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GOVERNOR'S CENTER FOR
LOCAL GOVERNMENT SERVICES

Early Intervention

Program Guidelines | January 2009

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Section I – General

A. Introduction

The Early Intervention Program (EIP) was designed to offer a pre-emptive step for municipalities who feel as if their financial situation, while not yet formally declared distressed, are realizing difficulties and seek to improve their financial position. The Early Intervention Program supports municipalities by offering grants that can be used to fund costs associated with hiring an independent financial consultant to prepare a three to five year financial plan and management review of their municipality. The plan will outline short and long term financial, managerial and economic development strategies that the municipality can consider implementing to possibly strengthen their financial capacity. The program is a key component of Governor's Rendell's economic stimulus program and in providing fiscal stability to Pennsylvania's local governments. The program will be administered by the Governor's Center for Local Government Services (GCLGS) in the Department of Community and Economic Development (DCED).

B. Eligible Applicants

Any Pennsylvania local government or combination of local governments including: counties, cities, boroughs, town, townships and Home Rule municipalities are eligible to apply for funds.

C. Program Objectives

The Early Intervention Program will provide financial assistance to local governments to develop and implement multi-year financial management programs and strategies. The objectives of the program are to:

1. Strengthen multi-year financial planning processes for local governments throughout the Commonwealth.
2. Provide the resources to assist local governments to identify and address financial difficulties.
3. Strengthen the internal capacity within local governments so that they are able to develop, adopt, monitor and implement Multi-Year Financial Management Plans and incorporate this process into their annual budget process.
4. Engage in related management studies and operational improvements that will enhance financial administration and management of the local government.
5. Implement a system of multi-year revenue and expenditure financial trend analysis, monitoring and forecasting so that local governments can anticipate and plan for future financial circumstances.
6. Support the adoption of best local government management practices and efficiency measures to increase municipal financial stability.
7. Encourage local governments to adopt prioritized short and long term goals and objectives.
8. Promote multi-municipal and regional cooperation strategies and cost-sharing opportunities between two or more local governments.
9. Further the integration of sound community and economic development strategies to encourage the economic growth of a local government's tax base over a multi-year period.

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D. Eligible Activities

Grant funding under the Early Intervention Program may be used for the following activities:

1. The development, adoption and implementation of Multi-Year Financial Management Plans.
2. Consultant services to assist a municipality in the development of a Multi-Year Financial Management Plan or related municipal financial and management studies.
3. The development of related studies to improve the management practices and/or financial administration procedures of the local government.
4. The development of multi-municipal or regional intergovernmental cooperation initiatives and cost sharing strategies.
5. Implementation activities recommended within the adopted Early Intervention Plan.

E. Early Intervention Program Plan Requirements (Phase I)

1. The guiding philosophy of the Early Intervention Program involves five specific measures that a local government can take to effectively manage its financial position and achieve or maintain long term fiscal and economic viability:
   a. expenditure reduction;
   b. revenue enhancement;
   c. implementation of long-term community and economic development strategies for tax base stabilization;
   d. adoption of best management practices to achieve operating efficiencies; and,
   e. pursuit of intergovernmental cost-sharing strategies.
2. The active involvement of both elected officials and management in the development and implementation of the Plan is key to its success. The program narrative should address how this involvement will occur.
3. The Early Intervention Program Plan requires that local governments prioritize their most critical needs, and establish a process that ensures that resources are focused on areas of highest priority, thus creating a "triage" approach to fiscal distress intervention.
4. The Early Intervention Program Plan should be designed to meet the individual and specific needs of each local government. For local governments that are requesting assistance it is suggested that the development of the Plan be divided into the following six (6) steps:

   Step 1: **Financial Condition Assessment –** A multi-year trend analysis of historic financial data and an assessment of current budget performance will be performed as a means to establish a realistic baseline of a local government's historic and current financial condition.

   Step 2: **Financial Trend Forecasting –** Performed over a multi-year period, this analysis will project future revenue, expenditure, economic and demographic trends so that the local government can understand its future financial position and take action to counteract any negative trends. This step should include a review and integration of all other community and economic development plans for the local government.

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Step 3: **Emergency Plan for Current Fiscal Year (if necessary) –** The Multi-Year Financial Management Plan should allow the local government to pursue both short and long-term strategies on parallel tracks. If the above analysis has identified a critical cash flow situation that may impact on the health, safety and welfare of residents, an Emergency Plan should be included to address actions to be taken during a 6 to 12 month timeframe to avoid a fiscal emergency. The Emergency Plan, if applicable, should set forth a strategy regarding i) whether the current fiscal year's budget can and should be reopened, amended or modified; ii) whether operational and/or personnel reductions should occur; iii) whether short term borrowing including possible unfunded debt borrowing is necessary; and iv) whether other types of administrative reorganization or short term actions should be effectuated in order for the local government to remain solvent in the current fiscal year.

Step 4: **Management Audit –** A management audit of all major departments and operations should be performed. The audit will include narrative summaries of each department compromised of budget and personnel information, as well as other relevant data. This data will be supported by interviews with each department manager and staff in order to facilitate the most comprehensive view of the local government's most critical operational needs. The audit should include a review of current and recommended technology needs and upgrades.

Step 5: **Multi-Year Plan Adoption –** A schedule for public input into the Plan and for Plan adoption shall be provided. The Plan shall include an identification of the local government's top three to five priorities. Additional prioritization to be conducted at the departmental level should be detailed in the Plan. Each objective should contain a detailed action plan which describes: 1) what is to be achieved; 2) the budgetary impact; 3) the timing and deadlines for each action step and 4) which employee or agency has the primary responsibility for the objective.

Step 6: **Multi-Year Plan Implementation –** The Early Intervention Program is an ongoing process and an adopted plan must be evaluated, adjusted and adopted anew each year. A master implementation schedule should be adopted that specifies the key deadlines for each objective set forth in the Plan. Key to the ultimate implementation of the Plan, this schedule will serve to monitor whether or not individual department objectives are being met, thus providing a means by which the local government can measure its overall progress in implementing the Plan.

It is the intent of the Early Intervention Program for the Multi-Year Plan to become institutionalized within the local government. As part of the Program, the local government will be expected to have its elected officials and key staff trained in order to ensure the successful implementation of plan recommendations.

Proposed activities shall normally be completed within a maximum 12 month period. When it is projected that more than 12 months are needed to complete the project, the project may be broken into two phases (Phase I EIP, Phase II EIP). Separate and integrated work program narratives and budgets must be submitted. Funding of the second phase will normally require a second application that will be required to address the accomplishments of Phase 1 and the additional work involved in fully implementing the multi-year strategy. Funding for subsequent years will be predicated on the availability and release of funds.

Plan Implementation (Phase II) - Following adoption by the local government of the Early Intervention Plan (Phase I), certain elements of plan recommendations may be eligible for funding as a Phase II Activity. These may include but not be limited to:

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1. Integrated Financial Management System.
2. Securing the services of an "Implementation Manager" to assist the local government with elements of an adopted Early Intervention Plan. If awarded, such position will be funded for no longer than one year.
3. Purchase and/or implementation of technology designated to enhance governmental operations, particularly in the area of finance.
4. Implement intergovernmental activities that result in more efficient service delivery.
5. Development of Capital Budget.

F. Grant Allocation and Limitation:

Grant awards will be limited to a maximum of $100,000. Funds will generally be used to finance up to 50 percent of the total project cost. The grantee is required to provide the remaining 50 percent, normally as a cash match. Proposals to substitute a portion of the required local cash match with the professional services of the grantee's staff should be discussed with the GCLGS prior to the submission of the application. In-kind match should not exceed 10% of the required match unless strong justification is provided to and subsequently approved by the Governor's Center for Local Government Services.

DCED may reduce the grantee's required match in the following cases:

1. Where the applicant is experiencing extreme levels of fiscal and economic distress as measured by financial, tax burden and socio-economic variables. Should the applicant seek a waiver or reduction of the match requirements, GCLGS staff will review the survey of Financial Conditions that was completed for the municipality for the most recently completed fiscal year. A "yes" answer to any one of the twelve questions listed on the Survey for Financial Conditions may indicate that the municipality is experiencing symptoms of financial distress. As such, further consideration of a reduced or waived match may be warranted. If the applicant is aware of specific circumstances that indicate financial distress and these circumstances are **not** addressed in your response to questions contained on the Survey of Financial Conditions, please provide a written explanation outlining those circumstances as an attachment to the application for further consideration.
2. The applicant is participating in a consolidation or merger study process or the local governments recently approved a boundary change initiative and is implementing the new merged or consolidated government.
3. Other factors as GCLGS may deem appropriate depending upon the unique circumstances as presented by the applicant.
4. If total project costs at project completion are less than project budget, DCED and grantee payments shall remain proportional to approved budget unless otherwise changed by an approved contract modification or amendment.

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Section II – The Application Process

A. General Information

1. Effective September 1, 2008, the Department of Community & Economic Development (DCED) will require all funding applications to be submitted using the Electronic Single Application. Paper applications will no longer be accepted.
2. Access the Electronic Single Application at: www.esa.dced.state.pa.us.
3. General inquiries pertaining to the completion and/or submission of the DCED Single Application should be directed to the DCED Customer Service Center at (800) 379-7448. Questions that are project specific or are in reference to the program guidelines should be directed to the DCED regional local government services representative in which the applicant is physically located (refer to page 7 for contact information). Applicants may also call the Governor's Center for Local Government Services, 400 North Street, 4th Floor, Commonwealth Keystone Building, Harrisburg, PA 17120-0225, (888) 223-6837 for assistance.
4. While not a requirement, the potential applicant is strongly encouraged to schedule a pre-application meeting with the GCLGS to discuss the project prior to application submittal. Please refer to page 9 for contact information for your region or contact the Governor's Center for Local Government Services directly at the number listed above.
5. Applicants should carefully review the instructions outlined in the Single Application and submit documentation that addresses the objectives identified in these guidelines.
6. Please designate the Early Intervention Program as the grant program you have chosen for initial consideration. Designating this Program ensures that the application is referred to the GCLGS for initial consideration. Identify in the Single Application any GCLGS staff person with whom you have discussed this application.
7. **Project Narrative**
   a. The project narrative should be detailed and describe the project as thoroughly as possible. It should address the specific activities to be undertaken, the Plan elements to be completed, the process that will occur and the timeline for the project.
   b. Describe the problem to be addressed and the end product of the project.
   c. Identify the consultant selection process and its current status. Although a Request for Proposal (RFP) process may be initiated prior to the submission of an application, the applicant shall not finalize any award decision prior to grant approval. A proposed or developed RFP shall also be included.
   d. Describe and support the local commitment for the project.
   e. Include a list of all participating local governments, if applicable.
8. **Project Budget**
   Complete the project budget in the Single Application. Attach additional pages to the narrative that provide a detailed project budget. The total of all income sources should equal the total of all expenditures. In-kind contributions, if provided, should be clearly identified.

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9. Completed Single Applications must be filed electronically; however, the Single Application must be signed by the authorized officer of the local government. Typed, printed, photographed, stamped or facsimile signatures are not acceptable. A supporting resolution authorizing the submission of the application and committing local resources shall also be executed and submitted. Please reference the Web ID number on any documentation sent with the signature page. The original signature page along with any other attachment not electronically attached in the single application system should be mailed to:

   Commonwealth of Pennsylvania
   Department of Community and Economic Development
   Customer Service Center
   400 North Street, 4th Floor
   Commonwealth Keystone Building
   Harrisburg, PA 17120-0225

10. The application guidelines can be accessed on-line at www.newPA.com Select "Early Intervention Program" into the Department's Search engine and you will be directed to the application guidelines.

Section III – Evaluation Criteria

All applications will be evaluated on the basis of municipal financial characteristics and the quality of the proposed work program, including the extent to which the proposal will improve the administrative and financial management capacity of the applicant. The following factors will be considered when evaluating the application and will be the basis for funding decisions:

1. **Current and Projected Financial Condition.** The extent to which the applicant is in the early stages of financial distress as represented by falling revenues, structural imbalances, a high debt burden, inability to meet creditor obligations when due or to meet minimum pension obligations, inability to maintain core local government services, high levels of deferred maintenance or a substantial deterioration of public infrastructure and capital facilities, and the reduction of other services including a reduction in the number of employees.

2. **Economic and Demographic Condition.** The degree to which the applicant is experiencing significant declines in population and economic activity resulting in a loss of municipal revenues, fiscal and economic distress, out-migration and aging populations, high concentrations of low-income populations, deterioration of public services and facilities, deterioration of housing stock and similar problems.

3. **Management Capacity.** The extent to which the applicant has taken proactive measures to manage finances in a responsible manner, as represented by attempts to reduce expenditures, increase revenues, adopt sound management practices, establish municipal priorities, and adhere to generally accepted financial management, budget and financial reporting standards.

4. **Intra-Governmental Cooperation.** For local governments that have a separate co-equal legislative and administrative branch of government, the degree to which cooperation and collaboration exists between each branch of government and the development of consistent goals and priorities adopted jointly by each branch of government.

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5. **Inter-Governmental or Regional Cooperation.** Demonstrate the extent to which local governments are willing to engage in a multi-municipal or regional strategy and examine whether certain municipal services can be provided through a Council of Governments (COG), a County Government, or other intermunicipal structure.
6. **Implementation Commitment and Strategy.** Demonstrate the degree to which the applicant is committed to improving its financial and/or administrative operation through the adoption and implementation of a Multi-Year Financial Management Plan. A local government's commitment will be demonstrated by allocating resources and personnel to continue the Multi-Year Financial Management Plan process.
7. **Past Performance.** If the applicant has received prior DCED funding, how has the funding benefitted the participants. The degree to which the projects have been implemented and project closeout procedures have been completed will also be considered.
8. **Keystone Principles.** Where applicable, the elements of the Keystone Principles shall be included as part of the evaluation criteria for any EIP project. The Keystone Principles are included as Attachment C.

Section IV – Application Review Procedure

All Early Intervention Program grant applications will be evaluated by the GCLGS based on the above criteria and to:

1. Determine applicant eligibility.
2. Determine eligibility of proposed activities.
3. Ensure program requirements are satisfied.
4. Ensure the application's proposed scope of work and budget is consistent.

During the review process, the GCLGS may contact individual applicants, consultants and other state agencies to obtain clarification, verify consistency and request additional information regarding the application. Any previous non-compliance issues or mismanagement of previous state and federal programs will also be considered.

Section V – Award Selection

Projects selected for funding will be announced by letter from the DCED Secretary. The contact person specified in the application will be sent the offer letter. Funding decisions will be made subject to the availability of funds.

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Section VI – Program Administration

Successful applicants shall comply with the requirements, guidelines, and applicable laws and regulations pertaining to DCED grant administration.

1. **Contract Execution**
   Approved projects will be sent a blue back contract for execution. Please have the appropriate officers execute the contract and return it the specified address.

2. **Payment for Services**
   The grantee shall submit invoices to GCLGS for payment. Disbursement of funds will be made in not less than two distributions unless prior approval was granted by GCLGS for a lump sum draw down at the beginning of the project.

   Multiple draw downs of grant funds provides GCLGS with the ability to monitor progress of the grant contract. If at any point during the project period the GCLGS determines that unsatisfactory or insufficient progress is being achieved, GCLGS shall have the right to terminate the contract and request the return of all grant monies.

3. **Selection of Municipal Consultants**
   In most instances, a Multi-Year Financial Management Plan or other related financial or administrative study will be prepared through the assistance of a third-party consultant. The grantee shall select a project consultant pursuant to that local government's requirements for bidding and entering into professional service contracts. Although a selection process may be initiated prior to the submission of an application, an award decision shall not be made prior to grant approval by DCED. DCED shall not be a party and shall not have any duties, obligations or liabilities arising from the contract between the municipality and its consultant. DCED shall however, review the final selection of the grantee and approve the final selection.

   A consultant should prepare a proposal for the municipality that sets forth a project budget and the scope of work to be performed by the consultant. The consultant is expected to complete project tasks within the timeframe set forth in the proposed scope of services. In the event a local government is engaging in a fully integrated Multi-Year Financial Management Plan project, the consultant's scope of work shall detail a work program consistent with the six (6) steps outlined herein. The scope of work should outline deadlines and dates when each plan element is to be completed. A Multi-Year Financial Management Plan should be completed within twelve (12) months from the commencement of the project and should be adopted by the local government and integrated into its annual budget. Periodic progress meetings should be scheduled between staff from the GCLGS, the grantee and the consultant.

   In the event the applicant's proposed project pertains to an eligible activity that is not a full Multi-Year Financial Management Plan, the consultant shall likewise set forth a detailed budget, scope of work, and work schedule that details what tasks are to be performed and the deadlines when each task will be completed.

4. **Project Closeout –** Projects shall be closed out in accordance with DCED administrative policies. At the inception of the contract agreement, the grantee shall agree and fully understand that the contracted scope of work must be completed. If the local government does not complete the specified work, and unless a contract extension has been approved by the Department, grant funds may be required to be returned.

5. **Documentation –** Two copies of all documents prepared under terms of the contract shall be forwarded to GCLGS in hard copy form and, if available, in electronic form.

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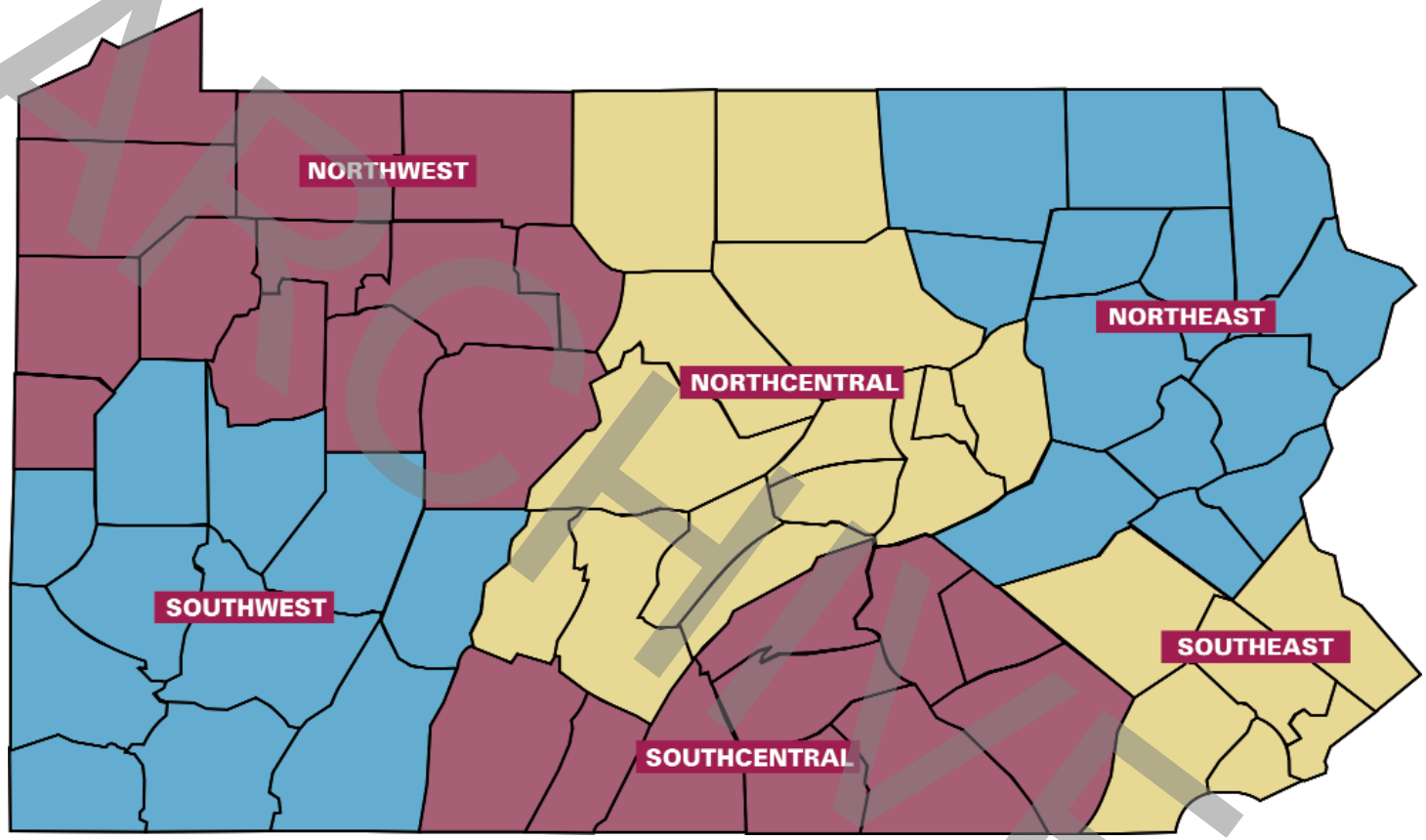

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Governor's Center for Local Government Services
400 North Street, 4th Floor
Commonwealth Keystone Building
Harrisburg, PA 17120-0225

888-2CENTER (888-223-6837)
717-787-8169 | Fax: 717-783-1402

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12/28/2009

Attachment A

Governing Bodies' Authorizing Resolution

Name of Local Government
Resolution Number _____

WHEREAS THE (LIST OF PARTICIPATING LOCAL GOVERNMENTS) will be undertaking a project under the Early Intervention Program (NATURE OF PROJECT) ,

AND

WHEREAS THE (LOCAL GOVERNMENT) wishes to participate in said project.
AND WHEREAS THE Pennsylvania Department of Community and Economic Development makes available grants-in-aid to such projects through the Early Intervention Program,

NOW THEREFORE, BE IT RESOLVED that the (GOVERNING BODY) of the (LOCAL GOVERNMENT) hereby authorizes the (NAME OF LEAD LOCAL GOVERNMENT) to make application for such a grant on our behalf.

AND BE IT FURTHER RESOLVED that the (GOVERNING BODY) of the (LOCAL GOVERNMENT) hereby allocates local resources in the amount of (AMOUNT OF LOCAL SHARE) to said project.

Adopted this _____ (DATE) _____ (GOVERNING BODY)

Attest _____ (SIGNED) _____ (LOCAL GOVERNMENT)

_____
(SIGNED)
(PRESIDENT/CHAIRMAN)

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Attachment B

Commonwealth of Pennsylvania
Department of Community and Economic Development
Governor's Center for Local Government Services

Submit Requisition to:
Department of Community and Econmic Development
Governor's Center for Local Government Services
4th Floor, Commonwealth Keystone Building
Harrisburg, PA 17120-0225

PAYMENT REQUISITION – EARLY INTERVENTION PROGRAM

1. Grantee Name and Address		2. Grantee Federal ID#
		3. Submission Date
4. Contract #	5. Vendor #	6. Requisition #
7. Requisition Amount		☐ Partial ☐ Final
8. Contact Person (Name and Phone #)		
9. Project Description (Purpose of Grant)		

10.. BANKING INFORMATION:

Please note that ALL payments will be made by ACH electronic funds transfer. You MUST complete the following banking information regarding where you would like your grant funds electronically deposited.

X Bank Name/Address_____
_____

X Bank Routing/ABA #_____
X Bank Account #s_____

Instructions

1. Enter the complete name of the grantee as stated in the contract and the complete address.
2. Enter the Grantee Federal I.D. #s as found on the signature page of the contract.
3. Enter the date of this request.
4. Enter the Contract #as found in the right Hand corner of the contract.
5. Enter Vendor #s.
6. Indicate which requisition this is: 1st, 2nd, 3rd, etc.
7. Enter the payment amount that is being requested and whether this is the total DCED grant amount or a partial payment.
8. Enter the name of contact person and phone #s.
9. Project description (Purpose of Grant).
10. Banking Information: ALL payments will be made by ACH electronically deposited
11. Grantee signature.

11. I certify that the information provided on this form is correct.

_____
Signature of Authorized Official

_____
Name and Title (Typed)

This Section for Commonwealth Use Only

Account Code	
DCED Approval	Comptroller Use

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Attachment C – Keystone Principles

Keystone Principles

The Keystone Principles & Criteria for Growth, Investment & Resource Conservation were adopted by the Economic Development Cabinet May 31, 2005. They were developed by the Interagency Land Use Team, a working group of the Cabinet over two years. The Principles & Criteria are designed as a coordinated interagency approach to fostering sustainable economic development and conservation of resources through the state's investments in Pennsylvania's diverse communities.

The Principles lay out general goals and objectives for economic development and resource conservation agreed upon among the agencies and programs that participated in their development. The Criteria are designed to help measure the extent to which particular projects accomplish these goals.

The Criteria do not replace agency program guidelines or criteria. Rather, at the agencies' discretion, they will either be integrated into the agencies existing criteria (preferable) or used as additional, favorable considerations in the scoring or decision making process. The Principles and Criteria are designed to encourage multifaceted project development that will integrate programs and funding sources from a variety of state agencies into a comprehensive strategy to address issues affecting whole communities. There are two categories of criteria:

Core Criteria, where relevant, should be given primary consideration in all investment decisions made by Commonwealth agencies when making grants or loans to public or private projects using agency funds.

Preferential Criteria should be used by Commonwealth agencies in all programs to which they are applicable to evaluate projects and make decisions on grants or loans using agency funds.

Projects are to be evaluated with the recognition that rural, suburban, and urban areas have different characteristics and needs, and that what might work in an urban area might not work in a rural area (the "Be Fair" standard).

Commonwealth of Pennsylvania Keystone Principles for Growth, Investment & Resource Conservation Principles

1. **Redevelop First**. Support revitalization of Pennsylvania's many cities and towns. Give funding preference to reuse and redevelopment of "brownfield" and previously developed sites in urban, suburban, and rural communities for economic activity that creates jobs, housing, mixed use development, and recreational assets. Conserve Pennsylvania's exceptional heritage resources. Support rehabilitation of historic buildings and neighborhoods for compatible contemporary uses.
2. **Provide Efficient Infrastructure**. Fix it first: use and improve existing infrastructure. Make highway and public transportation investments that use context sensitive design to improve existing developed areas and attract residents and visitors to these places. Provide transportation choice and intermodal connections for air travel, driving, public transit, bicycling and walking. Increase rail freight. Provide public water and sewer service for dense development in designated growth areas. Use on-lot and community systems in rural areas. Require private and public expansions of service to be consistent with approved comprehensive plans and consistent implementing ordinances.

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3. **Concentrate Development.** Support infill and "greenfield" development that is compact, conserves land, and is integrated with existing or planned transportation, water and sewer services, and schools. Foster creation of well-designed developments and walkable, bikeable neighborhoods that offer healthy life style opportunities for Pennsylvania residents. Recognize the importance of projects that can document measurable impacts and are deemed “most-ready” to move to successful completion.

4. **Increase Job Opportunities**. Retain and attract a diverse, educated workforce through the quality of economic opportunity and quality of life offered in Pennsylvania’s varied communities. Integrate educational and job training opportunities for workers of all ages with the workforce needs of businesses. Invest in businesses that offer good paying, high quality jobs, and that are located near existing or planned water & sewer infrastructure, housing, existing workforce, and transportation access (highway or transit).

5. **Foster Sustainable Businesses**. Strengthen natural resource based businesses that use sustainable practices in energy production and use, agriculture, forestry, fisheries, recreation and tourism. Increase our supply of renewable energy. Reduce consumption of water, energy and materials to reduce foreign energy dependence and address climate change. Lead by example: support conservation strategies, clean power and innovative industries. Construct and promote green buildings and infrastructure that use land, energy, water and materials efficiently. Support economic development that increases or replenishes knowledge-based employment, or builds on existing industry clusters.

6. **Restore and Enhance the Environment**. Maintain and expand our land, air and water protection and conservation programs. Conserve and restore environmentally sensitive lands and natural areas for ecological health, biodiversity and wildlife habitat. Promote development that respects and enhances the state’s natural lands and resources.

7. **Enhance Recreational and Heritage Resources**. Maintain and improve recreational and heritage assets and infrastructure throughout the Commonwealth, including parks & forests, greenways & trails, heritage parks, historic sites & resources, fishing and boating areas and game lands offering recreational and cultural opportunities to Pennsylvanians and visitors.

8. **Expand Housing Opportunities**. Support the construction and rehabilitation of housing of all types to meet the needs of people of all incomes and abilities. Support local projects that are based on a comprehensive vision or plan, have significant potential impact (e.g., increased tax base, private investment), and demonstrate local capacity, technical ability and leadership to implement the project. Coordinate the provision of housing with the location of jobs, public transit, services, schools and other existing infrastructure. Foster the development of housing, home partnerships, and rental housing opportunities that are compatible with county and local plans and community character.

9. **Plan Regionally, Implement Locally**. Support multi-municipal, county and local government planning and implementation that has broad public input and support and is consistent with these principles. Provide education, training, technical assistance, and funding for such planning and for transportation, infrastructure, economic development, housing, mixed use and conservation projects that implement such plans.

10. **Be Fair**. Support equitable sharing of the benefits and burdens of development. Provide technical and strategic support for inclusive community planning to ensure social, economic, and environmental goals are met. Ensure that in applying the principles and criteria, fair consideration is given to rural projects that may have less existing infrastructure, workforce, and jobs than urban and suburban areas, but that offer sustainable development benefits to a defined rural community.

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Implementing the Keystone Principles

I. Core Criteria

1. Project avoids or mitigates high hazard locations (e.g., floodplain, subsidence or landslide prone areas).
2. Project/infrastructure does not adversely impact environmentally sensitive areas, productive agricultural lands, or significant historic resources.
3. Project in suburban or rural area: Project and supporting infrastructure are consistent with multi-municipal or county & local comprehensive plans and implementing ordinances, and there is local public/private capacity, technical ability, and leadership to implement project.
4. Project in "core community" (city, borough or developed area of township): Project is supported by local comprehensive vision & plan, and there is local public/private capacity, technical ability, and leadership to implement project.
5. Project supports other state investments and community partnerships.

II. Preferential Criteria

1. Development/Site Location
   - Brownfield or previously developed site.
   - Rehabilitation or reuse of existing buildings (including schools and historic buildings).
   - Infill in or around city, borough, or developed area of township.
   - If greenfield site, located in or adjacent to developed area with infrastructure.
   - Located in distressed city, borough or township.
2. Efficient Infrastructure
   - Use of existing highway capacity &/or public transit access available.
   - Within ½ mile of existing or planned public transit access (rail, bus, shared ride or welfare to work services).
   - Use of context sensitive design for transportation improvements.
   - Use/improvement of existing public or private water & sewer capacity and services.
3. Density, design, and diversity of uses.
   - Mixed residential, commercial & institutional uses within development or area adjacent by walking.
   - Sidewalks, street trees, connected walkways & bikeways, greenways, parks, or open space amenities included or nearby.
   - Interconnected project streets connected to public streets.
   - Design of new water, sewer & storm water facilities follows Best Management Practices, including emphasizing groundwater recharge & infiltration, and use of permeable surfaces for parking and community areas.

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4. Expand Housing Opportunities
   - Adopted county and multi-municipal or local municipal plans include plan for affordable housing; and implementing zoning provides for such housing through measures such as inclusion of affordable housing in developments over a certain number of units (e.g., 50), provision for accessory units, and zoning by right for multifamily units.
   - Project provides affordable housing located near jobs (extra weight for employer assisted housing).
   - Project adds to supply of affordable rental housing in areas of demonstrated need.
5. Increase Job Opportunities
   - Number of permanent jobs created and impact on local labor market.
   - Number of temporary jobs created and impact on local labor market.
   - Number of jobs paying family sustaining wages.
   - Increased job training coordinated with business needs & locations.
6. Foster Sustainable Businesses
   - Sustainable natural resource industry improvement or expansion: agriculture, forestry, recreation (fisheries, game lands, boating), tourism.
   - Business or project is energy efficient; uses energy conservation standards; produces, sells or uses renewable energy; expands energy recovery; promotes innovation in energy production and use; or expands renewable energy sources, clean power, or use of Pennsylvania resources to produce such energy.
   - Project meets green building standards.
   - Project supports identified regional industry cluster(s).
7. Restore/Enhance Environment
   - Cleans up/ reclaims polluted lands and/or waters.
   - Protects environmentally sensitive lands for health, habitat, and biodiversity through acquisition, conservation easements, planning and zoning, or other conservation measures.
   - Development incorporates natural resource features and protection of wetlands, surface & groundwater resources, and air quality.
8. Enhance Recreational/Heritage Resources
   - Improves parks, forests, heritage parks, greenways, trails, fisheries, boating areas, game lands and/or infrastructure to increase recreational potential for residents & visitors.
   - Historic, cultural, greenways and/or opens space resources incorporated in municipal plans and project plan
   - Makes adaptive reuse of significant architectural or historic resources or buildings.

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9. Plan regionally; Implement Locally

   a. Consistent county and multi-municipal plan (or county and local municipal plan) adopted and implemented by county and local governments with consistent ordinances.

   b. County or multi-municipal plan addresses regional issues and needs to achieve participating municipalities' economic, social, and environmental goals. All plans (county, multi-municipal, and local) follow standards for good planning, including:

      1) Is up-to-date.

      2) Plans for designated growth and rural resource areas, and developments of regional impact.

      3) Plans for infrastructure, community facilities, and services, including transportation, water & sewer, storm water, schools.

      4) Plans for tax base and fair share needs for housing, commercial, institutional, & industrial development.

      5) Identification of high hazard areas where development is to be avoided.

      6) Identification of and plans for prime agricultural land, natural areas, historic r resources, and appropriate mineral resource areas to be conserved.

      7) Open space plan for parks, greenways, important natural & scenic areas and connected recreational resources.

   c. County and local ordinances implement the governing plans and use innovative techniques, such as mixed use zoning districts, allowable densities of 6 or more units per acre in growth areas, and/or clustered development by right, transfer of development rights, Specific Plans, and tax and revenue sharing.

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