



MEETING OF THE BOARD OF DIRECTORS
Knowledge Park; 5240 Knowledge Parkway; Erie, PA 16510
February 15, 2018

AGENDA

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF MINUTES – January 2018
5. DIRECTORS COMMENTS
6. COMMENTS BY CHAIRMAN
7. PUBLIC COMMENT
8. PRESENTATION
 - a. Bridgeway Capital – T.J. King
9. COMMITTEE REPORTS
 - a. Treasurer's Report
 - b. Regional Assets Committee
 - c. Strategic Planning Committee
 - d. Update from County Council
 - e. Update from County Executive's Office
10. REPORT OF THE EXECUTIVE DIRECTOR
11. SOLICITOR'S REPORT
12. OLD BUSINESS
13. NEW BUSINESS
14. ADJOURNMENT

Next Regularly Scheduled Board Meeting of ECGRA

Date: Thursday, March 15, 2018
Time: 8:30 a.m.
Location: Knowledge Park; 5240 Knowledge Parkway; Erie, PA 16510



Erie County Gaming Revenue Authority
Minutes of the Board of Directors' Meeting
January 18, 2018

CALL TO ORDER

The Board of Directors' Meeting of the Erie County Gaming Revenue Authority was held on January 18, 2018 in the Jordan Room; 5240 Knowledge Parkway; Erie, PA 16510. Legal Notice of the meeting was given through an advertisement appearing in the Erie Times-News. The meeting was called to order by the Chair.

ROLL CALL

Mr. Barney, Mr. DiPaolo, Mr. Logue, Mr. Paris, Mr. Peters, Ms. Presta, and Mr. Sample. Mr. Lee (arrives late), Mr. Wachter, and Mr. Wood are also present.

APPROVAL OF THE AGENDA

Mr. Paris makes a motion to approve the agenda. Mr. Barney seconds the motion. Motion carries 7-0.

APPROVAL OF MINUTES – December 2017

Mr. Barney makes a motion to approve the minutes. Mr. Paris seconds the motion. Motion carries 7-0.

COMMENTS BY THE CHAIR

Mr. Sample: I would like to welcome Councilman Leone to the meeting. We have had a tumultuous year and hopefully we're finally getting down to the point where we can get back to business as usual. I would like to welcome all the new Board Members.

I understand that Mr. Peters has a letter he would like to read into the record.

Mr. Peters: Thank you, Mr. Chairman. I have a memo that I'm going to submit to Perry after the meeting but I wanted to read it to you all as my colleagues. Earlier this week it was brought to my attention that a member of County Council had asked one of our colleagues here on the Board about my company, which is called Altair Real Estate Services and how we manage Knowledge Park and whether or not that is a conflict. I wanted to address those; I have a detailed seven bullet-pointed list that I will share with you.

As I address whether there is a conflict or not, I think it might make sense to have some of the history.

Number One: ECGRA has been a tenant here at Knowledge Park since March 1, 2010. ECGRA's current lease expired May 21, 2017. There was a prior management company managing the Park at that time and Perry had attempted to get a lease extension, without success. The company was in a bit of a flux as it related to the fact that Knowledge Park had put the management of Knowledge Park out to bid. At ECGRA's August 10, 2017 Board Meeting, Perry shared with the Board that ECGRA Auditors had noted that ECGRA was operating without an effective lease at Knowledge Park. He asked the Board to take action on a one-year extension of the lease and the Board voted to approve that 7-0. I was one of the votes.

Altair was then awarded management of Knowledge Park on September 1, 2017 – so, about a month after that vote was taken. I want to clarify that that was a very public process that Altair competed aggressively to win the management of Knowledge Park; there were companies from Pittsburgh, State College, all over, that had bid. On a personal note I am excited that an Erie company won because this is a big and important project for the County.

On September 5, Altair's in-house legal counsel began working with any and all tenants that were in hold-over status. There are about 20 tenants in Knowledge Park; 19 of those tenants did not have valid leases. That was just not a priority with the prior management company. My staff attorney started working with all tenants on that.

Around September 15, ECGRA signed what was really a one-year extension, but retroactive to May 2017. At the time that this happened, it was already five or six months into that one-year extension. The lease here at Knowledge Park actually expires May 21, 2018 – this year.

I also want to disclose, although my counsel didn't seem to think I necessarily needed to, but for the sake of transparency, since the commencement of Altair's management of Knowledge Park in September (after the lease was already renewed) we have as a company received \$389.00 that is related to ECGRA's tenancy at the Park. We have neither billed for or received other fees, dues, or commissions related to ECGRA's occupancy here at Knowledge Park. I have been advised by my counsel that there was no conflict at the time of my vote in August when the Board agreed to extend the lease here at Knowledge Park. However, in the interest of transparency and in an effort to eliminate any concern or impression of conflict of interest with my company's involvement here at Knowledge Park, I made arrangements for Altair to refund the \$389.00 to Knowledge Park and I have agreed to waive any fees related to the Gaming Authority being a tenant here. It works out to about \$60/month that my firm would receive as a result of the \$1,400/month in rent that the Gaming Authority pays. I will waive any of those fees as long as I am a member of the Board.

Finally, as has been my practice since joining this Board, if I had any involvement with any organization, and I would think that all of us would do this, as Tim and Lisa both just did, I would certainly recuse myself from any vote on a matter that is related to an organization that I am a member of.

Specifically, on this matter, should the Gaming Authority have interest in staying here at Knowledge Park? I have no desire to be part of that negotiation. That is entirely up to the Board if they want to stay here or don't want to stay here. I would certainly recuse myself from any deliberation or voting on the matter.

I just wanted to share that. I'm not sure what the impetus was behind the question but I think it's a fair question and I wanted my colleagues to understand in detail how that all operated.

Mr. Wachter: Mr. Peters, I see you have a written document there. Is that something that you want attached to the minutes of this meeting?

Mr. Peters: Yes. This is what I said I would give to Perry after I read it. (Hands Perry the document).

Mr. DiPaolo: I have a question. How much rent is being paid every month?

Mr. Peters: It's roughly \$1,400 per month.

Mr. DiPaolo: Is there any other places that you have ever looked at to see, if in fact, you could get it cheaper than \$1,400?

Mr. Wood: I can tell you from a staff standpoint that I have done no research on a new office location. We moved in here in March 2010; that was before I got here. My understanding was that this was a centralized location because we have Board Members coming from all across Erie County and we have rooms like this available to us. I have talked with Penn State about the cost of the space; they are giving us below-market rate rent for what others would pay for this space and they are doing that because we have an economic development purpose for the region. That's all I can really tell you as far as research goes. We haven't really looked at other spaces.

Mr. Peters: Back in 2010, before I had any involvement with Knowledge Park, the Executive Director at that time was a gentleman by the name of Thomas Kidd and there was looking around at other spaces, whether it was downtown or wherever. At that time, this facility and actually this very building that we're sitting in, was the home of the Erie County Industrial Development Authority, the home of the Erie County General Authority, the home of the GEIDC, and the EIDCO or something like that, which was another economic development agency. Other Board Members were around at that time; I personally did not participate. I was not involved with this Park at the time that decision was made. However, there were multiple County agencies that were related to economic development that were here.

That really has nothing to do with what I just read, I just know that someone had a concern that somehow I was making money off of the fact that ECGRA is a tenant here at Knowledge Park.

Mr. Logue: If I may, Mr. Chair. Just so I understand – your company is now managing Knowledge Park.

Mr. Peters: That is correct; since September 2017.

Mr. Logue: I think that Mr. DiPaolo asked you and you responded that the space that ECGRA is leasing is \$1,400/month.

Mr. Wood: It's actually about \$1,600, just to be clear.

Mr. Logue: So, ECGRA is paying to Altair the \$1,600.

Mr. Peters: No, they are paying it to Penn State, who owns Knowledge Park; as they have been.

Mr. Logue: And your management fee is how much per month?

Mr. Peters: It's about \$60/month off of that particular lease. We manage 350,000 sq. ft. of office space here at the Park; ECGRA is approximately a couple thousand sq. ft. So, I said I would just waive the fee. It's immaterial to my business to collect a fee from the fact that the Gaming Authority is a tenant here. The reality is that the Gaming Authority has been a tenant here many, many years before I was involved.

Mr. Logue: So, every year on the ethics form, I don't know if you've done that yet or not, but this coming year you would disclose that on the ethics form.

Mr. Peters: I disclose that I am a managing partner and Owner of Altair Real Estate, yes.

Mr. Logue: I think the form, if I remember the question, asks if you have some type of business association, or your entity has some type of association with (inaudible).

Mr. Peters: The reporting period of 2017 would be the first time that that was the case.

Mr. Logue: Coming up in April, or are those due in March?

Mr. Sample: Is your relationship with Penn State or . . .

Mr. Peters: I would ask counsel what the right way to respond would be.

Mr. Logue: I think it's question seven or eight on the form that speaks to that. But, I had brought this up when I was on the Board previously; we discussed this back in 2015. If my memory serves me, at that point we were looking just to lease this space and the office space just for a year. Then I left the Board and I left this alone. So, if I'm understanding, another year extension of this lease . . .

Mr. Peters: It's up in May, May 21, 2018.

Mr. Logue: Ok. Thank you.

Mr. Peters: If I can clarify from an Altair perspective, I have never represented the Authority on matters related to real estate. We have all been at meetings where people have asked me questions of, "What are market rate rents in Erie, PA?" and I would certainly share those publicly what my thoughts were, but I have never had a relationship where I represented the Gaming Authority. I sit on this Board. My company manages three million square feet of real estate in the area; it was bound to happen at some point that some volunteer position that I am on would end up being a tenant in one of the buildings. Again, I think it's great that this question came up and the order in which this has all happened hopefully alleviates any concerns that anyone may have.

Mr. DiPaolo: If I may. Mr. Leone, since you're here, is there any room in the County that can hold meetings? I sat on the OCY Board; that was at OCY. I sat on the Convention Center, when it was the Convention Center. I think that \$1,600/month is pretty steep. If you look at it for a year, that may be other organizations that we could be helping. I don't know. It seems to be a little high.

Mr. Sample: I will voice that one of the previous problems was the parking situation at the Courthouse, getting everybody in, getting everybody parked. That was before the prison, the cells were taken out. We used to be down by Doug Smith in a closet. Those things have been alleviated but again, this was kind of centrally located for everybody to be able to get to.

We will be reviewing what we're going to be doing as far as location so Perry can look into that.

Mr. Peters: I have a lot of good and qualified competitors in the real estate world; maybe it makes sense for Perry to consider engaging a broker from a different firm to take a look at other office space. As somebody who is in the business, I would say that you're at that point in time that if you did want to

move, it's time to start thinking about it because May will come along pretty quickly. I certainly am not trying to kick anybody out of Knowledge Park; it would be nice if it makes sense for you to stay. But if it no longer makes sense for the Authority to stay, that's fine too. Whatever works for you.

PUBLIC COMMENT

Mr. Leone: Mr. Chairman, I really didn't intend to speak to this Board today but it seems that a couple of questions, like Dom asking if we have room, you would have to ask the County Executive because I don't know if they do or they don't. But to straighten a few things out, I believe that Mr. Peters innuendo was that someone from County Council asked whether or not there was conflict or not. What bothers me here is that there are so many rumors that go on because of this organization that I've become a little upset about it. Most of the time, those rumors are directed toward me.

Mr. Peters: By the way, it was not directed at you.

Mr. Leone: I understand that but what I'm saying is that most of the rumors I hear around here are always directed toward me. To straighten a few things out, like I said innuendos, one of the issues that I heard from one of the Board Members is that the Solicitor and Mr. Wood went to one of the Board Members and said, "You're the key vote as to whether or not I keep this job or not." I'm referred in all of that crap and I dislike it. Believe me when I tell you that I dislike it, okay? I'm not interested in doing anything except seeing this Board become successful. That's the main purpose and my fighting to get to see that someone get on here.

And many of you that were opposed to having Mr. Logue on here and one of the reasons that I asked him to resign was that he didn't live in my District. I felt that all of them, that everyone that is here should be in the District that they represent; I always felt that way. I didn't violate that issue. Other Board Members did. Then I look back and say that each of you that are here, not the ones that are new ones, knew that Dave Yapple did not live in the District. Yet, when I had appointed Mr. Logue, Mr. Sample and Mr. Wood went down to see Kathy Dahlkemper to tell her that he didn't live in my District. So, I went to him and said, "I want you to resign" and he resigned.

Now it's a different situation. Like I said, Mr. Yapple didn't live in the District yet he was representing this particular District. He lived, in fact, in MY District, in the third County Council District. Those are a few of the issues I would like to get straight with this Board. I am not out to hurt anybody, but by the same token, if I continue to hear what I hear, believe me when I tell you that you won't like what I do.

PRESENTATIONS

None.

COMMITTEE REPORTS

- a. Treasurer's Report – Mr. Peters: On the SharePoint, you will see there is a December Profit & Loss, Balance Sheet, Statement of Cash Flows, Budget vs. Actual, Schedule of Grant Reserve, and Check Detail. I do want to offer to the new members since we have limited time, if anyone wants to meet with me one-and-one and dig into these numbers a little deeper, just let me know. Unfortunately, in my business, I travel about a third of the time so it may be a little tough to get me, but I'm glad to meet and go over these things.

If I could first address the Balance Sheet. When I run the Treasurer's Report I typically start with the Balance Sheet. Is everyone able to see that? What the Balance Sheet shows is

what we have in terms of assets; you'll see that we have funds restricted. You'll see account 10101 and 10102 – those often create questions as to what they are because one is 2.8M and the other is 1M. The committed funds are exactly that; they are funds that we have already made a grant on but have not necessarily distributed out yet. The restricted funds are something that one of the other members here brought up; when we receive the money from the County for a prior period, there is a certain amount of time that we have to hold that money before it becomes restricted uncommitted.

The other thing I want to address, particularly for the new members, as you look at Notes Receivable as assets, you're going to see two for the Enterprise Development Fund – EDF 1 and EDF 2. One for \$500,000 and the other for \$800,000. The Enterprise Development Fund has been in a bit of a financial pickle for a number of years since the GEIDC Bankruptcy. When the big economic development corp. went bankrupt, EDF was one of their separate entities that we had loaned money to. We have already, at the advice of our auditors, started to reserve for some of those funds that are listed as loans. They are operational but for them to survive, according to what they are telling us when we ask them questions, in order for them to survive they are going to need us to restructure that debt because there is a balloon – in essence – that they are not going to be able to pay. Perry, if you want to address that.

Mr. Wood: Just for the record, all the new members have been briefed on the restructuring of the debt that we went through and we did answer questions at that time. But if there are further questions, I would be happy to talk about it.

Mr. Peters: I don't mean to repeat myself but it's just that when you see that and think of it as an asset, in my mind (the financial part of me) looks at that and thinks that it's not really an asset. I think that money is at risk and I think we need to address it. Any questions on the Balance Sheet?

Mr. Wood: It is at risk and that is why we created, in our audit process, an allowance for the fact that we may not see recovery of some of that. We created a percentage, and that was based upon recommendation from MaherDuessel – our auditors.

Mr. Peters: And I suspect that MaherDuessel at audit time, will recommend that we do that again unless we have restructured. That has been discussed at Strategic Planning, and in the interest of time, we can discuss the details later.

The next thing is the P & L. We are not an entity that has a whole lot of in-and-out. We get our money from the gross terminal revenue, which goes to the County, then comes to us and it's four times a year. The Budget vs. Actual, this is what I was explaining to everybody in the Finance Committee, look we're in a weird year – our fiscal year is April 1. As you look at where we sit here in January and we start seeing that we're at 100% or near budget, it's easy to think, "Wait. It's only January. How did that happen already?" It's because we're in a fiscal year starting April 1. Any specific line items that you have questions about, please let me or the staff know.

We did recently, if you were looking at any of the historical information, there is a line item for Government Relations services; at the request of Council and others we did quit lumping that into a general professional support number. It's now broken up. If there are any questions on that, I would be glad to address it now or later.

Next is the Statement of Cash Flows. You'll notice the big difference is that we did make a big distribution out to 1855 Capital, which is a Venture Capital Fund that we all voted

on several months ago. That deal closed and therefore, the check got written to them. One note on that, that particular Fund has not yet been fully funded so we were one part of about a 20 million dollar raise. When that closes, then they will be eligible to spend down on that money. They are still working through that.

The next item is the Schedule of Grant Reserves which shows in detail where we have committed to putting money. The last thing is the Check Detail – who we're writing checks to from an operating perspective on a monthly basis. You'll see everybody from Velocity Net who we get our internet from and Ridge Policy Group who does our Government Relations, rent, so on and so forth.

Mr. Wood: I think it's worth noting that December is an off-month for grant making, so you're not going to see any grants on the schedule, but normally that is what would dominate this particular Check Detail.

Mr. Logue: Chuck, I do have a question. With the Ridge Policy Group, are we continuing to do business with them or are we finished? I think I understood just from hearing different things where I came back to the Board, I thought they were utilized for when this Board thought there was going to be some major changes and retained that group. Are they going to remain at a monthly basis here at this figure?

Mr. Wood: They are at \$4,000/month; you are seeing two months' worth of payments there. That's why it's at \$10,000 – plus some expenses. We first retained them in 2016, actually before our legislation was declared unconstitutional, with the idea that this Board had been talking about going after State and Federal funds to leverage ECGRA funding. Within two to three weeks after retaining them, the Supreme Court came out with their decision declaring us unconstitutional. So, our focus for that government relations group shifted from finding additional funding to leverage to fixing gaming legislation – fixing local share. That's been resolved now and I think that the next natural step is to go back to what we had originally hired them to do which is to find those funds.

We are in regular communication with them as to where those funds can be found. For example, if there is going to be a federal infrastructure bill, how can Erie benefit from that. We have been talking about having them come up here in February and actually have them give a joint presentation to the ECGRA Board and to County Council to talk about that.

Mr. Logue: Do we have a contract with them?

Mr. Wood: We do have a contract with them.

Mr. Logue: I would like to see that. Maybe Tammi can send that to me.

Mr. Wood: I will make a note of that.

Mr. Logue: Thanks.

Mr. Sample: Again, the original intent was not to fix the local share because we had the funds, if we could get matching funds we could do better things for Erie County.

Ms. Presta: Perry, when did you indicate that Ridge Policy is coming to provide this Board with a presentation?

Mr. Wood: We're looking at a February timeline. What happened last time they came into town, they met with a couple County Council members or they had phone discussions. I think it was unanimous that they would like to see a presentation and participate with the ECGRA Board on it. We said, "Let's do a joint workshop on funds available and see where we can take this thing." The County has priorities that we probably don't know about and vice versa.

Ms. Presta: What's the term of the contract with Ridge Policy Group?

Mr. Wood: It's not like a 12-month contract.

Ms. Presta: So, it's like for services provided?

Mr. Wood: There is an "out" clause.

Mr. Wachter: There is a 30-day out.

Ms. Presta: Thirty-day notice. Thank you.

Mr. Peters: That concludes my Treasurer's Report.

Mr. Sample: Is there any discussion?

Mr. Barney makes a motion to approve the Treasurer's Report. Mr. Logue seconds the motion. Motion carries 7 – 0.

- b. Regional Assets Committee: Mr. Wood: There was no meeting so there is nothing to report.
- c. Strategic Planning Committee: Mr. Paris: There was no meeting so there is nothing to report.
- d. Update from County Council: Mr. Foust is not present.
- e. Update from County Executive's Office: Mr. Lee: Thank you Mr. Chairman. First of all, I would like to welcome our new members to the ECGRA Board. It's good to see the new faces and I look forward to working with you all in this particular aspect as far as being the ex-officio member for County Executive Dahlkemper.

Let me share a few key points and then I'll be done. First of all, at the last meeting I gave an update on the Community College initiative and I hope everybody had the opportunity to read the minutes on that. Just an update, we have an Operations Team that I am leading that consists of representatives from Empower Erie and a few representatives from the County. The main purpose of the Operations Team is to make sure that we facilitate the application that was submitted down to the State Board of Education for the Community College initiative. The State Board of Education provided us a supplementary report as far as additional information needed for the application. We have met, we're working on that. It is a pretty extensive request for supplemental information. Our goal is to have that faxed by February 2nd; we received it January 2nd. I will continue to keep the team here abreast as far as how that application is going.

Secondly, off that subject and on to the Up For The Jobs initiative. The Up For The Jobs initiative is a great initiative, a collaborative of the County working with various organizations like United Way, the Governor's Office, Workforce Development, and the Union

(specifically at GE). The goal is to really market our skilled workforce and try to encourage other companies to consider coming to Erie. In light of, and it wasn't only GE, you can go back to Zurn and Lord, we have a very good skilled workforce here in Erie County. That initiative is coming along well. It started with the investment of the County with \$36,000 for a consultant; the consultant is working with the team to develop the strategy that would market Erie County.

Where we had left off here a month ago was that, in particular, the Strategic Planning Committee was going to come back with some recommendation to see how, if possible, we could expand the scope of services with that particular project as it relates to research. Hopefully at some point we will have some type of discussion as far as where we are in that particular process. This is a very, very important initiative to Erie County.

Lastly, the Summer Jobs program is going really well. I met with Mr. Ben Wilson from GECAC. We provided a report (Perry has a copy of it) that Keystone has done; they have done a report for the last three years. It's a very good report; I would encourage everyone if you haven't read the report to do so. Some of the key take-aways from this particular report was they identified an opportunity for GECAC to be able to improve upon the organization's communications. That is an ongoing process. I met with Ben Wilson and shared with him some of the key areas the County wanted to work on. One of those areas was really homing in on the reach outside the City of Erie. Our goal is to try and do 50% inside the City and 50% outside the City. We're not there. They are helping us work on the strategy to work more towards that. Realistically, 50/50 is very aggressive; we would be happy if we could do 60% inside the City and 40% outside the City. That is a goal that remains a top priority because it is a County program.

In addition, I had wanted them to implement an interview process for the students and they are going to be doing that because we want this to be as close to a real-life experience as possible. The young men and women are students between the ages of 16 – 21; they don't think it's automatic that you just come in and just do the job. We want them to see that it's fashioned like the real world.

The third point in the report that I thought was interesting and worth noting was that some of the students that provided feedback had requested that we consider raising the amount of wages; we pay minimum wage. From my perspective, that will not be happening for several reasons. The main reason is that this is a program where we are attempting to teach real life skills and also allowing the students to know that when you come in and you start, typically you start at the bottom and you have to work your way up. That's one point. Another important point is that they see the link between education and career advancement. Most of these students, about 80%, are in high school. What I have received from the report is that the students understand that they are identifying what they do like and identifying what they don't like and they are taking their classes more seriously when they go back to school. To me, that's what speaks volumes of one of the key aspects of the program.

I will be giving more updates on the program as time goes on but those are the three areas I wanted to cover. Thank you, Mr. Chairman.

Mr. Logue: If I may make a few comments to Mr. Lee. When I was on the Board before, Ms. Dahlkemper understood that there was a (inaudible). You came to this Board and asked and put forth your position at that time. And that was one of the things I was most proud of when I was on this Board that we were the go-to Authority and we helped that and we put that into place. Now, maybe we weren't as functional as we were now, but I think we got that up and running in two to three months and serviced a number of young people. I think I brought this up to Perry during my re-orientation that I think there was only, at that point when I was on the

Board, that there was only about 300 students and there was only one student – for whatever reason – that didn't fulfill their obligation. The way that I understood it, the employers, the students really enjoyed this and I'm looking forward to doing this again.

One of the memos that Perry has placed in our booklet, I'm not going to speak to it at this point, but I think we can really re-energize this program and really keep it going for a long time. The community is hurting and I think there is nothing that solves problems better than jobs; it gives the students self-esteem, the employers like that they are contributing. I kind of like the hutzpah that the students want more money. Not that you want to do that but that's my two cents on that.

Mr. Sample: We have about 14 minutes to finish so let's move on.

REPORT OF THE EXECUTIVE DIRECTOR

Mr. Wood: Thank you, Mr. Chairman. You know I love to go paperless but for a meeting like this where there are so many changes and so many other things going on, that's why there is this manila folder in front of you. Please take that out at this time. You're going to see a couple of standard reports that I provide on a quarterly basis. The first is a Revenue Dashboard. You'll see there that in the third quarter of 2017 we received about \$578,000. There's no way to tell how much of that was from the second quarter because there was one month that we did not receive revenue from the second quarter so we are counting that all in the third quarter since we received it at that time.

You can see that the trend there has been from \$6M in 2008 – 2011, kind of dwindling to \$5.8M and last year culminating at \$5.4M. We are on a slow but incremental decline as far as revenues go. Certainly, with \$1M less going to a land bank, let's estimate that that will be about \$4.5M or somewhere in there. The second chart on that revenue dashboard is what I call the hockey stick chart; that reflects the fact that the majority of revenues come in in the new year. That is what is known as the true-up payment – when the single largest payment of gaming funds comes through to Erie County government.

The second document is the Cumulative Grants Report. I'm not going to belabor this because it's a long document but we like to provide this to the Board. This is every single grant or investment ECGRA has made since 2008. Cumulative in one report; who are the entities, what is the grant category, and what was the amount received.

The third document that you're going to see is a Draft Grant-Making budget broken out into our five impact areas. We haven't passed something like this formally before in the past but I think it's good for discussion purposes to see where we could be heading with the grant-making process. Community Assets, I've included Pilot Projects in that line item as well; we're going to be talking about that today during New Business. Special Events; we're also going to talk about two new programs and I'm going to be brief – I'm going to give you the Draft Guidelines; no decisions need to be made here today. That is what Tom and I are calling the Anchor Building concept; the idea of investing in historic structures and the second is the Renaissance Block program which is a program that is patterned after a very successful program that took place in Jamestown, NY and was pioneered by Pete Lombardi who is the co-author of the Erie Refocused plan. Once again, I'm only going to provide you with Draft guidelines for that today; we can have further discussion in the future before passing that.

You'll see STEM and Summer Jobs as future discussion items placed under Youth & Education. Impact Municipalities – you'll see we are continuing to put 25% aside for contiguous municipalities, not knowing where we're headed with the Settlement. Multi-Municipal – we've parked \$1M for Ignite Erie, that's what we do for small businesses. Then we've parked \$500,000 for the Shaping Tomorrow process which is our collaboration with the Erie Community Foundation.

This is a draft; I want to go ahead and submit it to you for the first time for your review and I would be more than happy to take your feedback on that in the future. We can look at it again in February if you're okay with it.

That being said, let's take a look at the agenda and the business that is in front of us here today. Let me start with the Resolutions. Resolution Number 1 is to enter into an agreement with Mission Main Street. This is a grant program that is five years and running. There is a resolution on the agenda, along with approval, of nine proposals. There were ten proposals that came forward but one of those was determined to be ineligible because they had not completed reporting requirements in the past. The other nine have been reviewed on Foundant.

Mr. Peters: So Perry, they have received money from us in the past and during your audit or Tom's audit of them, realized they didn't do the paperwork and we deemed them ineligible.

Mr. Wood: I think it's worth noting that we tried to communicate with them several times, successfully, letting them know that this would happen and they still did not turn in the paperwork so we've deemed them ineligible. Therefore, nine of the proposals are eligible for funding and have scored well by the Board. There are a couple of unique things to point out in those applications. One of them is that there are several brand-new ones -- one of which is the Sisters of St. Joseph who are interested in helping the Independence Hill area. That is the area on Peach Street around Peach and 26th Streets. That's an old commercial district that is coming back. They are branding themselves as Independence Hill and the Sisters are helping them through that process in establishing themselves as a commercial corridor.

I think it's also worth noting, through Bridgeway Capital, gaming funds have supported the start-up of three new businesses that have located in that commercial district. Dapper Don is one of those, if you saw the media this week, there was some media on Dapper Don. Something else worth noting is that we have entered a fiduciary relationship with Preservation Erie whose key mission is to preserve historic structures. They have said that there are many commercial corridors throughout Erie County that do not have representation through a non-profit and they would like the ability to go in there and work with those folks.

What you're going to see in these applications is a tendency toward façade improvement programs. That's because the National Main Street model says there is a four-point approach to revitalizing a main street:

1. You have to be organized.
2. You have to promote and market the space.
3. You should look at supporting small business, what they call economic restructuring.
4. Design -- what you might think as the built environment.

You're going to see a lot of focus on things like façade improvement, way-finding signage, and the kind of outdoor streetscape environments in these applications.

Ms. Presta: Which of the ten was determined not to be eligible?

Mr. Wood: Lawrence Park Township was ineligible.

Ms. Presta: I didn't see match information for Impact Corry or the Sisters of St. Joseph.

Mr. Wood: That's just a typo. We have secured a match for those.

Moving on to Resolution Number 2 -- to adopt the grant-making process to open up Special Events. This would be the seventh year that we are offering the Special Events Grant category; those guidelines have not changed substantially since the last time that we offered them. Special Events is one of the most popular programs that we have. It is oversubscribed and is a great way for us to impact Erie County because every one of these little counties has some type of signature event, festival, parade, and so on.

Resolution Number 3 – to create Pilot Project guidelines. This is a concept that we wanted to move from our operations budget into our grant-making process. I'm not going to read the whole thing to you – I just want to read the purpose paragraph:

"Pilot projects grants are designed to explore programs, concepts, and potential solutions which address documented problems and deficiencies with the Erie County community. Pilots are funded when they fall outside traditional grant programs and existing ECGRA grant programs. In addition, Pilot projects will be funded when the ECGRA staff and Board deem the idea worthy of a trial period to establish long-term feasibility, to attract additional funding, to refine a program, and to fulfill a need within Erie County. Pilots must fall within one of the following five impact areas: Municipalities, Youth & Education, Quality of Place, Small Business Development, and Neighborhoods & Communities.

"Pilot Project applicants are encouraged to find creative and cooperative ways to operate in the most effective and cost-effective manner possible. Pilot Project Grants will provide vital matching funds to encourage leveraging other funding sources.

"Award limits are at the discretion of the ECGRA Board."

We've kind of budgeted \$150,000 for this Pilot Project concept. We just heard from Mr. Lee that Up For The Job will be coming back to us to potentially be one of those. In talking with Tom and our bandwidth of staff at ECGRA, we think we can handle two to three pilot projects maximum per year, depending on the amount that the Board decides to fund and the complexity of these initiatives. That's Resolution Number 3 and we'll be asking you to vote on that as well.

Next, I just want to say that from a staff standpoint, this is the single largest turnover of Board members in the history of ECGRA. Between this month and February, we have four new Board members. One of the things that I would like to do is pair you up – new Board members with an existing Board member – to make sure that you have a resource beyond the staff to answer questions from a Board-to-Board standpoint. I've asked Mr. Bagnoni to be paired with Mr. DiPaolo, I've asked Mr. Barney to be paired with Ms. Presta, I've asked Mr. Paris to be paired with Mr. Logue (although he does have experience, but just in case), and I've asked Mr. Peters to be paired with Ms. Wyrosdick.

What does this mean? I would like you to maintain some open communication. There is a lot of history, there is a lot of institutional memory from the veteran Board members, they are a great resource, they're a great place to go. You can always come to the staff with questions, especially technical, but sometimes Board members want to interact with another Board member. I would recommend that over the next two to three months that you have coffee with your Board pairing, maybe have some lunch, and just talk about your experience on ECGRA and have that new person ask any questions that they may not be comfortable asking here at a meeting.

Mr. Logue: One question I do have on the agenda, I know we're still working on that, and I asked this before. I think we should have a line item on the agenda for Director's Comments at the end. I know a lot of other Boards do that, Boards that I have been on before; that either at the beginning or at the end that you have Director's Comments. I think that goes in line with what you, Perry, because at some point Directors are going to have questions or comments or whatever. Piece mail. I think it should be a forum for the Director's to talk about something. Maybe just add that on to the February agenda, if possible.

Then, I just want to make – I see that my name was brought up from Councilman Leone. I just want to speak to Mr. Leone and Mr. Lee and ask you to take this back to obviously Mrs. Dahlkemper and to your Council members, in particular Dr. Foust, that the 4th County District, there is questions as to whether it is being represented or not. The way that I read the law is that I'm an Erie County resident; have been for a lot of years. But most importantly, I do have a business, actually have some buildings in the area, and I'm in my office probably a total of 12 hours a day. I probably interact with a lot of 4th District people probably more so on a daily basis, and I'm not being disrespectful here, than other Board members interact with people in their District. I lived in the 4th District for twelve years, actually right next door to my building. I probably, on an average now, spend two nights a week up there in the building next door where I lived; I keep that viable and I sleep there. People come knocking at different hours of the night wanting legal advice, I give it to 'em. So, I'm there.

Mr. Leone, if you could pass that along to Mr. Foust that the District is represented. Mr. Lee, if you could pass that along to Mrs. Dahlkemper that I will (inaudible) the 4th District and represent them and I think I will do a good job. So please, pass it along.

Mr. Wood: Thank you. Just to wrap up my Executive Director's report; there are two documents within the manila folder that I would like you to take a look at and provide mw with any feedback on. We will discuss these again at the February Board Meeting. One is the Renaissance Block program and the idea there is to work with grass-roots organizations, like the Pilot Projects that we have done in Corry, for example. A lot of that has informed us with what we are doing here – working with the Sisters of St. Joseph, working with BEST, working with the Our West Bayfront, the East/West Bayfront plan – a lot of that has informed us as to where this program is headed.

The second is the Anchor Building program, in which we're talking about investing (based upon information found in the County's Heritage report), investing in historic structures across Erie County that serve as kind of an anchor for that commercial district or neighborhood.

Thank you, Mr. Sample. That concludes my report.

SOLICITOR'S REPORT

Mr. Wachter: I said enough earlier.

OLD BUSINESS

Nothing to follow up on.

NEW BUSINESS

- a) Mr. Wood: I wanted to bring to the attention of the Board that we are without a Secretary. A Secretary is important because a Secretary signs ordinances, the Secretary – according to our By-laws – shall attend all meetings of the Authority, record all the votes of the members and all the minutes of the meetings of the Authority and of the Committees of the Authority in a file or files to be kept for that purpose (of course the staff does that at ECGRA, but ceremonially the Secretary does that), will see that notice is given and records and reports are properly kept and filed at the Authority (once again, the staff does that, but ceremonially the Secretary does), and in general should perform all duties incident to the office of Secretary and such duties as may be assigned from time to time by the Authority.

According to the By-laws of the organization, if there is a vacancy of an officer position due to death, resignation, or removal such officer within a reasonable amount of time thereafter be filled by the Authority for the unexpired portion of the term of such office. That's a fancy way to say, "Does anyone want to be Secretary?"

Mr. Logue: I think the By-laws also say that a present officer can also hold more than one position. So, Mr. Peters, Mr. Sample?

Mr. Peters/Mr. Sample: No thank you.

Mr. Wood: I think it also says that the Executive Director can hold the position of Secretary.

Mr. Wachter: The Executive Director can hold the position of Secretary; it does not bind the organization in any way, it doesn't change anything. It's just a verifying insurance that things are correct.

Mr. Logue: April is reorganization month, right?

Mr. Peters: Yes.

Mr. Sample: I would recommend the Executive Director do it until the April meeting and then we will review it at that time.

Mr. Sample makes a motion to approve that recommendation. Mr. Logue seconds the motion. Motion carries 7-0.

Mr. Wood: The second thing, according to our By-laws, is that we do need to amend our By-laws. Section 6.05. "Amendment of By-laws. These by-laws may be amended or repealed, or new by-laws may be adopted, by five (5) affirmative votes of the voting members in office at any regular or special meeting. Such proposed amendment, repeal or new by-laws, or a summary thereof, shall be set forth in any notice of such meeting, whether regular or special." We now have nine Board members instead of seven, so we need to amend the By-laws.

Mr. Wachter: There are other provisions of the By-laws that need to be updated where it indicates the office is at the old address and things of that nature.

Mr. Logue: Probably more important is what we discussed initially during the Finance meeting as far as that option with Perry speaking because in the By-laws we talk about the Settlement Agreement and we'll have to do something about that.

Mr. Wachter: Things do need to be updated. Generally, when a Board would review their By-laws a committee would be appointed. We can help scribe those things for you and provide recommendations, but I think that the Board should come up with the language of how you want to move forward and govern yourselves.

- b) Mr. Wood: Mr. Chairman, I think we are going to punt on the discussion of the Renaissance Block Challenge and Anchor Building projects since we are out of time.

Mr. Peters: Regarding the situation with the By-laws, does action need to be taken today or can the Chairman just call a committee?

Mr. Sample: We'll review it and have it amended by the April meeting.

Mr. Wachter: There is a Notice Provision but if we could have sample language in whatever timeline is, but it is something that we should do.

- c) Mr. Wood: Resolution Number 1, 2018 – Resolution to enter into agreements with the applicants for the 2018 Mission Main Street Grant program. Typically, I read all these Whereases, but I will skip to the meat and potatoes if that is okay with everybody.

Mr. Wachter: Mr. Chairman, before you discuss those, just for the new Board members to be aware, my firm does represent a number of those entities, however as legal counsel, I do not get involved in the policy, I don't review them, I don't receive the applications, I don't even know that they apply. I provide for no legal advice or opinion regarding the sufficiency (other voices cover up what he finishes with).

Ms. Presta: I also have a clarification and want to provide disclosure for the Board that we were unable to set up my electronic access to data in advance so I was unable to run an Internal Conflict search of my Firm. One or more of these entities may be represented so therefore I am going to abstain from that vote out of an abundance of caution. Thank you. (See Conflict of Interest attached).

Mr. Logue makes a motion to approve the Resolution. Mr. Barney seconds the motion. Motion carries 5-0-1 (with Ms. Presta abstaining).

Mr. Wachter: If I may for the practice of this Authority if anyone has abstained in the past, the Ethics Act does require that we file a conflict memorandum with the Secretary for purpose of being attached to the minutes. Ms. Presta, if you're okay with that, I will email you one and if you want to sign it and get it over to Mr. Wood, he can get that added to the minutes. Namely, the conflict memorandum would state that you are abstaining because you are unsure as to whether you are representing any of the entities.

Ms. Presta: That is exactly right and that will not be a problem. Thank you.

Mr. Wood: The Chairman has to excuse himself to the Board Room.

- d) Mr. Wood: Resolution Number 2, 2018 – Resolution to adopt the 2018 Special Events Grant Guidelines for events taking place throughout 2018.

Mr. Logue makes a motion to approve the Resolution. Mr. Barney seconds the motion. Motion carries 6 – 0.

- e) Mr. Wood: Resolution Number 3, 2018 – Resolution to adopt the Pilot Project Grant Guidelines.

Mr. Logue makes a motion to approve the Resolution. Mr. Barney seconds the motion. Motion carries 7-0.

ADJOURNMENT

Mr. Paris moves to adjourn. Mr. Barney seconds the motion.



MEMORANDUM

TO: Perry Wood
Secretary of the Board
Erie County Gaming Revenue Authority

FROM: Lisa Smith Presta, Esq. *LSP*
ECGRA Board Director

DATE: January 18, 2018

RE: Potential Conflict of Interest Disclosure

On this date, the Board of Directors of the Erie County Gaming Revenue Authority was presented with Resolution Number 1, 2018, entitled "*Resolution to Enter into Agreements with Nine (9) Applicants to the Mission Main Street Grant Program.*" My law firm, MacDonald Illig Jones & Britton LLP, may represent one or more of the recipients, but I was not able to confirm this prior to the January 18, 2018 meeting. Accordingly, in an exercise of caution, and in order to avoid any potential conflict of interest, I will abstain from deliberating or voting on Resolution Number 1, 2018.

Please make this memorandum, initialed by me, part of the minutes of the January 18, 2018 meeting per the requirements of the Pennsylvania Public Officials and Employees Ethics Act and in accordance with applicable law.

Thank you.



TO: Erie County Gaming Revenue Authority
FROM: Chuck Peters
DATE: 1/18/2018
RE: ECGRA Lease

It has come to my attention that a concern was recently raised to a member of ECGRA that Altair Real Estate Services (a company that I am managing partner of), manages Knowledge Park, and that ECGRA rents from Knowledge Park and as such there may be a conflict.

I want to address the concern directly and thought that some details may help:

1. ECGRA has been a tenant at Knowledge Park since 3-1-2010.
2. ECGRA's current lease expired on 5-21-2017, placing them in "holdover" status.
3. ECGRA's management attempted to renew the lease with Knowledge Park's prior management company without success.
4. At ECGRA's 8-10-2017 Board meeting, the Executive Director shared with the board that ECGRA's auditor noted that ECGRA was occupying its office without a current lease. He then asked the board to take action on a 1 year extension of the Lease. The board voted to approve the extension 7-0.
5. Altair was awarded management of Knowledge Park on 9-1-2017 after a publicly advertised and competitive bidding process.
6. On 9-5-2017 Altair in house legal counsel began working with any and all tenants that did not have current leases and on or about 9-15-2017 was able to work with ECGRA staff to bring them current in their lease by having them execute an amendment that covered the period 5-22-2017 through 5-21-2018.
7. Since the commencement of Altair's engagement at Knowledge Park on 9-1-2017 and based on how our management fees are calculated Altair has received a total of \$389.80 for management services related to ECGRA's tenancy at the Park. Altair has neither billed for nor received any other fees, dues or commissions related to ECGRA's occupancy at Knowledge Park.

I've been advised by Altair's corporate legal counsel that there was no conflict at the time of my vote in August when the board agreed to extend the lease at Knowledge Park; however, in the interest of transparency and in an effort to eliminate any concern or impression of conflict over my company's involvement at Knowledge Park, I have made arrangements for Altair to refund the fees earned related to ECGRA back to Knowledge Park and have agreed to waive any such fees as long as I am a member of the ECGRA board.

Finally, as has been my practice since joining the board, if I have involvement with an organization that is being considered for funding, I will, as I have always done, recuse myself from deliberation or voting on any such matters. Specifically, should ECGRA have interest in remaining at Knowledge Park at the expiration of their current extension I will recuse myself from any deliberation or voting on the matter.

I do appreciate that the concern was raised so that I could address it directly. Please let me know if you have any questions.





Bridgeway Capital in Erie County

Growing minority-owned businesses.

Bridgeway Capital's lending and technical assistance services support entrepreneurs, create jobs, and spur development in some of Erie County's most challenging communities. Bridgeway makes loans to the people and places disconnected from economic opportunity and prosperity. Since opening an office in Downtown Erie in 2012, Bridgeway has made 64 loans totaling \$10.5 million.

The Erie County Gaming Revenue Authority has invested \$1.1 million in Bridgeway, including \$100,000 for the Erie Urban Entrepreneur program, which helps launch and grow African-American-owned businesses. Bridgeway has made 13 loans to African-American-owned businesses in Erie County totaling more than \$800,000, including the three clients featured below.

CUMULATIVE IMPACT

\$10.5 million
to entrepreneurs in Erie County.

\$1.4 million
to woman-owned businesses.

\$848,367
to African-American owned businesses.

288
jobs created or retained.



"Working with Bridgeway was like working with family."

– Donald Craig Heidelberg, Dapper Don's Styling Lounge

Clients As Catalysts

Dapper Don's Styling Lounge, \$15,000 Loan

Dapper Don's Styling Lounge started with a dream to build a business and a better community. Donald Craig Heidelberg envisioned opening his own barber shop, and needed working capital to make the move. With an Urban Entrepreneur Loan from Bridgeway, Craig launched Dapper Don's. The financing allowed Craig to move his home-based barber business into a vacant storefront along 26th and Peach Street. The business generates new activity, and creates jobs in an underinvested, vital corridor into downtown Erie.

Girl 6 HAIR

“Without the start-up funding and guidance, Girl 6 would still be on paper and not on 14th and Parade.” ▶

– Autumn Hicks, Girl 6 Hair

Girl 6 Hair, \$78,000 Loan

Bridgeway advances client success by combining working capital loans with capacity building guidance.

When Autumn Hicks was turned down by a bank for her start-up beauty supply store, Girl 6, she turned to Bridgeway to help take her business from concept to storefront. A loan from Bridgeway financed inventory, working capital, and leasehold improvements in her 1,000 square foot store on Parade Street in the East Bayfront area. In addition to financing, Bridgeway also helped Ms. Hicks setup her

accounting system and is working with her to create an e-commerce platform, allowing her to accept online orders. As a mother of four young children, a graduate of Mercyhurst University, and a veteran of the Air Force, Autumn exemplifies the strong character Bridgeway seeks in its clients.

Learning Ladder Early Childcare Center, \$150,000 Loan

Bridgeway ignites economic development by helping businesses expand.

Sean and Kenya Johnson, owners of Learning Ladder Early Child Care Center, embody Erie's entrepreneurial spirit and hunger for renewal. When the opportunity arose to buy the building they occupied, Sean and Kenya sought financing to take the next big step. Bridgeway provided Learning Ladder with a Growth Loan to purchase the building and acquire over 12,000 sq. ft. of additional space. The space enables Learning Ladder to care for up to 75 children. By financing Learning Ladder's expansion, Bridgeway is investing in Erie's brighter future.

“I just can't put into words what it feels like to wake up every day knowing that the job I am doing is really making a difference in these children's lives.” ▶

– Sean Johnson, Learning Ladder Early Child Care Center



Erie County Gaming Revenue Authority
Profit & Loss
January 2018

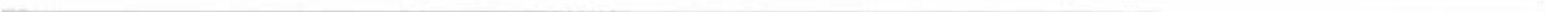
	<u>January</u>	<u>YTD</u>	<u>Budget YTD</u>	<u>2017-18 Budget</u>
Ordinary Income/Expense				
Income		1,005,507.42		
44800 · Gaming Revenue				
46400 · Other Types of Income	7,581.12	66,618.20		
46410 · Interest Income - Savings		11,250.00		
46420 · Interest Income - EDF #1		18,000.00		
46421 · Interest Income - EDF #2		22,916.66		
46422 · Interest Income - BWC		14,890.55		
46424 · Interest Income - Progress Fund	5,000.00	14,890.55		
Total Income	<u>12,581.12</u>	<u>1,139,182.83</u>		
Expense	7,851.55	95,306.77	106,333.30	127,600.00
62100 · Contracted Services	1,470.40	15,432.85	19,658.30	23,590.00
62800 · Facilities & Equipment	507.19	20,939.80	23,541.60	28,250.00
65000 · Office Administration	1,625.82	69,324.40	49,583.30	59,500.00
65100 · Other Types of Expenses	18,930.40	177,100.67	180,166.60	216,200.00
66000 · Payroll Expenses				
Total Expense	<u>30,385.36</u>	<u>378,104.49</u>	<u>379,283.10</u>	<u>455,140.00</u>
Net Ordinary Income	(17,804.24)	761,078.34		
Other Income/Expense				
70000 · Grants / Settlements		150,518.00		
70030 · Community Assets		106,653.16		
70050 · Municipal Settlements		19,500.00		
70060 · Human Services		171,014.05		
70070 · Special Events		238,350.00		
70090 · Multi-Municipal Collaboration		130,000.00		
70100 · Mission Main Street	130,000.00	130,000.00		
70120 · Summer Jobs Program	9,200.25	150,000.00		
70130 · Small Business Financing				
70136 · Ignite Erie Industry + University		250,000.00		
70150 · Shaping Tomorrow		15,000.00		
70153 · Community College		25,000.00		
70157 · Innovation District				
Total 70000 · Grants / Settlements	<u>139,200.25</u>	<u>1,256,035.21</u>		
Net Other Income	(139,200.25)	(1,256,035.21)		
Net Income	<u>(157,004.49)</u>	<u>(494,956.87)</u>		

C



Erie County Gaming Revenue Authority
Balance Sheet
As of January 31, 2018

	January
ASSETS	
Current Assets	
Checking/Savings	
10000 · ErieBank - Checking	121,813.53
10100 · ErieBank - Savings	
10100 · ErieBank - Savings - Other	8,079,715.60
10101 · Committed Funds	2,323,883.00
10102 · Restricted Funds	1,005,507.42
Total 10100 · ErieBank - Savings	11,409,106.02
Total Checking/Savings	11,530,919.55
Other Current Assets	
12000 · Notes Receivable	
12001 · Note Receivable - EDF #1	500,000.00
12002 · Note Receivable - EDF #2	800,000.00
12003 · Note Receivable - CIBA	18,846.25
12004 · Note Receivable - BWC	1,000,000.00
12005 · Note Receivable - Progress	1,000,000.00
12010 · Note Receivable - 1855 Capital	500,000.00
Total 12000 · Notes Receivable	3,818,846.25
14500 · Prepaid Insurance	3,598.65
Total Other Current Assets	3,822,444.90
Total Current Assets	15,353,364.45
 TOTAL ASSETS	 15,353,364.45
 LIABILITIES & EQUITY	
Equity	
30000 · Opening Balance Equity	2,927,064.18
32000 · Unrestricted Net Assets	12,921,257.14
Net Income	(494,956.87)
Total Equity	15,353,364.45
 TOTAL LIABILITIES & EQUITY	 15,353,364.45



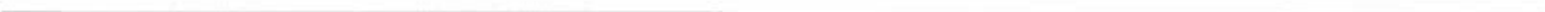
Erie County Gaming Revenue Authority
Statement of Cash Flows
January 2018

	<u>January</u>
OPERATING ACTIVITIES	
Net Income	(157,004.49)
Adjustments to reconcile Net Income to net cash provided by operations:	
14500 · Prepaid Insurance	<u>(2,786.00)</u>
 Net cash provided by Operating Activities	 <u>(159,790.49)</u>
 Net cash increase for period	 (159,790.49)
Cash at beginning of period	<u>11,690,710.04</u>
 Cash at end of period	 <u><u>11,530,919.55</u></u>



Erie County Gaming Revenue Authority
Budget vs. Actual
January 2018

Expense	January	YTD	Budget	Over/(Under) Budget	% of Budget
62100 · Contracted Services					
62110 · Accounting Fees	0.00	6,534.00	6,500.00	34.00	100.52%
62120 · Government Relations Services	4,000.00	36,641.22	50,000.00	(13,358.78)	73.28%
62130 · Professional Services	0.00	23,008.40	36,000.00	(12,991.60)	63.91%
62140 · Legal Services	2,753.50	25,054.80	30,000.00	(4,945.20)	83.52%
62145 · Website Design	975.00	2,979.75	4,000.00	(1,020.25)	74.49%
62150 · Payroll Services	123.05	1,088.60	1,100.00	(11.40)	98.96%
Total 62100 · Contracted Services	7,851.55	95,306.77	127,600.00	(32,293.23)	74.69%
62800 · Facilities & Equipment					
62840 · Office Equipment	0.00	1,564.16	5,000.00	(3,435.84)	31.28%
62850 · Janitorial Services	0.00	1,089.60	590.00	499.60	184.68%
62890 · Rent	1,470.40	12,779.09	18,000.00	(5,220.91)	70.99%
Total 62800 · Facilities & Equipment	1,470.40	15,432.85	23,590.00	(8,157.15)	65.42%
65000 · Office Administration					
65010 · Books, Subscriptions, Dues	5.96	2,986.59	5,000.00	(2,013.41)	59.73%
65020 · Postage	15.99	602.83	600.00	2.83	100.47%
65030 · Printing	0.00	695.00	1,250.00	(555.00)	55.60%
65040 · Office Supplies	25.28	1,540.09	2,800.00	(1,259.91)	55.00%
65050 · Cell Phone	0.00	1,327.33	2,200.00	(872.67)	60.33%
65060 · Copier Lease	182.00	1,670.00	2,100.00	(430.00)	79.52%
65070 · Copier Printing Costs	151.26	2,237.13	3,500.00	(1,262.87)	63.92%
65080 · Bank Fees	(113.96)	56.98	50.00	6.98	113.96%
65085 · Professional Development	0.00	6,322.00	5,000.00	1,322.00	126.44%
65090 · Meeting Expenses	240.66	3,335.37	5,500.00	(2,164.63)	60.64%
65095 · Miscellaneous Expense	0.00	166.48	250.00	(83.52)	66.59%
Total 65000 · Office Administration	507.19	20,939.80	28,250.00	(7,310.20)	74.12%
65100 · Other Types of Expenses					
65105 · Outreach	35.00	8,530.95	12,000.00	(3,469.05)	71.09%
65110 · Advertising	166.90	7,630.02	12,000.00	(4,369.98)	63.58%
65115 · Phone/IT/Fax	1,420.92	12,814.48	18,000.00	(5,185.52)	71.19%
65120 · Insurance	0.00	7,313.94	9,500.00	(2,186.06)	76.99%
65130 · Grant Management Software	0.00	9,200.00	0.00	9,200.00	0.00%
65150 · Travel	3.00	3,990.67	8,000.00	(4,009.33)	49.88%
65160 · Special Projects	0.00	19,844.34	0.00	19,844.34	0.00%
Total 65100 · Other Types of Expenses	1,625.82	69,324.40	59,500.00	9,824.40	116.51%
66000 · Payroll Expenses					
66005 · Salaries & Wages	16,267.65	157,780.47	194,000.00	(36,219.53)	81.33%
66010 · FITW Tax	1,254.28	12,573.93	14,400.00	(1,826.07)	87.32%
66015 · FUTA Tax	79.08	121.07	150.00	(28.93)	80.71%
66020 · PASUI Tax	824.89	1,402.90	2,000.00	(597.10)	70.15%
66500 · Retirement	504.50	5,222.30	5,650.00	(427.70)	92.43%
Total 66000 · Payroll Expenses	18,930.40	177,100.67	216,200.00	(39,099.33)	81.92%
Total Expense	30,385.36	378,104.49	455,140.00	(77,035.51)	83.07%



Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of January 31, 2018

	<u>December</u>	<u>YTD</u>	<u>Totals/Subtotals</u>
Uncommitted Funds	8,229,735.60		
Committed Funds	2,323,883.00		
2017 Restricted Funds:			
First Quarter Gaming Revenue		254,570.93	
Second Quarter Gaming Revenue		172,041.71	
Third Quarter Gaming Revenue		578,894.78	
Fourth Quarter Gaming Revenue		0.00	1,005,507.42
Disbursements:			
First Quarter Disbursements		742,533.78	
Second Quarter Disbursements		341,044.86	
Third Quarter Disbursements		508,283.32	
Fourth Quarter Disbursements	139,200.25	139,200.25	1,731,062.21

Disbursements Detail

Grants/Settlements

Community Assets

Albion Area Fair, Inc.	6,096.00	
AmeriMarsala	9,180.00	
Community Access Television	9,039.00	
Corry Area Historical Society	9,530.00	
Edinboro Arts & Music Fest	8,199.00	
Erie Contemporary Ballet Theatre	5,886.00	
Erie PAL	10,791.00	
Erie Yesterday	8,064.00	
Fort LeBoeuf Historical Society	8,797.00	
Gannon University	8,829.00	
Greater Erie Alliance for Equality	3,474.00	
Humane Society of NWPA	5,326.00	
Lake Erie Fanfare, Inc.	7,988.00	
Martin Luther King Center	9,320.00	
North East Little League	6,105.00	
PACA	10,161.00	
Union City Area School Dist. Foundation	10,091.00	
Waterford Community Fair Association	5,466.00	
Wesleyville Area Museum	1,654.00	
Woman's Club of Erie	6,522.00	150,518.00

Human Services

All God's Children Ministries	2,500.00	
Community Resources for Independence	7,500.00	
Mission Empower	3,500.00	
Sisters of Mercy	6,000.00	19,500.00

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of January 31, 2018

Special Events	<u>December</u>	<u>YTD</u>	<u>Totals/Subtotals</u>
Albion Area Fair, Inc.		1,397.40	
Asbury Woods Partnership, Inc.		923.10	
Bayfront NATO, Inc.		3,697.50	
Borough of Union City		1,804.55	
Borough of Wesleyville		4,307.80	
CAFÉ		487.90	
Crime Victim Center of Erie County, Inc.		5,959.35	
Downtown North East		2,696.20	
Dr. Gertrude A. Barber Foundations		11,290.55	
Downtown Edinboro Art & Music Festival		536.35	
Edinboro Highland Games		14,875.00	
Erie Art & Music Festival		13,110.40	
Erie Asian Pacific American Association		2,489.65	
Erie Contemporary Ballet Theatre		563.55	
Erie Downtown Partnership		765.00	
Erie Drum Corps Association		871.25	
Erie Homes for Children & Adults		2,346.00	
Erie Lions Club Save an Eye Game		992.80	
Erie Regional Chamber & Growth Partnership		4,165.00	
Film Society of NW PA		908.65	
Goodell Gardens & Homestead		5,363.50	
Harborcreek Township		1,909.10	
Holy Trinity Roman Catholic Church		18,494.30	
Jefferson Educational Society		1,916.75	
Lake Erie Arboretum At Frontier		5,057.50	
Lake Erie Ballet		566.10	
Lake Erie Fanfare, Inc.		7,092.40	
Mercy Center for Women		20,839.45	
The Nonprofit Partnership		1,375.30	
North East Community Fair Association		3,202.80	
Presque Isle Partnership		3,791.00	
Roar on the Shore		4,817.80	
SafeNet		2,550.00	
Saint Patrick's Church		2,135.20	
Sister's of St. Joseph Neighborhood Network		4,037.50	
Union City Pride		1,065.05	
WQLN Public Media		2,454.80	
Waterford Community Fair Association		4,247.45	
Wattsburg Agricultural Society		2,310.30	
YMCA of Greater Erie		2,125.00	
Young Artists Debut Orchestra		854.25	
Youth Leadership Institute of Erie		620.50	
		<u>620.50</u>	<u>171,014.05</u>

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of January 31, 2018

	<u>January</u>	<u>YTD</u>	<u>Totals/Subtotals</u>
Municipalities			
Multi-Municipal Collaboration			
Erie Area Council of Governments		100,000.00	
Jefferson Educational Society		97,000.00	
Girard Township		16,350.00	
Redevelopment Authority - City of Corry		25,000.00	238,350.00
Municipal Settlements			
Erie County		11,731.85	
Greene Township		11,731.85	
McKean Township		11,731.85	
Millcreek Township		11,731.85	
Summit Township		47,993.91	
Waterford Township		11,731.85	106,653.16
Neighborhoods & Communities			
Borough of Edinboro	15,000.00	15,000.00	
Borough of Girard	15,000.00	15,000.00	
Borough of Union City	15,000.00	15,000.00	
Downtown North East, Inc.	15,000.00	15,000.00	
Erie Downtown Partnership	15,000.00	15,000.00	
Impact Corry	15,000.00	15,000.00	
Preservation Erie	15,000.00	15,000.00	
SSJ Neighborhood Network	10,000.00	10,000.00	
Union City Pride	15,000.00	15,000.00	130,000.00
Small Business Financing			
1855 Capital Partners, Inc.		500,000.00	
The Progress Fund		1,000,000.00	
Ignite Erie Industry + University; Penn State Erie - The Behrend College		250,000.00	1,750,000.00
Youth & Education			
Empower Erie - Community College		15,000.00	
Mercyhurst University - Innovation District		25,000.00	
GECAC - Summer Jobs Program	9,200.25	150,000.00	190,000.00
Total Funds Disbursements	139,200.25	2,756,035.21	2,756,035.21

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of January 31, 2018

Committed Funds:	<u>January</u>	<u>Amount Remaining</u>	<u>Original Commitment</u>
GECAC - Summer Jobs Program	9,200.25	0.00	150,000.00
Penn State, The Behrend College - Ignite Erie		250,000.00	750,000.00
PennVenture Partners		1,000,000.00	1,000,000.00
Shaping Tomorrow			
Empower Erie - Community College		370,000.00	400,000.00
Erie's Public Schools - Tech After Hours		133,333.00	200,000.00
Erie's Public Schools - Community Schools		75,000.00	150,000.00
Gannon University - Go College		31,250.00	125,000.00
Gannon University - East-West Bayfront Plan		14,300.00	50,000.00
Mercyhurst University - Innovation District		350,000.00	400,000.00
Primary Health Network - School Based Health Center		100,000.00	100,000.00
Total Committed Funds	<u><u>9,200.25</u></u>	<u><u>2,323,883.00</u></u>	<u><u>3,325,000.00</u></u>

Erie County Gaming Revenue Authority
Check Detail Report
 January 2018

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
01/04/2018	2287	Great America Financial Services	January 2018 Copier Lease	-332.00
01/04/2018	2288	Greater Erie Community Action Committee	Summer Jobs	-532.24
01/04/2018	2289	Velocity Network, Inc.	Phone/IT/Fax	-811.02
01/05/2018	2290	Epic Web Studios	Financial Disclosures Addition	-975.00
01/09/2018	2291	Erie Times News	2018 Publication of Meeting Dates	-166.90
01/10/2018	EFT	ECCA, Inc.	12/23/17 to 01/05/2018 Payroll	-10,512.82
01/10/2018	EFT	Fidelity Investments	12/23/17 to 01/05/18 Retirement	-440.14
01/12/2018	2292	Penn State University	2018 January Rent	-1,470.40
01/12/2018	2293	Ridge Policy Group	Government Relations	-4,000.00
01/22/2018	2294	Borough of Edinboro	2018 Mission Main Street Grant	-15,000.00
01/22/2018	2295	Borough of Girard	2018 Mission Main Street Grant	-15,000.00
01/22/2018	2296	Borough of Union City	2018 Mission Main Street Grant	-15,000.00
01/22/2018	2297	Downtown North East, Inc.	2018 Mission Main Street Grant	-15,000.00
01/22/2018	2298	Erie Downtown Partnership	2018 Mission Main Street Grant	-15,000.00
01/22/2018	2299	Impact Corry	2018 Mission Main Street Grant	-15,000.00
01/22/2018	2300	Preservation Erie	2018 Mission Main Street Grant	-15,000.00
01/22/2018	2301	SSJ Neighborhood Network	2018 Mission Main Street Grant	-10,000.00
01/22/2018	2302	Union City Pride	2018 Mission Main Street Grant	-15,000.00
01/22/2018	2303	Erie Insurance	2018 Prepaid Insurance	-2,786.00
01/24/2018	2304	K&A Engraving / K&A Tool Co. Inc.	Laquer Plaque	-35.00
01/25/2018	EFT	ECCA, Inc.	01/06/2018 to 01/19/2018 Payroll	-7,659.90
01/25/2018	EFT	Fidelity Investments	01/06/2018 to 01/19/2018 Retirement	-440.59
01/26/2018	EFT	VISA	December 2017 Visa - Tammi	-530.96
01/26/2018	EFT	VISA	December 2017 Visa - Perry	-3,124.59
01/29/2018	2305	Greater Erie Community Action Committee	2017 Summer Jobs - Final Payment	-8,688.01





E·C·G·R·A
ERIE COUNTY GAMING REVENUE AUTHORITY

**EXECUTIVE
DIRECTOR'S
REPORT**

FOR

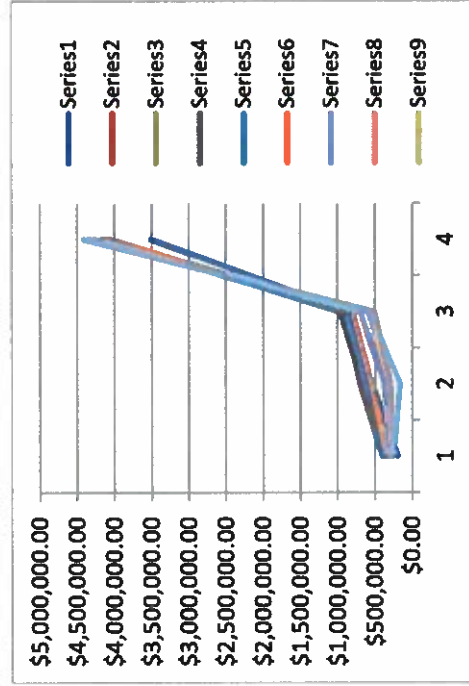
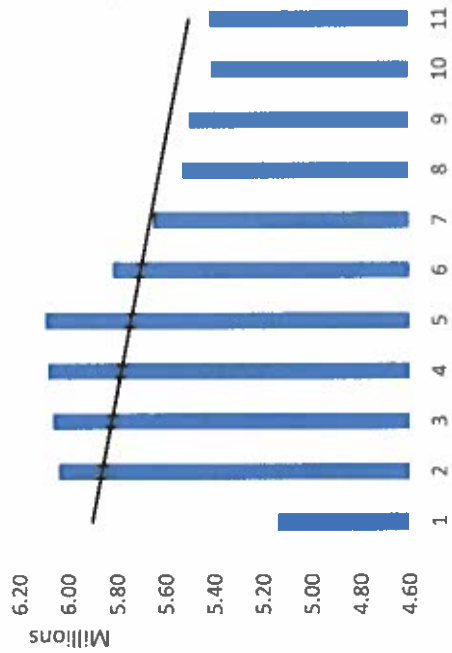
FEBRUARY 2018



**Revenue Dashboard
by Quarter
2007 - 2017 YTD**



Year	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
2007	201,418.07	562,082.72	867,508.44	3,507,952.54	5,138,961.77
2008	366,211.37	672,936.98	941,125.00	4,063,561.53	6,043,834.88
2009	407,507.87	701,525.21	898,525.69	4,060,932.24	6,068,491.01
2010	385,476.85	665,559.96	962,909.94	4,073,449.24	6,087,395.99
2011	393,440.61	636,302.96	903,421.25	4,166,222.13	6,099,386.95
2012	356,241.99	554,752.50	794,443.73	4,114,583.35	5,820,021.57
2013	318,869.71	374,557.04	701,478.54	4,261,932.00	5,656,837.29
2014	281,934.65	315,628.24	584,126.03	4,350,692.65	5,532,381.57
2015	264,934.67	308,566.19	541,749.43	4,390,710.21	5,505,960.50
2016	271,003.84	300,719.61	507,757.83	4,332,642.04	5,412,123.32
2017	254,570.93	172,041.71	578,894.78	4,412,495.64	5,418,003.06
2007 - 2017 YTD	3,501,610.56	5,264,673.12	8,281,940.66	45,735,173.57	62,783,397.91







December 20, 2017

James Sparber
Finance Director
Erie County Courthouse
140 W 6th Street, Room 111
Erie, PA 16501-1011

Dear Mr. Sparber:

In accordance with the Pennsylvania Race Horse Development and Gaming Act of 2004, as amended, (the Act) the Department is required to distribute quarterly the Local Share Assessment collected from slot machines to the municipalities in which a licensed gaming entity is located. The distribution is based on the amount of money collected.

An ACH payment for the LSA from May 27, 2017 - September 30, 2017 in the amount of \$1,157,789.56 should be deposited in your bank account within 3 - 5 business days. Any reductions to the Gross Terminal Revenue (GTR) for promotional items is the result of the Gaming Bulletin 2015-01 and the Pennsylvania Supreme Court's April 28, 2014 decision in Greenwood Gaming and Entertainment Incorporated v. Commonwealth of Pennsylvania, Department of Revenue (90 A.3d 699 (Pa. 2014)).

If you have any questions, please contact me at 717-772-4372.

Sincerely,

A handwritten signature in black ink that reads 'Shawn Barnes'.

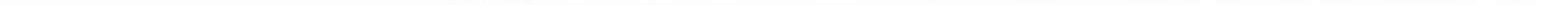
Shawn Barnes, Director
Bureau of Fiscal Management

Receipt

067-021010-042100 578,894.78
067-021050-042100 578,894.78

Gaming Office

1147 Strawberry Square | Harrisburg, PA 17128 | 717.787.8737 | 717.787.8738 | www.revenue.state.pa.us



Perry Wood

From: Pasquale, Sue Ellen <SPasquale@eriecountypa.gov>
Sent: Tuesday, February 06, 2018 3:11 PM
To: Perry Wood
Subject: 4th quarter 2017 distribution

Dear Perry:

Per our telephone conversation this afternoon, the Finance Department reviewed the new gaming law with the County Solicitor, Marcy Haller. The County Solicitor stated that the land bank allocation starts 1/1/18. Therefore the 4th quarter allocation will be allocated 50% County and 50% ECGRA. Tomorrow, 2/7/18 we will wire transfer the sum of \$4,412,495.64.

Let me know if you have any questions.

Thank you,
Sue Ellen

Sue Ellen Pasquale
Manager of Accounting
County of Erie
140 West 6th Street
Suite 505
Erie PA 16501
Phone: 814 451-6376
Fax: 814 451-6454

Email: spasquale@eriecountypa.gov





January 30, 2018

James Sparber
Finance Director
Erie County Courthouse
140 W 6th Street, Room 111
Erie, PA 16501-1011

Dear Mr. Sparber:

In accordance with the Pennsylvania Race Horse Development and Gaming Act of 2004, as amended, (the Act) the Department is required to distribute quarterly the Local Share Assessment collected to the municipalities in which a licensed gaming entity is located. The distribution is based on the amount of money collected.

An ACH for the fourth quarter of 2017 payment in the amount of \$8,824,991.29 should be deposited in your bank account within 3 - 5 business days. Any reductions to the Gross Terminal Revenue (GTR) for promotional items is the result of the Gaming Bulletin 2015-01 and the Pennsylvania Supreme Court's April 28, 2014 decision in Greenwood Gaming and Entertainment Incorporated v. Commonwealth of Pennsylvania, Department of Revenue (90 A.3d 699 (Pa. 2014)).

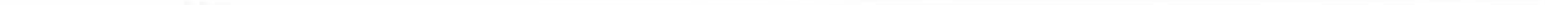
If you have any questions, please contact me at 717-772-4372.

Sincerely,

A handwritten signature in black ink that reads 'Shawn Barnes'.

Shawn Barnes, Director
Bureau of Fiscal Management

4,412,495.69



Memo

TO:  Kathy Dahlkemper, County Executive

FROM:  Carl Anderson, III

DATE: January 3, 2018

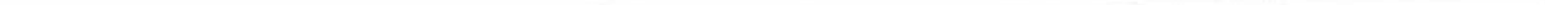
RE: Erie County Gaming Revenue Authority

This is to convey my appointment of Attorney Anthony Logue to the Erie County Gaming Revenue Authority, for a five-year term ending December 31, 2022.

He is replacing David Yaple whose term expired December 31, 2017.

Thank you for your consideration.

cc: County Council





COUNTY OF ERIE

OFFICE OF COUNTY EXECUTIVE

Kathy Dahlkemper
COUNTY EXECUTIVE

MEMORANDUM

TO: Perry Wood, executive director, ECGRA

FROM: Kristin Bowers, Office of the County Executive

DATE: January 10, 2018

RE: ECGRA board appointment

Enclosed please find paperwork regarding the appointments of Mr. Tony Logue, representing County Council's 4th District, and Katherine Wyrosdick and Lisa Smith Presta, representing the County Executive's appointments to the ECGRA board. These terms will expire December 31, 2022.

Thank you.



COUNTY OF ERIE

OFFICE OF COUNTY EXECUTIVE

Kathy Dahlkemper
COUNTY EXECUTIVE

MEMORANDUM

TO: Members of Erie County Council

FROM:  Kathy Dahlkemper,
County Executive

DATE: January 3, 2018

RE: Erie County Gaming Revenue Authority

Upon the recommendation of County Councilman Carl Anderson III, I hereby convey notice of my appointment of Mr. Anthony Logue to a four-year term on the Erie County Gaming Revenue Authority, replacing Mr. David Yapple, whose term expired December 31, 2017.

This term will expire December 31, 2022.

Thank you.

cc: Douglas Smith, Clerk
Perry Wood, executive director, Erie County Gaming Revenue Authority
File




COUNTY OF ERIE

OFFICE OF COUNTY EXECUTIVE

Kathy Dahlkemper
COUNTY EXECUTIVE

MEMORANDUM

TO: Members of Erie County Council

FROM:  Kathy Dahlkemper,
County Executive

DATE: January 3, 2018

RE: Erie County Gaming Revenue Authority

As County Executive, I hereby convey notice of my appointment of Ms. Katherine Wyrosdick, of 1023 W. Sixth St., Erie, PA 16507, to a five-year term on the Erie County Gaming Revenue Authority. This represents a new appointment, with a term expiring December 31, 2022.

This appointment would be effective January 20, 2018, after Ms. Wyrosdick's employment with the County of Erie comes to an end.

Thank you.

cc: Douglas Smith, Clerk
Perry Wood, executive director, Erie County Gaming Revenue Authority
File



COUNTY OF ERIE

OFFICE OF COUNTY EXECUTIVE

Kathy Dahlkemper
COUNTY EXECUTIVE

MEMORANDUM

TO: Perry Wood, executive director, ECGRA

FROM: Kristin Bowers, Office of the County Executive

DATE: January 10, 2018

RE: ECGRA board appointment

Enclosed please find paperwork regarding the appointments of Mr. Tony Logue, representing County Council's 4th District, and Katherine Wyrosdick and Lisa Smith Presta, representing the County Executive's appointments to the ECGRA board. These terms will expire December 31, 2022.

Thank you.



COUNTY OF ERIE

OFFICE OF COUNTY EXECUTIVE

Kathy Dahlkemper
COUNTY EXECUTIVE

January 10, 2018

Ms. Katherine Wyrosdick
1023 W. Sixth St.
Erie, PA 16507


Dear Ms. Wyrosdick

Thank you for your willingness to serve on the Erie County Gaming Revenue Authority. Upon my recommendation, your appointment to the board was approved by Erie County Council on January 9, 2018. This term, which will take effect January 20, 2018, will expire on December 31, 2022.

The County of Erie congratulates you and extends its appreciation for your willingness to serve. Please accept my gratitude and high regard for the time and service you provide.

Sincerely,


Kathy Dahlkemper

cc: Douglas Smith, Clerk
Perry Wood, executive director, Erie County Gaming Revenue Authority
File





COUNTY OF ERIE

OFFICE OF COUNTY EXECUTIVE

Kathy Dahlkemper
COUNTY EXECUTIVE

MEMORANDUM

TO: Members of Erie County Council

FROM: Kathy Dahlkemper, 
County Executive

DATE: January 4, 2018

RE: Erie County Gaming Revenue Authority

As County Executive, I hereby convey notice of my appointment of Ms. Lisa Smith Presta to a five-year term on the Erie County Gaming Revenue Authority.

This represents a new appointment, with a term expiring December 31, 2022.

Thank you.

cc: Douglas Smith, Clerk
Perry Wood, executive director, Erie County Gaming Revenue Authority
File



COUNTY OF ERIE

OFFICE OF COUNTY EXECUTIVE

Kathy Dahlkemper
COUNTY EXECUTIVE

MEMORANDUM

TO: Perry Wood, executive director, ECGRA

FROM: Kristin Bowers, Office of the County Executive

DATE: January 10, 2018

RE: ECGRA board appointment

Enclosed please find paperwork regarding the appointments of Mr. Tony Logue, representing County Council's 4th District, and Katherine Wyrosdick and Lisa Smith Presta, representing the County Executive's appointments to the ECGRA board. These terms will expire December 31, 2022.

Thank you.



COUNTY OF ERIE

OFFICE OF COUNTY EXECUTIVE

Kathy Dahlkemper
COUNTY EXECUTIVE

January 10, 2018

Ms. Lisa Smith Presta
100 State St.
#700
Erie, PA 16507

Lisa
Dear Ms. Presta,

Thank you for your willingness to serve on the Erie County Gaming Revenue Authority. Upon my recommendation, your appointment to the board was approved by Erie County Council on January 9, 2018. This term will expire on December 31, 2022.

The County of Erie congratulates you and extends its appreciation for your willingness to serve. Please accept my gratitude and high regard for the time and service you provide.

Sincerely,

Kathy
Kathy Dahlkemper

cc: Douglas Smith, Clerk
Perry Wood, executive director, Erie County Gaming Revenue Authority
File





Brian J. Polito, CPA
Superintendent of Schools

Bea Habursky
Assistant Superintendent

Board of School Directors

Frank Petrungrar, Jr.
President
John C. Harkins
Vice President
Linda Aleksandrowicz
Robert S. Casillo
Robbie Fabrizi
Darlene Feeney
Angela McNair
Mary Frances Schenley
Thomas A. Spagel
Tyler Titus

Angela G. Jones
Secretary

January 24, 2018

Dear Mr. Wood,

As I hope you know, our district is embarking on a comprehensive 5-year strategic planning process to guide and improve our critical work of educating Erie's students. The planning process will begin in February 2018 and will be completed by June 2018, in time for implementation during the 2018-2019 school year. Importantly, the strategic planning exercise offers the *entire Erie community* an opportunity to articulate our collective vision, goals, and roadmap for Erie's Public Schools. It is our way of mobilizing the **diverse voices** of Erie stakeholders around a **unified direction** for our school system.

Alignment to community initiatives is vital to the strategic planning process. To that end, we are convening an **Alignment Team** made up of key community leaders to provide input during the development of our Strategic Plan. **This team will meet from 7:30 a.m. to 8:15 a.m. on the following dates: Friday, February 23; Tuesday, March 13; and Tuesday, April 3.**

We are grateful to Gannon University for agreeing to host these meetings in the Yehl Ballroom of the University's Waldron Campus Center (124 West 7th Street). Performance Fact, Inc. – an organization with extensive experience in strategic planning and community engagement – will facilitate the sessions. Please see the attached document for additional information about the Alignment Team and the planning process in general.

Your participation in these meetings is essential to developing a strategic plan that reflects our collective hopes and dreams for a stronger, thriving school system. We look forward to hearing your perspective and the diverse viewpoints of others, so that Erie's Public Schools will **move forward as one** towards accelerated learning, growth, and success for all students.

We hope you will join us! Please contact Terry Yeager at 874-6002 or tyeager@eriesd.org RSVP by February 16 to confirm your willingness and availability to serve on the Alignment Team. Thank you for your continued support of Erie's Public Schools and the 11,000 students we serve.

Sincerely,

Brian J. Polito
Superintendent of Schools

Erie's Public Schools
148 West 21st Street
Erie, PA 16502-2834
P: 814.874.6000
F: 814.874.6049
www.eriesd.org

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PERFORMANCE *fact*, INC.

Developing leaders. Transforming Practices. Inspiring Results.

Moving Forward as One!™ Strategic Planning Process

A primary purpose of planning is to facilitate unity of purpose, or alignment. Alignment is the process of reaching mutual understanding about common goals. It gives shared meaning to the work of the school or school district, thereby enabling successful accomplishment of the goals of the organization.

To be effective, the alignment process must proactively seek out and embrace the diverse voices of the organization's diverse stakeholders. If we want all stakeholders to be committed to and be meaningfully engaged in the implementation of the plan, it is wise to involve each stakeholder in the development of the plan itself.

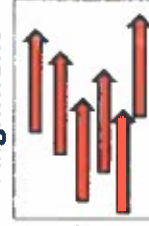
Strategic School Improvement Planning

Why Plan?

Misalignment



Alignment



Alignment: getting people, process, program and structure on the same page, going in the same direction.

Strategic School Improvement Planning

Phases of the Strategic Planning Process

- 1 "Is everyone ready to go?" (Community mobilization)
- 2 "Where are we now?" (Assessment of current state)
- 3 "Where are we going next?" (Core purpose, goals, measures)
- 4 "Is everyone still with us?" (Stakeholder "reality check")
- 5 "How are we going to get there?" (Building blocks: practices, strategies, structures)
- 6 "Have we aligned resources with the Plan?" (Allocation of people, time, \$)
- 7 "Do we have the support of our leaders and policymakers?" (Formal approval)

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1-800-345-2626

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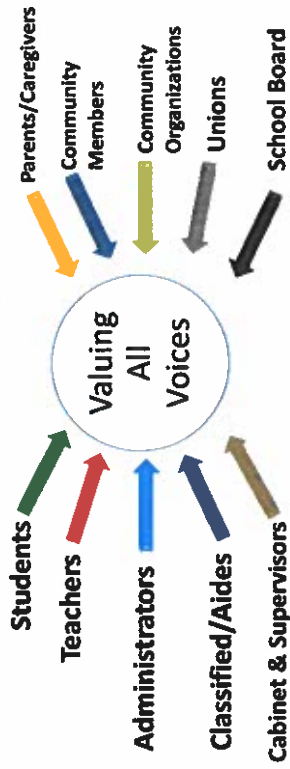


EMBRACING VOICES OF DIVERSE STAKEHOLDERS

MOVING FORWARD AS ONE! – Performance Fact’s strategic planning process – utilizes a series of stakeholder-teams to guide clients through the development of a strategic alignment plan that embraces each community’s diverse voices.

Strategic School Improvement Planning

Embracing Diverse Voices & Perspectives



Meaningful Engagement strengthens understanding, appreciation and commitment!

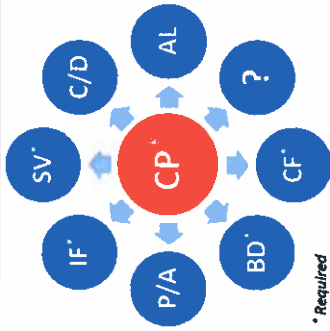
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HELPING CLIENTS MOVE FORWARD



Embracing Diverse Voices & Perspectives

"Reality Check" Teams & Listening Sessions ...

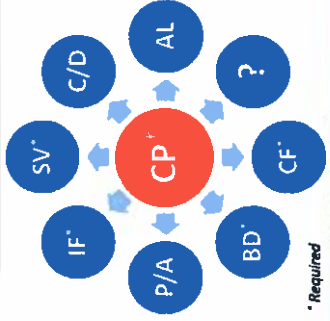


- SV = Student Voice Team
- IF = Instructional Focus Team
- C/D = Campus/Department Team
- P/A = Principals/Administrators Team
- AL = Alignment Team
- BD = Board Review Team
- CF = Community Forums

* Required

Embracing Diverse Voices & Perspectives

"Reality Check" Teams & Listening Sessions ...



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DIVERSE PERSPECTIVES → UNIFIED DIRECTION

Core Planning Team (CP) consists of a cross-section of all stakeholders, including students whenever possible. Because the team includes internal and external stakeholders, it takes the lead in setting the broad direction for the plan, including the Goals, Measures and Benchmarks of Student Success as well as the "Four Pillars" (or building blocks) of educational practices, programs and structures. This team can have 20-150 members, as appropriate.

Student Voice Team (SV) consists of 30-100+ students who represent the diversity among all students (e.g., demographic, academic, attitudinal, dropouts, graduates, etc.). The team serves as the direct voice of the entire student body. Some of the students on this team may also serve on the Core Planning Team.

Instructional Focus Team (IF) takes the lead in identifying the professional practices that will enhance instructional effectiveness. The team consists of at least one teacher from each school, all (or representative sampling) of principals and other school administrators, and district-level teaching-&-learning coaches, facilitators, support staff, etc.

Principals/Administrators Team (P/A) provides school and district-level administrators an avenue for staying abreast of and guiding the work of the other groups, particularly since these school and district leaders will be directly responsible for overseeing the implementation of the plan.

Alignment Team (AL) consists of key decision-makers or opinion shapers from the key institutions within the community (e.g., school system, parent & community leaders, union, business/higher education, community-based organizations or CBOs, governmental entities, faith-based groups, etc.). The team size, membership, scope of involvement, or formal vs. informal structure depends on the local context and need.

Community Forum (CF) provides every resident an opportunity to participate in and influence the direction of the strategic plan prior to its completion and formal adoption by the Board. Community Forums are "reality check" sessions that are held at multiple times and in multiple locations throughout the community. The insights from the Community Forums are shared with the Core Planning Team for integration into the strategic plan, as appropriate.

Campus/Department "Reality Check" (C/D) offers all district employees – at the school site or in district support position – an opportunity to provide input and feedback prior to the formal adoption of the plan. The structure of the "reality check" is flexible, as long as all staff (or groups broadly representative of all staff) have a chance to voice their perspective. Those perspectives are presented to the Core Planning Team for integration into the formal plan, as appropriate.

Board Review Team (BD) ensures that the school Board is continually kept abreast of the progress of the strategic planning process. The updating process could be via formal presentations at periodic intervals, or through ongoing reporting by the Superintendent or Board-designated strategic planning point-person(s). The Board is encouraged to share its views regarding the ongoing planning process and



emerging outputs; however, the Board is urged to defer formal action on the strategic plan until it is presented by the Superintendent for formal adoption at the end of the planning process.





**Strategic Planning
Committee Meeting**

**Thursday, February 8, 2018
11:30am – 1:30pm
5240 Knowledge Parkway, Erie, PA 16510**

AGENDA

- I. Settlement Agreement**
- II. Discussion Items**
 - a. Land Bank**
 - b. Ridge Policy Group**
 - c. Funding for parks**
 - d. County Council remarks**
- III. Revitalizing America's Smaller Legacy Cities**
 - a. ECGRA Report Card**
 - b. Legacy Endowment**
- IV. Guideline Review**
 - a. Renaissance Block Challenge**
 - b. Anchor Building Program**



RIDGE POLICY GROUP

Ridge Policy Group's Strategic Plan for ECGRA

ECGRA's Goals	State Opportunities	Federal Opportunities
Promote Commercial and Economic Development	<ul style="list-style-type: none"> • DCED: Business in Our Sites (Grants/Loans) • DCED: Keystone Communities Program (Grants) • DCED: PIDA (Loans) 	<ul style="list-style-type: none"> • EDA: Public Works program, Economic Adjustment Assistance Program
Promote Public and Private Infrastructure	<ul style="list-style-type: none"> • DCED: Greenways, Trails and Recreation Program (Grants) • DCNR: Potential use of grant programs here depending on projects and applicants. 	<ul style="list-style-type: none"> • EDA: Public Works grants • DOT: <u>TIGER Grants</u> • FTA: Metropolitan Transportation Planning Grants • DOT: FHA grants • ARC: Area Development & Access Road grants • USDA Rural Development Grants and Loans
Increase and Promote Broadband through out the city and county	<ul style="list-style-type: none"> • DCED: Business in Our Sites (Grants/Loans) • DCED: Keystone Communities Program • DCED: PA First (Grants/Loans) • DCED: PEDFA – Tax Exempt and Tax Bond Programs • DCED: PIDA (Loans) 	<ul style="list-style-type: none"> • <u>ARC: Area Development & POWER</u> • EDA: Economic Adjustment Assistance
Promote and Develop an Innovation district as well as promote centers for R&D	<ul style="list-style-type: none"> • Governor's Office: RACP (Grants) • DCED Life Sciences Greenhouse 	<ul style="list-style-type: none"> • <u>EDA: Regional Innovation Strategies Funding</u> • SBA- Regional Clusters
Summer Jobs	<ul style="list-style-type: none"> • DCED: Pennsylvania First Program (Grants/Loans) • L&I: Industry Partnerships (Grants) 	<ul style="list-style-type: none"> • DOL: Career Pathways for Youth Demonstration Grants. • <u>YouthBuild</u>

WIOA youth training

		<ul style="list-style-type: none"> • Workforce Innovation Fund (WIF)
Other potential resources	<ul style="list-style-type: none"> • Governor's Action Team • Commonwealth Financing Authority, Building Pennsylvania Program • Team PA • Historical and Museum Commission 	<ul style="list-style-type: none"> • HUD CDBG program • National Endowment of the Arts • National Endowment for the Humanities

Opportunity Zones
 25% of PA can be designated

ECGRA grants Impact Corry \$15,000 for downtown improvements

BY KIM LUX
kim@thecorryjournal.com

Impact Corry was awarded \$15,000 today from the Erie County Gaming Revenue Authority's Mission Main Street grant program. The local nonprofit has been a recipient of this grant every year since it was established in 2013.

"ECGRA and the Mission Main Street program have been instrumental in the positive momentum Corry's downtown business district has experienced in recent years," said Steve Bishop, Impact Corry president.

Bishop added this year's funding will go toward continuing the Downtown Master Greenway Plan, planting additional trees and purchasing signage for the rail-trail bike path.

"The only established rail-trail bike path in Erie County runs from Corry to Clymer," Bishop explained. "A new 'trail head' for this path has been established north of the Route 6 and Route 426 intersection. The proposed signage, roadway stencils and paint would be



Aime Szymanski/The Corry Journal

Impact Corry was awarded \$15,000 from the Erie County Gaming Revenue Authority today through its Mission Main Street grant program. Impact Corry has been a yearly recipient of the grant since its inception in 2013. From left are Impact Corry President Steve Bishop and ECGRA's Executive Director Perry Wood.

utilized to direct both rail-trail users, and Route 6 cyclists, to the public restrooms in Mead Park and to Corry's downtown businesses.

"This is just one more step in making Corry a bicycle friendly community, with an end goal of increasing business to our downtown mer-

chants," he added.

Bishop estimates the new signage to cost about \$6,200.

Additionally, Impact Corry would like to continue planting trees throughout the downtown district.

"We propose contracting once again with Dahlkemper Landscape Architects of Erie to plant an additional 10 trees on North Center Street," Bishop said. "Planting these 10 trees would boost the total tree count to 39, and ensure that the most significant tree-planting needs in the downtown have been fulfilled."

Bishop said that while the 29 pre-existing trees may seem like enough, there are still more spots where trees are desired.

"It seems like the 29 trees planted to date is a lot, but there are still substantial empty spaces along Center Street in particular that are begging for some greenery," he said. "Ten additional trees, combined with the 29 already planted, would go a long way toward completing that downtown greenway project."

◀ See ECGRA, P.2

Union City also receives Mission Main Street grants

BY KIM LUX
kim@thecorryjournal.com

The Erie County Gaming Revenue Authority awarded \$130,000 in Mission Main Street grants today to nine municipalities and nonprofits in Erie County.

Those receiving grants include Union City Borough, Union City Pride Inc., Impact Corry, Girard Borough, Edinboro Borough, Downtown North East Inc., Erie Downtown Partnership Inc., Preservation Erie and Sisters of St. Joseph Neighborhood Network.

Union City Borough was awarded \$15,000 for facade improvements for property and business owners in the downtown area. Downtown Union City has

been named to the National Register for Historic Places.

"The ECGRA funding will go toward improving buildings along Main Street," said Cindy Wells, borough secretary. "We will be working with Preservation Erie to develop an application process for businesses to apply to use the funding."

Wells said the improvements businesses can make will include painting, new doors, window replacements and other facade upgrades.

"It can be put toward anything that will improve the look of the buildings," Wells said. "We want to preserve the history of our downtown district."

◀ See Main Street, P.2

ECGRA

(Continued from front page)

Since 2013, Impact Corry has invested over \$100,000 in improving downtown Corry.

Projects that were accomplished with ECGRA funding include: signage to direct motorists off Route 6 to downtown Corry, banners for Main Street, new waste containers and benches throughout downtown, historic interpretative panels, tree planting, purchasing downtown railroad properties and several others.

"There's rarely one big thing that brings about

change ... it's many little things that slowly add up and chip away at the status quo," Bishop said. "Being able to utilize Mission Main Street funds, along with the vital matching funds provided to date by the Corry Community Foundation and Arlene H. Smith Charitable Foundation, are what has allowed for these improvements to take place."

ECGRA has awarded a total of \$462,984, to organizations throughout the county, in Mission Main Street funding since it started in 2013.



Journal file photo

The Mission Main Street grant funding will allow Impact Corry to continue with the Downtown Master Greenway Plan, plant 10 additional trees along Center Street and post new signage near the rail-trail bike path. This photo was taken on top of the Corry Hi-Ed Building, 221 N. Center St., looking south over the downtown area.

Main Street

(Continued from front page)

According to Wells, Preservation Erie will be bringing consultants and architects to town to determine what improvements will be best.

This will be the first year Union City has received

funding from ECGRA.

"We are thrilled to receive this grant and really appreciate ECGRA's support," Wells said.

Union City Pride also received \$15,000 in Mission Main Street fund-

ing that will go toward storefront and streetscape improvements along Main Street.

"We will be focusing on the Main Street corridor in downtown Union City," said UC Pride President

Dave Nothum. "With the money, we will be replacing the banners that hand on the streetlights and replacing the benches on the sidewalks. We're also doing some landscaping improvements as well."



January 26, 2018

Girard Borough receives ECGRA grant

By Sandy Rhodes
Editor

ERIE — The Erie County Gaming Revenue Authority has placed a bet on Girard Borough's future.

Girard Borough was one of nine Erie County entities to receive gaming funds from the Erie County Gaming Revenue Authority.

The announcement was made Thursday morning, Jan. 18. The money will be used by local governments, neighborhood groups, preservationists and their collaborators to revitalize buildings, parks and thoroughfares along countywide main corridors designed to help fight blight.

See Grant, P. 2



Photo courtesy of Aimee Szymanski
Girard Borough Manager Rob Stuenkel, back row third from right, was one of the local officials who were on hand to receive funding from the Erie County Gaming Revenue Authority. The announcement was made Thursday, Jan. 18.

Grant

Continued from Page 1

Girard Borough received \$15,000 of a total \$130,000 Mission Main Street Grant, which was established in 2013.

"If we are able to spend it all, it will be a \$30,000 investment into Main Street," Borough Manager Rob Stuenkel said of the \$0.50 grant.

This marks the first time Girard Borough received the funding. The Borough attempted to get a grant for the Keystone Block Building but the building was not eligible for the grant.

Girard's part of the grant is earmarked for a two-part initiative. The first part includes a grant program to benefit owners of historic property and businesses in downtown Girard. The other includes a park restoration project.

Last week's grants mark the fifth round of Mission Main Street Grants and a total of \$462,984 of gaming revenue in-

vested this way by ECGRA. Mission Main Street grantees are required to match ECGRA's investments, ensuring that no less than \$925,000 has been spent to revitalize main streets across Erie County in five years.

Girard Borough asked for \$15,000 in its grant application, but it was not guaranteed it would receive it all. All projects required a 1:1 cash match.

Stuenkel said a lot of credit belongs to Melinda Meyers, president of Preservation Erie. Meyers wrote the grant for the Borough.

Councilwoman Jeannie Miller has been working with Bill Callahan from the Pennsylvania Historic Preservation Office to get downtown Girard to be designated as a historical district.

A meeting will be held at 2 p.m. Sunday, Jan. 28, at the Girard Borough Office, 34 Main St. West, Girard.

The meeting will include forming a selection committee that will help decide who will get the grants and for how much.

"It is very exciting to get all \$15,000," Stuenkel said. "It is a lot easier to attract new customers when the façade is in good shape and not dilapidated."

Stuenkel added the Borough can apply again next year if the funding is available.

"I know Council is very excited about the program," Stuenkel said. "This will give the actual (building) owners some skin in the game."

Erie Times-News | GoErie.com | Sunday, January 21, 2018

Erie cast as where 'grand things' possible

By Matthew Blak
mblak@timesnews.com

A new book on urban renewal cites Erie as a city where "grand things are possible."

Bruce Katz, a scholar with the Brookings Institution, and co-author Jeremy Nowak, dedicate a portion of the 10th and final chapter of their recently released book "The New Localism: How Cities Can Thrive in the Age of Populism" to Erie.

The book, published by the Brookings Institution Press, examines the different approaches cities are

taking — and the changing power structures they rely on — to flourish.

The authors highlight the work of Pittsburgh, Indianapolis and Copenhagen as cities that no longer function as "administrative arms of higher levels of government," and where "power increasingly belongs to the problem solvers" who "congregate disproportionately at the local level." These cities have taken innovative approaches to dealing with social, economic and environmental problems.

That continues to this day — the authors specifically in Erie when local leader unveiled plans for the downtown innovation district. He was also in town at the time as a returning speaker for Jefferson Educational Society's Global Summit series.

A graduate of Brown University, Yale Law School, and a visiting professor at the London School of Economics, Katz coauthored "The Metropolitan Revolution" in 2013. He previously served as chief of staff to U.S. Department of Housing and Urban Development Secretary Henry Cisneros and was the senior counsel and staff director of the U.S. Senate Subcommittee

ERIE

From Page B1

They use the final chapter to stress that new approaches to renewal aren't confined to large cities alone.

"Virtually any city and county of any measurable size in the United States has the resources to fund collective action," they write. "... (W)e don't need to travel farther than Erie, Pennsylvania, to see that grand things are possible and that cities can leverage their distinctive advantages."

Despite the city's declining population, and manufacturing job losses

on Osteopathic Medicine. In November, Katz was in Erie when local leader unveiled plans for the downtown innovation district. He was also in town at the time as a returning speaker for Jefferson Educational Society's Global Summit series.

A graduate of Brown University, Yale Law School, and a visiting professor at the London School of Economics, Katz coauthored "The Metropolitan Revolution" in 2013. He previously served as chief of staff to U.S. Department of Housing and Urban Development Secretary Henry Cisneros and was the senior counsel and staff director of the U.S. Senate Subcommittee

on Housing and Urban Affairs. Nowak is a chief strategist for Spring Point Partners and is a non-resident senior fellow at the Brookings Institution. He also serves on the board of directors of the Urban Science Center in Philadelphia and on the advisory board of the Institute for Urban Research at the University of Pennsylvania, among other things, according to his biography. Nowak created the Philadelphia-based The Reinvestment Fund, one of the largest community investment institutions in the United States, and chaired the board of the Federal Reserve Bank of Philadelphia.

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ANOTHER VIEW

GUEST VIEWPOINT

Loan program empowers Erie County's minority entrepreneurs

By Andre Horton
and the Rev. Dale Snyder

A November study conducted by 24/7 Wall Street, a USA Today content partner, detailed the disparities in American cities between black and white residents in various socioeconomic measures. The subsequent ranking system, rating Erie as the worst place in America for black families, and media coverage of the report left a blemish on Erie's reputation. Lack of educational opportunity and relatively high poverty and unemployment levels are serious issues facing black families in Erie. The report assessed that the median income of African Americans was 43 percent of what their white neighbors are earning, and that a staggering one in four (24.6 percent) of African Americans are unemployed as compared to 4 percent of whites. Erasing this perception locally and nationally while reversing this disturbing trend is a challenge that needs to be taken head-on, head out of the sand, and in partnership with white, black and all minority citizens and leaders across Erie County.

We all must take ownership of the issue by setting policies and making investments to help chip away at this unsettling reality.

The Erie Urban Entrepreneur Program, financed by the Erie County Gaming Revenue Authority (ECGRA) and managed by Bridgeway Capital, provides much-needed access to capital for African-American entrepreneurs in Erie County. This program is a reason for hope and could serve as a guide for how to successfully work with minority business owners and aspiring entrepreneurs.

Minority-owned businesses often become a hub of employment in emerging and ethnically diverse neighborhoods and, in turn, these businesses spur community development. However, without access to capital, many minority-owned businesses fail to reach their full potential.

A 2017 study commissioned by the Minority Business Development Agency (MBDA), under the U.S. Department of Commerce, showed that access to capital remains the most important factor limiting the establishment, expansion and growth of minority-owned businesses. According

to the study, if U.S. minority business enterprises were to obtain entrepreneurial parity, the U.S. economy would realize 13 million more jobs.

There are some systemic barriers the MBDA identified as holding some people back when it comes to starting, growing or expanding a business — and the disparity is remarkable.

Minority firms are more likely to be denied loans at a rate nearly three times higher than non-minority firms. Minority firms, when approved, receive lower loan amounts and are likely to pay higher interest rates. The average loan amount for all high sales non-minority firms was more than twice the amount for minority firms. And minority-owned firms are more likely to not apply for loans due to rejection fears. The fear factor in minority communities is difficult to quantify, but this study reported it as double the fear that a non-minority entrepreneur might experience.

The Erie Urban Entrepreneur Program is taking those barriers head-on and has created a model that works with entrepreneurs ready to launch or expand their businesses. Reaching out directly to

African-American community members and launching the program at Erie City Hall, with no barriers to entry, allowed for local entrepreneurs to find a pathway toward capital acquisition. The program further differentiates itself in the market by offering a streamlined process, including a loan checklist with more relaxed lending standards and working directly with banks who had declined loans to some applicants.

Loan recipients are thriving and working to expand their new businesses — many of whom credit Bridgeway Capital's Erie region director, T.J. King, for working hand-in-hand with entrepreneurs. Bridgeway Capital looks at the whole borrower and not just the application. Dapper Don's Styling Lounge and Girl 6 are open for business, while the Learning Ladder Early Child Care Center is busy working on an expansion that would mean new hires. And, an encouraging sign that young black entrepreneurs are a good investment, the delinquency rate for this program remains very low, at just about 1 percent.

Since opening its Erie office in 2012, thanks in

large part to ECGRA's initial \$100,000 investment, Bridgeway Capital has offered 62 loans in Erie County totaling more than \$10 million. Twelve of those loans totaling \$718,000 were made through the Erie Urban Entrepreneur Program, helping to launch and grow minority-owned businesses.

The program, modeled after a pilot project launched by Bridgeway Capital in Pittsburgh, was conceptualized by ECGRA two years ago when its leadership saw a need for more programs to support African-American entrepreneurs in Erie. ECGRA's investment in Bridgeway was a wise one, and its leadership's foresight to carve out a percentage for minority entrepreneurs was enlightened. Erie's burgeoning entrepreneurial spirit is spreading to the minority-owned business community, and we are encouraged by this embrace by ECGRA and Bridgeway Capital.

Andre Horton represents the 2nd District on Erie County Council. The Rev. Dale Snyder is pastor of St. James AME Church.

