



CITY COUNCIL

Strategic Planning Committee

**Tuesday, January 3, 2017
5:00 pm
Penn Room**

Strategic planning determines where an organization is going, how it's going to get there and measures success over time. It ensures the most effective use of the organization's limited resources by focusing resources on key priorities. The Council Strategic Planning committee will prioritize, in collaboration with the City's administration, the City's goals, objectives and strategies and determine which initiatives take precedence for implementation, under three main objectives: Finance, Standards of Living and Economic Development

Committee Members: J. Waltman, C. Daubert, J. Slifko, M. Goodman-Hinnershitz, B. Twyman, S. Marmarou, D. Reed

Although Council committee meetings are open to the public, public comment is not permitted at Council Committee meetings. However, citizens are encouraged to attend and observe the meetings. Comment from citizens or professionals during the meeting may be solicited on agenda topics via invitation by the Committee Chair. All electronic recording devices must be at the entry door in all meeting rooms and offices, as per Bill No. 27-2012

1. Grant funding for Municipal Projects – Keller McIntyre (conference call) see pages 4-11

- Define Action Items
- Next Steps

2. Ordinance addressing Vandalism to Memorials located on public grounds (M. Goodman-Hinnershitz) see page 12

- Define Action Items
- Next Steps

3. Strategic Planning

- a. Review Attached Schedule
- b. Committee Structure and Schedule for 2017
- c. Set Agenda for Strategic Planning on 1-28-17 8:30 am-1 pm

2017 Strategic Planning Topics

- **January**

1. Revise Parking Authority Lease Agreement or Consider new model re Easton
2. City Staffing Plan – efficiency, need, etc.
3. Reformulate Main Street program

- **February**

4. Housing Strategy/Plan
5. Maintenance of City Owned Facilities
6. Codes/Property Maintenance Programs – those currently in place and effectiveness
7. Clean City Initiative
8. Fee to or PILOT from private haulers for contribution to the cost of cleanup projects currently funded solely by City trash customers

- **March**

9. Fund Balance Policy re Assignment of Surplus
10. Aggregation of Pension Funding
11. Branding

- **April**

12. City/County Relationship & Partnership
13. Technology – Overall review and needs

- **May**

14. Lease with RRA
15. BCTV – funding, programing, technology, relationship/control



Federal Funding Action Plan for Reading, PA

Executive Summary

Objective:

Keller McIntyre & Associates (KM) proposes to help the City of Reading achieve significant federal support for your priority projects. The ultimate objective is for every federal dollar we secure to provide budget relief for the City.

Situation Analysis:

- Within the federal government's annual \$4 trillion budget, there is significant funding available for Reading's priorities through competitive grants, discretionary grants, congressional appropriations, and federally guaranteed low-interest loans.
- Based on Keller McIntyre's initial research, Reading has been receiving federal formula funding and block grants, but very few dollars through competitive or discretionary grants. Is this accurate?

If so, Reading is leaving major federal funding on the table -- dollars for sewer plant expansion, economic development, blight removal, assistance to the homeless, and much more. Keller McIntyre would work with the leadership of Reading to maximize the City's federal funding for these and other priorities.

- Reading currently lacks the professional "boots on the ground" in DC to systematically identify, pursue, and win significant federal support regularly. This is precisely the role KM would play as the City's federal grants staff in Washington.
- Keller McIntyre professionals have strong working relationships with the Pennsylvania congressional delegation through our successful representation of Williamsport Municipal Water and Sanitary Authorities, Beaver Falls/Geneva College, and Mercyhurst College.
- KM has a 22-year, documented track record of delivering major federal dollars to municipalities -- many with much less to market at the federal level than Reading! Indeed, we founded Keller McIntyre to serve cities exactly like Reading.

Scope of Work:

1. Develop Funding Strategies:

- A. Conduct an in-depth Resource Inventory on-site at in Reading to determine and document your strengths as they relate to pursuing federal support, and develop a comprehensive grants strategy to maximize that support.
- B. Develop proposal themes, and write and produce background materials that provide a compelling, persuasive presentation of the City's priorities to potential federal funders.

C. Plan and implement a federal government relations program matching Reading's strengths and objectives with federal funding accounts.

D. Schedule substantive meetings with Members of Congress, agency officials, and their staff in DC and Pennsylvania to highlight the needs of Reading.

2. Implement Legislative/Funding Strategies:

A. Congressional and Executive Branch meetings.

B. Generate quality third-party support letters.

C. Ensure Reading's projects make the priority list of your congressional champions.

3. Win Federal Grants:

A. Identify grant opportunities and assess both eligibility and competitiveness.

B. Develop substantive "concept notes" for federal grant proposals.

C. Research previous grant-winning applications for similar projects.

D. Provide Reading with a Proposal Management Plan Checklist for all grant applications.

E. Work with the City's professional staff to write the actual grant proposals.

F. Review individual grant-scoring criteria to ensure proper emphasis in the application.

G. Finalize the grant proposal; provide multi-level reviews for competitiveness and accuracy.

H. Mobilize support from the Members of Congress and congressional staff whose appropriations subcommittees fund the agencies.

I. After winning grants, provide Reading with a compliance plan, as needed.

The Keller McIntyre Team:

- Keller McIntyre's winning approach over the years has been to pursue dollars simultaneously from the Congress and the Executive Branch.
- We never chase money. Rather, we will pursue only grants that align with the City's priorities, and for which you're truly competitive.
- KM has built our business since 1994 by consistently delivering a good-to-great-to-fantastic return on investment for municipalities. For example, our most recent grant win for a municipality is a \$14.1 million grant award from DOT.

- In addition to delivering a strong ROI, Keller McIntyre will help Reading build its internal grants capacity -- you will become more knowledgeable and skilled in the federal funding process.

Budget:

Keller McIntyre's typical minimum retainer for the scope of work described here is \$7,500/month, plus expenses (2%-3% of the retainer), and our typical engagement is for a minimum of one year.

However, KM Co-Founder and Principal Mark McIntyre's father-in-law, Richard Heim, grew up in Reading. Mark's father is a native of the Keystone State... has three degrees from Penn State... is retired and now resides in State College. Therefore, for these reasons and others, KM would love to succeed for Reading. In that spirit, we propose a 90-day service agreement at a reduced retainer of \$6,000 (\$18,000 total), plus travel expenses to conduct the Resource Inventory, with these four deliverables:

1. Conduct a Resource Inventory in Reading to identify specific federal funding objectives and potential federal funding requests.
2. Prepare a Federal Grants Grid (our strategic plan for Reading) so the City's leadership can review and assess firsthand the federal funding opportunities, and evaluate KM's strategies to secure that funding.
3. Arrange substantive Congressional and Executive Branch meetings in DC for Reading's leadership with the federal decision makers who have jurisdiction over the funding we're targeting for the City.
4. You will get to evaluate Keller McIntyre's strategic thinking and added value.

If the City is pleased in every respect with Keller McIntyre during this initial 90-day audition, you may then decide whether to retain KM for our typical minimum agreement period of one year, at the discounted monthly retainer of \$6,000. Our objective is to deliver the highest possible ROI so the City Council members and staff exchange high-fives and say, "Let's do that again!"

Conclusion

For all the reasons described in this document, everyone at Keller McIntyre & Associates would love the assignment to help the City of Reading secure an unprecedented level of federal support on a regular basis. Thank you for your serious consideration of this proposal.

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Checklist for Federal Funding of *Common Municipal Projects*

Especially Prepared for

Alejandro Palacos, Director of Community Development

City of Reading, PA

Prepared by

Xavier Warren, Development Director
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5. Research previous grant-winning applications for similar projects.
 6. Participate in agency meetings to gain additional intelligence on agency funding priorities.
 7. Provide Reading with a Proposal Management Plan Checklist for all grant applications.
 8. Mobilize congressional champions on behalf of Reading's grant applications.
 9. Work with your professional staff/grant-writing team to maximize effectiveness of each grant application.
 10. Work with Reading's team to complete post-award implementation.
 11. Track federal agency and congressional initiatives for future grant opportunities.
- C. Once a week while the Congress is in session, our entire staff gathers for what we call our Team Download. Every member of our firm contributes strategy development, execution, and relationship-building for every client we serve.

III. Discuss Reading's Priority Funding Needs

- A. Review the *Checklist for Federal Funding of Common Municipal Projects*.

IV. Review Next Steps

- A. Answer any remaining questions.
- B. Discuss monthly retainer fee.
- C. Explain the importance of timing.
- D. What is the City's decision-making process?

###

Checklist for Federal Funding of Common Municipal Projects

| Project/Need _____ | Estimated Cost |
|---|----------------|
| Road and Transportation Projects | |
| <input type="checkbox"/> Roadway/highway/railway improvements _____ | |
| <input type="checkbox"/> Bridge modernization/construction (overpass, underpass, etc) _____ | |
| <input type="checkbox"/> Pedestrian walkways (sidewalks, trails, etc) _____ | |
| <input type="checkbox"/> Bus and transit programs and commuter options _____ | |
| <input type="checkbox"/> Municipal airport _____ | |
| <input type="checkbox"/> Other: _____ | |
| Water/Wastewater Infrastructure | |
| <input checked="" type="checkbox"/> Sewer projects and wastewater treatment facilities _____ | |
| <input type="checkbox"/> Drinking water modernization _____ | |
| <input type="checkbox"/> Emergency flood control _____ | |
| <input type="checkbox"/> Other: _____ | |
| Police, Fire, Safety and Prevention | |
| <input type="checkbox"/> Law enforcement technology upgrades _____ | |
| <input type="checkbox"/> Crime prevention and public safety programs _____ | |
| <input type="checkbox"/> Criminal rehabilitation initiatives/ex-offender programs _____ | |
| <input type="checkbox"/> Domestic violence prevention programs _____ | |
| <input type="checkbox"/> Drug abuse treatment programs _____ | |
| <input type="checkbox"/> Firetrucks/personnel training _____ | |
| <input type="checkbox"/> Other: _____ | |
| Community Projects, Infrastructure Improvements, Green Initiatives | |
| <input checked="" type="checkbox"/> Economic Development _____ | |
| <input type="checkbox"/> Workforce training _____ | |
| <input type="checkbox"/> Historical building/theatre/museum enhancement _____ | |
| <input checked="" type="checkbox"/> Downtown renovation/revitalization _____ | |
| <input type="checkbox"/> Rural Broadband _____ | |
| <input type="checkbox"/> Housing projects (affordable and/or sustainable housing) _____ | |
| <input type="checkbox"/> Public schools (mandates, before-after school programs, technology, etc) _____ | |
| <input type="checkbox"/> Energy efficiency, renewable energy, green architecture, _____ | |
| <input type="checkbox"/> Brownfields remediation and cleanup _____ | |
| <input checked="" type="checkbox"/> Other: _____ | |
| Total All Projects _____ | |

- 1) - water sewer plant (system) project \$120 M
- 2) - Revitalization of downtown
- 3) - Slum & blight issues
- 4) - Homeless in the city



Initial Grant Targets for the City of Reading

Priority: Community Development

EPA's Brownfields Cleanup Grant

Award ceiling: \$200,000 per site (up to 3 sites)

Due date: December 20, 2016

Purpose: A critical part of EPA's assessment and clean-up efforts is to ensure that residents living in communities historically affected by economic disinvestment, health disparities, and environmental contamination have an opportunity to reap the benefits from brownfields redevelopment.

Goal:

1. To provide funding for the clean-up of specific brownfield sites.

Priority: Economic Development

EDA's Public Works and Economic Adjustment Assistance programs

Award ceiling: \$3,000,000

Due date: Rolling deadline -- we may submit when ready.

Purpose: Support construction, non-construction, technical assistance, and revolving loan fund projects under EDA's Public Works and EAA programs.

Goal:

1. Leverage existing regional assets and support the implementation of economic development strategies that advance economic prosperity in distressed communities.

HHS's Community Economic Development Projects

Award ceiling: \$800,000

Due date: September 28, 2017

Purpose: Enhance job creation and business development for low-income individuals.

Goals:

1. Decreasing dependency on federal programs, chronic unemployment, and community deterioration in urban areas.
2. Recruit individuals with low-income to fill the positions created by CED-funded development activities, to assist those individuals to hold those jobs and to ensure that the businesses and jobs created remain viable for at least one year after the end of the grant period.

Priority: Water and Wastewater Infrastructure

EPA's State Revolving Loan Funds (SRF) Drinking Water SRF and Clean Water SRF

Award ceiling: Limited grant availability by state; unlimited loans by priority

Due date: TBD

Purpose: Drinking water and wastewater project priority funding as needed.

Priority: Assistance to the Homeless

ACF's Transitional Living Program and Maternity Group Homes

Award ceiling: \$194,726

Due date: June 13, 2017

Purpose: Implement, enhance, and/or support promising intervention strategies for the effective transition of homeless youth.

Goal: Provide safe, stable, and appropriate shelter for up to 21 months and comprehensive services that supports the transition of homeless youth to stable living.

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Drafted by City Clerk
Sponsored by/Referred by Councilor Goodman-Hinnershitz
Introduced on January 9, 2016
Advertised on

BILL NO. _____ 2017
AN ORDINANCE

**AMENDING THE CITY OF READING CODE OF ORDINANCES CHAPTER 396
PARKS AND RECREATION, PART 5 MEMORIAL STRUCTURES ON PUBLIC
PROPERTY BY PROHIBITING ALL ACTIVITIES THAT COULD CAUSE
PHYSICAL DAMAGE TO ANY MEMORIAL.**

THE COUNCIL OF THE CITY OF READING HEREBY ORDAINS AS FOLLOWS:

SECTION 1. The City of Reading Code of Ordinances Chapter 396 Parks and Recreation, Part 5 Memorial Structures on Public Property prohibiting all activities that could cause physical damage to any memorial, as attached.

SECTION 2. All relevant ordinances, regulations and policies of the City of Reading, Pennsylvania not amended per the attached shall remain in full force and effect.

SECTION 3. If any section, subsection, sentence or clause of this ordinance is held for any reason to be invalid such decision shall not affect the validity of the remaining portions of the Ordinance.

SECTION 4. This Ordinance shall be effective ten (10) days after adoption pursuant to City of Reading Home Rule Charter Article II Section 219.

Enacted _____, 2017

Council President

Attest:

City Clerk

Submitted to Mayor: _____

Date: _____

Received by the Mayor's Office: _____

Date: _____

Approved by Mayor: _____

Date: _____

Vetoed by Mayor: _____

Date: _____

CHAPTER 396 - Part 5
Memorial Structures on Public Property

[Adopted 11-12-2013 by Ord. No. 55-20113]

§ 396-501. Evaluation of proposed monuments, statuary, markers and plaques.

A. Any organization or entity wishing to place upon public property any artwork, artwork installation, monument, statue, marker or plaque (the memorial structure) for the purpose of memorializing an individual, group, or event, shall submit such proposal to the Director of Public Works.

B. A Memorial Review Committee (the MRC) shall have the responsibility of reviewing each such proposal. The Committee shall be composed of the Historic Preservation Specialist, a City Planner, the Public Works Operations Division Manager, the City Clerk and the Director of the Berks County Office of Veterans Affairs. The Director of Public Works shall appoint a MRC Chairperson from the membership.

C. The MRC shall provide a written evaluation of each proposal based on the following factors: the suitability of the proposed location of the memorial structure; the appropriateness of the design thereof; the appropriateness and anticipated longevity of the proposed material comprising the memorial; the proposers' plan and ability for long-term maintenance and upkeep of the memorial; and provisions for insuring the memorial against damage, vandalism and disrepair. In addition, if the proposed location of a memorial structure has been subject to a master- or comprehensive-planning initiative, the proposed memorial should be in comport with any such valid plan. The MRC shall provide this written evaluation to City Council with a recommendation.

D. At its discretion, the MRC may request the approval for or advice of a proposed memorial structure from the Planning Commission.

E. Any proposed memorial structure located within or immediately adjacent to a designated historic or conservation district shall be subject to the advance approval of the Historic Architectural Review Board.

F. Approval of the placement or relocation of any memorial structure shall require the approval of City Council.

§ 396-502. Maintenance of existing memorial structures.

A. It shall be the policy of the City of Reading that the maintenance and upkeep of any memorial structure shall be the responsibility of the entity placing such approved structure on public property. A plan for the perpetual care thereof shall be specified in a memorandum of understanding to which the Director of Public Works shall be a party.

B. In the event a memorial structure falls into disrepair and is not promptly repaired, at the sole discretion of the Director of Public Works, the City may remove such structure and dispose of it.

C. The MRC shall have purview over existing memorial structures and may promulgate policies and programs that encourage their perpetual care, upkeep and repair with little or no public expense.

D. Vandalism to any memorial structure or the grounds that the structure sits on shall be enforced by the PA Crimes Code 18 Pa. C.S. §3304 Criminal Mischief, §3307 Institutional Vandalism and §5509 Desecration, Theft or Sale of Venerated Objects.

The following shall be prohibited:

- *Skating, skate boarding, bicycling or using any object that could cause damage to any memorial structure or the grounds that the structure sits on located on public property. §3304 Criminal Mischief prohibits the application of skateboard wax or other foreign substances to any memorial structure of the grounds that the structure sits on.*

An offense under this section is a felony of the 3rd degree if the act is defined as desecration under §5509 of is the actor causes pecuniary loss in excess of \$5,000. Pecuniary loss shall include the cost of repair or replacement of the property affected. Otherwise institutional vandalism is a misdemeanor of the 2nd degree.

📖 § 396-503. Moratorium.

The Council of the City of Reading places a moratorium on the placement of any additional memorial structure on public lands. The moratorium shall commence on December 1, 2013, and shall continue until such date when the Council may choose to rescind this section.