facilities. CoC and CYS have implemented this policy which is understood and agreed upon by both parties.

### **Health Care Discharge**

**For Protocol in Development, indicate the collaborating agencies/partners, the estimated date of implementation, and a brief description of the protocol being developed.**

Reading and St. Josephs Hospitals are the primary health institutions in the county. The Berks Coalition to End Homelessness is working with the Social Work departments within the hospitals to identify homeless individuals and to find appropriate housing placement. The protocol will require the hospital to contact with the coalition representative when a homeless person has been admitted and will be ready for discharge within the week. The coalition and the hospital will assess the needs for housing and services for that individual and find appropriate placement. The difficulty is when homeless persons are seen in the emergency rooms. The opportunity to find appropriate services and housing in the short time frame of outpatient services makes planning difficult. Implementation date for this protocol is anticipated to be 2010.

### **Mental Health Discharge**

**For Protocol in Development, indicate the collaborating agencies/partners, the estimated date of implementation, and a brief description of the protocol being developed.**

Persons hospitalized locally and at the state facility in Wernersville receive discharge planning from the Berks County Office of Mental Health and Retardation. Community treatment and housing assistance are provided to ensure a safe return to the community. Persons are not returned to the community through the homeless shelters or housing facilities supported by McKinney funds. The CoC and institutions providing treatment have agreed to and understand this protocol. The protocol is expected to be finalized in early 2009 and implemented thereafter.

**Corrections Discharge**

**For Formal Protocol Implemented, provide a summary of the formal and specific protocol, plan, process or policy that has been agreed upon.**

**Must attach protocol copy. Go to 3D.Discharge Planning Attachments page**

Berks Connections/Pre-Trial Services, in cooperation with Berks County MH/MR, the Council on Chemical Abuse and the Berks County prison, provides discharge planning and screening. Persons with mental health and substance abuse problems receive services from community providers before release with a plan for continued treatment after release. Integrating community services in the prison provides continuity and connectivity that follows inmates back into the community which results in a reduction in relapse, re-incarceration and homelessness. Persons returning to the community are not discharged to beds supported by McKinney funds. The CoC agencies and Berks Co. Prison have agreed to and understand this protocol.

### 3D. Continuum of Care (CoC) Discharge Planning Protocol: Attachments

Document Type	Required?	Document Description	Date Attached
Foster Care Discharge Protocol	No	BCCYS Discharge p...	10/06/2008
Mental Health Discharge Protocol	No	Proposed discharg...	10/15/2008
Corrections Discharge Protocol	No	Berks County pris...	10/15/2008
Health Care Discharge Protocol	No	--	No Attachment

## Attachment Details

**Document Description:** BCCYS Discharge protocol

**Please Note:** Any CoC that selected "Formal Protocol Finalized" or "Formal Protocol Implemented" must attach a copy of the protocol for the applicable system of care in order to receive full credit.

## Attachment Details

**Document Description:** Proposed discharge protocol - MH

**Please Note:** Any CoC that selected "Formal Protocol Finalized" or "Formal Protocol Implemented" must attach a copy of the protocol for the applicable system of care in order to receive full credit.

## Attachment Details

**Document Description:** Berks County prison discharge planning protocol

**Please Note:** Any CoC that selected "Formal Protocol Finalized" or "Formal Protocol Implemented" must attach a copy of the protocol for the applicable system of care in order to receive full credit.

## Attachment Details

**Document Description:**

**Please Note:** Any CoC that selected "Formal Protocol Finalized" or "Formal Protocol Implemented" must attach a copy of the protocol for the applicable system of care in order to receive full credit.

### 3E. Continuum of Care (CoC) Coordination

CoCs should coordinate, as appropriate, with any existing strategic planning groups to assess the local homeless system and identify shortcomings and unmet needs. Answer the following questions regarding coordination in the CoC.

**Does the CoC's Consolidated Plan include the CoC strategic plan goals to address homelessness and chronic homelessness?** Yes

**If yes, briefly list a few of the goals included in the Consolidated Plan:** Increase housing facilities and services Assist private non-profit developers leverage other public and private funding to develop units of permanent supportive housing for persons who are homeless and/or have special needs.

Support County-wide efforts to end chronic homelessness

Support efforts to address:  
 A. Homelessness prevention.  
 B. Outreach/Assessment  
 C. Emergency services  
 D. Transitional Housing  
 E. Permanent Supportive Housing

**Within the CoC's geographic area, is one or more jurisdictional 10-year plan(s) being developed or implemented (separate from the CoC 10-year plan)?** Yes

**Does the 10-year plan include the CoC strategic plan goals to address homelessness and chronic homelessness?** Yes

**If yes, briefly list a few of the goals included in the 10-year plan(s):**

- I. Emergency Prevention: Expand and promote emergency services to prevent loss of housing.
- II. Prevent homelessness by preventing eviction. Address the underlying causes of eviction.
- III. Emergency Intervention Ensure easy access to intervention when mental health and substance abuse issues interfere with housing permanence.
- IV. Augment and expand post-shelter aftercare support networks to stem recidivism to shelters
- V. Expand Supportive Transitional Housing for homeless chemically dependent individuals.
- VI. Maximize utilization of existing housing opportunities. Develop centralized housing center to build relationships with landlords, connections to all service providers, develop landlord and tenant education and expand budget and finance management programs.
- VI. Prepare homeless and at-risk population to gain employment with housing-sustaining wages. Coordinate ESL and GED training to maximize participation

### 3F. Hold Harmless Need (HHN) Reallocation

**Instructions:**

CoC's that are in Hold Harmless Need status may choose to eliminate or reduce one or more of their SHP grants eligible for renewal in the 2008 CoC competition. CoC's may reallocate the funds made available through this process to create new permanent housing projects or HMIS. Reallocation projects may be SHP (1, 2, or 3 years), SPC (5 years) or Section 8 SRO (10 years). CoC's that are in Preliminary Pro Rate Need (PPRN) status are not eligible to reallocate projects. Reallocated funds cannot be used for Samaritan Housing project(s).

Refer to the NOFA for additional guidance on reallocating projects.

**Is the CoC reallocating funds from one or more expiring renewal grant(s) to one or more new project(s)?** No

CoC's that are in Preliminary Pro Rata Need (PPRN) status are not eligible to reallocate projects.

## 4A. Continuum of Care (CoC) 2007 Achievements

### Instructions:

For the five HUD national objectives in the 2007 CoC application, enter the 12-month numeric achievements that you provided in Exhibit 1, Chart N of the 2007 CoC application in the first column, "Proposed 12-Month Achievement". Under "Actual 12-Month Achievement" enter the numeric achievement that you CoC attained within the past 12 months that is directly related to the relevant national objective.

Objective	Proposed 12-Month Achievement (number of beds or percentage)		Actual 12-Month Achievement (number of beds or percentage)	
Create new PH beds for CH	31	Beds	31	B e d s
Increase percentage of homeless persons staying in PH over 6 months to at least 71%	71	%	52	%
Increase percentage of homeless persons moving from TH to PH to at least 61.5%	81	%	71	%
Increase percentage of homeless persons employed at exit to at least 18%	44	%	49	%
Ensure that the CoC has a functional HMIS system	85	%	99	%

## 4B. Continuum of Care (CoC) Chronic Homeless Progress

Complete the following fields using data from the last point-in-time (PIT) count and housing inventory count. For additional instructions, refer to the detailed instructions available on the left menu bar.

Indicate the total number of chronically homeless persons and total number of permanent housing beds designated for the chronically homeless persons in your CoC for each year

Year	Number of CH Persons	Number of PH beds for the CH
2006	39	12
2007	79	34
2008	32	65

Indicate the number of new PH beds in place and made available for occupancy for the chronically homeless between February 1, 2007 and January 31, 2008 31

Identify the amount of funds from each funding source for the development and operations costs of the new CH beds created between February 1, 2007 and January 31, 2008.

Cost Type	HUD McKinney-Vento	Other Federal	State	Local	Private
Development	\$50,000		\$112,339		\$64,700
Operations	\$198,217				\$15,341
<b>Total</b>	\$248,217	\$0	\$112,339	\$0	\$80,041

## 4C. Continuum of Care (CoC) Housing Performance

Using data from the most recently submitted APRs for each of the projects within the CoC, provide information about the CoCs progress in reducing homelessness by helping clients move to and stabilize in permanent housing.

Participants in Permanent Housing (PH)	
a. Number of participants who exited permanent housing project(s)	67
b. Number of participants who did not leave the project(s)	83
c. Number of participants who exited after staying 6 months or longer	34
d. Number of participants who did not exit after staying 6 months or longer	44
e. Number of participants who did not leave and were enrolled for 5 months or less	41
<b>TOTAL PH (%)</b>	<b>52</b>
Participants in Transitional Housing (TH)	
a. Number of participants who exited TH project(s), including unknown destination	249
b. Number of participants who moved to PH	178
<b>TOTAL TH (%)</b>	<b>71</b>

## 4D. Continuum of Care (CoC) Enrollment in Mainstream Programs and Employment Information

Using data from the most recently submitted APRs for each of the projects within the CoC, provide information about the CoCs progress in reducing homelessness by helping clients access mainstream services and gain employment.

**Total Number of Exiting Adults: 330**

Mainstream Program	Number of Exiting Adults	Exit Percentage (Auto-calculated)
SSI	23	7 %
SSDI	29	9 %
Social Security	0	0 %
General Public Assistance	45	14 %
TANF	42	13 %
SCHIP	0	0 %
Veterans Benefits	2	1 %
Employment Income	163	49 %
Unemployment Benefits	8	2 %
Veterans Health Care	7	2 %
Medicaid	31	9 %
Food Stamps	79	24 %
Other (Please specify below)	7	2 %
child support payments		
No Financial Resources	22	7 %

The percentage values are automatically calculated by the system when you click the "save" button.

## 4E. Continuum of Care (CoC) Participation in Energy Star and Section 3 Employment Policy

### Instructions:

HUD promotes energy-efficient housing. All McKinney-Vento funded projects are encouraged to purchase and use Energy Star labeled products. For information on Energy Star initiative go to: <http://www.energystar.gov>

A "Section 3 business concern" is one in which: 51% or more of the owners are section 3 residents of the area of service; or at least 30% of its permanent full-time employees are currently section 3 residents of the area of service, or within three years of their date of hire with the business concern were section 3 residents; or evidence of a commitment to subcontract greater than 25% of the dollar award of all subcontracts to businesses that meet the qualifications in the above categories is provided. The "Section 3 clause" can be found at 24 CFR Part 135.

**Has the CoC notified its members of the Energy Star Initiative?** Yes

**Are any projects within the CoC requesting funds for housing rehabilitation or new construction?** No

## 4F. Continuum of Care (CoC) Enrollment and Participation in Mainstream Programs

**Does the CoC systematically analyze the APRs for its projects to assess and improve access to mainstream programs?** Yes

**If 'Yes', describe the process and the frequency that it occurs.**

The planning committee meets at least twice each year to review the APRs for the prior period. More frequent Case worker and HMIS data entry training is planned.

**Does the CoC have an active planning committee that meets at least 3 times per year to improve CoC-wide participation in mainstream programs?** Yes

**If "Yes", indicate all meeting dates in the past 12 months.**

9/13/2007  
10/18/2007  
11/8/2007  
1/10/2008  
2/21/2008  
3/13/2008  
4/17/2008  
5/8/2008  
7/10/2008  
9/11/2008  
10/16/2008  
11/13/2008

**Does the CoC coordinate with the State Interagency Council on Homelessness to reduce or remove barriers to accessing mainstream services?** Yes

**Does the CoC and/or its providers have specialized staff whose primary responsibility is to identify, enroll, and follow-up with homeless persons on participation in mainstream programs?** Yes

**If yes, identify these staff members** Provider Staff

**Does the CoC systematically provide training on how to identify eligibility and program changes for mainstream programs to provider staff.** Yes

**If "Yes", specify the frequency of the training.** Annually

**Does the CoC uses HMIS to screen for benefit eligibility?** No

**If "Yes", indicate for which mainstream programs HMIS completes screening.**

**Has the CoC participated in SOAR training? No**

**If "Yes", indicate training date(s).**

## 4G: Homeless Assistance Providers Enrollment and Participation in Mainstream Programs

**Indicate the percentage of homeless assistance providers that are implementing the following activities:**

Activity	Percentage
<b>1. Case managers systematically assist clients in completing applications for mainstream benefits.</b> <b>1a. Describe how service is generally provided:</b>	100%
<p>Case managers have access to some on-line applications and have copies of paper forms to work with the client in completing. When backup documents are required or meetings, the case manager assists the client with the paperwork and ensures the client is either able to attend the meeting on their own and has transportation or accompanies the client to the meeting.</p>	
<b>2. Homeless assistance providers supply transportation assistance to clients to attend mainstream benefit appointments, employment training, or jobs.</b>	100%
<b>3. Homeless assistance providers use a single application form for four or more mainstream programs:</b> <b>3.a Indicate for which mainstream programs the form applies:</b>	100%
<p>Welfare on-line system, COMPASS, applications can be made. Applicants can apply for SSI, TANF, WIC, Medicaid, SCHIP, food stamps and cash assistance on-line.</p>	
<b>4. Homeless assistance providers have staff systematically follow-up to ensure mainstream benefits are received.</b>	100%
<b>4a. Describe the follow-up process:</b>	
<p>Case managers monitor when and whether clients receive benefits or any followup required to obtain benefits. Case managers meet with clients face to face weekly and get copies of benefits correspondence.</p>	

## Questionnaire for HUD's Initiative on Removal of Regulatory Barriers (HUD 27300)

**Complete Part A if the CoC Lead Agency is a local jurisdiction (a county exercising land use and building regulatory authority and another applicant type applying for projects located in such jurisdiction or county (collectively or jurisdiction)).**

**Complete Part B if the CoC Lead Agency is a State agency, department, or other applicant for projects located in unincorporated areas or areas otherwise not covered in Part A.**

**Indicate the section applicable to the CoC Lead Agency: Part A**

# Part A - Questionnaire for HUD's Initiative on Removal of Regulatory Barriers

## Part A. Local Jurisdictions. Counties Exercising Land Use and Building Regulatory Authority and Other Applicants Applying for Projects Located in such Jurisdictions or Counties [Collectively, Jurisdiction]

<p>*1. Does your jurisdiction's comprehensive plan (or in the case of a tribe or TDHE, a local Indian Housing Plan) include a "housing element"?</p> <p>A local comprehensive plan means the adopted official statement of a legislative body of a local government that sets forth (in words, maps, illustrations, and/or tables) goals, policies, and guidelines intended to direct the present and future physical, social, and economic development that occurs within its planning jurisdiction and that includes a unified physical plan for the public development of land and water. If your jurisdiction does not have a local comprehensive plan with a housing element, please select No. If you select No, skip to question # 4.</p>	Yes
<p>2. If your jurisdiction has a comprehensive plan with a housing element, does the plan provide estimates of current and anticipated housing needs, taking into account the anticipated growth of the region, for existing and future residents, including low, moderate and middle income families, for at least the next five years?</p>	Yes
<p>3. Does your zoning ordinance and map, development and subdivision regulations or other land use controls conform to the jurisdiction's comprehensive plan regarding housing needs by providing: a) sufficient land use and density categories (multi-family housing, duplexes, small lot homes and other similar elements); and, b) sufficient land zoned or mapped "as of right" in these categories, that can permit the building of affordable housing addressing the needs identified in the plan?</p> <p>(For purposes of this notice, "as-of-right" as applied to zoning, means uses and development standards that are determined in advance and specifically authorized by the zoning ordinance. The ordinance is largely self-enforcing because little or no discretion occurs in its administration). If the jurisdiction has chosen not to have either zoning, or other development controls that have varying standards based upon districts or zones, the applicant may also enter yes.</p>	Yes
<p>4. Does your jurisdiction's zoning ordinance set minimum building size requirements that exceed the local housing or health code or that are otherwise not based upon explicit health standards?</p>	No
<p>*5. If your jurisdiction has development impact fees, are the fees specified and calculated under local or state statutory criteria?</p> <p>If no, skip to question #7. Alternatively, if your jurisdiction does not have impact fees, you may select Yes.</p>	No
<p>6. If yes to question #5, does the statute provide criteria that sets standards for the allowable type of capital investments that have a direct relationship between the fee and the development (nexus), and a method for fee calculation?</p>	

## Part A - Page 2

*7. If your jurisdiction has impact or other significant fees, does the jurisdiction provide waivers of these fees for affordable housing?	Yes
<p>*8. Has your jurisdiction adopted specific building code language regarding housing rehabilitation that encourages such rehabilitation through graduated regulatory requirements applicable as different levels of work are performed in existing buildings?</p> <p>Such code language increases regulatory requirements (the additional improvements required as a matter of regulatory policy) in proportion to the extent of rehabilitation that an owner/developer chooses to do on a voluntary basis. For further information see HUD publication: Smart Codes in Your Community: A Guide to Building Rehabilitation Codes (<a href="http://www.huduser.org/publications/destech/smartcodes.html">http://www.huduser.org/publications/destech/smartcodes.html</a>)</p>	No
<p>*9. Does your jurisdiction use a recent version (i.e. published within the last 5 years or, if no recent version has been published, the last version published) of one of the nationally recognized model building codes (i.e. the International Code Council (ICC), the Building Officials and Code Administrators International (BOCA), the Southern Building Code Congress International (SBCI), the International Conference of Building Officials (ICBO), the National Fire Protection Association (NFPA)) without significant technical amendment or modification.</p> <p>In the case of a tribe or TDHE, has a recent version of one of the model building codes as described above been adopted or, alternatively, has the tribe or TDHE adopted a building code that is substantially equivalent to one or more of the recognized model building codes?</p>	Yes
<p>Alternatively, if a significant technical amendment has been made to the above model codes, can the jurisdiction supply supporting data that the amendments do not negatively impact affordability.</p>	
<p>*10. Does your jurisdiction's zoning ordinance or land use regulations permit manufactured (HUD-Code) housing "as of right" in all residential districts and zoning classifications in which similar site-built housing is permitted, subject to design, density, building size, foundation requirements, and other similar requirements applicable to other housing that will be deemed realty, irrespective of the method of production?</p>	Yes
<p>*11. Within the past five years, has a jurisdiction official (i.e., chief executive, mayor, county chairman, city manager, administrator, or a tribally recognized official, etc.), the local legislative body, or planning commission, directly, or in partnership with major private or public stakeholders, convened or funded comprehensive studies, commissions, or hearings, or has the jurisdiction established a formal ongoing process, to review the rules, regulations, development standards, and processes of the jurisdiction to assess their impact on the supply of affordable housing?</p>	No
<p>*12. Within the past five years, has the jurisdiction initiated major regulatory reforms either as a result of the above study or as a result of information identified in the barrier component of the jurisdiction's "HUD Consolidated Plan?" If yes, briefly describe. (Limit 2,000 characters.)</p>	No
<p>*13. Within the past five years has your jurisdiction modified infrastructure standards and/or authorized the use of new infrastructure technologies (e.g. water, sewer, street width) to significantly reduce the cost of housing?</p>	No

## Part A - Page 3

<p><b>*14. Does your jurisdiction give "as-of-right" density bonuses sufficient to offset the cost of building below market units as an incentive for any market rate residential development that includes a portion of affordable housing?</b></p> <p><b>(As applied to density bonuses, "as of right" means a density bonus granted for a fixed percentage or number of additional market rate dwelling units in exchange for the provision of a fixed number or percentage of affordable dwelling units and without the use of discretion in determining the number of additional market rate units.)</b></p>	No
<p><b>*15. Has your jurisdiction established a single, consolidated permit application process for housing development that includes building, zoning, engineering, environmental, and related permits?</b></p> <p><b>Alternatively, does your jurisdiction conduct concurrent, not sequential, reviews for all required permits and approvals?</b></p>	Yes
<p><b>*16. Does your jurisdiction provide for expedited or "fast track" permitting and approvals for all affordable housing projects in your community?</b></p>	No
<p><b>*17. Has your jurisdiction established time limits for government review and approval or disapproval of development permits in which failure to act, after the application is deemed complete, by the government within the designated time period, results in automatic approval?</b></p>	No
<p><b>*18. Does your jurisdiction allow "accessory apartments" either as: a) a special exception or conditional use in all single-family residential zones or, b) "as of right" in a majority of residential districts otherwise zoned for single-family housing?</b></p>	No
<p><b>*19. Does your jurisdiction have an explicit policy that adjusts or waives existing parking requirements for all affordable housing developments?</b></p>	No
<p><b>*20. Does your jurisdiction require affordable housing projects to undergo public review or special hearings when the project is otherwise in full compliance with the zoning ordinance and other development regulations?</b></p>	No

## Continuum of Care (CoC) Project Listing

### Instructions:

To upload all Exhibit 2 applications that have been submitted to this CoC, click on the "Update List" button. This process may take several hours depending on the size of the CoC, however the CoC can either work on other parts of Exhibit 1 or it can log out of e-snaps and come back later to view the updated list. To rank a project, click on the icon next to each project to view project details.

For additional instructions, refer to the 2008 Project Listing Instructions on the left-hand menu bar.

Project Name	Date Submitted	Grant Term	Applicant Name	Budget Amount	Proj Type	Prog Type	Comp Type	Rank
New Beginnings II	2008-09-23 15:50:...	1 Year	Opportunity House	58,997	Renewal Project	SHP	PH	F12
New Beginnings	2008-09-23 15:49:...	1 Year	Opportunity House	30,655	Renewal Project	SHP	PH	F13
Linkages	2008-09-23 15:48:...	1 Year	Opportunity House	42,827	Renewal Project	SHP	TH	F15
Crossroads	2008-09-23 15:47:...	1 Year	Opportunity House	102,504	Renewal Project	SHP	TH	F14
Transitional Supp...	2008-10-09 13:00:...	1 Year	Council on Chemic...	106,825	Renewal Project	SHP	TH	F7
Y-Haven/Y-Passages	2008-10-02 13:39:...	1 Year	YMCA of Reading &...	98,569	Renewal Project	SHP	TH	F8
Protecting Your ...	2008-10-06 14:47:...	1 Year	The Salvation Arm...	197,925	Renewal Project	SHP	PH	F2
BCC 13 S. 10th St...	2008-10-06 12:48:...	1 Year	Berks Counseling ...	70,571	Renewal Project	SHP	PH	F10
BCC 1135/37 Frank...	2008-10-06 12:48:...	1 Year	Berks Counseling ...	132,326	Renewal Project	SHP	PH	F11
BCC 239 S. 5th St...	2008-10-06 12:49:...	1 Year	Berks Counseling ...	99,960	Renewal Project	SHP	PH	F9
Emma Lazarus Place	2008-09-18 15:49:...	1 Year	Berks County Wome...	28,000	Renewal Project	SHP	TH	F3
Transitional Hous...	2008-09-25 10:11:...	1 Year	Easy Does It, Inc.	31,040	Renewal Project	SHP	TH	F5
BCC Supportive Se...	2008-10-09 13:56:...	1 Year	Berks Counseling ...	78,415	Renewal Project	SHP	SSO	F17

Reading/Berks CoC							COC_REG_v10_000146	
Salvation Army Re...	2008-10-09 13:26:...	3 Year	The Salvation Arm...	295,974	New Project	SHP	PH	S1
BCC New Hope Hous...	2008-10-06 12:50:...	1 Year	Berks Counselin g ...	168,227	Renewal Project	SHP	TH	F16
Permanent SRO Hou...	2008-09-25 10:02:...	1 Year	Easy Does It, Inc.	338,270	Renewal Project	SHP	PH	F4
C.A.R.E. Transiti...	2008-10-09 13:52:...	1 Year	Communit y Allianc...	37,262	Renewal Project	SHP	TH	F18
Transitiona l Housing	2008-09-25 10:05:...	1 Year	Easy Does It, Inc.	65,333	Renewal Project	SHP	TH	F6

## Budget Summary

<b>FPRN</b>	\$1,687,706
<b>Rapid Re-Housing</b>	\$0
<b>Samaritan Housing</b>	\$295,974
<b>SPC Renewal</b>	\$0
<b>Rejected</b>	\$0

POINT IN TIME COUNT 2010							
PART 1: HOMELESS POPULATION							
	Homeless				Formerly Homeless		
	SHELTERED						
	EMERGENCY	TRANSITIONAL	UNSHelterED	TOTAL	HPRP	PERMANENT	COMBINED TOTAL
NUMBER OF FAMILIES WITH CHILDREN (FAMILY HOUSEHOLDS):	12	44	0	56	10	38	104
1. NUMBER OF PERSONS IN FAMILIES WITH CHILDREN:	42	128	0	170	45	116	331
2. NUMBER OF SINGLE INDIVIDUALS AND PERSONS IN HOUSEHOLDS WITHOUT CHILDREN:	149	77	13	239	4	102	345
(ADD LINES NUMBERED 1 & 2)							
TOTAL PERSONS:	191	205	13	409	49	218	676

Berks Coalition to End Homelessness



# Strategy to End Homelessness

April 2007

BERKS COALITION TO END HOMELESSNESS

## Executive Summary:

Beginning in late 2005, the Berks County Coalition to End Homelessness planning committee initiated a planning process to determine the needs, strategies and actions steps needed to address the homeless issue. Following a series of stakeholder meetings, the plan was developed.

Berks Coalition to End Homelessness (BCEH) is a voluntary organization composed of representatives of local human service agencies, City and County government and other interested persons. The general membership has over 30 people led by an executive committee consisting of an elected Chair, Vice-Chair, Secretary, Treasurer and committee chairpersons. There are five active committees: Planning, Education, Youth, Social Services, and Permanent Housing.

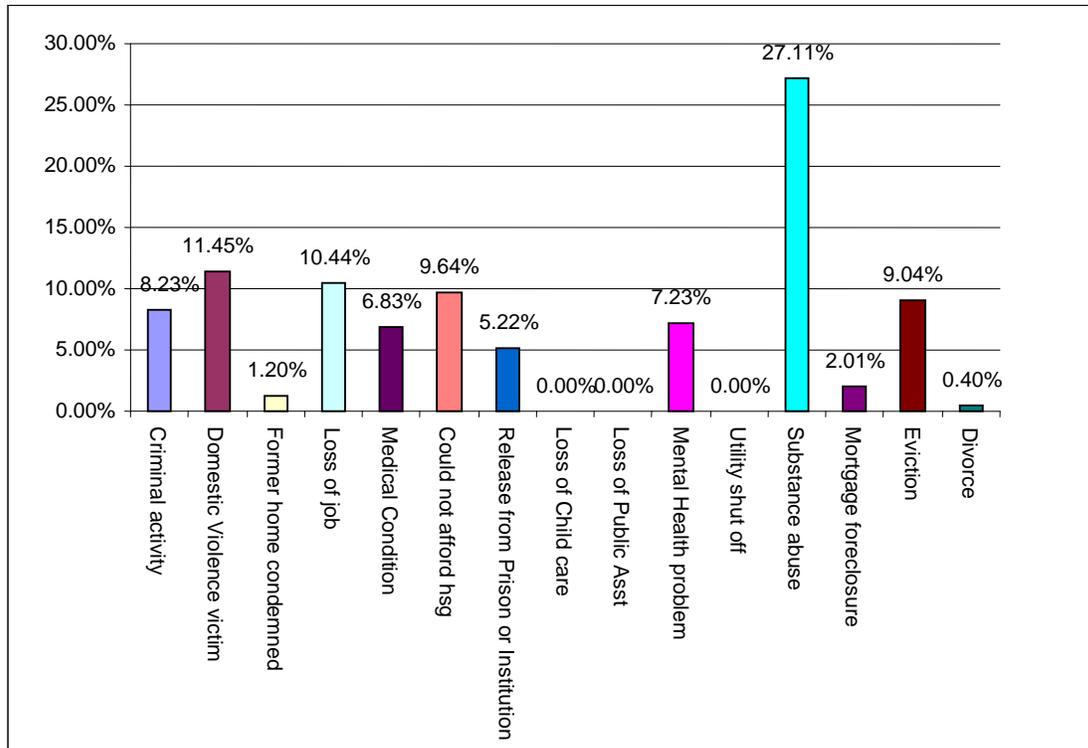
A point-in-time count in January 2007 showed that there were 463 homeless persons in shelters, transitional housing and living unsheltered. An additional 143 people were living in Permanent Supportive Housing for Chronically Homeless Persons with Disabilities. Women and Children make up nearly half the homeless population in Berks County.

When questioned as to the cause of their homelessness, persons living in shelters, transitional housing, and permanent housing provided a variety of reasons: substance abuse, domestic violence, loss of job the inability to afford housing and eviction as the most common problems. The chart below describes the most frequent causes of homelessness. (Since people were asked to identify all contributing causes, the figures will not add to 100%).

The goal established by BCEH is to reduce the number of homeless families/persons in emergency shelter by 25% in 5 years from 525 in the PIT January 2005. In the January 2006 count, the number of homeless fell to 423 persons and to 407 in the summer count of 2006 but rose to 463 in January 2007. The difference seen in the counts in 2006 from the initial count were due largely to the increase in the number of persons in Permanent Housing for Persons with Disabilities. The increase in the use of the emergency shelter in 2007 was due to the extreme weather experienced in late January 2007.

**PROVIDING PERMANENT HOUSING WITH SERVICES  
DOES MAKE A DIFFERENCE!**

## CAUSES OF HOMELESSNESS



To continue to reduce homelessness, BCEH has developed a strategic plan for action. The success of this plan will depend largely on the interest and involvement of many community agencies and not-for-profit organizations, businesses and citizens getting involved. The strategic goals are:

### **Prevention:**

1. Emergency Prevention: Provide emergency services to prevent loss of housing
2. Systems Prevention: Examine and change institutional policies and regulations that adversely impact on housing
3. Outreach: Identify Street homeless and at-risk persons and families
4. Services: Maximize utilization of mainstream resources

### **Intervention:**

1. Rapid Re-housing: The Housing First Model
2. Continue Supportive Transitional Housing for homeless, chemically dependent individuals.
3. Expand Permanent housing: Development of safe and affordable housing
4. Income: Job training and services accessible for homeless individuals

The next step in developing the strategy to end homelessness is to have active participation in support of these goals. Once the community and its leadership commit to this plan, we need specific adoption of the action plan steps and a focusing of resources and programs to achieve the objectives outlined. The plan will not be complete until each action step is assigned and accountability has been established with an agency to realize its completion. The source of funds for some action steps must also be determined and activities woven into budget plans.

## History of the Coalition and Current Participants

Working together to achieve common ends brought the Coalition members together initially and is still a driving force behind Coalition activities. The recognition that no one agency could address the problem of homelessness was the impetus behind formation of the Berks Homeless Coalition in 1995. It began with only a dozen or so members, most of whom represented the organizations that sheltered homeless people.

About this same time, the U.S. Department of Housing and Urban Development (HUD) announced that funding from the Supportive Housing Program (SHP) would only be granted to those communities that demonstrated a continuum of services existed to move people from homelessness to independent living. This Continuum of Care as it came to be called, required local SHP recipients to work together to identify gaps and impediments in the services system that prevented persons who were homeless from gaining economic independence. In 1997, the Coalition took on this function.

The Coalition gained strength when members adopted a new direction. In 2004, the agenda of the Coalition moved from addressing the immediate needs of the homeless to understanding the root causes and ending homelessness. The Berks Homeless Coalition took a new name from its new direction and was renamed the Berks Coalition to End Homelessness (BCEH). The new name reflects the adoption of the mission statement which calls for an end to homelessness.

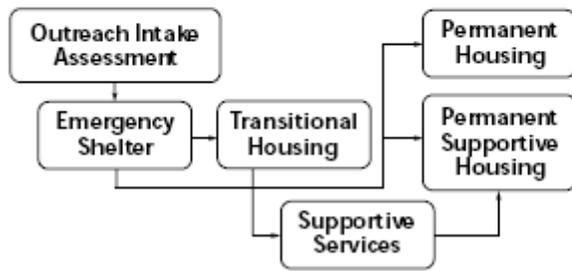
*The Coalition is a group of representatives of community and government agencies, and other concerned citizens whose goal it is to develop a strategy to coordinate efforts to end homelessness.*

The development of this plan is the start of a process to implement the strategy that has arisen from the work of the coalition over the past two years.

Key agencies involved in the Coalition to End Homelessness include the Berks AIDS Network/Co-County Wellness Services, Berks County MH/MR, Opportunity House, Berks Women in Crisis, BCPS/Berks Connections and Pre-Trial Services, American Red Cross, Council on Chemical Abuse, Homeless Student Program initiative of the Berks County Intermediate Unit, Berks County United Way, Mary's Shelter, Berks County Visiting Nurses, Salvation Army, YMCA, Easy Does It, City of Reading, County of Berks, Berks Advocates Against Violence, Mid-Penn Legal Services, Berks County Area Agency on Aging, Service Access Management, Reading Housing Authority, and Berks Counseling Center.

Berks County has a well developed Continuum of Care system. This system is best explained through the HUD model and contains the array of services needed to support persons who are homeless. The activities of BCEH have moved beyond this model to work on the root causes of homelessness as will be explained in the Strategies section of this document.

## Components of a Continuum of Care Homeless System



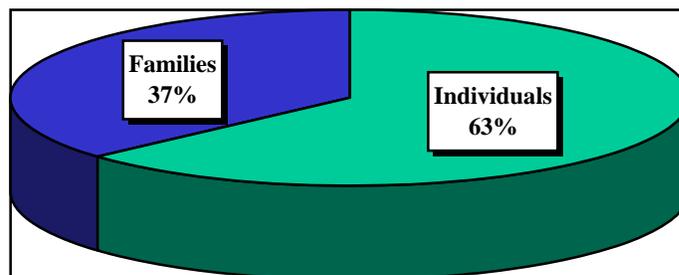
Source: U. S. Department of Housing and Urban Development

On the national front, in 2001, The National Alliance to End Homelessness (NAEH) and HUD, each announced plans to end homelessness in ten years. The NAEH plan is more ambitious in that it recognizes the needs of homeless families as well as disabled individuals, while the HUD plan is limited to ending homelessness for persons who were chronically homeless. The NAEH Plan invokes the command to “Close the Front Door and Open the Back Door” to homelessness. Identifying the gaps in services that allow families and individuals to become homeless and addressing those needs is closing the way into homelessness. Providing affordable, safe, decent housing is the opening of the back door – the way out of homelessness.

This plan presents the local strategy to end homelessness through similar policy.

### WHO ARE THE HOMELESS?

In Berks County, on any given day, over 450 people, 37% of whom are women and children, are homeless.



BCEH, Winter point-in-time count, 2007 – Shelter, Transitional and Unsheltered Count (excludes Permanent Supportive Housing)

Homelessness in Berks County is the result of a wide variety of factors. Some are homeless transitionally due to financial circumstances, many are homeless more often due to substance abuse, domestic violence and mental health. The members of BCEH are working to address the reasons for homelessness as well as provide shelter and services to those who are homeless.

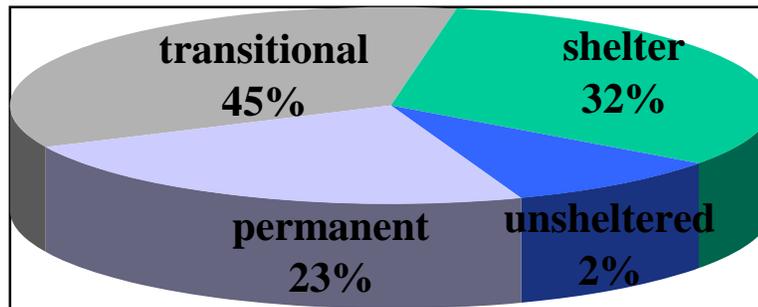
During the Point in Time count in January, 2007, the needs and special characteristics of individuals who are homeless were identified. During this count, 463 persons were housed. Persons reporting a “special need characteristic” could report more than one so the figures on the below table are not cumulative.

<b>Part 2: Homeless Subpopulations</b>	<b>Sheltered</b>
a. Chronically Homeless	58
b. Severely Mentally Ill	98
c. Chronic Substance Abuse	158
d. Veterans	7
e. Persons with HIV/AIDS	4
f. Victims of Domestic Violence	94
g. Unaccompanied Youth (Under 18)	1

Source: Point in Time, January 25, 2007, BCEH

The homeless are housed by a number of different agencies providing temporary shelter, transitional housing and permanent supportive housing. A count was conducted on January 25, 2007 and two point-in-time counts were conducted in 2006. The first, was done on January 27<sup>th</sup> and the second was conducted September 8<sup>th</sup>. All three showed consistent results. All shelter, transitional and permanent housing programs in the County participated in both counts. Though it is suspected many homeless remain hidden in vacant buildings and rural areas, the street count in January 2007 resulted in 58 individuals being identified. Of these individuals, 21 identified themselves as having been homeless consistently for one year or at least four times in the past three years and therefore considered chronically homeless.

## SHELTERED AND UNSHELTERED HOMELESS IN BERKS COUNTY:



Source: Point in Time count, January 2007.

Almost all of the housing providers in Berks County participate in the Homeless Management Information System (HMIS) initiated at HUD's behest in November 2004. The Hope Rescue Mission provides periodic data for the point-in-time but will not track year-round use.

**Statistics from the initiation of operation of the HMIS, (November 2004 for some agencies and March 2005 for others) through mid-October 2006, show that 3,068 persons utilized housing facilities in Berks County.**

In addition to housing, The Reconnect Program funded by the Berks County Community Development Block Grant Program and administered by the YMCA provided transportation funding allowing 265 homeless persons to reconnect to family or support networks in other communities from January 2005 through December 2006.

Authors Kuhn and Culhane, in a study of shelter users in New York City and Philadelphia described the current standard definitions of types of homelessness. They identified three clusters or groups of homeless individuals:

Transitionally homeless – **nationally comprise 80% of shelter users**; comparatively young, less likely to have mental health, substance abuse or medical problems, and overrepresentation of Whites; **they have few shelter stays (1-2 days) and are of short duration.** Programs to assist this population should emphasize community-based homeless prevention and transitional services to assist in finding housing and employment or seeking treatment for behavioral health problems.

Episodically Homeless - **nationally 10% of shelter users**; also comparatively young, but more likely to be non-White and high likelihood of having mental health, substance abuse or medical problems; **they shuttle in and out of shelter, often between prison, hospitalization and rehabilitation programs** so they have high numbers of

episodes of homelessness but of shorter duration than chronically homeless. Those with repeated episodes of homeless due to medical and addiction needs require structured housing with health and social service supports such as transitional and residential treatment programs.

Chronically homeless - **Chronically Homeless - nationally only 10% of shelter users but use nearly one-half of the shelter days**; tend to be older, non-White and have high levels of mental health, substance abuse or medical problems; **use shelters as long term housing**. HUD defines chronically homeless as an unaccompanied individual with disabilities who has been continuously homeless for 12 or more months or had 4 or more episodes of homelessness in 3 years. Supported housing and long-term care options are needed to provide a stable permanent housing solution for this population.

In Berks County, we are starting to track, through HMIS, the usage of the shelters to determine what percentage of our shelter guests are transitionally, episodically or chronically homeless.

### **COST OF HOMELESSNESS**

It is important to end homelessness because of its ultimate cost. Homeless persons utilize social services, medical services, emergency services and the criminal justice system at a higher rate than non-homeless persons. It is more cost effective to support a family in a home than to provide shelter and services. Children who are homeless or whose housing is unstable are more likely to not succeed at school and become homeless as adults.

In a study of nine cities done by the Lewin Group, the shelter and default housing (incarceration or hospitalization) costs per day per homeless person was:

### **COST OF HOMELESSNESS**

<b>Type of "Housing"</b>	<b>Per-Person Per-Day Cost</b>				<b>BERKS COUNTY DATA</b>
	<b>HIGH</b>	<b>MEDIAN</b>	<b>LOW</b>	<b>AVERAGE</b>	
<b>County Jail</b>	\$ 164.57	<b>\$ 70.00</b>	\$ 45.84	<b>\$ 93.47</b>	<b>\$ 50.00</b>
<b>State Prison</b>	\$ 117.08	<b>\$ 84.74</b>	\$ 59.34	<b>\$ 87.05</b>	<b>\$ 87.40</b> (2001 figure)
<b>Shelter</b>	\$ 154.42	<b>\$ 25.48</b>	\$ 11.00	<b>\$ 63.63</b>	<b>\$ 20.00</b>
<b>Mental Health</b>	\$ 1,278.00	<b>\$ 607.00</b>	\$ 280.00	<b>\$ 721.67</b>	<b>\$ 1,378.51 acute care hospitalization</b>
<b>Medical Health</b>	\$ 2,030.82	<b>\$1,637.00</b>	\$1,185.00	<b>\$ 1,617.61</b>	<b>unavailable</b>

Source: *Costs of Serving Homeless Individuals in Nine Cities*. The Lewin Group, 2004, Corporation for Supportive Housing with Berks County data provided by local agencies.

## **STRATEGIES TO END HOMELESSNESS – PREVENTION AND INTERVENTION**

The goal for strategic action is to limit the number of homeless through adoption of the National Motto – Close the Front Door and Open the Back Door. Closing the front door is a metaphor for Prevention strategies: efforts to keep people and families from becoming homeless. Opening the back door refers to the interventions to move people to permanent housing as quickly as possible by opening the door to affordable housing.

The strategic goals outlined by the Berks Coalition to End Homelessness are:

### **Prevention:**

1. Emergency Prevention: Provide emergency services to prevent loss of housing
2. Systems Prevention: Examine and change institutional policies and regulations that adversely impact on housing
3. Outreach: Identify Street homeless and at-risk persons and families
4. Services: Maximize utilization of mainstream resources

### **Intervention:**

1. Rapid Re-housing: The Housing First Model
2. Supportive Transitional Housing for homeless, chemically dependent individuals
3. Expand Permanent housing: Development of safe and affordable housing
4. Income: Job training and services accessible for homeless individuals

## **EMERGENCY PREVENTION**

The risk of becoming homeless increases when household stress increases. Problems may be related to the financial ability of the household, domestic issues, personal issues and behaviors or housing issues or, more likely, any combination of issues. Programs that address the causes of stress and means to avoid homelessness have been identified.

BCAP is the traditional provider of anti-poverty programs such as LIHEAP (Fuel assistance) and HAP (emergency rental assistance) as well as FEMA funded services. Housing Counseling and budget counseling are provided by the Housing Center. There are waiting lists and shortages of assistance to meet all the community needs. Other charitable agencies, Catholic Charities and the Salvation Army, also provide some emergency assistance to families in need of fuel, food and other services.

## **SYSTEMS PREVENTION**

Although mental health, drug and alcohol recovery and public assistance programs help many people, some fall through the cracks as a result of their own actions or due to flaws in “the system”. We need to identify how and why these systems do not prevent homelessness and create a response that addresses the needs of individuals. Whether it’s because an individual has not been determined to be eligible for a service, refuses service or violates a condition of service, supports must be in place to prevent homelessness.

Berks County currently has several local initiatives that provide alternatives to incarceration or support housing upon discharge:

Drug Court and Mental Health Court have been set up to divert parole violators from prison and engage in intensive dialogue and counseling to effect change.

More prison discharge planning is taking place, particularly for persons with mental illness. A Community Corrections center is being established that will also facilitate housing and stability.

Case management has been funded for BCPS – Berks Connections to assist up to 50 members of gangs upon re-entry from prison.

Community Treatment Teams - through Berks Counseling Center, young adults age 16-25 receive voluntary, comprehensive and intensive outpatient mental health and addiction treatment in addition to rehabilitative and support services to persons with a serious and persistent mental illness and addiction problems. Community Treatment Team services are targeted for those persons who have not achieved and maintained health and stability in the community, and for whom without these services would continue to experience hospitalization, incarceration, psychiatric emergencies, and/or homelessness.

## **OUTREACH**

Too often people become homeless or remain homeless because they do not know how to access support systems, or have “burned their bridges” to their support network. We need to make sure there is no “wrong door” and that services throughout the continuum remain available.

Berks AIDS Network, a program of Co-county Wellness Services, does street outreach around safe behaviors and sexually transmitted disease, some of which is aimed at homeless individuals. There is no on-going program of outreach for the purposes of reaching those living on the street to bring them to shelter or services.

Outreach efforts will begin in 2007 to persons attending the Midnight Ministries, a church coalition program that provides a meal on Friday nights at 6<sup>th</sup> and Franklin Streets (and in the Mennonite Church in the winter) in Reading. Members of the Coalition will be on-hand to provide counseling and referral.

## **SERVICES**

The provision of appropriate services will increase the likelihood of persons remaining in independent housing. Accessing services that are available can be challenging. Housing providers report they must work with clients to overcome obstacles to accessing mainstream resources. Mainstream resources include: TANF, Medicaid, Food stamps, Social Security, Social Security Disability (SSDI), Substance abuse Services, Mental

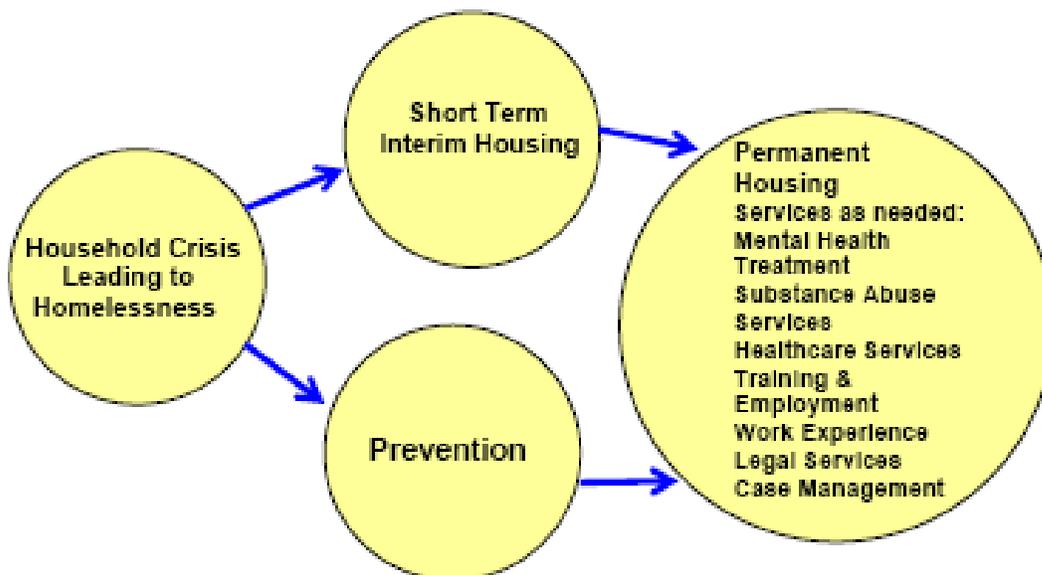
Health Services, and Employment services. For example, SSDI takes up to 1 year to qualify – during that time people will continue to become homeless unless alternatives are found.

Service Access Management (SAM, Inc.), provides mental health services for those unable to pay and without Medicaid benefits. Those with Medicaid can now go directly to their provider networks. However, there is a shortage of psychiatrists who are needed to prescribe meds. There can be a wait of 1 to 4 months to see a doctor. Through a contract with Berks Counseling Center (BCC), Opportunity House provides on-site mental health and drug and alcohol treatment services for Opportunity House clients. Staying connected to ones provider is key to timely services.

## RAPID RE-HOUSING

Opening the back door requires appropriate, available, affordable and decent housing. The availability of affordable housing and subsidy mechanisms is a high priority. Nationally, a model has been developed called Housing First/ Housing Plus (the plus indicates that services are provided). The underlying principal is to move homeless individuals and families to safe transitional and/or permanent housing and then provide the services needed to stabilize them in that environment.

**Housing First/Housing Plus Model**



Shelters and transitional housing and service providers work individually with clients to find housing. Though often it is difficult to find affordable and decent housing, several agencies are cultivating relationships with good landlords. Housing-related services, such as first-month's rent or utility connections which aid in moving to people to housing, are currently provided by BCAP, BAN and DPW and several charitable organizations.

## SUPPORTIVE TRANSITIONAL HOUSING FOR HOMELESS CHEMICALLY DEPENDENT INDIVIDUALS

A basic tenet of addiction treatment is the development and maintenance of a strong sober support system; however, in many cases individuals suffering from addiction usually have no family, employer, or social network to turn to for support. Research supports our steadfast belief that a significant percentage of the homeless population, those individuals residing on the streets and in area shelters can attribute their condition to their addiction to chemicals.

The aim of transitional supportive housing is to provide a safe, sobriety-based living environment complemented with a variety of supportive services to assist residents in achieving a core set of goals that are designed to achieve independence, sobriety and lead to maintaining permanent housing. Because stable housing is a vital factor in sustaining recovery from chemical dependency a primary core goal of the transitional supportive housing programs is to assist residents in obtaining permanent, stable housing. Our experience has shown that upon successful completion of transitional housing, chemically dependent individuals are able to seek and maintain permanent housing on their own.

## PERMANENT HOUSING

An affordable housing strategy for Berks County must consider the availability of affordable rental housing as well as homeownership opportunities. The City is working with non-profits such as CHDO's (Community Housing Development Organizations) to develop homeownership opportunities and may also look at properties for rental housing.

## INCOME

Earning a sufficient income to sustain permanent housing is another key to success. The National Low Income Housing Coalition report, *Out of Reach 2005*, detailed the income it takes to afford housing by Metropolitan Statistical Area (MSA). For the Reading MSA, it takes 2.4 full-time minimum wage jobs or an hourly wage of \$12.31 to afford the median rent for a two-bedroom apartment of \$640. (The mean hourly rate for renters in 2005, was estimated to be \$10.13). A one-bedroom apartment requires 1.9 FTE or nearly \$10 per hour to afford the median rental at \$519.

The Workforce Investment Board (WIB) is mandated by the state to develop one-stop employment and training centers. CareerLink is that local center. This system is largely electronic and although CareerLink staff are available to help, those with limited computer skills may be hesitant to use this resource. At one time STRIVE/Job Quest at Opportunity House was connected to the system to help homeless clients gain access. This link is now provided through the Hispanic Center. STRIVE/Job Quest continues to

serve chronically unemployed adults with job readiness, placement, and post-employment counseling and career planning.

## GOALS

The goal established by the Berks Coalition to End Homelessness is to reduce the number of homeless families/persons in emergency shelter by 25% in 5 years benchmarked from the 525 persons counted in the PIT January 2005. In the January 2007 count, the number of homeless fell to 410 persons. The difference is largely due to the increase in the number of persons in Permanent Housing for persons with disabilities.

In the next steps toward development of this plan, tasks will be assigned, accountability for implementation performance determined and budgets developed to implement the suggested action steps. The Berks Coalition to End Homelessness would like to propose the following action steps to reduce homelessness.

### A. Prevention

- I. **Emergency Prevention:** Expand and promote emergency services to prevent loss of housing

Problem statement: Individuals and families become homeless when community safety net programs are either not understood or not sufficient.

#1 - Address issues of poverty and financial distress that lead to loss of housing

*Action Agenda:*

- a. Expand funding for counseling, weatherization, LIHEAP and other anti poverty programs
- b. Promote credit repair and financial counseling opportunities..
- c. Improve access to services – single point of contact (i.e. TalkLine)
- d. Provide additional outreach to make services more accessible
- e. Combine emergency assistance with on-going case management

#2 - Prevent homelessness by preventing eviction. Address the underlying causes of eviction. There is an opportunity to prevent eviction in many situations. Eviction occurs when there is a financial crisis which may be avoided through education and outreach.

Eviction was cited as their reason for homelessness by nearly 10% of the persons who were counted during the 2007 homeless point in time. However, it was cited by 16% of emergency shelter residents as their primary reason for homelessness as reported in the Homeless Management Information System. Eviction places a huge burden on the emergency shelters.

*Action Agenda:*

- a. Develop a Tenant Education/Certification program to give tenants financial tools to better manage housing costs.
  - b. Landlord Education – Provide landlords with better tools to assist tenants to understand their roles and responsibilities.
  - c. Encourage use of a rent default notification letter, much like the mortgage default letter to give tenants a chance to remedy deficiency and seek credit counseling.
  - d. Establish a Housing Court to hear evictions, landlord-tenant disputes and code enforcement cases.
  - e. Provide education to District Justices so they are better able to understand the problems and create better solutions.
  - f. Move beyond one-time eviction payments to provide housing subsidies
- #3 Emergency Intervention – Ensure easy access to intervention when mental health and substance abuse issues interfere with housing permanence.

*Action Agenda:*

- a. Provide landlords with resources on who to call when tenant has problems
- b. Expand case management to address housing stability

**II. Systems Prevention:** Examine and change institutional policies and regulations that adversely impact on housing

Problem Statement: The unintended consequences of policies and practices may result in homelessness or prolonging homelessness. Each of the mainstream resource providers which HUD identifies as: TANF, SSI, SSDI, WIB, CHIP, Veterans Assistance, Medicaid and Food stamps), as well as County and non-profit service providers, must examine the method and timetable for assistance and the consequences on homelessness.

#1 Determine impact of local policies and practices on homelessness

*Action Agenda:*

- a. Enhance coordination and information sharing among providers to maximize prevention funding.
- b. Set common policies for encouraging development of self-sufficiency that do not exacerbate homelessness.
- c. Examine policies and practices within mainstream resources to determine the effect each has on creating or perpetuating homelessness.

- #2 Prevent homelessness by establishing discharge planning protocols to be used by all institutions that reintegrate institutionalized populations back into the community.

*Action Agenda*

- a. Work with Berks County Prison officials to develop adequate facilities for on-site community involvement
- b. Coordinate activities of County Prison, County Parole office, State Parole office and community providers
- c. Provide post-release housing assistance and information to prisoners re-entering community.
- d. Work with State mental health officials on community re-integration programs and funding.
- e. Coordinate planning with local hospitals on discharge planning for homeless persons
- f. Encourage youth in foster care to take advantage of transitional and preparatory programs that prevent homelessness.

**III. Outreach:** Identify Street homeless and at-risk persons and families

Problem statement: Individuals are still living on the street and in places unfit for human habitation. Individuals and families are “precariously housed” living in temporary situations, doubled up and moving about night by night or week by week. These individuals and families must be identified and services provided to stabilize the housing situation.

- #1 Identify homeless and those in temporary housing through BCAP, churches, food pantries and others.

*Action Agenda:*

- a. Conduct bi-annual Point-in-Time count
- b. Establish regular outreach program – coordinate with Midnight Ministries and soup kitchens

**IV. Services:** Maximize utilization of mainstream resources

Problem Statement:

There are still gaps in: post-shelter aftercare support services, services for homeless youth, and transportation.

Post shelter aftercare is a critical need to help transition people back to the community. Although it was agreed 6 months is not usually enough due to the cyclical nature of

mental health, addiction and life-style retraining needs, staff and funding for longer care is not available and clients start to move away from services on their own until a crisis hits. The power-loss model of human services funded demonstrates the old adage that “an ounce of prevention is worth a pound of the cure”. Providing housing stability is much less costly than the alternatives: institutionalization or homeless care.

Currently there are no emergency shelter services for youth in Berks County. Individuals under the age of 18 who runaway from home or get “kicked out” typically end up staying with relatives or friends or spend the night sleeping on the streets and abandoned buildings. Counseling services to reunite these youth with their families or provide appropriate referrals for ongoing services are minimally available.

Having reliable transportation is especially important in Berks County since shift work and day care arrangements make it difficult to use public transportation. The cost of owning and maintaining a car is high and presents its own difficulties. There is some minimal car maintenance assistance from DPW. Without transportation it is difficult to hold a job, keep appointments, etc.

- #1 Augment and expand post-shelter aftercare support networks to stem recidivism to shelters

*Action Agenda:*

- a. Pursue funding for expanded after-care case management and support services.

- #2 Address the immediate needs of homeless youth through creation of a homeless shelter for youth

*Action Agenda:*

- a. Pursue grant funding for a homeless youth shelter.
- b. Survey school districts, County agencies, and law enforcement about homeless youth
- c. Work with a local human service agency to apply for grant funding
- d. Develop family reunification and education programs..

- # 3 Address transportation needs of at-risk and homeless persons.

*Actions Agenda:*

- a. Explore options for developing transportation alternatives

- #4 Assess Gaps - Identify remaining services gaps in providing services to at-risk and homeless.

*Actions Agenda:*

- a. Prevention- Work with County social services and providers to identify and fill gaps in services that result in homelessness
- b. Increase service delivery capacity of County funded MH/MR services.
  1. Provide annual shelter and transitional housing staff training on use of medications, identification of mental illness and service planning.
  - 2 Enhance integration with MH/MR for delivery of services in shelter and transitional housing.
- c: Expand providers' awareness of unique needs of persons who are homeless.
- d: Increase service intensity of MH counseling service to address cyclical nature of illness.

**B. Intervention**

**Housing:**

**I. Rapid Re-housing: The Housing First Model**

**II. Supportive Transitional Housing for homeless, chemically dependent individuals**

Problem Statement: The Drug and Alcohol Single County Authority (SCA) in Berks County currently supports 6 transitional housing programs designed to meet the needs of homeless chemically dependent individuals. Each year these programs provide a safe, stable temporary living environment as well assistance in obtaining permanent housing and employment to over 200 residents. In the absence of transitional supportive housing programs, many of these residents would have become involved in costly inpatient rehabilitation programs, while the remainder would have been recycled back into prisons, homeless shelters and/or resumed residency on the street.

#1 Expand Supportive Transitional Housing for homeless chemically dependent individuals.

Action Agenda

- a. Continue to include transitional housing for the addicted homeless population in the County's Continuum of Care funding proposal to HUD.
- b. Continue to actively identify the addicted homeless population and move these individuals to safe transitional housing.
- c. Assure sufficient case management services and aftercare supports are available for this population.
- d. Continue to work with the Berks SCA, the Berks MH/MR Program and other organizations to seek funding opportunities for these programs.

**II. Expand Permanent housing: Development of safe and affordable housing**

Problem statement:

There is a definite shortage of quality affordable rental housing in the City and outside the City. Families and individuals are living doubled up if not homeless. The persons and families in shelters and transitional housing providers have a difficult time finding affordable and decent housing.

#1 There is a need for affordable rental housing

*Action Agenda:*

- a. Identify developer and location for new affordable family rental housing and housing for non-elderly single adults. i.e.: Tax credit housing
- b. Support development of 40 permanent supportive housing units for persons with disabilities.
- c. Determine if maximum use is made of existing rental housing Section 8 Vouchers
- d. Utilize Next Step housing assistance provided by Berks County through the HOME Program which provides short-term housing assistance when partnered with services from the “sponsoring” agency.
- e. Utilize Salvation Army McKinney funded permanent housing for persons with disabilities for housing assistance
- f. Shelter plus Care vouchers were approved from HUD in 2006 Continuum of Care funding cycle and will provide a housing subsidy for up to 24 chronically homeless individuals with disabilities.

#2 Maximize utilization of existing housing opportunities.

*Action Agenda:*

- a. Develop centralized housing center to build relationships with landlords, connections to all service providers, develop landlord and tenant education and expand budget and finance management programs.
- b. Encourage rehabilitation of existing rental housing stock.

### **III. Income:** Job training and services accessible for homeless individuals

Problem statement:

Economic development efforts are underway to expand employment in the tourism and entertainment sector as well as back office operations. Training for these job opportunities is needed. Most employers in Berks County are small so there are few human resource departments and lack of sophistication in working with homeless or formerly employees.

Barriers to overcome include: English language and providing training in Spanish, computer literacy, mental health and substance abuse stability and job responsibility and need for a livable wage.

#1 Prepare homeless and at-risk population to gain employment with housing-sustaining wages.

*Action Agenda:*

- a. Coordinate ESL and GED training to maximize participation
- b. Work with economic development agencies to ensure “sustainable” wage jobs and training for low income population.

### **C. Implementation**

The key to success is partnerships. BCEH needs the support and participation of agencies and organizations that have heretofore not been actively engaged in the process. These organizations have significant resources and control over the outcomes that can be derived from the implementation of this plan.

#1 Membership

*Action Agenda:*

- a. Bring new members to the table that can support Coalitions plans: Local Housing Options Team (LHOT), Berks County Housing Authority, Community Corrections, Parole and Probation Departments, Greater Reading Food Bank, Department of Public Welfare (DPW), Neighborhood Housing Services (NHS), Habitat for Humanity, Hispanic Center, Community Support Program (CSP), Real Estate Investors Association (REIA), Homebuilders Association Businesses, Volunteer Coordinator for Colleges, Literacy Council, iLead, Society of Human Resource Managers, Berks Economic Partnership

#2 Education

*Action Agenda:*

- a. Develop inserts to place in agency newsletters about the coalition
- b. Work with newspaper to provide more coverage
- c. Hold a legislative breakfast biennially

#3 Legislative Advocacy

*Action Agenda:*

- a. Join PA Housing Alliance and National Association to End Homelessness (NAEH) to advocate for legislation nationally and state-wide that impact or could impact on homelessness.

# 4 Evaluate the effectiveness of the community's response to homelessness

*Action Agenda:*

- a. Collect program and services information from Coalition members and community providers
- b. Identify gaps and duplications in services and report to the Social Services and Planning committees.

#5 Develop a Qualitative review mechanism to determine the effectiveness and cost of service by various providers and for various populations

*Action Agenda:*

- a. Research other communities utilization of benchmarks and cost effectiveness
- b. Meet with providers to review types of data and populations and uses of the data
- c. Draft specific target benchmarks for cost and performance for each subpopulation and program
- d. Measure program performance against benchmarks

## **Implementation**

The next step in developing the strategy to end homelessness is to have active participation in support of these goals. Once the community and its leadership commit to this plan, we need specific adoption of the action plan steps and a focusing of resources and programs to achieve the objectives outlined. The plan will not be complete until each action step is assigned and accountability has been established with an agency to realize its completion. The source of funds for some action steps must also be determined and activities woven into budget plans.

# APPENDIX E

## READING LOCAL REDEVELOPMENT AUTHORITY

### MEETINGS AND PUBLIC HEARINGS

#### NOTICES OF MEETINGS AND HEARINGS, AGENDAS, AND REPORTS

Date	Meeting	Location
1/14/2009	LRA	City Hall
1/28/2009	Public Meeting	Neighborhood
3/14/2009	LRA	City Hall
4/30/2009	LRA	City Hall
6/11/2009	Public Meeting	Neighborhood
1/13/2010	Public Meeting	Neighborhood
2/28/2010	LRA	City Hall
3/11/2010	PUBLIC HEARING	Neighborhood
3/17/2010	LRA	City Hall
3/22/2010	City Council	City Hall

ALL DOCUMENTS ARE AVAILABLE ON THE LRA WEBPAGE  
WITHIN THE CITY OF READING WEBSITE:

[www.readingpa.gov/lra](http://www.readingpa.gov/lra)

## **APPENDIX F**

### **LOCAL REDEVELOPMENT AUTHORITY MEMBERSHIP**

A ROSTER OF THE MEMBERS OF THE LRA IS AVAILABLE ON  
THE LRA WEBPAGE WITHIN THE CITY OF READING WEBSITE:

[www.readingpa.gov/lra](http://www.readingpa.gov/lra)

# **APPENDIX G**

## **LEGAL DOCUMENTS**

**Legally Binding Agreement Between  
Mary's Shelter and the Local  
Redevelopment Authority**

**Memorandum of Agreement Between the  
Reading Hospital and Medical Center**

**City Attorney Certification**



**NAVY MARINE CORPS RESERVE CENTER LEGALLY BINDING AGREEMENT**

Page 2.

1 will approve the Homeless Submission that includes the Reuse Plan and notify the DoD and the  
2 LRA of such approval;

3  
4 **WHEREAS**, pursuant to the screening process set forth in the Redevelopment Act and  
5 the Base Closure Act, the Provider submitted a Notice of Interest (“NOI”) to the LRA on  
6 \_\_\_\_\_, 20\_\_\_, a copy of which is attached hereto as Exhibit A, for use of a one (1) acre  
7 parcel described on Exhibit B (the “**Provider Parcel**”);

8  
9 **WHEREAS**, the LRA and the Provider desire that the United States of America, acting  
10 through the Department of the Navy (“**Navy**”), transfer the Provider Parcel at no-cost to the  
11 Provider by quitclaim deed (“**Deed**”);

12  
13 **WHEREAS**, the LRA and the Provider wish to enter into this Agreement to comply with  
14 applicable Federal laws, address the needs of the homeless, to further the reuse and  
15 redevelopment of the Property, and describe the actions of the Parties in the event that the  
16 Provider fails to use the Provider Parcel for homeless purposes.

17  
18 **NOW, THEREFORE**, the Parties hereby agree as follows:

19  
20 **ARTICLE 1. LRA OBLIGATIONS.**

21  
22 **1.01 Reuse Plan.** The LRA will complete and file a Reuse Plan with the DoD and  
23 HUD. The Reuse Plan will reference the no-cost transfer of the Provider Parcel from the Navy  
24 to the Provider for homeless purposes.

25  
26 **ARTICLE 2. PROVIDER OBLIGATIONS.**

27  
28 **2.01 Consent to NOI Objective.** In consideration for the transfer of title at no-cost to  
29 the Provider Parcel from the Navy, the Provider shall accept title to the Provider Parcel as the  
30 preferred means to accomplish the goals set forth in the Provider’s NOI Application.

31  
32 **2.02 Use of Provider Parcel.** The Provider agrees to use the Provider Parcel for  
33 homeless purposes in perpetuity. In the event that the Provider determines that the Provider will  
34 no longer use the Provider Parcel for homeless purposes, or if the Provider fails to comply with  
35 the Deed covenants, then the Provider agrees to comply with the terms and conditions set forth in  
36 Article 4.

37  
38 **2.03 Communication to Agencies.** If the Provider makes any written comments, or  
39 engages in any written communications, with any local, state, or federal agency regarding the  
40 approval or implementation of any future development proposals, applications, approvals or  
41 permits (including any related environmental documentation) relating to the Property or the  
42 project, or any proposed, approved, or existing uses to the Property provided to the Provider

**NAVY MARINE CORPS RESERVE CENTER LEGALLY BINDING AGREEMENT**

Page 3.

1 pursuant to this Agreement, the Provider shall immediately provide complete copies of such  
2 written comments or communications to the LRA.

3  
4 **ARTICLE 3. CONTINGENCIES.**

5  
6 **3.01 Contingencies.** The obligations set forth in Article 1 and Article 2 of this  
7 Agreement are contingent upon the following events occurring (the “Contingencies”):

8  
9 **3.1.1** Approval of the Homeless Submission, to include the Reuse Plan and this  
10 Agreement, by HUD;

11  
12 **3.1.2** Transfer by the Navy of the Provider Parcel to the Provider by Deed  
13 which includes a covenant that if the Provider fails to use the Provider Parcel for homeless  
14 purposes, the Provider Parcel shall revert to the LRA, and the LRA shall take appropriate actions  
15 to secure, to the maximum extent practicable, the utilization of the building or property by other  
16 homeless representatives to assist the homeless; however, the LRA may not be required to utilize  
17 the building or property to assist the homeless.

18  
19 **3.1.3** The closure and disposal of the Property by the United States in a manner  
20 consistent with such Federally approved Reuse Plan.

21  
22 **ARTICLE 4. FAILURE BY THE PROVIDER TO USE THE PROVIDER PARCEL**  
23 **FOR HOMELESS PURPOSES.**

24  
25 **4.01 Notifications to LRA.** If the Provider (i) determines that the Provider will no  
26 longer use the Provider Parcel for homeless purposes, or (ii) is notified by the Navy that the  
27 Provider is failing to comply with any Deed covenants, then the Provider shall promptly notify  
28 the LRA in writing.

29  
30 **4.02 Assignment of Rights.**

31  
32 **4.2.1** In the event that the Provider determines that the Provider will no longer  
33 use the Provider Parcel for homeless purposes, then the Provider shall promptly assign all rights  
34 under the Deed for the Provider Parcel to the LRA.

35  
36 **4.2.2** In the event that the Navy or the LRA determines that the Provider is  
37 failing to comply with any Deed covenant, then the Provider shall promptly assign all rights  
38 under the Deed for the Provider Parcel to the LRA.

39  
40 **4.03 Acquisition of Provider Parcel by LRA.** In the event the Provider’s rights  
41 under the Deed are assigned to the LRA in accordance with Section 4.02, then the LRA shall  
42 take appropriate actions to secure, to the maximum extent practicable, the utilization of the

**NAVY MARINE CORPS RESERVE CENTER LEGALLY BINDING AGREEMENT**

Page 4.

1 building or property by other homeless representatives to assist the homeless; however, the LRA  
2 may not be required to utilize the building or property to assist the homeless.

3  
4 **ARTICLE 5. ENTIRE AGREEMENT, AMENDMENT, WAIVER.**

5  
6 **5.01** This Agreement contains the entire agreement and understanding of the Parties  
7 with respect to all rights and responsibilities associated with the Property, and may not be  
8 amended, modified or discharged nor may any of its terms be waived except by an instrument in  
9 writing signed by the party to be bound thereby. The Parties hereto shall not be bound by any  
10 terms, conditions, statements, warranties or representations, oral or written, not contained herein.  
11 This Agreement supersedes and replaces any prior agreements by the Parties.  
12

13 **ARTICLE 6. NOTICES.**

14  
15 **6.01** Any notice, request, demand, instruction or other document to be given or served  
16 hereunder or under any document or instrument executed pursuant hereto shall be in writing and  
17 shall be delivered personally (including by messenger) or sent by United States registered or  
18 certified mail, return receipt requested, postage prepaid or by courier, postage prepaid and  
19 addressed to the parties at their respective addresses set forth below, and the same shall be  
20 effective upon receipt if delivered personally or by messenger or two business days after deposit  
21 in the mails if mailed. A party may change its address for receipt of notices by service of a  
22 notice of such change in accordance herewith.  
23

24 If to the LRA: City of Reading Local Redevelopment Authority  
25 Attn: Linda A. Kelleher CMC, City Clerk  
26 City of Reading  
27 815 Washington Street  
28 Reading, PA 19601  
29

30 With a copy to: Barry Steinberg, Esq.  
31 Kutak Rock, LLP  
32 1101 Connecticut Ave, NW, Suite 1000  
33 Washington, DC 20036  
34

35 and [City Attorney]  
36

37 If to the Provider: Mary's Shelter  
38 [Insert]  
39

40 With a copy to: John J. Miravich, Esq.  
41 Fox Rothschild LLP  
42 Eagleview Corporate Center

**NAVY MARINE CORPS RESERVE CENTER LEGALLY BINDING AGREEMENT**

Page 5.

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747 Constitution Drive, Suite 100  
Exton, PA 19341

**ARTICLE 7. MISCELLANEOUS.**

**7.01 Survival and Benefit.** All representations, warranties, agreements, obligations and indemnities of the Parties shall, notwithstanding any investigation made by any party hereto, survive closing and the same shall inure to the benefit of and be binding upon the respective successors and assigns of the Parties.

**7.02 Assignment.** Without written consent of the LRA, this Agreement is not assignable by the Provider, either in whole or in part. The LRA may, in its reasonable discretion, assign this Agreement to another public entity provided that such public entity assumes and agrees to perform the LRA's obligations hereunder.

**7.03 Applicable Law.** This Agreement shall be governed by and construed in accordance with federal law and the laws of the Commonwealth of Pennsylvania, as applicable.

**7.04 Severability.** If any term or provision of this Agreement or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby, and each such term and provision of this Agreement shall be valid and be enforced to the fullest extent permitted by law.

**7.05 Entire Understanding of the Parties.** This Agreement constitutes the entire understanding and agreement of the Parties with respect to implementation of those portions of the Reuse Plan related to homeless needs and facilities pursuant to the Redevelopment Act and the Base Closure Act.

**7.06 Title of Parts and Sections.** Any titles of the sections or subsections of this Agreement are inserted for convenience of reference only and shall be disregarded in interpreting any part of the Agreement's provisions.

**7.07 Time is of the essence.** In the performance of this Agreement, time is of the essence.

**7.08 Multiple Originals; Counterparts.** This Agreement may be executed in multiple originals, each of which is deemed to be an original, and may be signed in counterparts.

1 **ARTICLE 8. EXHIBIT LIST.**

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**8.01** The following exhibits are attached hereto and made a part of this Agreement:

**Exhibit A.** NOI Submitted by the Provider

**Exhibit B.** Provider Parcel

**[Signature Page Follows]**

**NAVY MARINE CORPS RESERVE CENTER LEGALLY BINDING AGREEMENT**

Page 7.

1 **IN WITNESS WHEREOF**, the Parties have approved this Legally Binding Agreement on the  
2 \_\_\_\_ day of \_\_\_\_\_, 2010.

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**CITY OF READING LOCAL REDEVELOPMENT AUTHORITY**

10 \_\_\_\_\_  
11 **by:**

12 **date:** \_\_\_\_\_  
13

14  
15  
16 **MARY'S SHELTER**

17  
18  
19 \_\_\_\_\_

20  
21 **by:** \_\_\_\_\_

22  
23 **date:** \_\_\_\_\_  
24



**MEMORANDUM OF AGREEMENT BETWEEN THE CITY OF READING LOCAL REDEVELOPMENT AUTHORITY AND THE READING HOSPITAL AND MEDICAL CENTER**

Page 2.

1           **WHEREAS**, the LRA has entered into a “**Legally Binding Agreement**” with Mary’s  
2 Shelter (the “**Provider**”) which provides that the Provider will receive by deed one acre of the  
3 Property, as described on Exhibit C, for homeless purposes (“**Provider Parcel**”);  
4

5           **WHEREAS**, in accordance with the terms and conditions set forth in this Agreement, the  
6 LRA decided to prepare a Reuse Plan that accommodates the Hospital’s use of the Hospital  
7 Parcel, as more fully set forth herein; and  
8

9           **NOW, THEREFORE**, the Parties hereby agree as follows:  
10

11 **ARTICLE 1. LRA OBLIGATIONS**

12           **1.1. Reuse Plan.** The LRA will complete and file a Reuse Plan with the DoD and HUD.

13                   1.1.1 The Reuse Plan will reference the transfer of the Hospital Parcel from  
14 HHS to the Hospital for public health purposes.

15                   1.1.2 If the PBC Application is rejected by HHS or the Hospital is unable to  
16 comply with any terms of this Agreement, the LRA may modify the Reuse Plan as appropriate to  
17 permit uses on the Hospital Parcel that are inconsistent with the PBC Application.

18           **1.2 Provider Parcel.** If the LRA becomes the owner of the Provider Parcel pursuant to  
19 the terms and conditions of the Legally Binding Agreement during such time that the Hospital  
20 owns the Hospital Parcel, then the LRA shall consult with the Hospital to select a mutually  
21 acceptable alternate user of the Provider Parcel. The Hospital recognizes that pursuant to the  
22 Legally Binding Agreement, the LRA is required to take appropriate actions to secure, to the  
23 maximum extent practicable, the utilization of the building or property by other homeless  
24 representatives to assist the homeless; however, the LRA may not be required to utilize the  
25 building or property to assist the homeless.

26 **ARTICLE 2. HOSPITAL OBLIGATIONS**

27           **2.1. Hospital Plan.** The Hospital will develop by [August 1, 2010] a plan (the  
28 “**Hospital Plan**”) for use of the Hospital Parcel. The Plan will require, at a minimum:

29                   2.1.1 That the Hospital Parcel will be used by the Hospital for public health  
30 purposes that satisfy the PBC requirements from HHS, as interpreted and applied by HHS, and

31                   2.1.2 The establishment of a corporate operations center [and residential  
32 housing for students in the Hospital’s School of Health Sciences], in accordance with the  
33 requirements set forth in 45 C.F.R. Part 12.

**MEMORANDUM OF AGREEMENT BETWEEN THE CITY OF READING LOCAL REDEVELOPMENT AUTHORITY AND THE READING HOSPITAL AND MEDICAL CENTER**

Page 3.

1           **2.2. Submission of the PBC Application.** Within six (6) months following the LRA’s  
2 approval of a Reuse Plan, the Hospital shall submit to HHS a PBC Application for the Hospital  
3 Parcel consistent with the Hospital Plan.

4                   2.2.1 The LRA acknowledges that the Hospital intends to request a 100% public  
5 benefit allowance (“100% PBA”) for the Hospital Parcel.

6                   2.2.2 The Hospital shall provide to HHS, on a timely basis, such responses,  
7 updates or revisions to the PBC Application that are required or requested by HHS.

8                   2.2.3 The Hospital shall submit to the LRA copies of all material documents  
9 submitted to or received from HHS regarding the PBC Application for the Hospital Parcel within  
10 fourteen (14) days of such submission or receipt thereof. This obligation shall continue for two  
11 years after the Hospital establishes operations on the Hospital Parcel.

12           **2.3. Denial of the PBC Application.** If HHS denies, or fails to approve the PBC  
13 Application on or before [January 1, 2013], or the Hospital abandons its efforts to secure a PBC  
14 for the Hospital Parcel, then, at the option of the LRA or the Hospital, this Agreement shall  
15 terminate and such termination shall be effective upon the written notice from one Party to the  
16 other Party.

17           **2.4. Transfer of Title of the Hospital Parcel to the Hospital.** As a condition to  
18 accepting title to the Hospital Parcel, the Hospital agrees to implement the Hospital Plan on the  
19 Hospital Parcel on a schedule that complies with the requirements of 45 CFR section 12.3(c), as  
20 interpreted and applied by HHS.

21  
22 **ARTICLE 3. TERMINATION OF AGREEMENT**

23  
24           **3.1** In the event the Hospital abandons its efforts to secure a PBC for the Hospital  
25 Parcel or, because of the Hospital’s actions, HHS fails to approve the PBC Application, then the  
26 LRA shall apply for and diligently pursue Office of Economic Adjustment and other Federal and  
27 state funds for the completion of an amended reuse plan. To the extent such funding is not  
28 available, or is insufficient to pay the reasonable and necessary costs of such amended reuse  
29 plan, then the Hospital shall, within two (2) months following a properly supported request from  
30 the LRA, make payment to the LRA from funding sources available to the Hospital in an amount  
31 equal to the amount by which the Federal and state funding sources available to the LRA are  
32 insufficient to cover the reasonable and necessary cost of preparing an amended reuse plan;  
33 provided however, the maximum obligation of the Hospital under this provision shall not exceed  
34 \$100,000.00. This Section 3.1 does not apply in the event that the Hospital reasonably  
35 determines that due to environmental factors or unreasonable costs of demolition, the Hospital  
36 will not be able to perform the Hospital Plan on the Hospital Parcel.  
37

**MEMORANDUM OF AGREEMENT BETWEEN THE CITY OF READING LOCAL REDEVELOPMENT AUTHORITY AND THE READING HOSPITAL AND MEDICAL CENTER**

Page 4.

1 **ARTICLE 4. NOTICE.**

2 **4.1.** All notices and communications required under this Agreement shall be in writing  
3 and shall be deemed given to, and received by, the receiving party: (i) when hand-delivered to  
4 the street address of the receiving party set forth below; (ii) one (1) day after deposit with a  
5 national overnight courier addressed to the receiving party at the street address set forth below;  
6 or (iii) five (5) days after deposit in the U.S. mail, certified mail, return receipt requested,  
7 postage prepaid, addressed to the receiving party at the mailing address set forth below:

8 If to the LRA: City of Reading Local Redevelopment Authority  
9 Attn: Linda A. Kelleher CMC, City Clerk  
10 City of Reading  
11 815 Washington Street  
12 Reading, PA 19601

13  
14 With Copies to: Barry Steinberg, Esq.  
15 Kutak Rock, LLP  
16 1101 Connecticut Ave, NW  
17 Suite 1000  
18 Washington, DC 20036

19  
20 and [City Attorney]

21  
22 If to the Hospital: Richard J. Mable, Senior Vice President for  
23 Planning and Business Development  
24 The Reading Hospital and Medical Center  
25 [Insert address]

26  
27 With Copies to: John Roland, Esq.  
28 Roland & Schlegel, LLC  
29 627 North Fourth Street  
30 Reading, PA 19603

31  
32 Or any other entity or address as the Parties may specify pursuant to this Article.

33  
34 **ARTICLE 5. SUCCESSOR AND ASSIGNS**

35 **5.1.** In the event any of the reviews, approvals, appointments, or other discretionary  
36 actions to be undertaken by the LRA pursuant to this Agreement must be accomplished after the  
37 date the LRA is disbanded or otherwise ceases to exist as a separate body, such reviews,  
38 approvals, appointments, or other discretionary actions may be accomplished in lieu thereof by

**MEMORANDUM OF AGREEMENT BETWEEN THE CITY OF READING LOCAL REDEVELOPMENT AUTHORITY AND THE READING HOSPITAL AND MEDICAL CENTER**

Page 5.

1 the City of Reading and the Parties acknowledge and agree that the City of Reading shall be  
2 considered a third party beneficiary of this Agreement.

3 **ARTICLE 6. LIST OF EXHIBITS**

4 **6.1.** The following exhibits are attached and made a part of this Agreement:

5	Exhibit A	Hospital Notice of Interest for a PBC
6	Exhibit B	Hospital Parcel
7	Exhibit C	Provider Parcel

8

9

**[Signatures on the Following Page]**

10

**MEMORANDUM OF AGREEMENT BETWEEN THE CITY OF READING LOCAL REDEVELOPMENT AUTHORITY AND THE READING HOSPITAL AND MEDICAL CENTER**

Page 6.

1           **IN WITNESS WHEREOF**, the Parties have approved this Memorandum of Agreement  
2 as of the Effective Date as set forth above.

3  
4                           **CITY OF READING LOCAL REDEVELOPMENT AUTHORITY**

5  
6  
7 \_\_\_\_\_  
8                           **By:**

9  
10                          **Dated:** \_\_\_\_\_

11  
12                           **READING HOSPITAL AND MEDICAL CENTER**

13  
14  
15 \_\_\_\_\_  
16                           **By:**

17  
18                          **Dated:** \_\_\_\_\_  
19



**CITY OF READING, PENNSYLVANIA**

**LAW DEPARTMENT**  
815 WASHINGTON STREET  
READING, PA 19601-3690  
(610) 655-6208  
FAX (610) 655-6427

**CHARLES D. YOUNGER, ESQUIRE**  
*CITY SOLICITOR*

**MICHELLE R. MAYFIELD, ESQUIRE**  
*LEGAL SPECIALIST*

**TONYA A. BUTLER, ESQUIRE**  
*LEGAL SPECIALIST*

April 5, 2010

Ms. Linda R. Charest  
Base Realignment and Closure Coordinator  
Office of Special Needs Assistance Programs, Room #7266  
U.S. Department of Housing and Urban Development  
451 7<sup>th</sup> Street, S.W.  
Washington, DC 20410

Dear Ms. Charcst:

This letter is in response to the requirement that the City of Reading Local Redevelopment Authority (LRA) provide an opinion that the form of the Legally Binding Agreement between the City of Reading Local Redevelopment Authority and Mary's Shelter ("LBA") made a part of the LRA's submission to HUD is valid, binding, and enforceable.

I am the City Solicitor for the City of Reading, Pennsylvania, which is a city government. The Navy Marinc Corps Reserve Center is situated solely within the boundaries of the City of Reading. The City of Reading established the LRA and appointed its members. I have reviewed the above-referenced LBA prior to execution by the parties thereto. In my opinion, the LBA, when properly executed pursuant to appropriate authority, will be valid, binding, and enforceable under the law of the Commonwealth of Pennsylvania.

Sincerely,

Charles D. Younger

## **APPENDIX H**

### **CONSULTANT TEAM MEMBERS**

**THE REUSE PLAN**  
**FOR THE NAVY/MARINE CORPS RESERVE CENTER**  
**KENHORST BOULEVARD, READING, PENNSYLVANIA**

**CONSULTANT TEAM**

**Swiger Consulting, Inc. – Prime Consultant**

**Thomas Point Associates, Inc. – Economic Development**

**TKS Architects, Inc. – Architecture**

**C.S. Davidson, Inc. – Structural and Civil/Site  
Engineering**

**Randy Paul & Associates, Inc. – Building Systems**

**Kutak Rock, LLC – Legal**

**Transportation Resource Group, Inc. - Transportation**