

STRATEGIC MANAGEMENT PLANNING PROGRAM

Program Guidelines | August 2019



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Introduction

The Department of Community and Economic Development's vision for the commonwealth is to play a more strategic role in local government and municipal interaction by investing in our communities, to provide assistance, and support jobs that pay for all Pennsylvanians. The Department prioritizes the revitalization of Pennsylvania's economy by providing tax credits and targeted assistance to distressed areas and low-income populations with a strategic focus on community participation and collaborations among residents, nonprofits, and businesses.

Pennsylvania's renaissance will be driven by the need to increase community revitalization efforts, and this translates into the importance of programs such as the Strategic Management Planning Program to provide support and opportunity for every neighborhood and community in the commonwealth.

Section I – General Information

A. Introduction

The Strategic Management Planning Program (SMPP) 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 Strategic Management Planning 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 provides fiscal stability to Pennsylvania's local governments. The program is 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 Strategic Management Planning Program provides financial assistance to local governments to develop and implement multi-year financial management, administrative, service delivery and economic development programs and strategies. The objectives of the program are to:

1. Engage in an assessment of managerial policies, procedures and practices relative to operations and service delivery and provide recommendations to enhance the efficiency, effectiveness and productivity of financial and human resources.
2. Provide the resources to assist local governments to identify, prioritize and address financial difficulties by implementing short- and long-term goals and objectives.
3. Strengthen the managerial and administrative capacity within local governments 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 management practices and efficiency measures to increase municipal financial stability.
7. Promote multi-municipal and regional cooperation strategies and cost-sharing opportunities between two or more local governments.
8. 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.

D. Eligible Activities

Grant funding under the Strategic Management Planning Program may be used for the following activities:

1. The development, adoption and implementation of Multi-Year Financial Management Plans.
2. Professional consultant services to assist a municipality in the development, adoption and implementation of a Multi-Year Financial Management Plan or related municipal financial and management initiatives and improvements.
3. The development of related studies, including an audit as required by Section H of these Guidelines, 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 Strategic Management Planning Program.
6. Training and capacity building activities that meet basic requirements to assist in the implementation of plan recommendations.
7. Contracts with professional services consultants to develop and implement recommendations related to eligible activities contained in an adopted Strategic Management Planning Program.

E. Strategic Management Planning Program Requirements (Phase I)

1. Guiding Philosophy

The guiding philosophy of the Strategic Management Planning Program involves the development of a plan that is customized to meet the specific needs and critical issues confronting the local government. In addition, 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. Program Narrative

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. Priorities

The Strategic Management Planning Program 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. The Strategic Management Planning Program identifies the top priorities, including those at the departmental level in detail. Each objective/priority should contain a specific action plan to address what is listed below in Step 5 (Multi-Year Plan Adoption).

4. Components

The Strategic Management Planning Program 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.
- 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 comprised 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 Strategic Management Planning 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.

F. Strategic Management Planning Program Implementation

1. Plan Implementation (Subsequent Phases)

Following adoption and implementation by the local government of the Strategic Management Planning Program (Phase I), certain plan recommendations may be eligible for subsequent funding. Subsequent phases should be completed within twelve (12) months, unless DCED approves otherwise. These may include, but are not limited to:

- a. Implementation of best practices requiring further development of policies, procedures, standards and/or training requirements relative to administrative improvements.
- b. Securing the services of an "Implementation Manager" to assist the local government with elements of an adopted Strategic Management Planning Program. If awarded, such position will be funded for no longer than one year.
- c. Purchase, installation and/or implementation of information technology designated to enhance governmental operations and productivity, particularly in the area of financial management systems.
- d. Implement intergovernmental activities that result in more efficient service delivery. Development of Capital Budget.

2. Training Requirements

It is the intent of the Strategic Management Planning Program for the Multi-Year Planning process 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. Therefore, in order to be eligible for subsequent grants under Plan Implementation (Subsequent Phases) funding to implement an Strategic Management Planning Program Plan, municipalities must meet basic training requirements in regard to the topics outlined below:

- a. Municipal management (e.g. powers, duties and responsibilities of management, including elected and appointed officials)
- b. Financial and personnel management (e.g. taxation/fees, budgeting, accounting, capital planning and budgeting, audit process, cash management, purchasing, debt management, personnel policies/procedures, hiring, performance evaluation, job descriptions, civil service and discrimination statutes)
- c. Community and economic development, land use, planning and zoning
- d. Intergovernmental cooperation and shared services

G. Grant Allocation and Limitation:

Grant awards will be limited to a maximum of \$200,000. 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.
5. Subsequent phase funding for implementation of Strategic Management Planning Program recommendations is conditional upon the municipality meeting certain basic training requirements developed by the GCLGS as described above in Section F.

H. Annual Financial Audit Requirements

A municipality or municipalities must submit an annual financial audit prepared by an independent certified public accountant or firm to GCLGS for the fiscal year immediately preceding the application for funds in order to be eligible for Strategic Management Planning Program grant monies. The annual financial audit must meet the following guidelines:

1. Prepared in accordance with Generally Accepted Accounting Principles (GAAP) and Generally Accepted Auditing Standards (GAAS).
2. Auditor's opinion of the integrity and reliability of the financial management system, including internal controls and management practices.
3. Auditor's opinion relative to the viability and sustainability of the municipality as an ongoing concern.
4. Submission of any previous year's financial audit should the preceding year's report not be available when an Strategic Management Planning Program application is submitted.

Section II – Application Process

A. General Information

1. The Department of Community & Economic Development (DCED) requires all funding applications to be submitted using the Electronic Single Application. Paper applications are no longer accepted.
2. The timeframe to circulate Requests for Proposals (RFPs) to consulting firms is normally three (3) weeks, unless circumstances dictate otherwise.
3. **Access the Electronic Single Application at: www.esa.dced.state.pa.us.** The online application must include or demonstrate all of the following:
 - a. The name and address of the municipality or, in the case of a multi-municipal application, the municipalities.
 - b. The name of a contact person.
 - c. The execution of a supporting resolution authorizing the submission of the application and committing the resources of the municipality or, in the case of a multi-municipal application, municipalities.
 - d. The single application shall be signed by the authorized officer(s) of the municipality, or in the case of a multi-municipal application, municipalities.
 - e. Any other information required by DCED.
4. 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 12 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.
5. 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 12 for contact information for your region or contact the Governor's Center for Local Government Services directly at the number listed above.
6. Applicants should carefully review the instructions outlined in the Single Application and submit documentation that addresses the objectives identified in these guidelines.
7. Please designate the Strategic Management Planning 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.
8. **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.

9. 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.

10. 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

11. The application guidelines can be accessed on-line at dced.pa.gov. Select “Strategic Management Planning Program” into the Department's Search engine and you will be directed to the application guidelines.

12. Nondiscrimination

No assistance shall be awarded to an applicant under this program unless the applicant certifies that the applicant shall not discriminate against any employee or against any person seeking employment by reason of race, gender, creed, color, sexual orientation, gender identity or expression, or in violation of the Pennsylvania Human Relations Act, which prohibits discrimination on the basis of race, color, religious creed, ancestry, age, sex, national origin, handicap or disability, or in violation of any applicable federal laws. All contracts for work to be paid with grant funds must contain the commonwealth's official nondiscrimination clause.

13. Conflict of Interest Provision

An officer, director, or employee of an applicant who is a party to or has a private interest in a project shall disclose the nature and extent of the interest to the governing body of the applicant, and may not vote on action of the applicant concerning the project, nor participate in the deliberations of the applicant concerning the project.

14. Project Records

The applicant must maintain full and accurate records with respect to the project and must ensure adequate control over related parties in the project. The program office requires access to such records, as well as the ability to inspect all work, invoices, materials, and other relevant records at reasonable times and places. Upon request of the program office, the applicant must furnish all data, reports, contracts, documents, and other information relevant to the project.

15. Pennsylvania Prevailing Wage Act

The Pennsylvania Prevailing Wage Act (43 P.S. §165-1 et. seq.) may be applicable to a project funded under this program. Prevailing Wage requirements are generally applicable to grants for construction, reconstruction, demolition, alterations, repair work, renovations, build-out and installation of machinery and equipment in excess of \$25,000. If applicable, the applicant is responsible for including prevailing wage rates in all bid documents, specifications, and construction contracts pertaining to the project funded under this program. The Department of Labor and Industry (L & I) has final authority to make prevailing wage applicability determinations. Questions may be directed to (717) 787-3681.

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.
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 Strategic Management Planning Program project. The Keystone Principles are included as Attachment C.
9. Any other factors the GCLGS considers relevant.

Section IV – Application Review Procedure

All Strategic Management Planning 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. The applicant may conduct interviews of consultants as part of the application submission process and should include a regional staff member of the GCLGS as a participant, among other relevant parties.

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.

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.

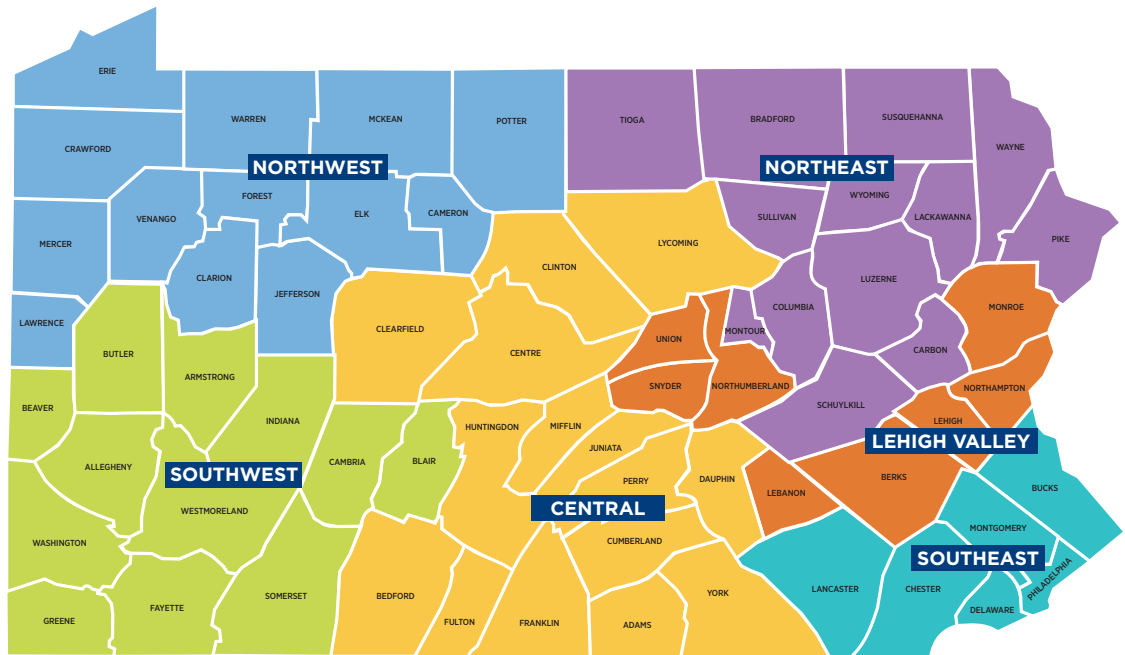
4. Documentation

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.

Section VII – GCLGS Regional Map

GOVERNOR'S CENTER FOR LOCAL GOVERNMENT SERVICES

Commonwealth Keystone Building
400 North Street, 4th Floor
Harrisburg, PA 17120-0225
Tel: 1.888.223.6837 | Email: ra-dcedclgs@pa.gov



Southeast Regional Office
110 North 8th Street, Suite 505
Philadelphia, PA 19107-2471
215.560.5822

Northwest Regional Office
100 State Street, Suite 205
Erie, PA 16507
814.871.4241

Northeast Regional Office
2 North Main Street
Pittston, PA 18640
570.963.4571

Southwest Regional Office
301 Fifth Avenue, Suite 250
Pittsburgh, PA 15222
412.565.5199

Central Regional Office
Commonwealth Keystone Building
400 North Street, 4th Floor
Harrisburg, PA 17120-0225
888.223.6837

Lehigh Valley Regional Office
Commonwealth Keystone Building
400 North Street, 4th Floor
Harrisburg, PA 17120-0225
717.877.8481

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 Strategic Management Planning 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 Strategic Management Planning 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)

1. GRANTEE (NAME & ADDRESS):	2. DCED CONTRACT NUMBER:	
	3. VENDOR NUMBER:	4. CONTRACT AMOUNT:
	5. INVOICE # - 1 ST , 2 ND , 3 RD , FINAL, ETC.	
6. INVOICE REPORTING PERIOD (MONTH, DAY, YEAR): FROM: _____ TO: _____	7. CONTRACT ACTIVITY PERIOD (MONTH, DAY, YEAR): FROM: _____ TO: _____	

1. APPROVED BUDGET CATEGORY	2. APPROVED BUDGET AMOUNT	3. EXPENDITURES PREVIOUSLY INVOICED	4. EXPENDITURES THIS INVOICING PERIOD	5. CUMULATIVE EXPENDITURES (COLUMN 3 + 4)	6. REMAINING BALANCE (COLUMN 2 - 5)
TOTALS:					
7. Payment Amount Requested:					

1. LAST FOUR DIGITS OF BANK ACCOUNT NUMBER:

By signing this form, I certify that it is true, complete and accurate to the best of my knowledge. I am aware that any false, fictitious or fraudulent information may be subject to criminal, civil or administrative penalties. The initial review performed by DCED on this invoice does not constitute acceptance of its associated expenditures. DCED's Compliance Monitoring Division will conduct a comprehensive review to ensure eligibility of all related expenditures.

1. SIGNATURE OF AUTHORIZED OFFICIAL:		2. NAME & TITLE (TYPED OR PRINTED):	
3. CONTACT PERSON:	4. PHONE NUMBER:	5. EMAIL ADDRESS:	6. DATE SUBMITTED:

ACCOUNT CODE LINE	FUND	COST CENTER	COMMITMENT NUMBER	AMOUNT

FOR DCED USE ONLY / DCED APPROVAL: **SIGNATURE/INITIALS & DATE:**

SUBMIT AN ORIGINAL & ONE (1) COPY OF THIS INVOICE TO THE DCED ACCOUNT MANAGER

STRATEGIC MANAGEMENT PLANNING PROGRAM INVOICE INSTRUCTIONS

SECTION I: GENERAL INFORMATION

1. **Grantee Name & Address:** Use the Name & Address as it appears on the grant contract.
2. **DCED Contract Number:** Located in the upper right corner of the contract or at the bottom right of the contract signature page.
3. **Vendor Number:** Six-digit number (or nine w/ extension ex. 111111-012) located on the signature page of the contract.
4. **Contract Amount:** Located under Article I of the contract or first page of the most current amendment.
5. **Invoice Number:** Indicate what invoice is being requested first, second, FINAL, etc., invoice requests must be in consecutive order.
6. **Invoice Reporting Period:** These dates should reflect the period the expenditures are incurred or anticipated.
7. **Contract Activity Period:** Located under Article III of the grant contract or on the first page of the most current amendment (if additional time was requested) under Contract Activity Period.

SECTION II: FISCAL INFORMATION

1. **Approved Budget Category:** List the approved budget categories as they appear in the appendices of your contract, current amendment or approved budget modification. Any changes to these budget categories must be approved by the program office prior to invoicing.
2. **Approved Budget Amount:** List the approved budget amounts as they appear in the appendices of your contract, current amendment or approved budget modification. Your invoiced budget amounts must match the most recently approved budget. Any changes to these amounts must be approved by the program office prior to invoicing.
3. **Expenditures Previously Invoiced:** List the expenditure amounts previously invoiced (DO NOT INCLUDE THE EXPENDITURES FOR THIS INVOICING PERIOD). If this is a first request then there will be no previously invoiced expenditures. On all subsequent invoices this column should total the previous invoice's cumulative expenditures.
4. **Expenditures this Invoicing Period:** Expenditures that have been actually incurred or anticipated during the current invoicing period.
5. **Cumulative Expenditures:** Total Columns 3 & 4.
6. **Remaining Balance:** Subtract Column 5 from Column 2.
7. **Payment Amount Request:** This amount must match the Expenditures This Invoicing Period amount.

SECTION III: DEPOSITORY

1. List the last four digits of the bank account number the ACH Deposit of the grant funds will be made.

SECTION IV: CERTIFICATION

1. **Signature of Authorized Official:** Must be signed by an authorized official of the agency; invoice must be signed to process.
2. **Name & Title:** Type or print the name and title of authorized official.
3. **Contact Person:** List the name of the individual that can be contacted regarding any questions concerning the invoice.
4. **Phone Number:** Phone number (including area code) for the contact person.
5. **Email Address:** Valid email address for the contact person, where they can be contact regarding any questions concerning the invoice.
6. **Date Submitted:** Date the invoice is completed.

SECTION V: DCED APPROVAL

This section is reserved for DCED. Do not complete any information in this section.

DCED USE ONLY

This section is reserved for DCED. Do not complete any information in this section.

Please note that, while DCED does not request Local Match information as part of the invoicing process, grantees are expected to track, document and account for their match per the grant contract. Match documentation will be required at the time of grant closeout.

A progress report must be submitted with each invoice, except for a first invoice if submitted in advance of work being performed. Progress reports should minimally include percent of the project completed to date and a summary of activities undertaken or accomplished since the last progress report, said activities keyed to tasks listed in Appendix A/B scope of services.

Once the invoice has been filled in completely and signed, please mail an original and one copy of the invoice and progress report to the assigned account manager.

Attachment C

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.

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.

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.
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.
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 resources, and appropriate mineral resource areas to be conserved.
 - 7) Open space plan for parks, greenways, important natural & scenic areas and connected recreational resources.
- b. 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.