



MEETING OF THE BOARD OF DIRECTORS
Knowledge Park; 5240 Knowledge Parkway; Erie, PA 16510
March 22, 2018 8:30 a.m.

AGENDA

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF MINUTES
 - a. February 15, 2018 Board Meeting
 - b. February 27, 2018 Special Meeting
5. DIRECTORS COMMENTS
6. COMMENTS BY CHAIRMAN
7. PUBLIC COMMENT
8. PRESENTATION
 - a. Daria Devlin – Erie’s Public Schools: Planning for the Future
9. COMMITTEE REPORTS
 - a. Treasurer’s Report
 - a. Monthly Financials
 - b. Quarterly Financial Review
 - c. Credit Card Policy
 - d. 2018-2019 Draft Budget
 - 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
 - a. Review of Knowledge Park lease
 - b. Financial Disclosure Page

13. NEW BUSINESS

- a. Acceptance of 2017-18 Annual Report
- b. Discussion of 2018-2019 Officers
- c. Review of 2018-19 Draft Budget
- d. Resolution Number 4, 2018 – Resolution to enter into agreement with the Erie County Special Events Grant applicants.
- e. Resolution Number 5, 2018 – Resolution to adopt the 2018 Neighborhoods and Communities Programs & Application for Anchor Building, Mission Main Street, and Renaissance Block
- f. Resolution Number 6, 2018 – Resolution to adopt the 2018-19 Multi-Municipal Collaboration Grant Guidelines
- g. Resolution Number 7, 2018 – Resolution to enter into agreement with the Erie Public School’s for the Planning for the Future pilot project

14. ANNOUNCEMENTS

15. ADJOURNMENT

Next Regularly Scheduled Board Meeting of ECGRA

Date: Thursday, April 19, 2018
Time: 8:00 a.m. – Finance Meeting; 8:30 a.m. – Board Meeting
Location: Knowledge Park; 5240 Knowledge Parkway; Erie, PA 16510



Erie County Gaming Revenue Authority
Minutes of the Board of Directors' Meeting
February 15, 2018

CALL TO ORDER

The Board of Directors' Meeting of the Erie County Gaming Revenue Authority was held on February 15, 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. Bagnoni, Mr. DiPaolo, Mr. Logue, Mr. Paris, Mr. Peters, Ms. Presta, Mr. Sample, and Ms. Wyrosdick. Mr. Lee, Mr. Leone, Mr. Wachter, and Mr. Wood are also present.

APPROVAL OF THE AGENDA

Mr. Peters makes a motion to approve the agenda. Mr. Barney seconds the motion. Motion carries 8-0.

APPROVAL OF MINUTES – January 2018

Mr. Peters makes a motion to approve the minutes as presented. Mr. Paris seconds the motion. Motion carries 8-0.

DIRECTOR'S COMMENTS

Mr. Logue: Thank you, Mr. Chair. If I may. I have had the opportunity to look at our website and it's a very nice, well-run website. I don't know who, if Tammi is in control of it, or we have somebody independent who controls and places and deletes information on the site. I spoke to Tammi about this, maybe last month, if you want to look at ECGRA's financials – the way I understand it currently – is there are two boxes. One box you request to view the financials and again, Tammi correct me, you're then emailed back a number and then you have that number and then you put that number into this other box and then you're able to view the financials.

Well, I don't understand that and I think that one of the criticisms of this Authority for the last couple years has been transparency. Everybody in Erie County or everybody in the country is a taxpayer. I, myself, not only do I sit on this Board but I am a taxpayer. I don't think one should have to kind of jump through a hoop. If I remember what Tammi said, once you ask for that number, you tell the server who you are. I don't think you have to do that. I think that this is a taxpayer supported

Authority, the money comes; we all know how it comes. When you look at the County website, the County website places their financials out there for anybody to view at any time. You don't have to ask for a number to do this. Again, one of the criticisms of this Board is transparency and not to be able to have your financials out there in the open, there's something wrong with that.

So, I guess what I'm getting to, the long and short of it, is that we need to be more transparent and we need to get rid of that. Just put the financials up there. If Joe or Jane Doe want to see it, let them see it. You don't have to request them like you're a child. You're a taxpayer. Take a look at them. I would ask that whoever takes care of our website person change that immediately. That's really wrong.

That's about it for now. Thank you.

COMMENTS BY THE CHAIR

Mr. Sample: I would like to welcome Kathy Wyrosdick to the Board. We met with Ridge Policy Group, we met with County Council and had some good discussion. There seems to be some confusion, at least on my part, as to what has been going on. Eighteen months ago, because we found a lot of our grant programs were being over-subscribed and we were having to start to cut down on the amount of the allocations and actually go through and not fund some of them, in my opinion, this Board made a conscious decision to try to go out and find some money that we could get from State and Federal grants to be able to increase the grants that we already had in place.

I know that after the local share had been decided and it looked like we were going to be doing some of the land bank, I had requested of Perry that he talk to the Ridge Policy Group about seeking funds for that. Now that may have exceeded our responsibility. I know that the County, and there were some comments the other day that we were actually trying to do the County's business and that's not our intent. In my opinion, our intent was to go out and find more funds for the grants that we have available to maximize the benefit to the people of Erie County. Not to get into running the County.

We've had discussions with Mr. Lee before and at the Strategic Planning meeting; we want to be able to grow the Summer Jobs Program. Being one of the major funders and one of the conduits for that, we thought it would be prudent for us to go ahead and try to get some more money.

Everybody goes back to, "What has Ridge done for us for 18 months?" No good deed goes unpunished; for at least 14 months of that we were trying to preserve the local share. Everybody wants to forget that when a year ago we were being applauded for having the forethought to have them there. It was no great forethought; they just happened to be in place and we tried to utilize them to our benefit.

We don't want to run the County; we don't want to be in the County's business, in my opinion. Again, I'm one person. I still believe that it is to our benefit for us to go out and try to get some grants and things that are available so we can increase the amount of money that we can get to the different people. Were it not for ECGRA, none of the outlying areas of the County would be getting money for the Main Street programs, the Multi-Municipal grants, and the other grants. I honestly believe that was our charge and I think we've been prudent in that.

PUBLIC COMMENT

None.

PRESENTATIONS

a. T.J. King – Bridgeway Capital

Thank you. Good morning, everyone. I'm T.J. King, Director of the Erie office of Bridgeway Capital. I want to thank you all for having me here and thank ECGRA for their continued support of this lending operation here in Erie County.

It was about a year ago that I had presented to your Board; just a quick introduction for those who might not know too much about Bridgeway Capital. Bridgeway Capital is a non-profit CDFI (Community Development Financial Institute) that provides lending and educational opportunities to underserved communities throughout western Pennsylvania. We've been around for 27 years; Bridgeway has had an office here in downtown Erie for six years since March 2012. I've been the director of that office since we opened back in 2012.

I wanted to go through and report back on some of the results and some of the impact that we've had, specifically here in Erie County, over those six years. I have handed out a short one-pager kind of outlining these things but I wanted to go in a bit more detail on them.

Bridgeway Capital has provided \$10.5M worth of lending throughout Erie County over the past six years that account for 64 loans to about 60 different businesses throughout Erie County. As a non-profit, mission driven lender we want to serve underserved communities such as the City of Erie in low-to-moderate income areas. Bridgeway made a commitment last year to our stakeholders and the region to lend up to \$100M to low-to-moderate income areas over the next three years. As an organization, the whole \$22M throughout western Pennsylvania, a little over \$4M of that was here in northwestern Pennsylvania and another \$3M more, specifically here in Erie County in 2017. So, we're proud of those numbers and the impact we're having on all residents throughout western Pennsylvania.

Of that \$10.5M over the past six years, \$1.4M of that has been to women-owned businesses; just under \$850,000 of that has been to African-American led businesses. With that \$10.5M, we can show that we have been able to assist in and help retain almost 300 jobs throughout northwestern Pennsylvania. We're proud of those numbers but there's more work to do.

Three years ago, we got an investment from ECGRA for \$100,000 to launch our Erie Urban Entrepreneur Program here in Erie County. We had this program up and running in our Pittsburgh office but we were looking to expand that to Erie County. We thank you for the investment into Bridgeway, because with that loan we were able to get that up and running.

Since then through that program, we have funded seven loans for a total of about \$174,000. Five of those loans were directly to barber shops, restaurant owners, day cares, to help bring businesses that were typically run out of individuals homes to legit store fronts. Two of those loans were to a minority-owned contractor to help properly fund contracts that he had here in Erie County and beyond.

With that \$100,000 grant, we were actually able to leverage that and we received a \$500,000 grant from Wells Fargo to support minority-owned businesses throughout western Pennsylvania. With the help of ECGRA, the \$100,000 that we had gotten, and the match from Bridgeway, we were able to get more funds to lend out to the communities throughout western Pennsylvania.

Recently, we partnered with ECGRA and we had a story talking about some of our borrowers; we always try to highlight the businesses that we've worked with, get press and help them on marketing. There are some stories on your handout that you've probably seen recently on the news and in the local newspaper. I want to talk about some other loans we have done also over the past year, on top of those.

We worked with a couple that owns a daycare – Kenya and Shawn Johnson with Learning Ladder Day Care on Peach Street, right off of 26th Street. We provided financing for them two years ago so they could purchase that building. Shawn actually owns other investment properties; he purchases properties, fixes them up, rents them out, flips them, and they had an opportunity to purchase a building at 803 East Ave. There's four bedrooms on the top floor and two commercial spaces that were currently vacant on the first floor. It's all bricked up; I think it used to be an old labor hall; it really hasn't been occupied for several years and I know there has been other individuals trying to buy this property. Kenya and Shawn came to me because they wanted to do something about this property – renovate this, add to the neighborhood. We were able to provide them with a loan (just in the last two months) for \$120,000. They purchased the building with the four apartments and they're going to put about \$36,000 into upgrading the exterior of the building. The first floor, in the commercial space, they're going to knock out those bricks and provide glass store fronts for two retail operations to open up in that East Avenue neighborhood.

Those are the types of loans that Bridgeway does. They went to banks to look for financing and they just weren't able to obtain that financing for these types of projects and Bridgeway was able to step in and help them out.

Another example of a loan that we did, it was to a home-based daycare off of East 8th Street. If you're familiar with the area, right off of East 11th, it was an old tavern between East 11th and East 12th and I forget the name of the street that runs north and south there. This was just a couple blocks from their neighborhood. They were kind of maxed out running this home-based daycare for the past ten years; they were maxed out as to the number of children they could serve through this day care. They wanted to expand this business, so this old tavern that was boarded up with busted out windows where people were squatting and living in the area and it was a general eyesore to the community and the residents in that neighborhood.

They went to a bank looking to try to acquire this building to take their home-based daycare, open this up, turn this into a legit store front business, and also increase the number of children that they could serve. They went from 12 children to 45 children and hired more individuals from the community.

That's another thing; that's a difficult transaction to go to your local bank to try and get financing to finance this building but that's where we stepped in and provided a loan for \$150,000. They bought the building for \$54,000 from auction, it was in bankruptcy, and they have renovated the apartment up on the second floor. They finished that off first and got a tenant in there so they are producing cash flow from that apartment on the second floor and now they're in the process of renovating the first floor to build that out into a daycare. I believe they're going to have to hire seven more individuals and they are going to be able to support another 45 children out of that location.

If you look at this, this was a boarded-up building with windows busted out; I was in it before they started renovating it. You can imagine the condition that it was in and the neighbors in that neighborhood thought it was just an eyesore to the community. The bar was shut down about three or four years ago; someone was murdered in the bar and there were multiple incidents up to that point so the city finally shut the place down. You take a landmark like that, an anchor in that community, that building has been there in the community, and this husband and wife were able to acquire that building, renovate that, hire individuals from that community, and there is a waiting list for the children that they can take on as clients. That's another example of loans that we've done here in the City of Erie.

Finally, there was a daycare in downtown right on State Street. They had purchased the building about six years ago; the owner of the building at that time had provided a mortgage to the building for her to take over ownership and take over the daycare. We

partnered with Northwest Savings Bank on this one. The owner of the daycare wanted to refinance the mortgage to better terms than what was offered over the past six years and ultimately take control of the building with the building deeded in her name. The appraisal came in a little bit low as many properties do in downtown Erie and we were able to partner with Northwest Savings Bank and take a second position behind them to refinance that seller in order for her to take over possession of that building.

Those are just some examples of the funds that ECGRA has assisted and provided to Bridgeway and what we're doing with those funds. There are many more stories that I could go on but I don't want to take up too much of your time. Are there any questions?

Mr. Peters: Thanks for that presentation, T.J. I would like to understand a little bit better how a CDFI gets its charter, how you're administered, and how (in other markets, if you're in Pittsburgh and Erie) how and why the banks do partner with you.

Mr. King: We're certified through the U.S. Treasury so I believe it's every ten years that we have to apply for re-certification. We have to show that we are providing services, educational and lending opportunities to underserved communities throughout northwest Pennsylvania. We've been able to do that; we've been around for 27 years and we've grown through those 27 years. Why a bank would work with Bridgeway is kind of on two fronts. We get a lot of our funding comes from different sources like foundations and organizations like ECGRA. We get a lot of bank financing; about 50 – 60% of our funding comes from bank financing. A bank will invest in an organization like Bridgeway Capital on a loan basis to help meet their Community Re-Investment Act requirements by the Federal government. We have been fortunate to have support from all the banks in the area and now that we've grown over the last several years, we've got support from some larger banks such as Bank of America, Wells Fargo, and US Bank to help increase our lending capacity. That's on the first front.

On the second front, about 65-75% of the referrals that I get come from the lenders throughout Erie County. If they have businesses that they are working with that they can't provide financing, rather than a hard No, they'll give me a call and run the scenario by me to see if that is something that we can assist with.

Mr. Peters: So, you're generally funding the gap between what a bank would look at as fundable, say a 70 – 30 loan-to-value, but there's this gap.

Mr. King: Yes, we do that. The example of the daycare and the refinancing of the mortgage. However, there has been a trend over the past several years that we're doing a lot more financing on our own where there is no bank involved. A lender would call me up and see if we could get something done because they wanted to do what was best for the customer and for the business. So we're taking on projects; like one from last year for about \$2.3M, a real estate loan for here in downtown Erie and we were able finance that whole thing with some funding we get from the U.S. Treasury.

Mr. Logue: If someone comes to you and obviously a correct lending like Marquette or Northwest that said, "Sorry, I can't help you" and they have an idea and it's a blighted property, instead of that blighted property being torn down they would come to you and ask for the funding. Some of that funding, that if you okay that for the individual of that blighted property, comes from this body – ECGRA – some of this money to help that blighted property. Then you assist that person.

Mr. King: Yes, we would. We have had two facilities with ECGRA – one was for \$100,000 grant to support our Erie Urban Entrepreneur Loan Program. Those are loans typically of \$15,000 and under. Our other facility of \$1M is to support lending opportunities throughout Erie County and we've used quite a bit of that \$1M to fund projects directly.

Mr. Logue: So, this Board is already helping blighted properties here in the City and County.

Mr. King: By working with us through specific loans, yes.

Mr. Logue: Thank you.

Mr. Lee: Good morning, and thanks for the update. I thought the information was very helpful. As I'm hearing about the stories, and I'm very familiar with your organization because I had the opportunity of meeting with Mr. Peterson on several different occasions, I think this is a great model for success, I really do. Having worked with small businesses, in particular minority and women-owned companies, too many times capital is not available whether it's working capital or whether it's just loans to purchase properties. This model proves to me that there is a lot of success. I know that there is a very low default rate on these loans, as well. I cannot commend Bridgeway enough for coming to Erie County and playing the role that you do play.

In saying that, my question is this – I know that down in Allegheny County your footprint is extremely large and they have some very innovative programs that are happening down there. Are there any of those programs you're looking to bring up to Erie County and expand what you're doing here?

Mr. King: Yes. In Allegheny County we get a lot of support from the foundations in Allegheny County, and we have for the last 25 years. We've been very fortunate to put forth programs. For example, this is one that we're looking to expand to Erie County. I talked a little about Bridgeway Capital and our support of minority- and women-owned businesses. We've provided just under \$1M of funding but there's still a lot more work to be done. How do we continue to support those businesses? One program in particular that we're looking to launch is our Urban Workforce Development Program. We work with some of these successful businesses but how can they create new jobs, offer more jobs to individuals in the City of Erie and how can we support those businesses to help them hire more individuals?

We came up with a program that we're looking to implement now; it's called our Urban Workforce Development Program in which we'll look to lend businesses with real favorable terms, working capital to hire individuals to pay them living wage sustaining jobs with benefits. These could be loans anywhere between \$50,000 to \$250,000 with deferred interest and payments for a certain amount of time. But we're looking for a better way to support these businesses and this is what we're looking to roll out.

We've identified some opportunities here in Erie to support about six businesses that we've worked with and hire about 21 more individuals in the learning field to reach out to those businesses to see if they're interested in the program.

Mr. Lee: Wonderful. My closing comment would be to keep up the great work. At the end of the day it's all about relationships and that is what Bridgeway is building with the minority community, with the women-owned business community; those types of relationships that can take businesses to the next level. I commend Bridgeway for the work that you have done and again, keep up the great work.

Mr. King: If I could add to that because you asked about other programs. Bridgeway has got some funding through the CDFI Fund through the U.S. Treasury to support housing throughout western Pennsylvania. We've had a couple projects in Pittsburgh that we're working on right now and more importantly we're looking to expand that here in Erie.

I'm working with one individual who is looking to purchase a group of properties on the near west side of town. We are looking to work with individuals who are looking to acquire property, renovate these properties to bring a better standard of living to the communities throughout the near east and west side of Erie. This particular individual is looking to acquire about 11 different properties for about 49 units and dump about \$300,000 into interior and exterior renovations. We're looking to expand that here in Erie and we will. We just have to find the right project and the right individual.

Mr. Wood: Are those multi-tenant facilities or are they individual houses?

Mr. King: They are multi-tenant facilities.

Ms. Wyrosdick: And that's what you would be looking for is multi-tenant facilities?

Mr. King: And looking to work with individuals who aren't just looking to acquire the properties but to renovate them; put money in to improve the conditions in the City of Erie.

Ms. Wyrosdick: T.J., it would probably be a great idea to get you connected with the neighborhood organizations in the City because they have sort of a pipeline to where that might be happening and connect you with the people. Or have you already done that?

Mr. King: Yes, we've got good relationships with Anna Frantz of Our West Bayfront and Jeremy Bloeser with BEST.

Ms. Wyrosdick: And Heather Caspar with Little Italy?

Mr. King: That would be someone that would be helpful for me to connect with.

Ms. Wyrosdick: I had a couple of questions as well. The Urban Workforce Development Program, does that cover costs for training? Is the training the piece that they need covered in order to get additional people hired?

Mr. King: That program would cover the cost of actually hiring full-time employees, getting a full-time employee into the business. And working there would cover the full cost of salaries and benefits. I didn't talk too much about this, but Bridgeway Capital does provide capital and educational opportunities. With that, we get funding from different sources for technical assistance which we work with accounting firms here in town, website development firms, HR consulting firms, to offer those services to our borrowers, specifically start-up business owners that need that assistance at no cost to them for a certain period of time. Most of our borrowers that I mentioned today are utilizing that program and working with the consultants. These are outside companies that we have contracts with to provide those services.

Ms. Wyrosdick: Fantastic. Another question I have is the City's new micro-grant program, up to \$5,000 for small business; I would assume Chris Groener is working hand-in-hand with you to basically build that package of offers?

Mr. King: Yes. I've worked with Chris for six years. Since I've been here we've partnered on a lot of deals where we've both done loans on specific projects. I just reached out to him yesterday; we have a woman who we're looking to work with who wants to apply her building on 26th Street, do some renovations, and move her business into it. I think it's a perfect opportunity to partner with them.

Ms. Wyrosdick: One more thing. Would you explain how important new market tax credits; I see you didn't get the recent award for the new market tax credits, what that means to Erie to not have that funding source available and what we might be able to do to help you get that next time?

Mr. King: We had applied for an allocation of \$33M worth of new market tax credits and unfortunately, we didn't get that allocation; but there's always next year. For a lot of the development that is being done in the area and specifically downtown with the challenges that developers face in Erie from a collateral gap from the value of real estate, those new market tax credits, and actually more importantly just some of the other development, the mixed-use development that's looking to happen in downtown, these could be key by providing equity into these projects to get them done.

Even though we didn't get the allocation, we still work with other organizations and know of other organizations that did get allocations and I think it may be important to link developers and projects here in Erie to those organizations to help bring that benefit here. I think it was just out a couple of weeks ago, that the 16501 zip code came in as one of the most poverty stricken zip codes in the whole state of Pennsylvania; but there's no activity, no investment being done from a federal - well, I shouldn't say none. But there needs to be more to challenge that and anything that we can do, we will to help bring those types of resources.

Ms. Wyrosdick: Thank you.

Mr. Peters: Is that program similar to other tax credit programs where you do have to end up applying multiple times? I think the Pennsylvania Housing Authority, a project often has to apply multiple times before it gets an allocation. New market credits are competitive. What is the over-all allocation? Is it by State or by the whole country?

Mr. King: Yes, you do have to apply multiple times and it's allocated by the whole country. I know the general range of what was allocated - I think it was to the tune of \$675M to CDFI's, organizations such as Bridgeway. I think there were more tax credits allocated to other organizations but that was throughout the country.

Mr. Wood: Do you think there will be another round of that next year to apply for?

Mr. King: There should be, yes.

Mr. Wood: Then we should talk about advocating for that. If I could just summarize for the Board so that everyone understands, we've had a long-term relationship now with Bridgeway Capital. ECGRA has only been around for eight years so as long as a long-term relationship can be. Our first investment with Bridgeway was in the 2012-2013 fiscal year; we invested \$1M into what was called the Erie Growth Fund. You guys matched that with another \$4M of outside capital. I remember Goldman-Sachs, Wells Fargo, some banks, CDFI funding was

also included in that tremendous leverage of 5:1. So, in essence, ECGRA's \$1M created a \$5M Growth Fund for businesses in Erie County. We heard about some of those businesses here today to provide gap financing.

The second investment came a little over a year later – about three years ago – into what was called the Urban Entrepreneur Program. We had met and had talked about the pilot project that you had going in Pittsburgh and how it was about one year into the project and you were finding great success from it. It was different from an investment though. For the Board's clarification, you'll find the Erie Growth Fund on our balance sheet as a Note Receivable because it is a loan in which we are investing in the Bridgeway fund and we are receiving quarterly payment back from it.

The Erie Urban Entrepreneurs Program was different. It was higher risk, it was targeted to minority-owned businesses in inner-city areas, and we looked at the data here in Erie and found that from a minority-owned business standpoint, we were way behind the national and State average and that was clearly a strategic disadvantage for us. We invested the same amount of funds that Pittsburgh did, \$100,000, and we just celebrated that in January because of the number of minority entrepreneurs that were helped in the inner city. There's a cluster of them around the Federal Hill area, which we've also now invested Main Street funding. We're hoping to keep that growing. Those are targeted specifically to the City of Erie because that is where we're finding the minority entrepreneurs trying to flourish.

Thank you for that, T.J. I did just want to point that out to the Board; there were two tranches of funding and we've had conversations about a potential third tranche of funding that would extend what you're doing with the Urban Entrepreneurs Program and then us getting involved in the Urban Workforce Development Program. Originally, those were funded under the Ignite Erie concept in which we specifically targeted the inner city for entrepreneurial development. We can have further conversations with the Board about those programs and perhaps even the multi-tenant facility program depending on the appetite of the Board. We'll refer that to planning committee and we'll let you know what further information we need. Thank you for coming in.

Mr. Peters: I have a comment more than a question for T.J. and for this group. The amount of new market tax credits awarded to CDFI's individually was in the \$3.5 billion range and the total investment by the federal government was nearly \$20 billion. Erie didn't get its fair share; we got zero. My comment to my colleagues on this Board, as we just came off of a meeting talking about the benefit of a government relations firm and how we might be able to help bring funding that's really something that we should be eligible for based on all those reasons that T.J. pointed out, the 16501 zip code that is the most impoverished in the State, it's something that I would challenge this Board to think about when we talk about our relationship with Ridge Global and maybe helping get new market tax credits is something that we would put on our list of agenda items for them. Thank you.

Mr. Sample: Thank you, T.J.

Mr. King: Thank you.

COMMITTEE REPORTS

- a. **Treasurer's Report – Mr. Peters:** You all have on your SharePoint the standard package that we present at these meetings. Last month we did our quarterly Finance Committee and dug into this a little deeper. A couple of high level points about the financials of the Authority, we are on a fiscal year so we are nearing the end of our fiscal year. So, as you look at the budget numbers and where we are at, when you see we're at 100% or 98% and you think it's only February, we are in a fiscal year and not a July 1 to June 30 fiscal year but rather an April 1.

With that as backdrop, the first thing we have in the packet is the Profit & Loss which goes over our income and expenses. We do always present a Balance Sheet and I'll go through because I know there are a number of unanswered questions. When you look at the Balance Sheet this one is kind of important as you look at the funds. First of all, and I think we mentioned this at Finance Committee, all of our funds that we control have to be in fully collateralized accounts. When you see an Erie Bank Savings account, know that that is fully collateralized per Pennsylvania Economic Development Finance Law.

You'll see two other categories, 101 and 102, Committed and Restricted Funds. Committed Funds are those in which we have already said, "Hey Bridgeway or someone else, these funds are available for you." So, they are committed and sort of set aside. The Restricted Funds are related to the process that we go through with the State putting money to the County and then the County putting it to us. We are ineligible to use that for a period of one year, so there is always a lag.

The other thing that I had addressed at Finance and I don't recall who was all here at that meeting or not so I would like to take a minute to hit on this. When you look at the current assets and the Notes Receivable, you see the Enterprise Development Fund represented as EDF 1 and EDF 2. We have talked ad nauseum about the Enterprise Development Fund; it's actually a CDFI similar to Bridgeway but it was locally controlled. It was related to but not controlled by the GEIDC (Greater Erie Industrial Development Corporation), which I think all in this room understand that that organization went through a Bankruptcy. As such, the Enterprise Development Fund has had its share of financial issues as well. They lost significant management as a result of that bankruptcy. The reason I'm taking so much time to chat about that is, as some of you already know but for the benefit of the new members, they have been for nearly a year now, requesting that we restructure their debt with us. It is something that we have discussed at Committee but have not yet come to resolution on.

Mr. Wood: We voted on the restructuring package. The Master Loan Agreement hasn't come to fruition yet.

Mr. Peters: I'm sorry. So, we've negotiated it but we haven't completed it yet?

Mr. Wachter: We've negotiated a 10-year to take all of their debt to start fresh with ten years to have it at a 1% interest rate, paid quarterly. Only interest paid quarterly with a balloon payment in the 121st month. The Board has given us the authority to negotiate the covenants that they felt were more restrictive than they would otherwise be held to under State programs. They provided to us a copy of their PEDFA Loan that they have and have ensured that the covenants that we put in place in credit agreement either matched the PEDFA required covenants that they have to keep or are more generous than the PEDFA company. What has been prepared and presented to them is either the same terms they are currently under with State programs or better terms.

That has gone back to them; there has been some back-and-forth on some policy issues and we're waiting for the last response from them. I think a package is ready to be presented to this Board for final approval. I have to look back and see if the original Resolution requires that it be brought back or not.

Mr. Wood: The original Resolution empowered the Solicitor and the Director to go ahead and negotiate and get a contract signed.

Mr. Wachter: Under those general terms of a ten-year contract, 1% interest rate, balloon payment on the end and take care of the covenants. So that is progressing, Mr. Peters, and is close.

Mr. Peters: Thank you for the update. I stand corrected. That's good news for all of us, I think, because when they first started coming to us their desire was simply for us to write down the entire amount. I'm glad we've made progress on that.

Ms. Wyrosdick: Can I ask a quick question on that? What was the reason for their debt? Were these failed loans that they had given out? Therefore, is their debt unsecured?

Mr. Peters: I don't know if I can say. Publicly, there were several large credits extended that failed. The Mercantile building was one, the RCWB building was one; those were large. In addition, they had made a number of bad loans to small businesses. There was an auto dealer that we heard about where the owner had passed away or something. There were a number of bad credits extended. In the kind of business that they're in that's not completely unusual. When you hear T.J.'s results, it's a little tough to swallow.

For the benefit of the group, we had allocated prior to the GEIDC bankruptcy another half million dollars to be invested in the EDF and when we found out about what was going on, this Authority stopped that. We had a lot of folks come in and lobby us to try and release that money but we were thinking, "Your parent is going to file bankruptcy" and we didn't want the taxpayers to suffer from that. In any event, they did have a number of bad loans.

Ms. Wyrosdick: Are we confident that those poor decisions won't continue? What's our involvement?

Mr. Wood: I think it's safe to say that if we did not restructure with them then they were going to collapse and then our investment would be nil at that point. Now we have an investment and a term on that investment so we're hoping that as the Erie County-based CDFI that they will continue to improve their process. They are in a planning process right now with OFN (Opportunity Finance Network); that's the national trade association for CDFI's. We're hoping that through that process that they will find their sweet spot and improve that decision-making process.

Ms. Wyrosdick: Thank you.

Mr. Peters: Anecdotally, they are a non-profit with a bunch of non-profit Board members that were really handed kind of a mess when GEIDC's professional management away. I'm not defending the loans they made; we're not a part of that process. Certainly, the Board appears to be reorganizing itself and trying to operate more efficiently.

Next is the Budget vs. Actual, and again I'm not going to go through it line-by-line, but you'll see where there are certain categories that we've hit at 100% and there's a few that we're under. For the most part, we are on target.

The next thing is the Schedule of Grant Reserve. I think it's somewhat self-explanatory. You see the funds and you see where we've dispersed those funds. That's a number of pages.

Finally, in our financials, we report out to the Authority Board members every check that has been written as well as the credit card statement. To address Mr. Logue's comments earlier, I have no issue with us changing that. I think that at one point or another the financials were available without any sort of authentication process. I agree they're out there now, why wouldn't you leave them . . .

Mr. Wood: We had an extensive discussion about this, I believe it was in December, about the fact that ECGRA had been the target of numerous financial fraud situations. We have been receiving emails from our Board members at the office asking us to transfer funds to various accounts . . .

Mr. Wachter: Fraudulent emails that your Board members didn't send. People are assuming their identities and spoofing.

Mr. Wood: Right. Thank you. So, we talked to our website designer about how we could prevent this fraud and they said this two-step verification process was the only way to do it; it was being done by other organizations, it was a way to verify that a robot or a scamming agency wasn't picking up on various financial detail that we had. That's why we put it in place. I can go back to those minutes and provide them to you so you can see the discussion.

Mr. Logue: Mr. Chair, if I can speak. I don't understand that. We have the County of Erie who places their financials, maybe our website designer should contact their people to see how they do it to keep it out there. This is taxpayer's money. Anybody, any taxpayer should be able to access this without doing that. One could think that what's happening here, and I'm not saying this, is that ECGRA is gathering information on people trying to seek this; that you're keeping some type of list of people. People shouldn't think like that at all. These are financials. Put them out there. Let them look at them; they're paying for them. Let them look at them. If our website person has a problem, have them contact the County person. They don't have that problem. I think we should correct that immediately. Thank you.

Mr. Sample: I know specifically that Perry had contacted me at one point and said that I had supposedly sent something to them and I don't have an issue of opening it back up. We just need to have more security. Are all Authority's financials available on the internet?

Mr. Paris: No. None of them are.

Ms. Michali: You have to file a Right To Know. The County of Erie is the only one where I have been able to access their financials.

Mr. Sample: Other than us.

Mr. Peters: If I could address Mr. Logue's comments, I do now recall this whole issue that they call scrapping and phishing where they scrape contact information off of the website and

say, "Oh, Peters is the Treasurer and Wood is the Director. Let's spoof Peters in an email." I do recall that conversation but I do very much take exception to and want to clarify that ECGRA has always, always had our financials on the website. Always. From the day we launched the website. I wasn't the Treasurer at the time; I think it was Mr. Paris, who made that rule that they would always be on our website as would Board names which other County authorities do not do. They simply don't do it. If you look at the Industrial Development Authority, if you look at the General Authority, that information is not available. Not to mention the City Authorities that don't make that information readily available.

So, I do take exception Tony. We absolutely have always made them available. I forgot that we added this step to deal with this other potential issue. I stand by my comment that I have no issue with them just being out there and I would urge the staff to think very carefully about doing what some crazy sounding email says. I don't have any issue with them being out there.

Ms. Wyrosdick: I can also add, and I'm sure that Perry could add even more, the County when I was working there, we were getting those types of emails too – the spoofing and such. I know our IT department really spent a lot of time trying to track those down and trying to protect the County and their employees from getting more of these. But some of them got very, very good where it looked like Jim Sparber, the Finance Director and the County Executive were asking for funding.

Mr. Peters: So, this isn't unique.

Ms. Wyrosdick: This isn't unique. Of course, the County does have, just last year that they were able, to get their budget and all of their financials so easily and readily available. It took some time; it was not an easy process.

Mr. Peters: So, that was new last year? We've been doing it for at least . . .

Ms. Wyrosdick: Well, I think that the way it's being presented now was unrolled last year.

Mr. Lee: Mr. Chairman, if I could. Just to give you an update, the County felt it was really imperative to get our financial records out there and be transparent. We went with a new program last year that we implemented and rolled out to make it more feasible and a lot quicker for individuals to find financial information on our website.

As Kathy said, it continues to be an ongoing issue with the spoofing and trying to obtain information. Our IT director is constantly having his team not only monitor that but identify different software that is available to help us catch these different types of situations. We did have one situation where our Finance Director was asked to shift some money from one account to another account; they said that email came from the County Executive. It just didn't look right so he brought it to our attention and of course we immediately said that this was not the case so nothing transpired.

To that point, I do know that there are various software's available that can assist you with this particular process but it is one of these situations that it is an ongoing issue to try to make sure you stay ahead to make sure you don't get duped.

Mr. Sample: Then comes the cost versus the reward. We're going to invest money into software and having IT people. I take some exception to the fact that our transparency has been questioned when no other Authority has any financials available nor does County

Council require them to. I would request that we look into making it so that people don't have to sign in and sign out. But if we don't have to spend money on . . .

Mr. Peters: What if there was a middle ground, like a capture or one of those things that proves you're not a robot. There's no one here trying to hide the financials.

Mr. Wood: That's exactly what the current process is designed to do.

Mr. Peters: It's just a capture?

Mr. Wood: Yes.

Mr. Peters: But does it require someone's name?

Mr. Wood: It requires a legitimate email.

Mr. Lee: I would echo the Chairman's recommendation. Mr. Wood, if you would like to reach out to Mr. Eric Freeman, our IT Director, just to find out what the County has in place and see if it may be feasible or maybe not. The County's program is really robust because we're talking about the entire County so there may be some cost limitations there but it definitely would be a good discussion to have.

Mr. Wood: Thank you.

Mr. Peters: Tim and I are looking at the County and the way they do it; they just do it high level. They're not getting into the detail. Maybe that's what we should do, instead of the high level . . .

Mr. Lee: Excuse me. There is a new program that allows you to drill down and really be able to see what I have spent, what the County Executive has spent, but that was an investment on the County's part . . .

Mr. Sample: You would have to have a password to sign onto that, wouldn't you?

Mr. Lee: No.

Mr. Logue: I think this is very important for this Board. This Board in the past has been accused of lack of transparency.

Mr. Peters: Well that's inappropriate because we have always put the financials on the website from day one.

Mr. Logue: Chuck, let me speak. I'm trying to bring up what Mr. Lee just told us. I'm speaking about lack of transparency. This Board has been criticized in the past recently, and you can make the face if you want, but for paying for a college education and things like this. Now, if that would have been on there, somebody might have seen that and said, "Hey, what's going on here?" I agree with Mr. Lee that we need to look at that.

Mr. Sample: Actually, you're agreeing with me and then Mr. Lee agreed with me. Let's move on.

Mr. DiPaolo: I have one question before we move on. Chuck mentioned the fact that we have banking statements and credit card statements. Why do we pay for services out of both? Or do we pay them out of one? How does that work?

Mr. Peters: I'm sorry, Dom. Can you repeat that?

Mr. DiPaolo: You have a credit card that you pay and you have a checking account that you pay services with. Is there a reason you pay out of both and not just checking?

Mr. Peters: Ease of use; like if we can set up a recurring credit card payment. I don't think there is a particular reason.

Mr. Sample: We had this discussion before and, Dom you were not here, but probably in my business 35% of people pay by credit card now just because of the ease and the record keeping. That's very accepted and I know that we have been doing that for a long time. I guess we never really viewed it as an issue because both are listed on our financials. The check detail with the Visa detail is out there.

Mr. DiPaolo: I was just kind of curious as to why you do that, that's all. Thank you.

Mr. Barney makes a motion to approve the Treasurer's Report. Ms. Presta seconds the motion. Motion carries 8 – 0.

- b. Regional Assets Committee: Mr. Wood: There was no meeting so there is nothing to report.
- c. Strategic Planning Committee: Mr. Paris: Thank you, Dave. We had a meeting last Thursday, February 8 and we spoke briefly on the Settlement Agreement and how we should handle that and I think we determined that we don't have to do anything until 2019, is that correct?

Mr. Wood: Just to clarify. The Settlement Agreement through 2017 is in place and intact. We have a legal opinion from the County Solicitor that I'm going to talk about in my report that basically says the million dollars for the land bank doesn't come out of the ECGRA funds until January 1, 2018 so a new calendar year. Therefore, there is no need to take action on the Settlement but in the meantime, we would have a discussion with the Settlement Municipalities about the fact that their 2018 budgets could be affected by the removal of that million dollars.

Mr. Sample: 2018 funds are paid in 2019 because of the Restricted Funds.

Mr. Paris: We had a list of discussion items. The land bank – we discussed how we might still be a part of that and I think that we determined with some of the new programs we will be running, those new programs will help the blighted areas as well. So, we kind of let that drop.

We talked about Ridge Policy Group and the future of what they can do for us. Many of us were at the meeting the other day with RPG and we're just going to see how that plays out and what kind of grants they could possibly get for us. We talked about starting up funding for parks; we authorized the Executive Director to look into setting up a grant process called

the Greenway Grant so that parks can apply for grants. We also spoke to some of the County Council remarks that mostly was because of the expenses that we are taking on for the Right To Know and we wanted to talk about the cost that is involved with that.

Then we moved on to Revitalizing America's Legacy Cities. This is something Perry I think will be talking about in his Director's Report so I'm going to pass on discussing the last portion of our Strategic Planning Committee and let Perry talk about that in his report.

Mr. Wood: I would add that that was the second time the Board has been presented with guidelines for the Renaissance Block Challenge. You're going to see another draft of them in front of you today along with the Anchor Building concept, now being presented multiple times. I'll walk through them in the Executive Director's Report and hopefully we'll have a good conversation.

d. Update from County Council: Dr. Foust is not present.

e. Update from County Executive's Office: Mr. Lee: Thank you Mr. Chairman. I'll just take a couple minutes to give an update on the Community College initiative. As many of you recall, last time I shared with you where we were in the process, we were addressing the additional supplemental information requested by the State Board of Education. The partnership with the County Administration and Empower Erie have completed that. We have an operations team that was tasked with addressing the questions, there were about 25 questions, that the State Board of Education wanted clarity on. We were tasked with answering those questions; we have completed that. The goal is for the Administration to submit our response before the end of this week.

The timeline still remains, we're hoping to hear feedback by the end of June. We submitted the application June 30, 2017 and they had shared with us at that time that the process could take up to 12 months. That fits into the timeline as far as the end of June of this year.

The County Administration still feels that this is a great opportunity for the entire County. ECGRA, along with the Erie Community Foundation, has invested in the upfront money (about \$3.7M). We will be leveraging that with the County's gaming share; that's how we have identified paying for this college going forward, hopefully along with the State investment.

We will await the feedback from the State on this particular important initiative. I think it's very important to point out, especially with all the talk about the cost of education, that this community college will provide, if approved, an opportunity for individuals to proceed on with their education in a more economical manner. What I mean by that, currently the structure is that if you want to go for an Associate Degree, depending on what school or institution you are enrolled in, you could be paying anywhere between \$9,000 and \$35,000. The projections that we have based on this community college puts the cost at about \$3,000. That is definitely something to be considered.

With the changes at Edinboro, the Porreco Center, as they are moving out of the market, that is creating another opening to meet the needs of individuals that would want to go on and continue their education. This continues to be a unique opportunity to build from the bottom up. We will continue to push this initiative because we see a lot of value in it for the entire community.

Thank you, Mr. Chairman.

Mr. Sample: Gary, I don't remember exactly but the money that you're going to use from the County's gaming share, that was previously for the Airport and the Convention Center. Those are due to be up, is one up already and the other one up in 2018 or 2019?

Mr. Lee: That is correct. The money that we have identified is coming from the gaming money that we used for funding projects for the Airport and the Erie Insurance Arena. The Airport is already up, so that money is available; the Erie Insurance Arena is coming up in 2019. Going forward, the Administration has made the commitment that we will not raise taxes in the projection of this business plan that we have, which is a five-year plan; we will not raise taxes for this initiative.

Mr. Sample: Thank you, Gary.

Mr. Logue: Mr. Chair, if I may. Mr. Lee, I'm just sitting here thinking outside the box about how the Board would have to approve this and Council and the County Executive, but obviously we spoke about this last week with the Jobs Program that this Board started and the County jumped right on it a number of years ago. I think Mr. Wood said this at the meeting the other day, we had about 215-230 individuals in this program. I don't know if this is feasible or not since we're just talking here, if somewhere down the road if the Community College would come to fruition and we have that and we have this number of students that are in this Jobs Program for one year, two years, whatever, would there be some type of help for those individuals that have gone through our program and now they're going to community college? You said that \$3,000 would be the average. Could we help those types of individuals out and show them that their work ethic and proving that they can succeed – they don't want to survive, they want to achieve I should say – could we tie that in somehow to these individuals that we might be able to lower their tuition?

Mr. Sample: Like a scholarship.

Mr. Logue: Exactly. They've already proven themselves in one program sponsored by ECGRA and the County; now this program is obviously funded ECGRA, County funded, and State.

Mr. Lee: Mr. Logue, you bring up a good point. The great thing about this initiative is we have an opportunity to build from the bottom up. Absolutely, those are the types of initiatives that can be explored. There's no doubt about that. To the point of various scholarships, this is a whole process that we have to go through and to obtain certification from the Mid-State's Accreditation Board, that could take up to three years. While we're going through that process, students are not eligible for financial aid so, again, one of the creative ways will be looking at scholarships that perhaps can fill that gap. But yes, that is definitely something that can be explored.

Mr. Sample: Years ago when Penn State had the Brain Gain thing, there was an individual out of Mercer or Grove City that came up that sponsored kids to go to a welding school. If they succeeded through the process, they got a \$1,200 scholarship. But it was almost like a military drill camp – drug tests, you will be on time, you won't miss class, you'll do this, you'll do that – and then they were rewarded with a scholarship. Tony, I think that has a lot of credibility.

Mr. Wood: Mr. Lee, thank you for that wonderful report on Community College.

Mr. Peters: Mr. Lee, do we have a sense as to where the State's at with this? Can we put odds on it?

Mr. Lee: At this point, we have been told that the application will be based on merit, which is great news. We're optimistic that this will transpire. But to your point, at this point we do not have a sense as to the odds if you will. We're just looking at, and we're very hopeful, that it will be predicated on the value of the college plan itself. And if that transpires, then we are very optimistic that we have a great chance of seeing a future college for this region. Thank you.

Mr. Wood: We have \$400,000 set aside to support the Community College; one our largest grants in the history of ECGRA. \$370,000 of it is still available; only \$30,000 of it has been drawn down and as I understand it, that's the same amount was drawn down from the Community Foundation. Where has that \$60,000 gone and how much of that went to hire a lobbyist to go to Harrisburg to make sure that this process went through?

Mr. Lee: Those are great questions. The \$60,000 was for the feasibility study and preparing the college plan. That was the investment that the Erie Community Foundation and ECGRA made toward Empower Erie, in fact it was directly with Empower Erie. So, that is where the draw down, to date, has gone. Since then, the County Administration has set up an MOU with Empower Erie to help us facilitate the second part, which is what we're going through with the State. We felt that it would be, since Empower Erie did so much work, it just made sense to continue that collaboration.

We have a joint relationship with Empower Erie and the Erie Community Foundation which would incorporate ECGRA money to continue with the application process. That budget was about \$130,000; we continue to draw down on that. Part of that is for the lobbyist that we're working with to facilitate this process and to date, we have invested about \$15,000 with the lobbyist in this particular project.

Mr. Wood: Thank you.

REPORT OF THE EXECUTIVE DIRECTOR

Mr. Wood: Thank you, Mr. Chairman. There is a printed copy of more extensive detailed information in the Executive Director's Report but I'm going to use this PowerPoint as a guide. These are the big areas I want to hit. First of all, there are a few things I want to make you aware of and go on record and see if you have any questions. Secondly, is to extend the conversation we began having in the Strategic Planning meeting about the context that we currently find ourselves in. Third, as Mike mentioned in his report, I want to talk about the report, "Revitalizing America's Smaller Legacy Cities," which just came out in 2017 and it's going to be an excellent resource to benchmark for us as well as beginning this discussion about a framework for a second endowment. Then I want to talk about the two Grant Guidelines that you have in front of you. The research has been done, one has had a focus group to it, and I want to walk you through the various steps to it.

First, if you open up your packet on the Executive Director's Report you'll see a report that you often get from me which is the financial dashboard. The third quarter funds came in at \$578,000. Look at how that compares to past third quarter reports; this is the highest one in

the last three years. So, things not only seem to be stabilizing but maybe even slightly improving at the casino. Fourth quarter funds came in as well at \$4.4M; total \$8.8M coming, the land bank money hasn't come out; that won't come out until 2018 funds. So, ECGRA received \$4.4M.

This report is important for several reasons. It gives you, on a quarterly basis, every dollar that has come into ECGRA as well as the totals. But more importantly, it gives you an idea where we're at and where we're trending. We're actually trending at this stabilized or slightly increased funding.

The second chart is there to remind you of how the funds come in. That is why we have this "hockey stick" chart to remind you that the funds kind of dribble in throughout the first three quarters of the year until there's what's known at the Department of Revenue, the "true-up" which is the amount that makes sure that the casino pays us a minimum of \$10M a year. You'll see in your packet the letter that comes from Jim Sparber, an email from Sue Ellen about the opinion of the Solicitor about the land bank funds, and then you'll get into the appointee letters that have come in from the Clerk's Office. I want to enter those into record; those are official correspondence of the four new appointees.

Next, is the Pilot Project Guidelines that we just passed in January; you'll see a letter here from Superintendent Polito asking us to consider a Pilot concept along with an attachment of a strategic planning process that they are going through called, "Moving Forward as One." This is just a Letter of Interest. The first step in this process is for them to fill out a Letter of Intent on our online grant-making system, so they are in the process of doing that as we speak. That Letter of Intent then translates into a full Application to look at how this Pilot Project fits into our goals as ECGRA. I intend to get you a copy of that Letter of Intent soon so that you can examine it and we can have a discussion about whether or not this Erie Public Schools project should be our first Pilot Project.

Next, I want to enter the Strategic Planning Committee Agenda into record. Mike did a great job of going over that. That meeting was on February 8, 2018. Also, on February 13, we had a joint meeting of County Council, the County Executive's Office, and several ECGRA Board Members to talk about Ridge Policy Group. I want to enter the document that was handed out there into the record as well. These are some of the grant sources that we discussed as a group.

One of our action items there was to better increase communication between ECGRA and the County. One of the ways we talked about doing that was to hold a series of conference calls when funding sources would become available. The specific example was Summer Jobs. There is a great relationship between ECGRA and the County; we're co-funding Summer Jobs. We should pull in the respective folks from the County, we should pull in the respective folks from GECAC, we should talk about what labor and industry has to offer now, because now is the time where you would want to apply for those funds.

I did want to make you aware that the staff at ECGRA is in the process, primarily myself, of evaluation and internal reviews on our bigger initiatives. Four of these five things were funded in conjunction with the Erie Community Foundation, which they called it the Shaping Tomorrow process, doing more transformational things. Ignite Erie came out of our Industry and University partnership program that we created. These evaluations, or mid-term reviews depending on how you think of them, are in process right now.

We just received the Community Schools and East-West Bayfront updates. They are required on a periodic basis to turn in reports to us; we just received those yesterday so I'm in the process of reviewing them. Erie Innovation District mid-review, which really got a late start because their first process was to hire an executive director. That's expected to be by the end of February; we should be getting that from the Provost of Mercyhurst. The Ignite Erie review, I have been interviewing members of the steering committee to find out where they are at and I will be presenting some type of report to you on that.

Let's go to context now. We are in the context of declining gaming revenue, although hopefully we are at a point where we have stabilized; minus one million dollars next year. That

being said, we know there is less money coming in, we know it's not predictable how long that will be sustainable, but we have eight years of grant-making experience to really think about in terms of what we have done and where we are headed.

There have been 791 grants and loans done within the last eight years to 220 economic development, municipal governments, and nonprofits. That's an investment of over \$46M in the Erie Community – and that's just ECGRA's funds. We know through the economic impact study that we conducted that when it was at \$40M worth of investments, there was an economic impact of \$208M; \$1.5M of it from additional local government revenue and the creation of over 1,100 jobs in our region.

What have we learned in this process? We've learned from our stakeholders that federal and state funds have continued to decline for them which makes our funding that much more important. We've learned about the metropolitan revolution; I've given you the book today, *The New Localism*. This is the trend in the United States. The power, the decision-making, the ability to impact community problem-solving has, in the last fifty years, continued to devolve at the local level. That makes groups like ours, the Community Foundation, County government, and the large nonprofits – those are the new problem-solvers. As Bruce Katz says in this new book, "Power to the problem-solvers." Because at the local level, we have the ability to work together and solve things the federal government and state government are not in the process of helping us solve.

We've learned that requiring a 1:1 match, or as we call it having skin in the game, is absolutely essential to show commitment from those that are coming to us and applying for funds. We've learned that compliance requires consistency and diligence. I just got a call two weeks ago from the Director of Finance for the County saying, "We know you have an established application, compliance, budgeting, and reporting process in place for grant applications. We don't have any of that at the County. We would like you to share that with us. We'd like you to tell us how you do that." We provided them all those templates. In the last eight years our consistency and diligence has been through the fact that we have those documents.

Measuring economic impact – you can't do it every year; it's incredibly tedious and difficult. If you want it done right, you need a neutral third party to do it so it's viewed as fair and independent. We did that for the first time two years ago and found that we are leveraging these funds quite successfully. Bridgeway Capital is a great example of how we're doing that.

What we've done with small businesses has leveraged dollars 6:1; for every dollar we put in, another six dollars gets invested into those small businesses. That's Bridgeway Capital, Ben Franklin, other groups that we've invested in over the years; tremendous leverage, tremendous return. But we only know that because we measure it.

And finally, objectivity requires guidelines, outreach, and education. That's why we vet these things with the Board, that's why we put physical guidelines in writing, that's why there's an application process so we can compare apples to apples, that's why we do outreach to the stakeholder groups that are going to be affected. We often have focus groups, which you heard about today, where we ask the folks that are going to receive the funding, "What do you think about the grant process that's in place?", and we want to make sure that they know the funds are available and we want to make sure that everyone from the County benefits – rural and urban and suburban.

And finally, education. We do workshops at ECGRA; when we launch a new program or a program that folks are confused about, we do a grant-writing workshop. Come in and talk to us, go over the guidelines with you, ask specific questions; we often answer questions about what would be the most competitive grant application. That's not an easy thing and benchmarking throughout those concepts has always been very difficult.

We ran across this report, "Revitalizing America's Smaller Legacy Cities"; we did an overview of this report under Strategic Planning. Everybody has a copy; you either received it at the Committee meeting if you were there or you received it in the mail. What's great about this report is that it recognizes one of the problems with research in the United States which is

that it's all focused on the large metropolitan areas; we get left out of the list and research areas. If you take a look at this map here, this is what folks typically call the "Rust Belt." These are all the cities that are really our peer communities that we benchmark against.

The Lincoln Institute of Land Policy, which is a well-known group in the urban redevelopment community, is talking about how we position ourselves as a post-industrial economy. It's talking about the formula for success; it has identified eight different steps to make sure smaller legacy cities can be successful. In the context of declining revenue, in the context of what we've learned in the last seven years, in the context of a great grant-making process and the economic impact process, how do we compare? This is kind of a report card for us.

Here are the eight different strategies that they listed and here are the signature programs that ECGRA is participating in to address these strategies. We didn't have these strategies before we invested in these programs; we pieced together the literature on what successful revitalization looks like. Now that some independent third party has done it, this is a great chance to capture it.

Strategy #1 – Build Civic Capacity and Talent. Erie County's Civic Leadership Academy does that. **Strategy #2 – Encourage a Shared Public- and Private-Sector Vision.** If you read more about what they mean by that it's bringing together various anchor institutions in your community; local government and universities and putting them together with private industry to create a shared vision for the community. Ignite Erie has been on the forefront of doing that.

Strategy #3 – Expand Opportunities for Low-Income Workers. The Summer Jobs Program, I think, is a vanguard program in that area. We talk a lot about its scalability and the fact that it needs more funding but it really has been the most successful thing that we've invested in in that area. I would also count the Entrepreneur Program that we're doing with Bridgeway as an extension of that as well.

Strategy #4 – Build on an Authentic Sense of Place. What we've done with the Main Streets, to brand them, fix their streetscapes and façade improvements, you're building a sense of identity for all those little communities across Erie. That plays into **Strategy #5 – Focus Regional Efforts on Rebuilding a Strong Downtown.** We're the central business district; in downtown Erie, 25,000 people a day go to work. It is the largest commercial district; we've done a lot for the Erie Downtown Partnership (we could do more). I think the programs like Anchor Building are part of that. The Innovation District is in its implementation stage but that is a big idea concept of how to revitalize your central business district.

Strategy #6 – Engage in Community and Strategic Planning. ECGRA Board Members and staff have been involved in Emerge 2040, Erie Refocused, and the Metro 100 forums that we partner with the Jefferson Educational Society. **Strategy #7 – Stabilize Distressed Neighborhoods.** We've done some Pilot concepts here; we've funded the East-West Bayfront Plan which is just getting up and running, we've funded the Corry Neighborhood Initiative, we've funded the Block-by-Block Program with United Way. Those were all Pilot concepts so we could better learn how to do revitalization. I believe it has culminated in this concept of the Renaissance Block Program which I'll talk about in a minute. That of course is in research phase and we hope you'll approve that in March.

Strategy #8 – Strategically Leverage State Policies. I would add Federal Policies as well. That is why we hired Ridge Policy Group – to create leverage – to make sure that our community knows about opportunities and effectively take part.

What the staff has talked about, to jumpstart your thinking on the next endowment, would be to use this report, this "Revitalizing America's Smaller Legacy Cities" report, as a guide to creating a second endowment. A little play on words – this is the "Legacy Cities" report – we're calling it the ECGRA Legacy Endowment as a working title.

Let's start with the fact that we have been talking about this for years. We've been discussing this in length; it culminated with Memo #2 in 2017 in which we actually laid out some of the options. We talked about moving this forward and that was just in September of

last year. So, what would the approach look like? Our recommendation, as you look at Strategies one through three (the Civic Capacity, the Shared Vision, and the Opportunities for Low-Income Workers), you endow those first three concepts by jumpstarting the endowment with a large figure, say five or six million dollars to get it off the ground and running.

You then continue the normal revenue process throughout 2018 and in 2019, you reassess where the balance is at and you begin the drawdown process to disperse funds from that endowment to the first three on the list. That being said, more revenue will continue to come into ECGRA. You could invest up to one million dollars a year in building that endowment further and then go to Strategy #4; and then another million dollars two years from now for Strategy #5; one million three years from now and go to Strategy #6; one million four years from now for Strategy #7 – systematically endowing what have been some of the most successful programs that ECGRA has done and that are consistent with this report.

The options – there are really two main options and they are both possible. Option one is to do what we did with the Lead Assets; to work with the Erie Community Foundation to set up a stable account or what they call a Donor-Advised Fund. Option two, which Tim has provided us a legal opinion on, is to set up a brand-new endowment with a separate structure. That will be a little more work and will take a bit more time; we'd have to create the legal structure, we'd have to set up the investment policy, we'd have to have an investment policy committee to work with brokers and investors; there would have to be a governing structure. Those are the two options that are in place for the Legacy Endowment. I think we need to continue to have further dialogue on it if the Board wants to move in this direction.

Mr. Peters: Perry, I would like to make a comment. We talked about this at Strategic Planning. For the new members, that wasn't the easiest concept. The Lead Assets just wanted us to write them checks to support their operating costs. The endowment concept was foreign to them. Now, when we look at that, we've created an endowment that is the second largest in Erie County with around \$14M dollars in it. That endowment is kicking out, very efficiently, \$450,000 a year to those Lead Assets. Conceptually, I really like the idea of creating these endowments for programs that we want to support that can last beyond the life of the casino. I think that is one thing that all of us in this room can agree upon – we can't predict how long that casino will survive. Let's hope it's for a very long time. But in the event that it doesn't, I love the idea of there being endowments so this money lasts in perpetuity.

If you're looking for feedback, Perry, I would encourage the staff to continue working in this direction.

Mr. Sample: I, too, have always been very much in favor of endowments. I think that you keep the corpus constant and you spin off the other. As Chuck said, it goes on in perpetuity. I don't know how much better system we could come up with to make sure that funding is around. Every once in a while, I think about Commodore Downs, and think, "Nope."

Mr. Bagnoni: I like the idea of endowments but I have a problem with what you told me the other day; that we're sort of skirting what we're allowed to do as an agency with the money that we have.

Mr. Sample: I never said that.

Mr. Bagnoni: That we're not allowed to put it in anything that is going to jeopardize us, correct?

Mr. Wachter: What I said was that when we reviewed the funds that were held by PNC however many years ago, in 2012, they were invested in things that were riskier than what the Gaming Authority was allowed to have funds invested in. So, in order to do the endowment, the Gaming Authority has to lose Title to the funds and grant them to some other entity so that

they could be invested into traditional investment vehicles, which is why the Gaming Authority has the option if they're going to do an endowment of either granting money to an entity that is either an existing endowment-type fund or create a separate entity that would be a separate endowment-type fund. The Gaming Authority does not have the ability to manage the funds or invest them in things that create the returns that creates the value that is then distributed out.

Mr. Bagnoni: I understand that. Maybe I'm wrong but it seems to me that we're skirting what the true intention was; what we were told we could do with this money. We can't invest it in anything that has any risk at all. So, instead of us doing that, we're sort of end-running them by going and giving to somebody else saying, "You can invest it in anything you want." But if they lose all that money, then the money is gone.

Mr. Sample: Right, but we're creating an endowment; we don't have control of that anymore.

Mr. Bagnoni: I understand that but it's all dependent on whether that endowment makes money or doesn't.

Mr. Peters: I think that when we evaluated it, we went through an RFP process where we had folks come in and present on how they would manage the money and when we selected the Erie Community Foundation it was because of their investment policy and their track record of being – their whole purpose for existence is to take funds and ensure that they last in perpetuity.

Mr. Bagnoni: Chuck, I understand that but I don't want to see us doing something that we're not supposed to be doing in the first place. If we give the money to someone else, it's not our money, we have no control over it, they can do whatever they want with it – is it our money or isn't it our money? Can we go take it back, by the way?

Mr. Sample: No.

Mr. Bagnoni: So, my question is, are we doing what we're supposed to be doing? That's my only question. Is this legal what we're doing?

Mr. Peters: Yes. Maybe we need a written legal opinion. I would request then, to alleviate the concerns of Mr. Bagnoni, that we get a legal opinion. I think that's probably the only way.

Mr. Bagnoni: I just want to make sure we're on the right side of this. I don't want to fall on the wrong side. If this endowment thing goes south on us, we're the ones who they're going to look at and say, "Why did you give them the money? You're the ones who were supposed to take care of it."

Mr. Wachter: I can provide a legal opinion with respect to whether it is legal for us to provide a grant to another entity for the purpose of formulating an endowment to fund things. I'll have to look back to see if eight years ago, or however long ago, I might have already issued one then but I don't remember.

Mr. Wood: Let me look through the archives and see if we have that.

Mr. Logue: Did we need Court approval for the initial? That was through the Settlement Agreement and that was Dunlavey did that through Court Order. Would that be necessary to do that then to form this type of endowment, to bring it to the Court of Common Pleas to have them look at this?

Mr. Wachter: No. What happened in the Settlement Agreement was that Judge Dunlavy referred to the document called the Framework at that time. In the Framework, it contemplated that an endowment would be created and then he attached the Framework to the Settlement, but the only portion of the Framework that I remember that was specifically related to or specifically referred to in the actual Settlement Agreement was the reference to the nine dedicated regional assets that were going to receive funding. The endowment itself was not a court-ordered thing to do but the funding of the dedicated regional assets was. The endowment was a policy decision that this Board made in order to provide for that funding.

Mr. Logue: I thought I read somewhere, whether it's in the Financing Act or through all the litigation that came through here, that there had to have some type of court review or something.

Mr. Wachter: I am not familiar with that. If you have something, I'd love to see it.

Mr. Logue: Well, I'm not going to read through all that again; I just thought there was something in there. I like the idea of creating these endowments, but we want to do it right. As you heard earlier when Mr. Lee was here, the Up For The Job Program, attaching that somehow to students who want to continue; proven students who have worked a good job, who got great recommendations from their employers and they want to continue. It only makes sense; they're working in Erie, they're going to school in Erie, hopefully they will want to stay in Erie then. Other jobs are created through economic agencies, the driving forces in Erie, that will provide them these jobs.

So, if we're going to do something like that, I want to see something like that. Again, we're just in the talking stages. I do agree with David; I think we do need to look at that and make sure because we have money tied up here and if something goes south on us, just like what we're doing for (and I forget all the acronyms) the GEIDC or whatever – we bailed these people out to a certain extent and funding them in their failed episodes.

Mr. Bagnoni: I just don't want it to look like we're doing something wrong.

Mr. Sample: Let's get an opinion and see if we are in compliance.

Mr. Bagnoni: We have an endowment that is up to \$14M and I think that is fantastic and I like the way that it works but if that \$14M all of a sudden went south on us, what would they be saying about it?

Mr. Wood: Good point. Thank you for that discussion.

There has been the creation of two different programs for your consideration that have been brought to the Board multiple times in multiple drafts; the newest draft of the Renaissance Block Challenge is in front of you. Let me just go over a quick history of how we got here.

Our benchmark was the Jamestown Renaissance Block Challenge; we reviewed their literature and several other communities in New York have adopted this program. We had multiple phone interviews with the creator of the program, Pete Lombardi who is the co-author of the Erie Refocused Plan with Charles Buki. He is also working on a plan in Millcreek right now as well. And finally, we had a focus group meeting on February 9; Ms. Wyrosdick was there. We had representation from Union City Borough, Our West Bayfront, Bayfront Eastside Taskforce, Sisters of St. Joseph Neighborhood Network, North East Borough, and the City of Erie. We had provided them with links to the Jamestown Renaissance Block initiative ahead of time and then we asked them three questions in the focus group – 1. Give us your thoughts on the Renaissance Block concept; 2. Give us your reaction to the draft guidelines that we provided you with; 3. How will this program help you with other funders?

After asking these three questions, we solicited feedback and that has gone into this newest round of draft guidelines. The purpose of which is this is a financial-based incentive program designed to address or reverse housing blight, spur private investment, increase market values, and make neighborhoods more attractive. I really think it's a culmination of everything we've learned about neighborhood renewal.

Here is the staff's recommendation based upon what we saw in Jamestown and based upon what we heard in the focus group. We set aside a bucket of \$500,000 for the program; each application be a maximum of \$150,000, and that private home-owners that participate with the intermediary nonprofits that we're granting to be eligible for up to \$5,000 per home with a 1:1 match. Those are the financials of where we're at.

Eligibility would be a 501(c)3, a municipality or municipal authority who would come to us and say, "Here is the Renaissance Block area that we would like to focus on and we would like to target these spots." If you open the document and take a look at the eligible uses, we do have information there about reimbursements that the homeowner and the nonprofit could go after; sidewalks, walkways, driveways, landscaping, doors and windows that are visible from the street, soffit, fascia, gutters, downspouts, exterior lighting, porches, stairs, steps, painting, siding, shutters, chimney, and masonry repair are basically the kinds of things that the Jamestown Renaissance Block does. Some of these items came from feedback from the focus group.

There is some more information here about eligible uses of program funds; talking about administration, marketing, promotion, and advertising fees (up to 15%), insurance and legal fees that may be necessary, evaluations, contracted services, equipment and supplies, as well as our policy on construction, which is about prevailing wage and when it kicks in.

Mr. Wachter: Mr. Wood, if I could point out briefly that as I was reviewing this seated here, I gave some edits to Tom regarding the Prevailing Wage insert. The Prevailing Wage insert referenced a \$100,000 project threshold; the correct number is \$25,000. The \$100,000 threshold was recently enacted by the Legislature as it relates to road projects. So, the Prevailing Wage is required on projects that will be a total in excess of \$25,000 unless we're doing a road, at which point it would be \$100,000.

Mr. DiPaolo: Mr. Wood, is this basically a land bank? Is that what this is or not? What are they doing? Are they doing the same thing we're doing here?

Mr. Wood: I think that's a good question. The purpose of a land bank is to establish intergovernmental agreements with the three municipal governments, being the school district, the County, and the City, in order to forgive liens and taxation that are on properties that are blighted. The land bank facilitates those three groups to wipe out those taxes, and then they have something called a disposition policy in which they determine how to get that property back on the tax roles. The property could simply go to sheriff sale, the property could go to a nonprofit that is in that area for purposes of neighborhood renewal, for example HANDS or Our West Bayfront. That's the primary purpose of the legal side of a land bank. This is more of a grant incentive-based program to take care of the blight – being proactive or preventative with the blight process. The land bank is really on the latter end of the blight process – the property is gone, it is not coming back. So, what do we do with it as a community because the taxes are building up and somebody (often the County) is paying to have the grass mowed or the lot to be serviced. If you put it in that spectrum, they are at two different ends of the blight perspective.

Mr. DiPaolo: Thank you.

Mr. Wood: The staff is recommending that this new program is ready to launch in March. Ms. Wyrosdick, if we could schedule one more meeting to go over the draft. She's the perfect person to look it over as the city's Planning Director.

Next, is the Anchor Building concept. The Anchor Building concept began with a document that the County commissioned, the Erie County Cultural Heritage Plan. I haven't given you a copy of this so I'll summarize it briefly for you. The subtitle is, "A Component of the Erie County Comprehensive Plan." This has been vetted between government and County Council, the Planning Department, the County Executive's office. There is a lot of information in here about the stakeholder groups that were looked at for this and the conclusion that some of the stakeholder groups came to about what is the importance of cultural heritage and preservation. Don't immediately jump to the definition of that in your head; it is a broad umbrella term for application in the community.

The stakeholder group basically said that the following are of value to preserving a community; so, if we're using taxpayer dollars to preserve cultural heritage, what would it be? Festivals and events had 78% - we already fund festivals and events. In fact, it will be on the March agenda to fund all of the Special Event applications. The second is 78% for the maritime history. As you may recall, the Flagship Niagara League is one of the Lead Assets we are funding to the tune of \$40,000-\$50,000 a year to sustain maritime history.

Next, 75% said that museums and galleries were important to sustain. We're also funding the Erie Art Museum as a Lead Asset. There are others that receive grants but they are smaller, places like Waterford for example. We can talk about those later. Then, 71% said Presque Isle is a major cultural heritage. If you look at our cumulative grants report, we have given thousands of dollars to the Presque Isle Partnership in order to invest in the park, whether it be through their beach concerts or putting in new picnic tables and so on.

Another 59% said that investing in people and modern history is important; that was kind of interesting and something that I hadn't really thought about. People, as in educating people about our history and kind of what's going on from a modern standpoint, modern historical issues. About 53% say wineries; through many of our investment programs, at least two wineries were started up with capital from other funding sources that put money into wineries. Then, 52% said main streets and community spaces were important. We all know what we're doing there.

So, when you look at this, where is the gap when you look at this report? The gap is in the capital infrastructure to preserve historical buildings and to work specifically on the aspects that keep them aesthetic and functional. They are often aesthetic and functional for tourism purposes (economic development), they are often aesthetic and functional for small business incubation (economic development).

That being said, the stakeholder interviews that were done here, the benchmarking that was done, looking at the fact that the State used to have an Anchor Building Program; we found a copy of that and incorporated that into this. If you follow me here, the purpose of this program is redevelopment of underutilized or vacant buildings that have the potential to serve as a catalyst for greater investment and activity. This is a nice little summary of everything I just said.

The staff is recommending a funding bucket for this of \$350,000 with maximum applications being \$100,000 per applicant and requiring a 1:1 match. The eligibility would be a 501(c)3, a municipal government or authority. Eligible uses, we kept it broad and high level because we're talking about a capital program here. Contracted services such as engineering, architectural, appraisal, environmental, equipment and supplies, and construction (see the Prevailing Wage document – and we'll be updating that as well).

The timeline on these. The Renaissance Block, we viewed everything as a two-year cycle so, we're asking you to provide a \$500,000 bucket for the next two years with the ability to contract with these folks for two years. The Anchor Building, we're saying these should be one-year grant cycles; these capital improvements should be one-year grant cycles but the \$350,000 should also be a bucket for two years. That gives us the opportunity to find the best

projects and bring those back to you. The staff is recommending, as well, that this program be ready to launch in March.

Mr. Logue: Perry, how much do we provide Bridgeway?

Mr. Wood: We made two tranches of investments with Bridgeway. The first tranche was for \$1M and that was the one that was leveraged with another \$5M from the Growth Fund. The second tranche was \$100,000 and that was the pilot for the Urban Minority Entrepreneurship Program. So, it's been \$1.1M in the last few years.

Mr. Logue: Bridgeway first approached us in 2015, did they not?

Mr. Wood: I would have to go back, but it was definitely before that. I believe it was 2013 that the Erie Growth Partnership . . .

Mr. Logue: I know when I was on the Board before another gentleman came here and gave us a presentation on the research and (inaudible).

Mr. Paris: If you want this to launch in March, is this something that we're going to have to approve?

Mr. Wood: If this launches in March, I can simply put this on the agenda in the form of a resolution in March. If you pass the resolution, in essence you are sequestering the funds for the program and allowing us to move forward and do a grant workshop.

Mr. Paris: The dates on here will be adjusted then?

Mr. Wood: Yes. That was an initial March timeline. It can be adjusted. That concludes my Executive Director's Report. Are there any other summarizing comments for me? Thank you for your time.

SOLICITOR'S REPORT

Mr. Wachter: There is nothing to report.

OLD BUSINESS

Nothing to follow up on.

NEW BUSINESS

There is no new business.

ADJOURNMENT

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





Erie County Gaming Revenue Authority
Special Meeting of the Board of Directors
February 27, 2018

CALL TO ORDER

The Special Meeting of the Board of Directors of the Erie County Gaming Revenue Authority was held on February 27, 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. Bagnoni (via phone), Mr. DiPaolo, Mr. Logue, Mr. Paris, Mr. Peters, Ms. Presta, Mr. Sample, and Ms. Wyrosdick. Mr. Lee (via phone), Mr. Wachter, and Mr. Wood are also present.

APPROVAL OF THE AGENDA

Mr. Paris makes a motion to approve the agenda. Mr. Peters seconds the motion. Motion carries 9-0.

DIRECTOR'S COMMENTS

Mr. Logue: Mr. Chair, I would like to reserve my comments for item 9, Old Business with respect to the Ridge Policy Group.

COMMENTS BY THE CHAIR

None.

PUBLIC COMMENT

None.

EXECUTIVE DIRECTOR'S REPORT

Mr. Wood: Thank you, Chairman Sample. I just wanted to read a statement into the record.

Leveraging gaming dollars is a consistent stance taken by the ECGRA Board of Directors throughout the years. It's the idea that if ECGRA invests \$100,000 into a project or a group of nonprofits, they must match it with at least \$100,000. In other words, ECGRA's \$100,000 has a direct impact, at minimum, of \$200,000 in the local economy. In our grant guidelines we call this local match. Local match isn't in our by-laws; it's not in our charter or any other legal guiding document. It's a smart policy adopted by the Board. It's smart because it ensures economic impact, it separates the committed from the speculative, it shows buy-in from the applicant, and it demonstrates skin in the game.

ECGRA has been very successful in leveraging gaming dollars. In 2017, we commissioned an economic impact study that showed \$40 million of gaming funds had an impact of over \$208.8 million in the local economy. That's tremendous leverage. The conversation about leverage is a conversation about the potential multiplier effect of gaming dollars. Put another way, how far can we stretch the dollar in our pursuit to administer gaming funds in a smart, consistent, and accountable manner? That's the responsibility of the Gaming Authority as chartered to do so by County government. Although leveraging grant dollars is not explicit in any of our legal documents, it is implicit that responsible administration is central to maximizing impact.

That conversation reached a new level in 2015 when we began partnering with the Community Foundation on a grant-making process called Shaping Tomorrow. Since then, two grant rounds of partnership have produced some of the most exciting projects that we have seen in local grant making. From the Community College to the implementation of Erie Refocused and the East-West Bayfront Plan, the largest funders in town leveraged each other to support community plans.

It happened in 2014 when ECGRA adopted an impact investment policy. We began searching for inventive ways to invest in the start-up and expansion of local small businesses. Impact investing was about putting grant dollars to work specifically to leverage sources outside of the community. Groups that leverage banking dollars, US Treasury Funds, and other institutional investors targeted funds to Erie County because ECGRA made an anchor investment in them.

Throughout this learning experience, the Gaming Authority was convinced that there were other sources of leverage out there still untapped. Matching State and Federal funding was a repeated theme in discussions over the years. In 2016, the Board decided to explore hiring a government relations firm to find these opportunities for local projects. Two things happened to catalyze this exploration.

First, the Legislature began discussing expansion of gaming in Pennsylvania. Internet gaming, fantasy sports gaming, and licensing issues were all on the table. Each new form of gaming was ignoring the idea of local share coming back to Erie. These new forms of gaming were projected to hurt the bricks and mortar casinos. That would, in turn, create a down-turn in funding received by Erie County for the local share provision.

Second, the ECGRA Board wanted to understand how gaming dollars could act as a local match for State and Federal funding. Competitive funding from State and Federal agencies would be useful if applicants in Erie County were aware of the opportunities and the community was properly marketed to those agencies.

ECGRA discussed the idea of hiring a government relations firm at length. ECGRA passed a resolution to do so. Then a committee of the Board interviewed three government relations firms. Ultimately, the ECGRA Board chose to hire the Ridge Policy Group. Three

weeks after hiring the Ridge Policy Group, the Supreme Court of Pennsylvania declared the local share gaming clause of the casino legislation to be unconstitutional.

The strategic use of Ridge Policy Group immediately shifted. Instead of exploring grant opportunities, we set about preserving local share gaming on behalf of Summit Township, the Settlement municipalities, Erie County government, the 200 nonprofits that had received gaming funds, and ECGRA. Put simply, we had to make a choice between spending time fixing the gaming legislation and the original intent of leveraging funds. That was an easy decision. At the time, there were multiple proposals circulating concerning gaming revenue. Some wanted to absorb local share into the Commonwealth's general budget, some wanted all of it to go to DCED for statewide distribution, some wanted it to be split between host counties and adjacent counties. Each of the thirteen counties with casinos needed to advocate for the preservation of the local share clause or it would be altered, disadvantaging Erie County and the other host counties.

ECGRA took on this advocacy role. This advocacy campaign came to a crescendo in March 2017 when the Ridge Policy Group was able to convince the PA Gaming Oversight Committee to travel to Erie and hear testimony on the importance of restoring local share gaming to its original levels. We used the phrase, "Erie County needs to be made whole" until we were blue in the face. A dozen elected officials, nonprofits, authority leaders and ECGRA's executive director testified to the Committee, providing them with a persuasive narrative on the impact of gaming funds. The ECGRA Economic Impact Study was presented into record with compliments from the Committee Chair. It was only possible because we had the luck of hiring a government relations firm just weeks before our sole source of revenue evaporated.

From September 2016 to November 2017, the ECGRA staff worked diligently with the Ridge Policy Group to communicate with legislators, the Governor's office, local elected officials, and nonprofit beneficiaries of gaming funds. Ridge Policy Group arranged for meetings with key legislative leaders and their top staffers in Harrisburg. They delivered the ECGRA Economic Impact Study to key decision makers. Ridge Policy Group was on the phone with ECGRA's executive director five to six times a week, sometimes multiple times a day. Ridge Policy Group made multiple visits to the Capitol on behalf of Erie County. It's clear that Ridge Policy Group's consistent presence at the Capitol had a significant impact on the final legislative product.

Here we are now in the wake of one of Erie County's most significant legislative triumphs in recent years. Fixing local share gaming literally means over \$100 million in revenue to Erie County, over the next ten years, if the casino remains productive at current levels. It's the most significant legislative accomplishment for Erie County in recent history.

However, we didn't stop there. ECGRA's next steps were swift and decisive. The first thing ECGRA did was to schedule a presentation for Ridge Policy Group to Erie County government officials in December 2017. We wanted to get back to our original intent of hiring Ridge Policy Group to leverage gaming funds. Governor Ridge's heart attack caused that trip to be cancelled. Then, in January as we were in the midst of rescheduling, County Council's Chairman, Dr. Foust, asked ECGRA to have Ridge Policy Group present to a joint meeting in February of County government and ECGRA Board members. That meeting was held this month.

We established three priorities in the wake of that meeting. Priority #1 was the County Executive would like to have an individual meeting to express her agenda and priorities for Erie County to Ridge Policy Group. That meeting has been scheduled. Priority #2 is establishing priorities would need to begin with discussing what projects all parties have in common. The

Summer Jobs Program is targeted to be the first grant opportunity. A meeting with Labor & Industry at the Federal level is in the works and a meeting with the Workforce Investment Board at the regional level has been scheduled.

Priority #3 is we agreed that grant funding is part planning and part opportunistic. As grant funding comes down the pike, ECGRA would arrange for distribution of those opportunities to the stakeholders that currently works within the government, economic development, and nonprofit sectors. Working conference calls to established grant-writing teams would follow.

That leads us to today. The Board has some fundamental decisions in front of it. I would summarize them in two key questions. Do we recognize that leveraging our funds with State and Federal dollars is implicit in our mission, or should we leave that to others? Do we need to consistently monitor the status of local share gaming legislation, our sole source of revenue, or should we leave it to others?

The ECGRA Board sets the vision and the staff implements it. The answer to these questions will fundamentally guide us in that process. Thank you very much.

Mr. Logue: Excuse me, Mr. Chair. Maybe Perry could have Tammi make me a copy of that report seeing as how it was entered into the record.

Mr. Wood: Sure.

SOLICITOR'S REPORT

Mr. Wachter: Nothing specifically on this point, Mr. Sample, other than to note to the Board that I did bring the closing documents from the Enterprise Development Fund Master Loan where we have reorganized our debt with them and ask that Mr. Sample stay after so that those can be signed. That was previously authorized by the Board last year. Thank you.

OLD BUSINESS

- a. Ridge Policy Group

Mr. Sample: Mr. Logue, you had expressed interest in making a comment.

Mr. Logue: Thank you, Mr. Chair and thank you, Perry. That was a very well thought out and drafted memorandum I'll term it, or your statement of interest. I agree with Perry that this Board has a decision to make. I asked Perry the other day if he would provide me with copies of checks, basically statements of what Ridge Policy Group has done for ECGRA. Perry totaled this but I also did it myself and we came to the same figure - \$84,400.01. I look at that and look at, number 1 – why does ECGRA need a lobbyist or a lobbying group? Perry already kind of went through that in his statement. What I view is this, we have politicians who are lobbyists, we have a State Senator, we have Assemblymen, we have a Governor, and actually when you distill it down, Perry is a lobbyist for ECGRA. I don't know if it's totally necessary that we spend \$84,000 to have a lobbyist.

Looking at some of the things here and taking it as true what Perry said, the Ridge Group was responsible for having that meeting, I remember that meeting through the media, that they came up here. But I think our Assemblymen are astute enough that they could have

called for that themselves. I just look at this and I look at Main Street that we did last month; we did a number of Main Street missions that we did grants of \$10,000. A few were not. The Sisters of St. Joseph were only given \$5,000 and I wondered why. Then I look at this \$84,000 and I have to question. And the question that came up is, there's an old song that came out in the '60's by Buffalo Springfield and the title of the song is "For What It's Worth." It begins – "There's something happening here; what it is ain't exactly clear" but looking at all this I think I do know now. And it appears, and this is not what the mission of ECGRA is; the mission of ECGRA is not to keep on self-fulfilling itself. We have legislators who can do that. We have all these other bodies out there that are able and capable enough to look for grants. So, \$84,000 I think can be stretched a lot differently to different groups.

Mr. Wood: Just for the record, Mr. Chairman, the Sisters of St. Joseph applied for \$5,000. That's why they received that amount.

Mr. Sample: I believe that everybody in the last round that their loans were qualified were fully funded. That doesn't always occur because a lot of times our grant programs have more applications than we have dollars for, which in the beginning was precisely the reason we went to the Ridge Policy Group. We've done this very successfully in Corry, or Rick Novotny has, is gotten state and federal monies to match with the local funds so that we could expand upon programs. That doesn't always work that way.

I sometimes make a joke of the fact that Erie is to Pennsylvania as Corry is to Erie. We're always hearing about how Erie is always left out of the negotiations in the State of Pennsylvania and how we're always the last ones to get funding. Why are we the last people to get funding? Because we're not a voice down there; we're not telling people what our needs are; we don't have people actively campaigning for us. When we did this with Ridge in the beginning, and anybody can correct me if I'm wrong and I probably am once or twice, but we did this as a prototype to go in and try to get these funds.

As Perry said, three weeks after we did it they got waylaid off to another project. I remember at the meeting with Council a few weeks ago, I just kept hearing, "What have they done in the last 18 months?" The night that we had the Committee in town, we had people saying, "How did you get Ridge on board so fast?" We were geniuses then but now everybody forgets about that 15-month period that they got distracted, or we asked them to get distracted.

I'm not agreeing or disagreeing. I personally feel that we need to give Ridge the opportunity to go out there and do what we asked them to do in the beginning. I feel that there are a lot of state and federal dollars out there that, if you don't ask for it, you're never going to get it.

Mr. Logue: But Mr. Chair, wouldn't you agree that that's why we have Assemblymen, and Senators, and a Governor; that they're supposed to go out and apply for that and do that? Here's what it appears to be. It appears that we have hired a high-powered lobbyist with connections to both D.C. and internationally, and honestly, I don't see what they've done for \$84,000. In my estimation, they haven't done anything. At that last meeting, Assemblyman Sonney even criticized us and said, "If anyone is going to hire a lobbyist, it should be the City of Erie or the County of Erie. It shouldn't be an Authority." Who tasked this Authority with attempting to garner all these funds for all these different groups who are capable of doing it themselves or picking up the phone and talking to Mr. Sonney or Mr. Harkins or whoever?

Mr. Sample: We're not trying to save Erie County. What we're trying to do is get funds to match the funds that we have for the nonprofits. Now all of a sudden, everybody assumed that we would be going through and doing this.

Mr. Bagnoni: I voted for Ridge the first time around and at the time after they got done we said, "we'll see what happens." But I'm looking at these checks that we have that they have submitted to us, they not only billed us for the \$4,000/month that we were paying them but they also billed us for every meeting they had with us, for hotels, and everything else. But I see nothing of where they're having any meetings with other people. All they have is meetings with us and they bill us additional dollars for each one of those meetings. One-fourth of the money that we pay them, \$20,000, according to their checks, was for lobbying in Washington D.C. I see no benefit from that \$20,000. We invested it; we got nothing back for it. You might say that we got the ECGRA back for the \$3,000/month that we were paying to Harrisburg but I'm not even sure of that. What we're asking them to do is so vague. When the airport wanted money for a runway expansion, we knew exactly what it was for. We went down and we looked for pots of money that were available for that project itself. We didn't say to them, "Just shotgun this. Just go out and find any money available, regardless of what the money is and bring it back to Erie." Even if they did, let's say the County gets \$100,000 grant from Washington D.C. tomorrow, how do we know that the Ridge Group got it? They could say that they did that but there's nothing to show that they're doing that because we don't have any specific path for them to work on. This is just too much. If we wanted to subsidize these projects, we could go ahead and say, "If you have a good project, we will fund you getting a lobbyist to go and get money down in Harrisburg or Washington D.C." But to shotgun this thing; to go out there and just vaguely with no specific target at all is, I feel, ridiculous. I don't think we should be doing that.

Mr. DiPaolo: Mr. Chairman, if I may. After we had that meeting down at the Courthouse, the County Executive was kind of confused as to why ECGRA was doing this as opposed to the County. Hearing the Council people say that for basically 18 months it was a waste of money, I had an opportunity to talk with Pat Harkins afterwards and he said that not one time during this time period where the State was looking into disbanding this whole Authority that anybody from the Ridge Group contact any of the legislators. And that was himself, Sonney, and Flo Fabrizio. If they did all this work for \$84,000 to keep this Board, I don't know who they talked to because they didn't talk to the legislators. While we were there at the Courthouse after the meeting broke up, I happened to be talking to Pat at that particular time and Mark Campbell came up and started talking with Pat while I stood there and started questioning Pat when the Republicans were going to select a Chairman of the Oversight Committee. Naturally, Pat is the Democratic Chairman of the Oversight Committee and he wanted to know when they were going to select a Republican Chairman of this Committee. Pat said they did that in December. So, if these guys are so on top of things, they didn't even know that the Republicans had already put somebody in as the Chairman of the Oversight Committee.

And one other thing. This whole State situation ended in October 2017 so let's give the Ridge Group the benefit of the doubt and say between October 2016 and October 2017, they basically tried to help this Authority. Now, since October 2017 to February 2018, what have they done? Where is the return on our investment that we're still paying \$4,000/month? How long is it going to take these people to actually do something?

Mr. Peters: Mr. Chairman, if I could just comment on a couple things that Mr. DiPaolo pointed out. The meetings that Ridge Policy Group had with the legislators was with legislative leadership that was really, at that time and in that process, really driving the process. That's one point of clarification. It wasn't as though they were meeting with every legislator around the Commonwealth; it was with legislative leadership. The second piece that I just wanted to clarify for the record, ECGRA was investing this money and at the time, as Perry had pointed out in his summary, local share was at risk. This wasn't just about "saving the Gaming Authority." This was about preserving the funding that funds STEIDA (Summit Township Economic & Industrial Development Authority) which receives I'm going to say about \$1 million right off the top, Erie County which receives the unrestricted portion of funding from local share, and then of course the Gaming Authority. So, it really was something that did benefit not just "this Board or this Authority." It was about bringing that local share back.

At the time, and as the Treasurer I was privy to some of these conversations, there was a really hard push by certain legislators as well as DCED themselves to get local share into DCED's pockets rather than being distributed by a local group or Authority. In that 12 months that you're giving them the benefit of the doubt, which I appreciate because I was able to see some of that work that they were doing, it really was beyond just helping this Authority. It was about helping the whole community.

We happen to be a source of flexible funding; there are not a lot of sources with flexible funding in Erie County. You've got the Community Foundation which has some flexibility and certain private foundations have a certain amount of flexibility and we, under the wisdom of County Council, were created to act as a flexible funding source for the needs of the entire County. While I agree with the group that it's time that we make sure we know exactly what Ridge is doing for us today and moving forward, I would hate to see us make a move that could potentially result in us not having a voice in both D.C. and Harrisburg that could potentially help us bring some much-needed funds back here.

Mr. Sample: One of the motions was to take all of the gaming funds and spread it throughout the whole Commonwealth. The people who had the gas wells were the ones that were promoting that. They said, "Let's spread this money all over, regardless if your county has a casino. Let's just take this \$10 or \$11 million that Erie County has and spread it all over the State of Pennsylvania."

Mr. Logue: If I may, Mr. Chairman. Chuck, you mentioned STEIDA and the County. Who are the liaisons for those two organizations and why aren't they helping pay for this if you said it wasn't just saving this Board?

Mr. Peters: Nancy Agostine participated both in the hearings and throughout the process. We didn't ask them, certainly Perry kept them aware of what we were doing and they participated, but I don't know that we asked. I could give an example; many years ago, the County and ECGRA were sharing in some legal expenses related to litigation. That was the last time I recall asking them for money to participate and unfortunately, they didn't have the money to do so. In terms of asking them to participate with Ridge Policy, we had made the commitment to do it and it felt like the right thing to do to include them and help them. Sort of along the lines, Mr. Logue, of a rising tide relationship. If we can help STEIDA, our neighbor, or if we can help the County who is really our sponsoring organization, then it seemed like the right thing to do.

Ms. Presta: Mr. Chairman, I have a number of questions and I appreciate the fact that I am one of the new members to this Authority so I apologize if this is information well-known to others or redundant in any fashion. I also appreciate receiving the materials in advance of this meeting; the contract itself, the financials. That's very helpful and I would encourage us to continue to do that in the future.

I have four questions after review of these matters. First, what and how are the efforts or actions of Ridge Policy Group on our behalf reported or communicated to us each month? Perhaps those are just through Mr. Wood. Are there discussions? Is there some written memorialization? How are we checking and accounting for their time and our investment each month? First thing, accountability.

Second, what communications are had between Ridge Policy Group and the County or the County Executive to ensure that Ridge Policy Group, on behalf of the Authority, are consistent with furthering our regions priorities and needs? Ultimately, that is our mission – the Authority. So, how is that connection being made on a consistent, accountable basis?

Third, I did note that, although I was not part of the Authority at the time of the gaming legislation controversy, I did note that as of October 30, 2017, Act 42 was passed and I'm looking at the four months since then. What have they done for us lately? What is our return on investment during that period of time?

My last question is, what is a reasonable period of time to charge such a lobbyist group, a government relations company, with providing tangible return on investment? It may be that that four months a whole lot happened and was done and that is yet to come to fruition and it's reasonable to see that in another month, another two months, another three months. I am of a mind to provide a reasonable opportunity to obtain, to see, that tangible return on investment – not indefinitely, not even for an extended period of time. What's the answer to the question? What's a reasonable period of time? In my mind, perhaps there was some adjustment in November with returning to original scope, but they've had at least three months.

There are my four priorities in making a decision on my position on where we go here with Ridge Policy Group.

Mr. Logue: Mr. Chair, if I can. I just want to come back to this.

Mr. Sample: Let's answer these questions first.

Mr. Wood: The first question was, how are Ridge Policy Group's communications reported and what is communication like between the staff at ECGRA and the Ridge Policy Group? Is that a good summary?

Ms. Presta: I suppose. Does that come through you to the Board? Are those written?

Mr. Wood: It does. I would say it is primarily communication between Ridge Policy Group and myself. During the gaming legislation, there were numerous phone calls, emails, meetings that were set up in order for us to go and present our case; what impact gaming revenue is having and why the idea of saving local share was really essential. In essence, they would map out a strategy for us on who we should be talking to in order to be maximizing our influence in Harrisburg; hence Chuck's discussion about going straight to the leadership. Really, at that point in time, committees of the leadership during this 12-month period were the ones negotiating the future of the legislation.

Ms. Presta: I appreciate that but again, having not been a member of the Authority at that time and viewing that now not as the not far distant past but the past, my question is really focused on the last three or four months. Are you getting an agenda, an itinerary of the meetings they are having? With whom are they speaking? Are they providing you with the outcome of those meetings? What kind of consistent, maybe not daily, but at least monthly as are our invoices, accountability is there for their time?

Mr. Wood: We have done several conference calls with agencies, especially trying to get something arranged with Labor & Industry in order to talk about Summer Jobs. That is one example. I think, from a project management standpoint, we have a process in place where we tell them about a program that ECGRA is funding and we'd like to leverage those funds. The next step would be to get the proper agency involved that can apply for those funds whether it be the County or, ideally not ECGRA, or GECAC for example.

What's happened is, in the last year in D.C. for example, the agenda has been all over the place where most of these groups have been ineffective in their lobbying because they haven't settled down and said, "These are the following things we are going to accomplish." We know that there is an infrastructure bill on the way, for example, so we're trying to position ourselves with a certain congressman who runs the committee who is going to oversee infrastructure. So, what does that mean? That means they are going to be meeting with those folks, we give them concept papers, we give them summaries of what we have done. We had a meeting with Congressman Kelley to talk about Ignite Erie, for example and how rural innovation is different from major urban area innovation; we're not in the top 25 metro areas in the country.

Ms. Presta: I appreciate what is done. My question is a little bit different. I would want to see some increased transparency with regard to, for example, my time is my value in my profession. What kind of time are they spending and with whom for \$4,000/month? It's not an unreasonable inquiry.

Mr. Wood: I do have that information.

Ms. Presta: I think that more transparency perhaps between Ridge Policy and yourself, and then yourself to the Board, would perhaps go a long way. I don't want to monopolize this meeting because that could take all afternoon; so, if you could just touch on the other questions I have.

Mr. Peters: Before we move off of that first question, we were receiving monthly reports from Perry from activity on this process. In the last couple of months, I don't think we've seen that. I think that's a good point. We need to get back to that and it becomes an agenda item of where have they spent their time.

Ms. Presta: Right. I would view that as giving them the benefit of the doubt, or water over the dam or whatever, but now – fixed on current to future.

Mr. Wood: The second question was, What is communication like between the Ridge Policy, the County Executive and County government to ensure that Ridge Policy is consistent with . . .

Ms. Presta: . . . priorities of the region as determined by local government?

Mr. Wood: That was the idea behind the meeting in December, which never took place. By the time schedules were aligned, we didn't have that meeting until February. So, the answer is very little to do alignment between December and February. Now, the February meeting was supposed to be about alignment – the one at the Courthouse. It didn't exactly play out that way. However, it was a great kind of entrée to remind folks that we have this service. In the wake of that, we've had a meeting with the City of Erie and some of their members of their Cabinet to discuss their priorities and we have one on the books with the County Executive to do the same exact thing.

Ms. Presta: Wouldn't you agree that more consistent, regular meetings with those two entities or individuals, that it's really in the best interests of the Authority?

Mr. Wood: I don't think it would hurt.

Ms. Presta: Can't hurt, might help.

Mr. Wood: One of the things that we had talked with Ridge Policy Group about was perhaps doing a bi-monthly conference call as we lay these priorities out there and begin to see the opportunities as they come in.

Third question, we kind of addressed that with what has happened in the last four months.

Ms. Presta: I'm not sure we really have a good answer to that.

Mr. Wood: Question number four – what is a reasonable period of time to charge a firm to work for ECGRA? That's a great question. This is the first time that I've worked with a lobbying firm professionally. I think it depends upon what the goals and priorities are; if we're looking at the infrastructure bill for example, that is the next long-term project concept which may never come to fruition. But if we're looking at the Appalachian Regional Commission power funds, for example, which are an economic development source, we know exactly when the timeline is for those to be due, who are the relevant players in the region to pull together, how to put the application together and go after it. That's very objective. We know when it's due and we'll know whether or not we got it. That's objective. You can say whether or not they were effective in that process.

Ms. Presta: I understand that the outcome or goal is always going to vary based upon what the outcome or goal you are pursuing, correct? Again, with an unwillingness perhaps, some general consensus maybe of the Authority of the Directors that an unlimited extension of our relationship with Ridge Policy Group is not going to be favored. What would Ridge Policy Group have to say to us on what is a reasonable period of time? I paid them this amount of money, they've been able to leverage this amount of money, I have this matching grant in this amount of money; in other words, tangible, measurable assessment.

I do appreciate that with lobbyists, a lot of it is not tangible; the relationship and the voice in state government is absolutely an intangible that is of significant value. But there has to be

some more tangible measurements and I need to know a period of time that I can expect to see that.

Mr. Wood: That's a good question. For the ongoing monitoring of the future of local share gaming revenue, infinity. That's the wrong question to start with.

Ms. Presta: Not acceptable.

Mr. Wood: The other question would be, do we want to leverage funds at the state and federal level? I think it would be reasonable to offer them six months and to regularly report back within those six months and see what kind of progress we are making and let the Board decide if that progress is worthwhile.

Ms. Presta: Are they able to provide us with, and I assume the answer to this would be yes, with an accounting for what efforts, meetings, telephone conversations, and initiatives of where they've gone in the last three to four months since the Act 42 was passed on October 30, 2017?

Mr. Wood: Yes, they can provide us that. They keep track of their time for each client on an hourly basis, the same way an attorney does.

Ms. Presta: I would love to see that.

Mr. Wood: Great.

Mr. DiPaolo: Mr. Chairman, can you answer her third question, Perry? The third question that she had, can you answer that one?

Mr. Wood: Can you repeat the question?

Ms. Presta: What they have done since the legislation was put into place.

Mr. DiPaolo: Act 42, right.

Mr. Wood: I think we will have that answer when we provide the hourly data.

Ms. Presta: So, not clear today, but we can be provided with that data from the Ridge Policy Group. Is that fair?

Mr. Wood: Yes, and I will make a note of that.

Mr. Logue: Mr. Chair, I just have a couple of follow-up questions for Chuck. If I am understanding, you had some type of liaison with Ms. Agostine and somebody from the County.

Mr. Peters: Perry did.

Mr. Logue: Ok. You said Summit gets one million dollars, right and we more or less helped them and went through this process. Summit didn't put any money in but ECGRA hired this

lobbyist and did this and saved Summit's local share of one million. Why wouldn't this board at this time, asked and said, "Hey Summit Township, we're helping you. Put in \$3,000 or \$2,000 a month." How come nobody thought about doing that?

Mr. Sample: One of the issues that I have is Act 42 got done in October and we've been told, and we all recognize the fact that Governor Ridge is very important to the Ridge Policy Group, at some points I wonder why we weren't given some concessions when they told us they all went to Texas. I would not be above asking them, "If you were not out there working, why did we get billed?"

Tony, in response to your comment. It's probably the same reason that when we got sued by everybody and we got \$160,000 legal bill, half of which was the County's, we never went to the County and said, "You owe us \$80,000."

Mr. Peters: Let me clarify that. We did, and they said, "We do not have it. We do not have this money in our budget to be able to pay that." Then the Authority, we had different counsel at that time, it was Attorney Talarico (who represented both this Authority and County Council), and his recommendation at that time was, "The County isn't in the position to always contribute to these kinds of things and this is something that this Authority can do."

Mr. Logue: That was ten years ago.

Mr. Peters: It's just an illustrative point.

Ms. Wyrosdick: Mr. Chair, I just have a couple of comments. As Perry mentioned, the City and Millcreek did have a conference call with Ridge Policy Group yesterday; Perry was there as well. I unfortunately had missed the meeting with County Council and did not have an opportunity to ask about the logistics of how this relationship with ECGRA and Ridge Policy Group would then filter down to the local governments and municipalities, who are actually going to do the majority of these projects; you can call them agencies or nonprofits that will all be a part of this. ECGRA is a funding source; they don't necessarily focus on all the projects that will go on in this region. I know we have some specific areas of interest.

I left still feeling a little confused as to how local priorities are then discussed and then presented to Ridge Policy Group; that is more of an educational part of my learning since I am now with ECGRA. The City of Erie recently completed a Comprehensive Plan which is very specific. We have very specific priorities that are documented and can be a narrative in Harrisburg and has already shown that we can bring tremendous resources to this city just by having those planning documents in place.

I asked last year how much RCAP funding or RACP funding we were able to get, but because we have our plans in place, our priorities listed, we were able to get \$19 million in RACP funding, absent Ridge Policy Group's involvement. We were able to obtain \$30 million in PennDot Spike funding absent Ridge Policy's involvement. That's just scratching the surface of our ability because we have aligned our voices through a planning document and we have priorities. In addition to that funding, the EDDC (Erie Downtown Development Corporation) essentially was started and created because of Erie Refocused, the City's Comprehensive Plan. That's an additional \$25 million dollars that was created because the City has its priorities identified and it's easily explainable.

However, I don't think our problem is Harrisburg; I think our greatest untapped resource is in D.C. I think it's at the federal level where we don't have a good history of understanding what's available to us. So, my question and the reason I wanted to have the conference call yesterday is, what does that relationship look like with Ridge Policy Group if they can be an advocate for projects, city-wide and county-wide. When I say city, this could easily be county-wide initiatives. If there is an opportunity for Ridge Policy Group to advocate for federal funding like the infrastructure bill, like transportation funding where we're looking at improvements to the Bayfront, we're looking at over \$100 million dollars, easily, over the next ten years that we will need in order to do all of those improvements. And that's only one transportation project when you look at it. That only scratches the surface of what we really need to help the City and to help this region. That is going to have to come from lots of different resources and that's at the federal level.

My interest is in the federal advocacy that RPG could potentially bring to this region. RPG was unknown to me and I worked at the County level before this but they were a resource available to this region for over a year and a half. I know their focus was elsewhere but as part of their contract, it does say that the Erie County Gaming Revenue will set an agenda with Ridge Policy Group that they will act on. It doesn't feel like from this conversation that this agenda has been set, that their marching orders have been given to them.

I do want to put a strong point on this – that that agenda also needs to be formed by the County, by the City, and by the other municipalities who need that support. I also think that it is a very valid point that municipalities would have a hard time coming up with the funding to pay for a local government service. It would be very challenging for a municipality to fund this. So, the availability that ECGRA could bring for this kind of service, I think is a positive; although I am not throwing my support behind it 100% because there are still some unknowns but I do see value at the federal level.

I left just that one question out there. I do want to bring up a point to the Board, and perhaps this is a perception that is inaccurate, but back in November and December I was working very closely with the County Executive crafting an ordinance to create an Erie County Land Bank to capture the one million dollars of gaming revenue that was going to come to the County for a land bank. The reason I worked so diligently is because I understand the void that we have in Erie County to work on issues of housing revitalization, neighborhood stabilization, in the City and everywhere else in the County. The Erie County Land Bank opportunity was an opportunity to fill that void so I worked very closely with her to develop that proposal.

As we all know, Dr. Foust on County Council was developing a specific proposal that would have essentially given the one million dollars back to ECGRA to work on a Neighborhood Infrastructure and Revitalization Fund, or NIRF. We had two competing proposals essentially, which is unfortunate but it is politics, pitting County against County. It felt like, although the meeting was not had in December, that the Ridge Policy Group was being asked on behalf of ECGRA to come and lobby one proposal against the other. I want to bring that concern up to this Board because if that is going to be the case, maybe it wasn't but it certainly felt like it from our perspective. If we're looking at pitting County against County organization, municipality against municipality in the County, that is definitely not a direction I would support or ever support. But if we want to actually align our resources, understand what our local priorities are, and then promote those to Harrisburg to some extent but definitely at the federal level, that is something that I would like to learn more about and I think it's worth at least seeing what we could get out of Ridge Policy Group.

So, there's one question and if you'd like to respond to the last statement I would certainly like to hear from you.

Mr. Wood: Ridge Policy was not brought here to lobby for the land bank.

Ms. Wyrosdick: I can tell you at the County level it felt very much like a, it felt very threatening.

Mr. Wood: Like they were threatening you?

Ms. Wyrosdick: Not like they were threatening me, Perry, but it seemed like it was a strong movement by ECGRA to lobby one against the other. That meeting didn't happen but I do want to point out that either way, the position of ECGRA and the NIRF proposal and the County Executive and another proposal, it was unfortunate that that was the position and that there were competing positions. We do not need to be fighting against each other at any point.

The other question that I had proposed about how we bring those local priorities to ECGRA and then to Ridge Policy. I think there is a lot of value there but I'm still uncertain about how that would look.

Mr. Lee: Mr. Chairman, may I make a comment? First of all, I think that this a very healthy discussion and conversation that is going on. I can share with you from the County Executive that the meeting is set up, as Perry has eluded to, coming up so we at the County can share some of the high priority goals and objectives that we are working on and perhaps how the Ridge Policy Group can help us in navigating and facilitating through the various processes for these initiatives.

In addition, we are in the works of talking with the Department of Labor and Industry; the Ridge Group is coordinating that meeting so that we can hopefully identify an opportunity for some funds for the Summer Jobs Program.

The last comment I would make is that, I think we have an opportunity to do a reset here. There were a lot of things going on last year with the gaming legislation and other things were going on as well with the County. But I think this is an opportunity to do a reset and to hold the Ridge Group accountable based on the new agenda that everyone will be partaking in – the County, the City, ECGRA – and whatever time period that the Board decides whether if you're going to go 90 days or you're going to go 180 days, that is up to the Board. But I think there is an opportunity for the Ridge Group to add value to Erie County. Many times, we have been left out of the mix. This is one of the ways that progressive and driving counties, and not only counties but states, this is what they do. They do business by hiring a lobbyist.

I think that ECGRA had identified an opportunity to do just that. My comment is that I would recommend that we do a reset and we move forward. Thank you, Mr. Chairman.

Mr. Sample: At the last Board Meeting I made the comment that out of the meeting with County Council, I read loud and clear that it was appearing that ECGRA was trying to act like the County. I never felt that that was our mission. We did not do a very good job of going out to the County or the municipalities, and I'll use the excuse of the gaming laws, but we didn't have enough time to go out there and market the opportunity. That is exactly what we wanted to do, at least that was my impression when we hired Ridge Policy, is that this would be an opportunity. We were certainly not trying to act as the County or any municipality. We wanted to make that opportunity available but we were looking for matching funds.

To Gary's point, we do need a reset. We do need to get these people together and say, "This is an opportunity that we have." And to Dr. Foust's point last time was when he said, "I'm certainly not going to my constituents asking them to pay for a lobbyist. I'd much rather have ECGRA do it because I'm not going to ask them to pay an increase in taxes."

Mr. Logue: Gary, hopefully you can hear me. I'm obviously not holding you to anything but seeing that the Ridge Policy Group would benefit a number of entities, would the County of Erie – maybe you could speak with Ms. Dahlkemper to see if she would place any money here to help us alleviate some of this \$4,000/month. Maybe we could ask Summit Township, seeing as they receive one million dollars as Mr. Peters indicated to us. What do you think, Gary?

Mr. Lee: I can only speak on behalf of the County, Mr. Logue, and I can share with you that at this time we do not have it in the budget for any lobbying efforts and any type of public relations initiatives. As you know, this would need to go before County Council via an Ordinance; not saying that stuff like this could not be discussed in the future but I can share with you that for this particular fiscal year, which is based on the calendar year, those types of funds have not been allocated for the County.

Mr. Logue: Thank you, Gary.

Mr. Peters: Mr. Chairman, I wanted to come back to Ms. Wyrso-dick's points. First, on the idea of utilizing this resource more on a federal level, Perry, more than the state level, does our contract specifically say 50/50 or can we focus on D.C. more?

Mr. Wood: In essence, that is what we did when we focused all our resources on the state.

Mr. Peters: And just for the benefit of the new folks on the Board, and certainly Tony can attest to this and Dave and Mike and Dale who have been around awhile. Typically, the way that this goes down is, say there are these meetings with the city and then ultimately with the county and there are ideas that come from them on how we should utilize this resource, in this case Ridge Policy. Perry would bring that to the Board and say, "This is what I've gathered from my research. I've learned that the city wants to focus on the comprehensive plan and the county is in support of that but would like us to do X, Y, or Z." It would then be incumbent upon this group sitting around this table to say, "How do we direct our resources, whether it's Ridge Policy as a human resource or our financial resources?" It's a pretty well-established process for how we go about this. I think the message is pretty loud and clear that if we decide to continue using a government relations firm that we are asking staff to conduct those meetings, do that research, and come back to us with what the county's and city's priorities are so that we can then direct that resource.

Ms. Wyrso-dick: A comment going back to the strategy by which Ridge Policy would be utilized. I did notice in their contract that they would start with an in-depth strategy session with ECGRA. Was that done? Were they given specific logistics or marching orders? And if not, it sounds like that is the reset that we need.

Mr. Sample: That is the reset we need right now is to go back and get them . . .

Mr. Wood: We voted to bring them on board in August 2016, we signed the contract in September 2016, and then weeks later, in October, everything fell apart. That meeting did not happen.

Mr. Peters: We did have some preliminary meetings, I recall it was over a lunch, and we sort of brainstormed about some ideas we wanted to focus on. It was about an hour meeting. But then the world sort of changed.

Ms. Wyrosdick: I just wanted to point out that, contractually, it appears that the reset that is being asked for is a service that one should provide and absolutely could provide.

Mr. Sample: Absolutely. I think that we need to have that meeting with them. We need to sit down and say, "You've got X amount of time." But we have to have our priorities first. We have to get the County and different communities together and decide how we're going to move forward. I hate to put it this way, but we want to get some wins; we want to go out and do some things that will be successful for the area. I do think we need to have that meeting, that reset, but that is if we decide to move forward.

Mr. DiPaolo: Mr. Chairman, if in fact, it appears that the question here is whether or not we end the contract with Ridge Policy Group or whether we give them more time to try to show if they can do something for us, I think that is what we're looking at. I would like to have Perry or the Solicitor sit down with them and if, in fact we decide to give them a few more months to do something, if they could do it at no fee to see what they would do. They grabbed \$84,000 from us already, if they really want to do something for us, then show us that you want to do something. Then of course, you know where that's going to go.

Mr. Sample: I can tell you if they're not being compensated, they're not going to do it.

Mr. DiPaolo: I understand that but what I'm trying to say though is that, here we are in this situation where you paid this group \$84,000 and especially with Act 42 ending in October, you gave them five more months and they still didn't do anything. That's what I wanted to bring up.

Mr. Logue: Mr. Chair, we're speaking about a reset. So, if we're going to have a true reset, why don't we bring all of these other players that want to benefit from the Ridge Policy Group – the City, the County, Summit Township – and have them share in this fun of paying this bill every month. Again, as Mr. DiPaolo said, they haven't done nothing for us. \$84,000, have a nice little dinner down at the Sheraton Bayfront and I'm sure that was a lot of fun for everybody, but it didn't benefit anybody in the City of Erie. It kept the Authority here, I wonder about some of those things. I think if we're going to do a true reset, we give the Ridge Policy Group thirty days, we terminate the contract. I don't think they're going to go anywhere so if this is such an esteemed international group, certainly everybody could then chip in and hire this Ridge Policy Group. It shouldn't be ECGRA on the shoulders of the taxpayers taking care of a lobbyist. It shouldn't be that way. It should be all these other entities doing that. Thank you.

Mr. Peters: I really need to respond to Mr. Logue. I think it's a really unfair and dramatic characterization to suggest that the Ridge Policy Group didn't do anything in the last eighteen months. I want to be on record as respectfully disagreeing that they did not do anything for the

last eighteen months. They were actively working with staff at the Authority who was reporting back to the Board on a monthly basis the status of local share. As I've said before and I think it bears repeating, this was not about "saving ECGRA." As a matter of fact, never once was the State in any position to eliminate ECGRA. All the State was able to do was eliminate the funding to ECGRA. The funding that is already within the ECGRA system, they couldn't touch. I just think it's an unfair characterization to suggest that Ridge Policy Group has done nothing for the last eighteen months. Candidly, I do bristle a bit when I hear that because we saw them working over that period of time, Mr. Logue. They were working and they were working to the benefit of the citizens of Erie County who have benefited to the tune of hundreds of millions of dollars between direct investment and indirect impact of those investments. I just feel the need to say that they certainly did work over the last eighteen months.

Ms. Wyrosdick: I appreciate Mr. Logue's comment about sharing in the benefit of access to Ridge Policy Group but I want to reiterate what Mr. Lee had said on the phone is that municipal budgets are set for the year; it is challenging to go back and try to squeeze out funding now; we really won't have an opportunity to even consider that until at least the fall of the year. Asking for funding right now, mid-budget, is going to be – actually it's just the beginning of our financial budget – it's going to be very, very difficult. I think it's a timing issue; I can't speak on behalf of the City and what the City has approved but I know that the County and the City and I'm sure that Summit has the same challenges in trying to find money right now after a new budget year just started.

Mr. Sample: Right. If we tried to do that, we would be destined for failure because nobody would have the where-with-all to do that.

Mr. Bagnoni: I would like to say that unless we can come up with some specific pots of money that we want them to work towards securing for this community, and unless we find some way to quantify what they are doing, then I don't really see a purpose in us having them. We need to have specific areas of money that we want to go after. This is a shot-gun approach to lobbying. You don't shot-gun it; you have specifics. The NRA lobbies for guns, all these groups that lobby for themselves. The bottom line is that if we are going to lobby, then we need to lobby for a specific thing, not a vague thing; not a nebulous thing that is out there that we could possibly get a pot of money. We could get this pot of money; we could get that pot of money. We should be going for one specific thing and that should be it.

Mr. Sample: I think that's what they brought up before about having the reset so that we would have some process to know where everybody is at. Again, it's not ECGRA's place to act as the County or the City or anything else. I would like to think that we would be a facilitator that would give them an opportunity. In my opinion, initially we were looking for funding to match funding that we already had to grow the nonprofit and those areas. If we don't ask for these dollars, we are never going to get them.

Mr. Bagnoni: The problem is, who are we asking for?

Mr. Sample: That's why we need to have a reset. We never had that opportunity in the beginning. We never had that initial meeting to go after this stuff; we did some brainstorming but we've never had the opportunity to sit back down with Ridge Policy Group.

Mr. Barney: Excuse me, Mr. Chair. Are we going to vote to extend it or are we going to vote to term them? I've heard all this several times before.

Mr. Sample: I guess we're looking for a motion. The way that it is set up presently is that we go on.

Mr. Barney: Then let's get to the motions.

Mr. Sample: Then someone needs to make one.

Ms. Wyrsoedick: Just for clarification, Mr. Chairman. This contract is a month to month contract.

Mr. Sample: It is a month to month contract but what we would be doing would be to set up the comfort to know where we're going to go. In our own mind, we need to know. If we're going to do it for two months, I don't think we're going to see any results, in my own opinion.

Mr. Peters: Point of clarification, I don't think that this meeting was called, or I don't know if we have to do anything. There's an existing agreement that is month to month; we have given the staff pretty clear direction on what people on this Board want to see. That's not to say that if someone wants to make a motion to do something, they are welcome to do so.

Mr. DiPaolo: Mr. Chairman, I make a motion that we end the contract with Ridge at this particular time.

Mr. Logue: I second that motion.

Mr. Sample: Are there any questions of the motion? If not, could we have a roll call vote, please?

Mr. Wood: Mr. Paris – No; Mr. Peters – No; Mr. Barney – No; Mr. Bagnoni – Yes; Mr. Logue – Yes; Ms. Presta – No; Ms. Wyrsoedick – No; Mr. DiPaolo – Yes; Mr. Sample – No.
That motion fails 3 – 6.

Ms. Wyrosdick: Mr. Chair, I'd like to make a motion that we schedule a Strategic Planning Session with the Ridge Policy Group within the next 60 days in order to understand what the expectations of the Ridge Policy Group will be for this Board.

Mr. Wachter: If I may ask a question, Ms. Wyrosdick. Is that to reinstitute the contract provision that you previously mentioned?

Ms. Wyrosdick: To set an agenda, which is an in-depth strategy session with Ridge Policy.

Mr. Wachter: I just wanted to make sure that your motion was directly linked with that particular contract provision so there was no misinterpretation.

Ms. Wyrsoedick: Thank you. Yes.

Mr. Barney: I second that motion.

Mr. Sample: Can we have a roll call of that?

Mr. Wood: Roll call on the reset motion: Mr. Paris – Yes; Mr. Peters – Yes; Mr. Barney – Yes; Mr. Bagnoni – Yes; Mr. Logue – No; Ms. Presta – Yes; Ms. Wyrosdick – Yes; Mr. DiPaolo – No; Mr. Sample – Yes.
That motion carries 7 – 2.

Mr. Sample: Is there any further discussion of the Ridge Policy Group?

NEW BUSINESS

No new business.

ANNOUNCEMENTS

Mr. Sample: The only thing that I would request, Perry, is to ask Ridge to consider that there was a period of time when maybe they weren't really focused on our needs; maybe we could get an adjustment.

Mr. Peters: I would agree with that. I would also ask, Perry, for the detailed accounting of their time.

Mr. Barney: Just a question on that month to month thing, we're not going to say that they have ninety days or six months. We are going to keep with . . .

Mr. Sample: We want to have the meeting within 60 days. In order to end the contract, we have to have a vote to do so.

ADJOURNMENT

Mr. Bagnoni makes a motion to adjourn.



Erie County Gaming Revenue Authority
Profit & Loss
February 2018

	<u>February</u>	<u>YTD</u>	<u>Budget YTD</u>	<u>2017-18 Budget</u>
Ordinary Income/Expense				
Income				
44800 · Gaming Revenue	4,412,495.64	5,418,003.06		
46400 · Other Types of Income				
46410 · Interest Income - Savings	8,119.42	74,737.62		
46420 · Interest Income - EDF #1		11,250.00		
46421 · Interest Income - EDF #2		18,000.00		
46422 · Interest Income - BWC		22,916.66		
46424 · Interest Income - Progress Fund		14,890.55		
46430 · Miscellaneous Revenue	10.50	10.50		
Total Income	<u>4,420,625.56</u>	<u>5,559,808.39</u>		
Expense				
62100 · Contracted Services	7,346.90	102,653.67	116,966.63	127,600.00
62800 · Facilities & Equipment	2,781.80	18,214.65	21,624.13	23,590.00
65000 · Office Administration	870.14	21,809.94	25,895.76	28,250.00
65100 · Other Types of Expenses	9,016.92	78,341.32	54,541.63	59,500.00
66000 · Payroll Expenses	14,915.70	192,016.37	198,183.26	216,200.00
Total Expense	<u>34,931.46</u>	<u>413,035.95</u>	<u>417,211.41</u>	<u>455,140.00</u>
Net Ordinary Income	4,385,694.10	5,146,772.44		
Other Income/Expense				
70000 · Grants / Settlements				
70030 · Community Assets		150,518.00		
70050 · Municipal Settlements	1,247,847.61	1,354,500.77		
70060 · Human Services		19,500.00		
70070 · Special Events		171,014.05		
70090 · Multi-Municipal Collaboration		238,350.00		
70100 · Mission Main Street		130,000.00		
70120 · Summer Jobs Program		150,000.00		
70130 · Small Business Financing				
70136 · Ingnite Erie Industry + University		250,000.00		
70150 · Shaping Tomorrow				
70153 · Community College		15,000.00		
70154 · Community Schools	75,000.00	75,000.00		
70157 · Innovation District		25,000.00		
70159 · Tech After Hours	66,666.50	66,666.50		
Total 70000 · Grants / Settlements	<u>1,389,514.11</u>	<u>2,645,549.32</u>		
Net Other Income	<u>(1,389,514.11)</u>	<u>(2,645,549.32)</u>		
Net income	<u><u>2,996,179.99</u></u>	<u><u>2,501,223.12</u></u>		



Erie County Gaming Revenue Authority
Balance Sheet
As of February 28, 2018

	February
ASSETS	
Current Assets	
Checking/Savings	
10000 · ErieBank - Checking	112,705.23
10100 · ErieBank - Savings	
10100 · ErieBank - Savings - Other	8,062,835.02
10101 · Committed Funds	2,182,216.50
10102 · Restricted Funds	4,170,155.45
Total 10100 · ErieBank - Savings	14,415,206.97
Total Checking/Savings	14,527,912.20
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	2,785.99
Total Other Current Assets	3,821,632.24
Total Current Assets	18,349,544.44
 TOTAL ASSETS	 18,349,544.44
 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
February 2018

	<u>February</u>
OPERATING ACTIVITIES	
Net Income	2,995,367.33
Adjustments to reconcile Net Income to net cash provided by operations:	
14500 · Prepaid Insurance	<u>1,625.32</u>
 Net cash provided by Operating Activities	 <u>2,996,992.65</u>
 Net cash increase for period	 2,996,992.65
Cash at beginning of period	<u>11,530,919.55</u>
 Cash at end of period	 <u><u>14,527,912.20</u></u>



Erie County Gaming Revenue Authority
Budget vs. Actual
February 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	40,641.22	50,000.00	(9,358.78)	81.28%
62130 · Professional Services	3,267.00	26,275.40	36,000.00	(9,724.60)	72.99%
62140 · Legal Services	0.00	25,054.80	30,000.00	(4,945.20)	83.52%
62145 · Website Design	0.00	2,979.75	4,000.00	(1,020.25)	74.49%
62150 · Payroll Services	79.90	1,168.50	1,100.00	68.50	106.23%
Total 62100 · Contracted Services	7,346.90	102,653.67	127,600.00	(24,946.33)	80.45%
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	2,781.80	15,560.89	18,000.00	(2,439.11)	86.45%
Total 62800 · Facilities & Equipment	2,781.80	18,214.65	23,590.00	(5,375.35)	77.21%
65000 · Office Administration					
65010 · Books, Subscriptions, Dues	0.00	2,986.59	5,000.00	(2,013.41)	59.73%
65020 · Postage	0.00	602.83	600.00	2.83	100.47%
65030 · Printing	0.00	695.00	1,250.00	(555.00)	55.60%
65040 · Office Supplies	133.74	1,673.83	2,800.00	(1,126.17)	59.78%
65050 · Cell Phone	0.00	1,327.33	2,200.00	(872.67)	60.33%
65060 · Copier Lease	364.00	2,034.00	2,100.00	(66.00)	96.86%
65070 · Copier Printing Costs	339.20	2,576.33	3,500.00	(923.67)	73.61%
65080 · Bank Fees	0.00	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	0.00	3,335.37	5,500.00	(2,164.63)	60.64%
65095 · Miscellaneous Expense	33.20	199.68	250.00	(50.32)	79.87%
Total 65000 · Office Administration	870.14	21,809.94	28,250.00	(6,440.06)	77.20%
65100 · Other Types of Expenses					
65105 · Outreach	247.20	8,778.15	12,000.00	(3,221.85)	73.15%
65110 · Advertising	149.30	7,779.32	12,000.00	(4,220.68)	64.83%
65115 · Phone/IT/Fax	809.76	13,624.24	18,000.00	(4,375.76)	75.69%
65120 · Insurance	8,623.32	15,937.26	9,500.00	6,437.26	167.76%
65130 · Grant Management Software	0.00	9,200.00	0.00	9,200.00	0.00%
65150 · Travel	0.00	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	9,829.58	79,153.98	59,500.00	19,653.98	133.03%
66000 · Payroll Expenses					
66005 · Salaries & Wages	13,003.53	170,784.00	194,000.00	(23,216.00)	88.03%
66010 · FITW Tax	1,010.03	13,583.96	14,400.00	(816.04)	94.33%
66015 · FUTA Tax	36.86	157.93	150.00	7.93	105.29%
66020 · PASUI Tax	290.20	1,693.10	2,000.00	(306.90)	84.66%
66500 · Retirement	575.08	5,797.38	5,650.00	147.38	102.61%
Total 66000 · Payroll Expenses	14,915.70	192,016.37	216,200.00	(24,183.63)	88.81%
Total Expense	35,744.12	413,848.61	455,140.00	(41,291.39)	90.93%



Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of February 28, 2018

	<u>February</u>	<u>YTD</u>	<u>Totals/Subtotals</u>
Uncommitted Funds	8,062,835.02		
Committed Funds	2,182,216.50		
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	4,412,495.64	4,412,495.64	5,418,003.06
Disbursements:			
First Quarter Disbursements		742,533.78	
Second Quarter Disbursements		341,044.86	
Third Quarter Disbursements		508,283.32	
Fourth Quarter Disbursements	1,389,514.11	1,528,714.36	3,120,576.32

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 February 28, 2018

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

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of February 28, 2018

	<u>February</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	137,263.23	148,995.08	
Greene Township	137,263.23	148,995.08	
McKean Township	137,263.23	148,995.08	
Millcreek Township	137,263.23	148,995.08	
Summit Township	561,531.46	609,525.37	
Waterford Township	137,263.23	148,995.08	1,354,500.77
Neighborhoods & Communities			
Mission Main Street			
Borough of Edinboro		15,000.00	
Borough of Girard		15,000.00	
Borough of Union City		15,000.00	
Downtown North East, Inc.		15,000.00	
Erie Downtown Partnership		15,000.00	
Impact Corry		15,000.00	
Preservation Erie		15,000.00	
SSJ Neighborhood Network		10,000.00	
Union City Pride		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	
Erie's Public Schools - Community Schools	75,000.00	75,000.00	
Erie's Public Schools - Tech After Hours	66,666.50	66,666.50	
Mercyhurst University - Innovation District		25,000.00	
GECAC - Summer Jobs Program		150,000.00	331,666.50
Total Funds Disbursements	1,389,514.11	4,145,549.32	4,145,549.32

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of February 28, 2018

Committed Funds:	<u>January</u>	<u>Amount Remaining</u>	<u>Original Commitment</u>
GECAC - Summer Jobs Program		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 - Community Schools	75,000.00	0.00	150,000.00
Erie's Public Schools - Tech After Hours	66,666.50	66,666.50	200,000.00
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>141,666.50</u></u>	<u><u>2,182,216.50</u></u>	<u><u>3,325,000.00</u></u>

Erie County Gaming Revenue Authority
Check Detail Report
February 2018

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
02/02/2018	2307	KimKopy Printing	Wooden Wedge Name Plates	-247.20
02/02/2018	2308	Penn State University	2018 February Rent	-1,364.40
02/02/2018	2309	Velocity Network, Inc.	Phone/IT/Fax	-848.96
02/06/2018	EFT	ECCA, Inc.	1/20/18 to 2/2/18 Payroll	-6,646.88
02/06/2018	EFT	Fidelity Investments	1/20/18 to 2/2/18 Retirement	-475.61
02/07/2018	2310	Great America Financial Services	2018 January Copier Lease/Copies	-365.20
02/07/2018	2311	Parker Philips	Erie Urban Entrepreneur Program	-2,700.00
02/07/2018	2312	Ridge Policy Group	2018 February Government Relations	-4,000.00
02/08/2018	2313	Erie Public Schools	Tech After Hours	-66,666.50
02/08/2018	2314	Great Lakes Insurance Services Group	Public Officials Liability Policy	-6,998.00
02/08/2018	2315	Times Publishing Company	Public Notice for Strategic Planning Meeting	-76.70
02/12/2018	2316	Erie County	2017 Third Quarter Settlement	-15,919.60
02/12/2018	2317	Greene Township	2017 Third Quarter Settlement	-15,919.60
02/12/2018	2318	McKean Township	2017 Third Quarter Settlement	-15,919.60
02/12/2018	2319	Millcreek Township	2017 Third Quarter Settlement	-15,919.60
02/12/2018	2320	Summit Township	2017 Third Quarter Settlement	-65,125.70
02/12/2018	2321	Waterford Township	2017 Third Quarter Settlement	-15,919.60
02/16/2018	2322	Erie County	2017 Fourth Quarter Settlement Payment	-121,343.63
02/16/2018	2323	Greene Township	2017 Fourth Quarter Settlement Payment	-121,343.63
02/16/2018	2324	McKean Township	2017 Fourth Quarter Settlement Payment	-121,343.63
02/16/2018	2325	Millcreek Township	2017 Fourth Quarter Settlement Payment	-121,343.63
02/16/2018	2326	Summit Township	2017 Fourth Quarter Settlement Payment	-496,405.76
02/16/2018	2327	Waterford Township	2017 Fourth Quarter Settlement Payment	-121,343.63
02/21/2018	EFT	ECCA, Inc.	02/03/18 to 02/16/18 Payroll	-7,397.95
02/21/2018	EFT	Fidelity Investments	02/03/18 to 02/16/18 Retirement	-475.16
02/23/2018	2328	Erie Public Schools	Community Schools	-75,000.00
02/26/2018	2329	Times Publishing Company	Public Notice for Special Meeting	-72.60
02/27/2018	2330	Great America Financial Services	2018 February Copier Lease/Copies	-332.00
02/27/2018	2331	Penn State University	2018 March Rent	-1,417.40
02/27/2018	2332	Printing Concepts Inc.	Office Checks	-133.74
02/27/2018	2333	Amanda Burlingham	2018 January Outreach	-567.00



Erie County Gaming Revenue Authority

Draft Budget

2018-19

Expense	<u>2017-18</u> <u>Budget</u>	<u>2018-19</u> <u>Budget</u>
62100 · Contracted Services		
62110 · Auditing Fees	6,500.00	11,000.00
62120 · Government Relations Services	50,000.00	50,000.00
62130 · Professional Services	36,000.00	36,000.00
62140 · Legal Services	30,000.00	35,000.00
62145 · Website Design	4,000.00	4,000.00
62150 · Payroll Services	1,100.00	1,200.00
Total 62100 · Contracted Services	<u>127,600.00</u>	<u>137,200.00</u>
62800 · Facilities & Equipment		
62840 · Office Equipment	5,000.00	5,000.00
62850 · Janitorial Services	590.00	0.00
62890 · Rent	18,000.00	18,000.00
Total 62800 · Facilities & Equipment	<u>23,590.00</u>	<u>23,000.00</u>
65000 · Office Administration		
65010 · Books, Subscriptions, Dues	5,000.00	4,000.00
65020 · Postage	600.00	600.00
65030 · Printing	1,250.00	1,200.00
65040 · Office Supplies	2,800.00	2,800.00
65050 · Cell Phone	2,200.00	2,200.00
65060 · Copier Lease	2,100.00	2,200.00
65070 · Copier Printing Costs	3,500.00	3,500.00
65080 · Bank Fees	50.00	50.00
65085 · Professional Development	5,000.00	5,000.00
65090 · Meeting Expenses	5,500.00	5,000.00
65095 · Miscellaneous Expense	250.00	250.00
Total 65000 · Office Administration	<u>28,250.00</u>	<u>26,800.00</u>
65100 · Other Types of Expenses		
65105 · Outreach	12,000.00	12,000.00
65110 · Advertising	12,000.00	12,000.00
65115 · Phone/IT/Fax	18,000.00	18,000.00
65120 · Insurance	9,500.00	9,800.00
65150 · Travel	8,000.00	8,000.00
Total 65100 · Other Types of Expenses	<u>59,500.00</u>	<u>59,800.00</u>
66000 · Payroll Expenses		
66005 · Salaries & Wages	194,000.00	194,000.00
66010 · FITW Tax	14,400.00	14,400.00
66015 · FUTA Tax	150.00	175.00
66020 · PASUI Tax	2,000.00	2,000.00
66500 · Retirement	5,650.00	6,000.00
Total 66000 · Payroll Expenses	<u>216,200.00</u>	<u>216,575.00</u>
Total Expense	<u>455,140.00</u>	<u>463,375.00</u>





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

**EXECUTIVE
DIRECTOR'S
REPORT**

FOR

MARCH 2018



Erie County Gaming Revenue Authority

Draft Budget

2018-19

Expense	<u>2017-18</u> <u>Budget</u>	<u>2018-19</u> <u>Budget</u>
62100 · Contracted Services		
62110 · Auditing Fees	6,500.00	11,000.00
62120 · Government Relations Services	50,000.00	50,000.00
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62840 · Office Equipment	5,000.00	5,000.00
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66020 · PASUI Tax	2,000.00	2,000.00
66500 · Retirement	5,650.00	6,000.00
Total 66000 · Payroll Expenses	<u>216,200.00</u>	<u>216,575.00</u>
Total Expense	<u>455,140.00</u>	<u>463,375.00</u>



Planning for the Future of Erie's Public Schools and Students

Pilot Project Grant Program

Erie's Public Schools

Mr. Brian Polito
148 West 21st Street
Erie, PA 16502

ddevlin@eriesd.org
O: 814-874-6035

Ms. Daria Devlin

148 West 21st Street
Erie, PA 16502

ddevlin@eriesd.org
O: 814-874-6035

Application Form

Eligibility

Qualifiers*

All must apply in order to be eligible.

- Applicant is in good standing with ECGRA's reporting requirements to date
- Applicant is in good standing with the IRS and state and local taxing bodies
- Applicant's headquarters is located in Erie County
- Applicant is 501(c)(3), a municipal authority, or a school district

Disqualifiers

If any apply, your organization is not eligible.

Project Information

Project Name*

Planning for the Future of Erie's Public Schools and Students

Brief Project Summary*

In light of the state's historic adjustment to the district's educational subsidy, Erie's Public Schools must now prioritize its use of funds to build back instructional resources in a way that is both strategic and most effective for student improvement. To do this, the district will develop a five-year strategic plan to guide academic, curricular and instructional efforts through 2023.

Goals (broad) and Objectives (specific) of the project*

The goal of this strategic plan is to utilize extensive data analysis and input from all stakeholder group to develop a plan that will guide the district through 2023. Through implementation of this plan beginning in 2018-19, the district will seek to improve academic outcomes for all students, align curriculum to state standards, develop magnet-based programs at the middle and secondary level to ensure that students are graduating with skills that will meet the needs of the local economy, increase student engagement, increase parent satisfaction/engagement, build trust with the Erie community and improve graduation rates for all student groups.

Project Narrative

Describe your project in detail including the problem you are addressing and what you will do to solve that problem.

After more than two years of efforts to educate the public and state lawmakers about the inequity of Pennsylvania's school funding system and to advocate for an increase to its own subsidy, Erie's Public Schools successfully secured an historic adjustment to its state education subsidy in the last quarter of 2017. At the same time, and to further its case that it had done everything possible to control spending, the district implemented a massive reorganization plan that included the merger of four high schools into two, the reconfiguring of school buildings into a consistent grade configuration (preK-5, 6-8, 9-12) and the closure of two elementary schools. Finally, the district embarked on an aggressive plan to provide consistency in programming and align all middle and secondary curriculum to improve college and career readiness.

Clearly, these efforts were monumental and represented an enormous leap of faith by district administration, students, staff and families. But, with the help and support of the entire Erie community, Erie's Public Schools emerged in the 2017-18 school with new hope for the future and a restored belief that our students could finally have access to the same opportunities as their peers in private and suburban school districts. Considering the simultaneous ascent of a new Superintendent in Brian Polito, all signs pointed to a new chapter for this district, which had been beleaguered by budget woes for nearly a decade.

This new chapter also arrived with a deep understanding that the opportunity for a fresh start could not be squandered. From the first days of his tenure as superintendent, Mr. Polito took the same data-based approach to the district's academic endeavors as he did to its financial state when he served as its Chief Financial Officer. Through this data-based approach, Mr. Polito faced the bleak reality of low test scores, lack of student engagement, inconsistent curricular offerings, misaligned courses, ineffective professional development and under-funded instructional resources. Having faced these realities, Mr. Polito began an internal effort to build back the district's academic foundation, which had been decimated by budget cuts. In this work, Mr. Polito looked for assistance from a professional consulting firm, which had experience with low-performing school districts. After referrals from superintendents in State College, PA, Kansas City, Missouri and the PA Dept of Education, Mr. Polito selected the national consulting firm Performance Fact, Inc. and its CEO Mr. Mutiu Fagbayi to assist with this work. Mr. Fagbayi's proposal for the district's strategic plan includes the creation of a Core Planning Team (to include nearly 120 representatives from parent groups, students, district staff, business leaders, community agencies, and municipal entities) and an Alignment Team (to include the Mayor, County Executive, presidents of all 4 local universities, major employers and community leaders). These groups will meet six times between February and May 2018 to develop the district's strategic plan and ensure its alignment to community and economic goals. Once completed and board approved, the plan will be implemented in time for the 2018-19 school year and guide the district's curricular and instructional priorities through 2023.

Project Justification*

Describe why the pilot project is important and necessary (short and long term) to Erie County. Please provide evidence, research, and surveys documenting the problems. Standalone documents may be uploaded.

Since 1806, Erie's Public Schools (EPS) (Erie City School District) has been educating students and enriching lives in the City of Erie, PA. Currently, EPS operates 15 schools including 2 high schools, 3 middle schools and 10 elementary buildings. The district employs over 850 teachers and serves a student population of 11,000. Currently, nearly 80% of students are classified as low-income and, as a "provision 1" school, 100% of students receive federal free lunch. According to U.S. Census Data, 33.1% of these students are living in poverty. With regard to racial/ethnic breakdown, 44% of EPS students are White, 33.67% percent are Black or African-American, 13.14% are Hispanic, 5.61% are Asian and the remaining percent are American Indian or Multi-racial.

As was widely reported in local, state and national media, Erie's Public Schools experienced a decade-long budget crisis, which began in 2010 and culminated this year with an historic adjustment to the district's state education subsidy. With these additional funds, Erie's Public Schools is now able to address nearly ten years

of budget cuts and begin to focus on the educational and structural resources needed to improve the academic outcomes for our 11,000 students.

As the district begins this critical next chapter of financial solvency, we have a unique opportunity to increase both the academic achievement of our students and the alignment of our educational programming to local and regional careers. Through this work, Erie's Public Schools will have a direct impact on the economic future of Erie County and regional efforts to improve the quality of life for its residents.

Do you anticipate other funding sources?*

Please discuss your matching fund sources and financing partners.

The district is hopeful that costs associated with this project could be distributed among three funding groups-- the Erie Community Foundation (Helping Today request submitted in February 2012), ECGRA (current request) and the district's own operating budget.

Project Benefits*

Please describe who will benefit and how. Will specific groups be targeted or served?

After nearly a decade of budget cuts, the curricular and instructional resources available to students in Erie's Public Schools has been seriously depleted. This has resulted in a decrease in academic achievement among students at all levels. In 2016, less than 31% of students in 3rd grade and less than 35% of students in Grade 8 scored in the proficient or advanced range for English Language Arts. That same year, less than 30% of students and less than 20% of students in Grade 8 scored proficient or advanced in Math. In some schools, less than 5% of students in a particular grade level were proficient in Math. Overall, the district also suffers from the lowest graduation rate in Erie County.

While strategic planning is certainly not a new or unique idea, it does represent a significant shift for a school district that has spent the past ten years reacting to one budget crisis after another. This shift in focus will now allow the district to develop a well-informed plan to strategically address our challenges and build upon our strengths to move the district forward. Importantly, this plan will be built with the full and extensive input of all stakeholders. It also comes at a time when the district has begun to align all middle and secondary programming to a magnet-based model. This approach is unique to the area and, we expect, will result in the direct alignment of classroom learning with regional careers and economic growth. The road map of the strategic plan will assist in this alignment and help the district prioritize instructional resources in order to meet this goal. Ultimately, all 11,500 district students, as well as their families, neighborhoods and larger Erie community, will directly benefit from this critical work.

Amount Requested from ECGRA*

\$30,000.00

Project Budget*

Please click here to download a budget form

2018-03-09 ECGRA budget request.xlsx

Long term plans*

Is there a plan to continue the project? How will you sustain the project financially and administratively?

This strategic plan will be complete in time for full implementation in the 2018-19 school year. Implementation will be managed by the district, which will assume all financial and administrative costs for that stage of the project.

Project Partners*

Describe project partners and how they will be involved.

Gannon University- in-kind donation of meeting space for six full-day sessions
 Jefferson Education Society- hosting of Metro 100 and Community Forum to inform strategic plan
 City of Erie, MLK Center, Booker T Washington Center, JFK Center- collaboration on public meetings in April

Project Support*

Provide evidence of project support within the community. (Letters of support, resolutions, memoranda of understanding, etc. can be uploaded at the end of the application.)

Gannon University has agreed to partner with Erie's Public Schools by providing meeting space and technology for all six full-day planning sessions. This is significant because the planning teams include approximately 120 participants who must be able to meet in a common space with room to work in small groups. The district explored space options at both the Manufacturers Association (which would have exceeded \$25,000) and Erie Insurance (which couldn't accommodate our needs). Ultimately, Gannon had both the space and technology to accommodate our needs and was willing to offer it as an in-kind contribution to the project, which we estimate to exceed \$10,000 in value.

Additionally, the Jefferson Education Society has offered to mobilize their Metro 100 group to provide early feedback on the plan during a JES-sponsored session on March 12. The Jefferson will also host a public community meeting at their location that evening to obtain additional public input on the plan.

Finally, we expect to partner again with the three neighborhood centers in April 2018 to hold open public meetings as a soft roll-out of the strategic plan draft. We have also been asked by the City of Erie to collaborate on these community meetings in order to use them as an opportunity to obtain public input on the Buki Comprehensive Plan as well. We are working with Kathy Wryosdick from the City of Erie on this new development and look forward to deepening our collaboration with the City through this process.

Qualifications and Experience*

Description of the qualifications and experience of the project administrators and project leaders.

Mr. Mutiu Fagbayi is the Founder/CEO of Performance Fact, and has extensive background facilitating and coaching educational leaders and their teams at the national, state, and local levels. His areas of focus include strategic planning and school improvement; creating and sustaining high-performing learning organizations; implementing accountability systems; developing leadership at all levels; and building trust. Mr. Fagbayi is now working with Erie's Public Schools to develop an aggressive and comprehensive schedule of six full-day

planning sessions and two public meetings over the next few months in order ensure implementation of the strategic plan in time for the 2018-19 school year. These sessions will include parents, students, local officials, business leaders, representatives from all four local colleges and our own district staff. The work will focus on a review of instructional practices, educational resources and district vision in order to inform a plan that will result in increased academic achievement for all students.

Mr. Fagbayi will be assisted by the district's senior leadership team, including Superintendent Brian Polito and Assistant Superintendent Bea Habursky.

Ability to Complete the Project*

Describe your ability to complete the project within the allotted time.

We are fully confident in our ability to complete this project in time for board approval in June and full implementation at the start of the 2018-19 school year.

Timeline*

Please provide a project timeline with key milestones (12-month schedule).

January 2018: Student focus groups

February 2018: District-wide surveys for administrators, teachers, students, and parents

February to May 2018: Six full-day planning sessions for Alignment and Core Planning teams

March 12/13: Public meetings

April 2018: Community meetings at neighborhood centers to present first draft of plan

June 2018: Formal adoption of plan by Erie School Board

July 2018: Begin implementation of plan in time for 2018-19 school year

Outcome Measurement*

Please describe how you will analyze the outcomes and gauge success of the project.

We will evaluate success based on the collaborative nature of the strategic planning process. If that is done correctly, we expect the final plan to reflect the goals and hopes of all stakeholders for the future of public education in Erie. The success of this project will culminate in the adoption of a robust plan to guide the district through 2023 as we work to achieve our larger goals of increased academic achievement for all students.

Organizational Information

Name of Organization*

Erie's Public Schools (d/b/a Erie City School District)

Organization Mission Statement*

The Erie School District will create in its schools, and in its relationship with the Erie community, a culture of high expectations, collaboration, respect, and accountability. We will actively engage students in their learning through a high quality curriculum and excellent teaching. Our primary purpose as an organization is to prepare our students to establish and achieve their higher education and career goals.

Year Organization Was Established*

1870

Municipality in which headquarters is located*

Erie City

County Council District in which headquarters is located*

[Click here to see a County Council District map](#)

County Council District #4

Website Address

www.eriesd.org

Staff/Volunteer Leadership*

List or upload a list of the names, email addresses, titles, and job descriptions of the organization's leadership.

Brian Polito, Superintendent of Schools- bpolito@eriesd.org

Bea Habursky, Assistant Superintendent of Schools- bhabursky@eriesd.org

Board of Directors*

List or upload a list of the names, email addresses, and occupations of the organization's board members.

2018-02-10 Board list for ECF.docx

Annual Summary Statistics*

Please click here to download the Annual Summary Statistics form

2018-03-8 ECGRA summary stats.xlsx

Additional Documents

501 (c)(3) Designation Letter

Most Recent Annual Report or Year End Review*

2017-2018 Gen Fund Budget.pdf

Current General Liability Insurance Certificate

Organization Logo

Letters of Support

Other Supporting Material

Other Supporting Material

Links

Upload a link

File Attachment Summary

Applicant File Uploads

- 2018-03-09 ECGRA budget request.xlsx
- 2018-02-10 Board list for ECF.docx
- 2018-03-8 ECGRA summary stats.xlsx
- 2017-2018 Gen Fund Budget.pdf



Budget (Do not include in-kind)

Category	Amount Requested from ECGRA	Amount Contributed by Agency	Amount(s) Contributed from Other Sources	Breakdown of Other-Source Contributions	Narrative (Include a breakdown of what is entailed in each expense category)	Total
Personnel (15% maximum of the requested amount from ECGRA)						\$0.00
Marketing						\$0.00
Facility Expense						\$0.00
Project/Programming Insurance						\$0.00
Equipment & Supplies	\$0.00	\$12,000.00	\$0.00	In-kind donation by Gannon University	Meeting space, technology, materials	\$12,000.00
Contracted Services	\$30,000.00	\$29,600.00	\$30,000.00	Helping today request to ECF	Performance Fact, Inc. consulting fees	\$89,600.00
Construction						\$0.00
Outcomes Measurement & Impact Tracking						\$0.00
Other	\$0.00	\$5,000.00	\$0.00		Parent, student, staff surveys and analysis	\$5,000.00
Totals	\$30,000.00	\$46,600.00	\$30,000.00			\$106,600.00



Brian J. Polito, CPA
Superintendent of Schools

Bea Habursky
Assistant Superintendent

**Board of School
Directors**

Frank Petrunger, Jr.
President

John C. Harkins
Vice President

Linda Aleksandrowicz
Robert S. Casillo
Robbie Fabrizi
Darlene Feeney
Angela McNair
Thomas A. Spagel
Tyler Titus

Angela G. Jones
Secretary

Board of School Directors, Erie City School District

Name

Email

Frank Petrunger, Jr.

f.petrunger@erisd.org

John C. Harkins

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Linda Aleksandrowicz

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Tyler Titus

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

An Equal Opportunity Employer

Annual Summary Statistics



Organizational Information:	2017	2016	2015
Annual Revenue	\$180million	\$180million	\$163million
Annual Expenses	\$180million	\$180million	\$163million
Number of Full-time Employees	1,300	1,300	1,300
Number of Part-time Employees			
Number of Board Members	9	9	9
Number of Board Members Contributing Financially	n/a	n/a	n/a
Project/Programming/Event Information:	2017	2016	2015
In-County Attendance	25,000 students and families	25,000 students and families	25,000 students and families
Out-of-County Attendance (if applicable)			

ITEM

AMOUNTS

Estimated Beginning Unreserved Fund Balance Available for Appropriation and Reserves Scheduled For Liquidation During The Fiscal Year

0810 Nonspendable Fund Balance

100,000

0820 Restricted Fund Balance

0830 Committed Fund Balance

0840 Assigned Fund Balance

0850 Unassigned Fund Balance

(4,378,000)

Total Estimated Beginning Unreserved Fund Balance Available for Appropriation and Reserves Scheduled For Liquidation During The Fiscal Year

(\$4,378,000)

Estimated Revenues And Other Financing Sources

6000 Revenue from Local Sources

56,833,971

7000 Revenue from State Sources

113,020,714

8000 Revenue from Federal Sources

13,323,471

9000 Other Financing Sources

1,200,000

Total Estimated Revenues And Other Financing Sources

\$184,378,156

Total Estimated Fund Balance, Revenues, and Other Financing Sources Available for Appropriation

\$180,000,156

Amount

REVENUE FROM LOCAL SOURCES

6111 Current Real Estate Taxes	39,113,402
6113 Public Utility Realty Taxes	59,526
6114 Payments in Lieu of Current Taxes - State / Local	1,448,822
6140 Current Act 511 Taxes - Flat Rate Assessments	238,014
6150 Current Act 511 Taxes - Proportional Assessments	7,302,303
6400 Delinquencies on Taxes Levied / Assessed by the LEA	3,500,000
6700 Revenues from LEA Activities	14,541
6800 Revenues from Intermediary Sources / Pass-Through Funds	3,170,962
6910 Rentals	57,152
6920 Contributions and Donations from Private Sources	984,118
6940 Tuition from Patrons	522,421
6960 Services Provided Other Local Governmental Units / LEAs	100
6980 Revenue from Community Services Activities	1,350
6990 Refunds and Other Miscellaneous Revenue	421,260

REVENUE FROM LOCAL SOURCES

\$56,893,971

REVENUE FROM STATE SOURCES

7110 Basic Education Funding	64,449,752
7220 Vocational Education	859,305
7271 Special Education funds for School-Aged Pupils	10,825,372
7272 Early Intervention	2,149,430
7292 Pre-K Counts	1,775,301
7311 Pupil Transportation Subsidy	1,565,519
7312 Nonpublic and Charter School Pupil Transportation Subsidy	1,116,874
7320 Rental and Sinking Fund Payments / Building Reimbursement Subsidy	1,427,495
7330 Health Services (Medical, Dental, Nurse, Act 25)	280,137
7340 State Property Tax Reduction Allocation	5,927,119
7505 Ready to Learn Block Grant	2,633,887
7509 Supplemental Equipment Grants	30,551
7599 Other State Revenue Not Listed Elsewhere in the 7000 Series	66,527
7810 State Share of Social Security and Medicare Taxes	3,493,139
7820 State Share of Retirement Contributions	16,421,306

REVENUE FROM STATE SOURCES

\$113,020,714

REVENUE FROM FEDERAL SOURCES

8514 NCLB Title I - Improving the Academic Achievement of the Disadvantaged	9,107,642
---	-----------

	Amount
REVENUE FROM FEDERAL SOURCES	
8515 NCLB, Title II - Preparing, Training and Recruiting High Quality Teachers and Principals	1,187,644
8516 NCLB, Title III - Language Instruction for Limited English Proficient and Immigrant Students	283,303
8517 NCLB, Title IV - 21st Century Schools	1,089,124
8521 Vocational Education - Operating Expenditures	342,233
8690 Other Restricted Federal Grants-in-Aid Through the Commonwealth of PA	538,589
8732 ARRA - Qualified School Construction Bonds (QSCB)	632,700
8810 School-Based Access Medicaid Reimbursement Program (SBAP) Reimbursements (Access)	95,267
8820 Medical Assistance Reimbursement for Administrative Claiming (Quarterly) Program	46,969
REVENUE FROM FEDERAL SOURCES	\$13,323,471
OTHER FINANCING SOURCES	
9320 Special Revenue Fund Transfers	1,200,000
OTHER FINANCING SOURCES	\$1,200,000
TOTAL ESTIMATED REVENUES AND OTHER SOURCES	184,978,156

Act 1 Index (current): 3.8%
 Calculation Method:

Approx. Tax Revenue from RE Taxes:
 Amount of Tax Relief for Homestead Exclusions
 Total Approx. Tax Revenue:
 Approx. Tax Levy for Tax Rate Calculation:

	Rate	Total
	\$39,113,402	
	\$5,927,119	
	\$45,040,521	
	\$51,287,319	
	Erie	

2016-17 Data

a. Assessed Value	\$3,051,428,420	\$3,051,428,420
b. Real Estate Mills	16.6233	
I. 2017-18 Data		
c. 2015 STEB Market Value	\$2,606,565,679	\$2,606,565,679
d. Assessed Value	\$3,085,266,989	\$3,085,266,989
e. Assessed Value of New Constr/ Renov	\$0	\$0
2016-17 Calculations		
f. 2016-17 Tax Levy	\$50,724,810	\$50,724,810
(a * b)		
2017-18 Calculations		
g. Percent of Total Market Value	100.000000%	100.000000%
h. Rebalanced 2016-17 Tax Levy	\$50,724,810	\$50,724,810
(f Total * g)		
i. Base Mills Subject to Index		
(h / a * 1000) if no reassessment		
(h / (d-e) * 1000) if reassessment		

Calculation of Tax Rates and Levies Generated

j. Weighted Avg. Collection Percentage	86.22846%	86.22846%
k. Tax Levy Needed	\$51,287,319	\$51,287,319
(Approx. Tax Levy * g)		
I. 2017-18 Real Estate Tax Rate		
(k / d * 1000)		
III.		
m. Tax Levy Generated by Mills	\$51,287,319	\$51,287,319
(l / 1000 * d)		
n. Tax Levy minus Tax Relief for Homestead Exclusions		
(m - Amount of Tax Relief for Homestead Exclusions)		
o. Net Tax Revenue Generated By Mills		
(n * Est. Pct. Collection)		

Act 1 Index (current): 3.8%
 Calculation Method:

Approx. Tax Revenue from RE Taxes: \$39,113,402
 Amount of Tax Relief for Homestead Exclusions \$5,927,119
 Total Approx. Tax Revenue: \$45,040,521
 Approx. Tax Levy for Tax Rate Calculation: \$51,287,319

Index Maximums

p. Maximum Mills Based On Index (1 * (1 + Index))	17.2549	
q. Mills In Excess of Index (if (1 > p), (1 - p))	0.0000	
r. Maximum Tax Levy Based On Index (p / 1000 * d)	\$53,235,973	\$53,235,973
s. Millage Rate within Index? (if (1 > p Then No)	Yes	
t. Tax Levy In Excess of Index (if (m > r), (m - r))	\$0	\$0
u. Tax Revenue In Excess of Index (t * Est. Pct. Collection)	\$0	\$0

Information Related to Property Tax Relief

Assessed Value Exclusion per Homestead	\$20,520	
Number of Homestead/Farmstead Properties	17442	17442
Median Assessed Value of Homestead Properties		\$76,990

Act 1 Index (current): 3.8%

Calculation Method:

Approx. Tax Revenue from RE Taxes: \$39,113,402

Amount of Tax Relief for Homestead Exclusions \$5,927,119

Total Approx. Tax Revenue: \$45,040,521

Approx. Tax Levy for Tax Rate Calculation: \$51,287,319

	Rate
	\$39,113,402
	\$5,927,119
	\$45,040,521
	\$51,287,319

Total

State Property Tax Reduction Allocation used for: Homestead Exclusions

\$5,927,119

Lowering RE Tax Rate

\$0

\$5,927,119

Prior Year State Property Tax Reduction Allocation used for: Homestead Exclusions

\$0

\$0

Amount of Tax Relief from State/Local Sources

\$5,927,119

CODE

6111 Current Real Estate Taxes	County Name	Taxable Assessed Value	Real Estate Mills	Tax Levy Generated by Mills	Amount of Tax Relief for Homestead Exclusions	Tax Levy Minus Homestead Exclusions	Percent Collected	Net Tax Revenue Generated By Mills
Erie		3,085,266,989	16.6233	51,287,319	5,927,119	45,360,200	86.22846%	38,433,012

6120 Current Per Capita Taxes - Section 679	Rate	Estimated Revenue
6140 Current Act 511 Taxes - Flat Rate Assessments	\$0.00	0
6141 Current Act 511 Per Capita Taxes	\$0.00	0
6142 Current Act 511 Occupation Taxes - Flat Rate	\$0.00	0
6143 Current Act 511 Local Services Taxes	\$1.00	238,014
6144 Current Act 511 Trailer Taxes	\$0.00	0
6145 Current Act 511 Business Privilege Taxes - Flat Rate	\$0.00	0
6146 Current Act 511 Mechanical Device Taxes - Flat Rate	\$0.00	0
6149 Current Act 511 Taxes, Other Flat Rate Assessments	\$0.00	0

6150 Total Current Act 511 Taxes - Flat Rate Assessments	Rate	Add'l Rate (if appl.)	Tax Levy	Estimated Revenue
Current Act 511 Taxes - Proportional Assessments	0.500%		238,014	238,014
Current Act 511 Earned Income Taxes	0.500%	0.000%	6,743,815	6,743,815
Current Act 511 Occupation Taxes	0.000%	0.000%	0	0
Current Act 511 Real Estate Transfer Taxes	0.500%	0.000%	558,488	558,488
Current Act 511 Amusement Taxes	0.000%	0.000%	0	0
Current Act 511 Business Privilege Taxes	0.000%	0.000%	0	0
Current Act 511 Mechanical Device Taxes - Percentage	0.000%	0.000%	0	0
Current Act 511 Mercantile Taxes	0.000%	0.000%	0	0
Current Act 511 Taxes, Other Proportional Assessments	0	0	0	0

6159 Total Current Act 511 Taxes - Proportional Assessments	Rate	Add'l Rate (if appl.)	Tax Levy	Estimated Revenue
Total Current Act 511 Taxes			7,302,303	7,302,303
Total Act 511 Current Taxes			7,540,317	7,540,317
Act 511 Tax Limit		2,806,565,878 X	12	31,278,768
Market Value				(511 Limit)

Tax Function	Description	Tax Rate Charged in:		Percent Change in Rate	Less than or equal to Index	Index	Additional Tax Rate Charged in:		Percent Change in Rate	Less than or equal to Index
		2016-17 (Rebalanced)	2017-18				2016-17 (Rebalanced)	2017-18		
6111	<u>Current Real Estate Taxes</u>									
	Erie	16.6233	16.6233	0.00%	Yes	3.8%				
	<u>Current Act 511 Taxes - Flat Rate Assessments</u>									
6143	Current Act 511 Local Services Taxes	\$0.00	\$1.00	New	No	3.8%				
	<u>Current Act 511 Taxes - Proportional Assessments</u>									
6151	Current Act 511 Earned Income Taxes	0.000%	0.500%	New	No	3.8%				
6153	Current Act 511 Real Estate Transfer Taxes	0.000%	0.500%	New	No	3.8%				

Description	Amount
1000 Instruction	
1100 Regular Programs - Elementary / Secondary	100,602,264
1200 Special Programs - Elementary / Secondary	25,477,858
1300 Vocational Education	3,085,375
1400 Other Instructional Programs - Elementary / Secondary	1,493,346
1500 Nonpublic School Programs	652,460
1600 Adult Education Programs	78,152
1800 Pre-Kindergarten	1,212,347
Total Instruction	\$132,601,642
2000 Support Services	
2100 Support Services - Students	6,512,882
2200 Support Services - Instructional Staff	3,923,249
2300 Support Services - Administration	10,624,272
2400 Support Services - Pupil Health	1,888,452
2500 Support Services - Business	1,993,872
2600 Operation and Maintenance of Plant Services	14,727,371
2700 Student Transportation Services	6,214,304
2800 Support Services - Central	1,135,762
2900 Other Support Services	156,834
Total Support Services	\$47,178,998
3000 Operation of Non-Instructional Services	
3200 Student Activities	762,017
3300 Community Services	1,065,112
Total Operation of Non-Instructional Services	\$1,827,129
4000 Facilities Acquisition, Construction and Improvement Services	
4000 Facilities Acquisition, Construction and Improvement Services	533,530
Total Facilities Acquisition, Construction and Improvement Services	\$533,530
5000 Other Expenditures and Financing Uses	
5100 Debt Service / Other Expenditures and Financing Uses	11,824,989
Total Other Expenditures and Financing Uses	\$11,824,989
Total Estimated Expenditures and Other Financing Uses	\$193,938,248

Amount

Description

1000 Instruction	
1100 Regular Programs - Elementary / Secondary	
100 Personnel Services - Salaries	38,364,332
200 Personnel Services - Employee Benefits	27,818,089
300 Purchased Professional and Technical Services	2,052,658
400 Purchased Property Services	185,428
500 Other Purchased Services	30,271,195
600 Supplies	1,462,771
700 Property	381,874
800 Other Objects	65,917
Total Regular Programs - Elementary / Secondary	\$100,902,264

1200 Special Programs - Elementary / Secondary	
100 Personnel Services - Salaries	11,573,952
200 Personnel Services - Employee Benefits	9,276,890
300 Purchased Professional and Technical Services	2,631,224
500 Other Purchased Services	1,890,024
600 Supplies	108,210
700 Property	106
800 Other Objects	7,452
Total Special Programs - Elementary / Secondary	\$22,277,852

1300 Vocational Education	
100 Personnel Services - Salaries	1,419,741
200 Personnel Services - Employee Benefits	1,052,348
300 Purchased Professional and Technical Services	10,929
400 Purchased Property Services	56,904
500 Other Purchased Services	7,479
600 Supplies	315,819
700 Property	222,155
Total Vocational Education	\$3,085,375

1400 Other Instructional Programs - Elementary / Secondary	
100 Personnel Services - Salaries	833,998
200 Personnel Services - Employee Benefits	383,162
300 Purchased Professional and Technical Services	13,949
500 Other Purchased Services	199,914
600 Supplies	62,323
Total Other Instructional Programs - Elementary / Secondary	\$1,493,346

1500 Nonpublic School Programs	
100 Personnel Services - Salaries	387,167
200 Personnel Services - Employee Benefits	262,899
600 Supplies	2,394
Total Nonpublic School Programs	\$652,460

1600 Adult Education Programs	
100 Personnel Services - Salaries	4,131
200 Personnel Services - Employee Benefits	1,661

Description	Amount
600 Supplies	53,583
700 Property	18,777
Total Adult Education Programs	\$72,360

1800 Pre-Kindergarten

100 Personnel Services - Salaries	600,467
200 Personnel Services - Employee Benefits	545,187
300 Purchased Professional and Technical Services	8,070
400 Purchased Property Services	25,500
500 Other Purchased Services	5,115
600 Supplies	28,008
Total Pre-Kindergarten	\$1,212,347

2000 Support Services

Total Instruction	\$32,601,802
2100 Support Services - Students	\$6,512,882
100 Personnel Services - Salaries	3,010,341
200 Personnel Services - Employee Benefits	2,354,021
300 Purchased Professional and Technical Services	1,116,411
500 Other Purchased Services	19,696
600 Supplies	7,860
700 Property	4,553

2200 Support Services - Instructional Staff

100 Personnel Services - Salaries	1,372,097
200 Personnel Services - Employee Benefits	1,205,991
300 Purchased Professional and Technical Services	894,236
500 Other Purchased Services	28,481
600 Supplies	232,596
700 Property	189,848
Total Support Services - Instructional Staff	\$3,923,249

2300 Support Services - Administration

100 Personnel Services - Salaries	5,634,187
200 Personnel Services - Employee Benefits	3,623,693
300 Purchased Professional and Technical Services	912,043
500 Other Purchased Services	367,463
600 Supplies	40,085
800 Other Objects	46,801
Total Support Services - Administration	\$10,624,272

2400 Support Services - Pupil Health

100 Personnel Services - Salaries	955,974
200 Personnel Services - Employee Benefits	902,533
300 Purchased Professional and Technical Services	16,898
400 Purchased Property Services	8,399
500 Other Purchased Services	1,152
600 Supplies	2,903

Description	Amount
700 Property	593
Total Support Services - Pupil Health	\$1,888,452
2500 Support Services - Business	
100 Personnel Services - Salaries	747,642
200 Personnel Services - Employee Benefits	604,380
300 Purchased Professional and Technical Services	155,502
400 Purchased Property Services	322,638
500 Other Purchased Services	83,248
600 Supplies	80,462
Total Support Services - Business	\$1,993,872
2600 Operation and Maintenance of Plant Services	
100 Personnel Services - Salaries	5,894,121
200 Personnel Services - Employee Benefits	4,889,364
300 Purchased Professional and Technical Services	87,213
400 Purchased Property Services	2,935,476
500 Other Purchased Services	117,972
600 Supplies	784,548
700 Property	18,677
Total Operation and Maintenance of Plant Services	\$14,727,371
2700 Student Transportation Services	
100 Personnel Services - Salaries	1,429,827
200 Personnel Services - Employee Benefits	1,164,571
500 Other Purchased Services	3,247,576
600 Supplies	196,387
700 Property	175,943
Total Student Transportation Services	\$6,214,304
2800 Support Services - Central	
100 Personnel Services - Salaries	628,837
200 Personnel Services - Employee Benefits	467,280
300 Purchased Professional and Technical Services	33,730
600 Supplies	3,781
800 Other Objects	2,134
Total Support Services - Central	\$1,135,762
2900 Other Support Services	
500 Other Purchased Services	156,834
Total Other Support Services	\$156,834
Total Support Services	\$37,178,398
3000 Operation of Non-Instructional Services	
3200 Student Activities	
100 Personnel Services - Salaries	195,728
200 Personnel Services - Employee Benefits	76,722
300 Purchased Professional and Technical Services	185,291
500 Other Purchased Services	12,921
600 Supplies	8,060

Description	Amount
700 Property	101,078
800 Other Objects	180,217
Total Student Activities	\$782,417
3300 Community Services	
100 Personnel Services - Salaries	114,692
200 Personnel Services - Employee Benefits	78,851
300 Purchased Professional and Technical Services	112,729
500 Other Purchased Services	5,748
600 Supplies	453,092
800 Other Objects	300,000
Total Community Services	\$1,065,112
Total Operation of Non-Instructional Services	\$1,327,229
4000 Facilities Acquisition, Construction and Improvement Services	
4000 Facilities Acquisition, Construction and Improvement Services	533,530
700 Property	533,530
Total Facilities Acquisition, Construction and Improvement Services	\$533,530
Total Facilities Acquisition, Construction and Improvement Services	\$533,530
5000 Other Expenditures and Financing Uses	
5100 Debt Service / Other Expenditures and Financing Uses	11,824,989
800 Other Objects	11,824,989
Total Debt Service / Other Expenditures and Financing Uses	\$11,824,989
Total Other Expenditures and Financing Uses	\$11,824,989
TOTAL EXPENDITURES	\$3,881,964,448

Cash and Short-Term Investments

06/30/2017 Estimate

06/30/2018 Projection

600,000

600,000

General Fund

Public Purpose (Expendable) Trust Fund

Other Comptroller-Approved Special Revenue Funds

Athletic / School-Sponsored Extra Curricular Activities Fund

Capital Reserve Fund - \$ 690, \$1850

Capital Reserve Fund - \$ 1431

Other Capital Projects Fund

Debt Service Fund

Food Service / Cafeteria Operations Fund

Child Care Operations Fund

Other Enterprise Funds

Internal Service Fund

Private Purpose Trust Fund

Investment Trust Fund

Pension Trust Fund

Activity Fund

Other Agency Fund

Permanent Fund

2,500,000

2,500,000

55,000

55,000

900,000

800,000

120,000

120,000

Total Cash and Short-Term Investments

\$4,175,000

\$4,075,000

Long-Term Investments

06/30/2017 Estimate

06/30/2018 Projection

General Fund

Public Purpose (Expendable) Trust Fund

Other Comptroller-Approved Special Revenue Funds

Athletic / School-Sponsored Extra Curricular Activities Fund

Capital Reserve Fund - \$ 690, \$1850

Capital Reserve Fund - \$ 1431

Other Capital Projects Fund

Debt Service Fund

Food Service / Cafeteria Operations Fund

Child Care Operations Fund

Other Enterprise Funds

Internal Service Fund

Private Purpose Trust Fund

Investment Trust Fund

Pension Trust Fund

Activity Fund

Other Agency Fund

270,000

275,000

580,000

580,000

Long-Term Investments

Permanent Fund

	06/30/2017 Estimate	06/30/2018 Projection
Total Long-Term Investments	\$850,000	\$855,000
TOTAL CASH AND INVESTMENTS	\$5,075,000	\$4,930,000

Long-Term Indebtedness	06/30/2017 Estimate	08/30/2018 Projection
General Fund		
0510 Bonds Payable	103,200,000	96,000,000
0520 Extended-Term Financing Agreements Payable		
0530 Lease-Purchase Obligations	8,780,000	8,000,000
0540 Accumulated Compensated Absences	6,200,000	6,300,000
0550 Authority Lease Obligations		
0560 Other Post-Employment Benefits (OPEB)	18,000,000	18,500,000
0598 Other Long-Term Liabilities	9,500,000	9,500,000
Total General Fund	\$145,680,000	\$138,300,000

Public Purpose (Expendable) Trust Fund

0510 Bonds Payable	
0520 Extended-Term Financing Agreements Payable	
0530 Lease-Purchase Obligations	
0540 Accumulated Compensated Absences	
0550 Authority Lease Obligations	
0560 Other Post-Employment Benefits (OPEB)	
0599 Other Long-Term Liabilities	

Total Public Purpose (Expendable) Trust Fund

Other Comptroller-Approved Special Revenue Funds

0510 Bonds Payable	
0520 Extended-Term Financing Agreements Payable	
0530 Lease-Purchase Obligations	
0540 Accumulated Compensated Absences	
0550 Authority Lease Obligations	
0560 Other Post-Employment Benefits (OPEB)	
0599 Other Long-Term Liabilities	

Total Other Comptroller-Approved Special Revenue Funds

Athletic / School-Sponsored Extra Curricular Activities Fund

0510 Bonds Payable	
0520 Extended-Term Financing Agreements Payable	
0530 Lease-Purchase Obligations	
0540 Accumulated Compensated Absences	
0550 Authority Lease Obligations	
0560 Other Post-Employment Benefits (OPEB)	
0599 Other Long-Term Liabilities	

Total Athletic / School-Sponsored Extra Curricular Activities Fund

Capital Reserve Fund - \$ 690, \$1850

0510 Bonds Payable	
0520 Extended-Term Financing Agreements Payable	

Long-Term Indebtedness

06/30/2017 Estimate

06/30/2018 Projection

0530 Lease-Purchase Obligations
 0540 Accumulated Compensated Absences
 0550 Authority Lease Obligations
 0560 Other Post-Employment Benefits (OPEB)
 0599 Other Long-Term Liabilities
Total Capital Reserve Fund - \$ 1,150
Capital Reserve Fund - \$ 1431

Other Capital Projects Fund

0510 Bonds Payable
 0520 Extended-Term Financing Agreements Payable
 0530 Lease-Purchase Obligations
 0540 Accumulated Compensated Absences
 0550 Authority Lease Obligations
 0560 Other Post-Employment Benefits (OPEB)
 0599 Other Long-Term Liabilities

Debt Service Fund

0510 Bonds Payable
 0520 Extended-Term Financing Agreements Payable
 0530 Lease-Purchase Obligations
 0540 Accumulated Compensated Absences
 0550 Authority Lease Obligations
 0560 Other Post-Employment Benefits (OPEB)
 0599 Other Long-Term Liabilities

Food Service / Cafeteria Operations Fund

0510 Bonds Payable
 0520 Extended-Term Financing Agreements Payable
 0530 Lease-Purchase Obligations
 0540 Accumulated Compensated Absences
 0550 Authority Lease Obligations

3,805,000

3,705,000

06/30/2017 Estimate 06/30/2018 Projection

Long-Term Indebtedness

0560 Other Post-Employment Benefits (OPEB)

0599 Other Long-Term Liabilities

Total Post-Employment Benefits (OPEB)

\$5,805,000 \$5,805,000

Child Care Operations Fund

0510 Bonds Payable

0520 Extended-Term Financing Agreements Payable

0530 Lease-Purchase Obligations

0540 Accumulated Compensated Absences

0550 Authority Lease Obligations

0560 Other Post-Employment Benefits (OPEB)

0599 Other Long-Term Liabilities

Total Child Care Operations Fund

Other Enterprise Funds

0510 Bonds Payable

0520 Extended-Term Financing Agreements Payable

0530 Lease-Purchase Obligations

0540 Accumulated Compensated Absences

0550 Authority Lease Obligations

0560 Other Post-Employment Benefits (OPEB)

0599 Other Long-Term Liabilities

Total Other Enterprise Funds

Internal Service Fund

0510 Bonds Payable

0520 Extended-Term Financing Agreements Payable

0530 Lease-Purchase Obligations

0540 Accumulated Compensated Absences

0550 Authority Lease Obligations

0560 Other Post-Employment Benefits (OPEB)

0599 Other Long-Term Liabilities

Total Internal Service Fund

Private Purpose Trust Fund

0510 Bonds Payable

0520 Extended-Term Financing Agreements Payable

0530 Lease-Purchase Obligations

0540 Accumulated Compensated Absences

0550 Authority Lease Obligations

0560 Other Post-Employment Benefits (OPEB)

0599 Other Long-Term Liabilities

Total Private Purpose Trust Fund

06/30/2017 Estimate 06/30/2018 Projection

Long-Term Indebtedness

Investment Trust Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Pension Trust Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Activity Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Other Agency Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Permanent Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable

2017-2018 Final General Fund Budget

LEA : 105252602 Erie City SD

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06/30/2017 Estimate

06/30/2018 Projection

Long-Term Indebtedness

- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0580 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Total Permanent Fund	\$146,485,000	\$142,005,000
Total Long-Term Indebtedness		

	06/30/2017 Estimate	06/30/2018 Projection
Short-Term Payables		
General Fund	8,427,000	17,927,000
Public Purpose (Expendable) Trust Fund		
Other Comptroller-Approved Special Revenue Funds		
Athletic / School-Sponsored Extra Curricular Activities Fund		
Capital Reserve Fund - \$ 690, \$1850		
Capital Reserve Fund - \$ 1431		
Other Capital Projects Fund		
Debt Service Fund		
Food Service / Cafeteria Operations Fund	400,000	400,000
Child Care Operations Fund		
Other Enterprise Funds		
Internal Service Fund		
Private Purpose Trust Fund		
Investment Trust Fund		
Pension Trust Fund		
Activity Fund		
Other Agency Fund		
Permanent Fund		
Total Short-Term Payables	\$8,827,000	\$18,327,000
TOTAL INDEBTEDNESS	\$158,512,000	\$160,352,000

Account Description

0810 Nonspendable Fund Balance 100,000

0820 Restricted Fund Balance

0830 Committed Fund Balance

0840 Assigned Fund Balance

0850 Unassigned Fund Balance

Total Ending Fund Balance - Committed, Assigned, and Unassigned

(13,964,292)

(\$13,964,292)

5900 Budgetary Reserve

Total Estimated Ending Committed, Assigned, and Unassigned Fund Balance and Budgetary Reserve

(\$13,864,292)



September 15, 2017

Mike Batchelor
Erie Community Foundation

Dear Mike,

I am writing to you at the suggestion of Boo Hagerty regarding Sarah Reed Children's Center's attempt to develop a school based health clinic at our Hamilton campus on 29th and Harvard Rd. As you are aware for over a year our team comprised of Russ Warner, Jay Alberstadt, Jim Walczak, Boo Hagerty, Shelley Buehler, and other Board members, Sarah Reed staff, and myself have been actively engaged with Primary Health Network of Sharon, PA and Keystone Development Corp. to develop a clinic that would serve a portion of our community's economically challenged population.

Initially the plan was to use a \$500,000 HRSA grant, gifts from the Erie Community Foundation and Hamot Health Foundation and borrowing that PHN would secure. The total project was to be approximately \$2 million and would be located on approximately 1 acre of our playing field at Hamilton school. The project would also include 70 spaces of off-street parking and a playground and fitness trail that would be funded using Sarah Reed resources.

One of the first steps undertaken for this project was the development of materials and site plans which Russ and Shelley prepared and submitted to the city zoning and planning office for their approval. They both met with the city officials and received their endorsement for the project without the need for any rezoning.

The next major hurdle was to devise a plan that would allow us to use the HRSA money but not have the entire parcel (school building and other land) under HRSA's strict control. It was decided that a condo concept would be employed and condo and lease documents were drafted.

During this phase of the development of the project PHN announced that they wanted to expand the scope of the project and make the building substantially bigger in order to include more services such as a pharmacy, dental, OB GYN, behavior health and other healthcare professionals. Their reasoning was



the more services the higher degree of viability. Finally, we agreed on the right size of the building, which was now a one-story 5,000 sq. ft. structure next to a 6,000 sq. ft. two-story building for a total of 17,000 sq. ft.

We modified our plans to accommodate this change and then met with PHN in December 2016 at 100 State St. for an update on the project. At that meeting we were informed by PHN that they had secured a lender for the project and they did not need or want to use the \$500,000 grant from HRSA as it was too restrictive.

So back to the drawing board and a basic land lease was developed which called for two 29 year terms which at the end of the lease the building would be owned by Sarah Reed and a very modest rent payment of \$6,000 per year. Details of the lease were verbally agreed to and it was shared with PHN's financing company who also approved the terms.

Next, throughout the development of this project, Sarah Reed and PHN had agreed to share the costs of the legal fees associated with the project and PHN would also pay for the architectural services in a separate agreement with Buehler and Associates. Two other agreements were created for the project, one that would outline how Sarah Reed would interact with PHN while providing behavioral health services in their building and the other detailed the use and maintenance of the parking lot.

A few weeks ago, sensing that we were close to having a series of documents ready for signature we provided detail to PHN regarding the amount of legal expenses we had incurred and paid which totaled approximately \$70,000 and the architectural services amounted to \$6,500 which we did not pay. I was then informed by PHN that they could only pay \$25,000 of the legal fees. At this point I contacted Boo who agreed to use some of Hamot Health Foundation's funds to cover PHN's shortfall and to make a provision that Buehler and Associates would also be paid. Once again, we all believed that we were ready to move forward.

Because I had not heard anything from PHN in several weeks (not uncommon), I sent an email to Don Pownell their Chief Development Officer asking for a status report.

On Wednesday, Don Pownell informed me that his Board of Directors had decided to pull the plug on this project as it had taken too long and was "putting together a project at another site." Please see attached memo.



Needless to say, I was stunned to receive this news in an email and reached out to PHN to ask them to reconsider and to help me understand their decision. Calls and emails were sent to Drew Pierce, Jack Laeng, and Don Pownell. To date only Don Pownell returned by email and said the board decision was final... The die was cast.

So here I sit with \$70,000 of legal expenses, our architect not paid and PHN walks away from a project that could have benefited so many. From day one they had no skin in the game and now they say that they are planning to use the resources of our community at another site.

Further, I seriously doubt that they have any intention of sharing in any of the expenses we jointly incurred on this project. From what I learned from Boo they said they "found working with our team too difficult." According to Russ, who was our lead counsel on this project, he said in hindsight he would not have done anything differently. After this experience I seriously question the professionalism and ethics of a group that everyone was so enthralled with. Please feel free to contact Russ, Boo, or me for more details.

Sincerely,



James D. Mando

CC: Russ Warner
Boo Hagerty
Shelley Buehler
Jay Alberstadt
Jim Walczak
William Miller



James Mando

From: Don Pownell <donpownell@msn.com>
Sent: Wednesday, September 13, 2017 10:23 AM
To: James Mando
Cc: Jack Laeng; Hagerty, Charles
Subject: Sarah Reed project

Jim -yesterday we had a review of upcoming projects with the keystone board of directors - we have a number of projects in the pipeline and it was decided that we should turn our attention to other projects - we have thoroughly enjoyed working with you and thought this was an excellent project -but time has simply run out - we plan to stay in the Erie area and work on putting a project together at another site
In closing we want make a point which the board brought to our attention - since we met and started on the Erie Sarah Reed project -we have completely developed - built - and occupied a facility in transfer pa -developed and we are 70 per cent through construction for a project in ebensburg pa and developed and we are 25 per cent through construction for a project in lewistown pa - we had a very difficult time attempting to justify further involvement in the Erie project when to date we do not have a land lease or parking agreement

Again it was a pleasure working with you and we wish the best for your organization in the future
Keystone Health Care Developmrent Company
Don Pownell
Get [Outlook for iOS](#)fly

Section I. Introduction & Purpose



About ECGRA

ECGRA was incorporated in February 2008 in the Commonwealth of Pennsylvania for the purpose of creating and administering a grantmaking process for gaming funds that come from the Pennsylvania Department of Revenue. An impact investor, ECGRA's mission is to elevate Erie County by galvanizing nonprofits and small business toward economic and community development. Since February 2008, ECGRA has invested more than \$46 million in Erie County.

Purpose of the Funding

The Anchor Building Grant Program is an adaptive re-use funding program. The program provides funding to enable local governments, 501 (c)(3) non-profits, and municipal authorities to strengthen a community, neighborhood, or commercial district by redeveloping, enhancing, and preserving an underutilized or vacant building that has the potential to serve as a catalyst for greater investment and commercial or social activity.

Anchor buildings are most often historic buildings located in the heart of the community, and possess intrinsic historical, architectural, and/or cultural qualities that make places special or unique. Similarly, these buildings can be adaptively re-used due to the quality of original construction, location, and/or suitability for new uses. Unfortunately, communities find that these older buildings are difficult to re-use due to construction costs relative to new building code requirements, lack of financial resources, or low appraisal values.

ECGRA funding can serve as a vital part of the financing structure to bridge the gap, boost the real estate market, assist in developing equity, and enhance the quality of place.

Goals of the Program

- To adaptively re-use historic, cultural, and socially significant buildings
- To leverage private investment and create jobs
- To support small businesses and enhance the local tax base

Financials

- A funding bucket of \$350,000 over the next two years
- A maximum request of \$100,000 per application
- A minimum request of \$25,000 per application
- A 1:1 cash match is required

Section II. Eligibility

Eligibility Criteria

- 🌳 Applicant is an IRS-designated 501(c)(3) or a municipal authority
- 🌳 Applicant's headquarters is located in Erie County
- 🌳 Applicant is in good standing with the IRS and state and local taxing bodies
- 🌳 Applicant is in good standing with ECGRA's reporting requirements to date

Ineligible Organizations

- 🌳 An airport or transportation facility
- 🌳 A healthcare or long-term care facility
- 🌳 A public safety organization or facility, including volunteer fire departments
- 🌳 An institution that predominantly provides primary or secondary education/training
- 🌳 Any organization that was part of the settlement agreement with ECGRA, entered into 12/13/10

Eligible Uses of Funds

- 🌳 Contracted services such as engineering, architectural, appraisal, environmental
- 🌳 Equipment and supplies
- 🌳 Construction – see **Appendix for policy on prevailing wage**
- 🌳 Outcomes measurement and impact tracking

Ineligible Uses of Funds

- 🌳 Staff time
- 🌳 Project administration
- 🌳 Advocacy
- 🌳 Conference attendance
- 🌳 Debt service
- 🌳 Memberships/subscriptions
- 🌳 Travel

Section III. Budget Form & Cash Match

Each application shall be complete in its entirety to be eligible. It will also demonstrate the following in the form of a budget:

- † Requested amount from ECGRA (a maximum of \$100,000, minimum \$25,000)
- † Your agency contribution in the form of cash (do not list in-kind)
- † Other agency or funder contribution – include source; cash only
- † Total project, programming, or event cost – cash only
- † A 1:1 cash match. Existence of an endowment does not count toward match. Fundraising for a previous year's project, programming, or event does not count toward match.

The following are generally considered cash-match contributions:

- † Cash contributed by your organization
- † Equipment or supplies to be purchased by your organization for project, program, or event activities
- † Paying for an event brochure and/or its dissemination
- † Grants from other government agencies or foundations (not gaming funds)

The following are generally considered in-kind contributions:

- † Personnel time given to the project
- † Person on loan from another organization
- † Use of existing equipment or supplies
- † Use of existing laboratory equipment or facilities
- † Waived or unrecovered indirect cost amount
- † Office space

Section IV. Approval Process & Terms

Application Assistance

Application for ECGRA grants shall be completed online at:

<https://www.grantinterface.com/Home/Logon?urlkey=ecgra>.

Program inquiries should be directed to:

Tom Maggio
ECGRA Grants Manager
(814) 897-2694
tmaggio@ECGRA.org

Grant Application Process

Receipt: Upon submission of the application and required supporting material, ECGRA staff, working with the ECGRA board of directors' review committee, will determine eligibility.

Review: The review committee will evaluate the application and determine if it meets the required parameters outlined by the board.

Approval: ECGRA's board of directors will receive funding recommendations from the review committee.

Notification: ECGRA will notify all applicants via email.

Contracting Process

Following approval by the ECGRA board of directors, the executive director will issue a letter of agreement to the grantee, which must be signed by an officer of the organization and returned within 30 days of the date of said letter. The agreement may detail additional requirements with which the grantee must comply, including but not limited to: project audit, financial grant closeout report, maintenance of records, public relations, and any other information the board or staff deem relevant.

The grant contract agreement and any subsequent amendments will not be executed until all of the following have been resolved to the satisfaction of the executive director:

- 1 The grantee must be in compliance with ECGRA's policies on audits relative to the submission of closeout reports on any previous contracts with ECGRA, regardless of the program or funding source.
- 2 The grantee must provide all supplemental documentation requested by ECGRA.
- 3 The grantee must be in compliance with IRS reporting standards.
- 4 The grantee must be current in payment of all federal, state, and local taxes unless it has entered into an agreement satisfactory to the respective taxing authority and is fully in compliance with the terms thereof.
- 5 The grantee must not discriminate against any employee or against any applicant for employment because of race, religion, color, handicap, national origin, age, or sex.

After the grant agreement has been fully executed and the proper documentation provided to ECGRA, the payment to the grantee will be made by an electronic funds transfer or by check.

ECGRA will monitor the activities of the applicant and the grant contract agreement to ensure that the grantee fulfills the conditions of the grant. This may include a site visit or random audit of income and expenses. Upon request and as required by the agreement, the grantee must furnish ECGRA with all data, reports, contracts, documents, and other information relevant to the activities of the applicant.

Contract Terms

- † Grant contracts for Anchor Building funding shall be for a period of eighteen (18) months.
- † One (1) option to extend the terms of the contract for a period of six (6) months may be granted by ECGRA. Detailed, written justification for the contract extension shall be submitted to ECGRA for review and consideration.
- † If the funds allocated to the applicant are not expended on or before the expiration of the grant contract, including the extension period, the unused portion of funds shall be returned to ECGRA.

Closeout Requirements

- † All recipients of funds are required to submit an online closeout report at <https://www.grantinterface.com/Home/Logon?urlkey=ecgra> quantifying the progress toward accomplishing approved deliverables.
- † Closeout reports are due no later than 30 days after the grant agreement expires.
- † All grant recipients will be required to submit financial documentation as part of the online closeout report.
- † **Non-compliance** with these requirements may prevent the grantee from obtaining funding or payment from any ECGRA grant program and/or funding from ECGRA's programmatic partners.
- † If it is determined that the grantee provided any material misrepresentations or that funds were used for activities not permitted under the terms of the grant contract agreement, the grant contract agreement will be considered in default and immediate repayment will be demanded. In addition, the matter may be referred to the appropriate authorities for investigation.

Section V. 2018 Grant Schedule

- 📅 **Thursday, March 22, 2018** – ECGRA releases the **Anchor Building Program Grant Application and Guidelines** and posts to <https://www.grantinterface.com/Home/Logon?urlkey=ecgra>
- 📅 **Wednesday, April 4, 2018** – Grant workshop held from 1:00 p.m. to 2:00 p.m. at 5240 Knowledge Parkway at Penn State Behrend in Harborcreek
- 📅 **Tuesday, May 1, 2018** – Applications must be submitted by midnight
- 📅 **Thursday, May 17, 2018** – ECGRA’s board of directors will make the final review and approve funding recommendations
- 📅 **Thursday, May 17, 2018** – Grant reception – location TBA
- 📅 **Friday, May 31, 2018**, last day to submit signed agreement letter
- 📅 **Friday June 7, 2019**, last day to submit year one progress report
- 📅 **Friday, June 5, 2020**, last day to submit a closeout report online at <https://www.grantinterface.com/Home/Logon?urlkey=ecgra>

Summary of Applicable Provisions of the

PREVAILING WAGE ACT

43 P.S. §§ 165-1 et seq

34 Pa. Code §§ 9.101 et seq

The Prevailing Wage Act (the "Act"), 43 P.S. §§ 165-1 et seq., and the various laws and regulations governing the Act apply to Public Works projects funded by the Erie County Gaming Revenue Authority ("ECGRA"). A Public Work is defined as including construction, reconstruction, demolition, alteration and/or repair work other than maintenance work, done under contract and paid for in whole or in part out of the funds of a public body where the estimated costs of the entire project exceed **\$25,000**.

ECGRA fund recipients shall require their contractor, if any, and contractors shall agree to require their subcontractors, to comply with the Act and the associated laws and regulations issued pursuant thereto.

Wage rates paid workmen employed in the Work shall not be less than the rates determined in the applicable wage rate determination by the Secretary of Labor and Industry for the Commonwealth of Pennsylvania and no workmen may be employed in the Work except in accordance with the classifications in Secretary's determination.

The recipient of ECGRA funds shall be required to obtain the aforementioned public wage minimum rate determination prior to drafting project specifications or engaging in a contract with a contractor on a Public Work project.

Workmen employed or working in the Work shall be paid unconditionally, regardless of whether a contractual relationship exists or the nature of the contractual relationship. Payments shall be at least once a week and be the full amounts due at the time of payment, computed at the rates applicable to the time worked in the appropriate classification, without deduction or rebate, on any account, either directly or indirectly, except authorized deductions.

The contractor and each subcontractor shall post, for the entire period of construction, the wage determination decisions of the Secretary, including the effective date of changes thereof, in a prominent and easily accessible place or places at the site of the Work and at the places used by them to pay workmen their wages. The posted notice of wage rates shall comply with the requirements of the Pennsylvania Code, Title 34.

The contractor and subcontractor shall keep an accurate record showing the name, craft or classification, number of hours worked per day and the actual hourly rate of wage paid, including employee benefits, to each workman employed by him in connection with the Public Work. The record shall include deductions from each workman. The record shall be preserved for two (2) years from the date of payment and shall be open at reasonable hours to the inspection of ECGRA and to the Secretary of the Department of Labor and Industry or his authorized representatives.

Apprentices shall be limited to the numbers in accordance with a bona fide apprenticeship program registered with and approved by The Pennsylvania Apprenticeship and Training Council and only apprentices whose training and employment are in full compliance with the Apprenticeship and Training Act (43 P.S. §§ 90.1 – 90.10), as approved July 14, 1961, and the regulations issued thereto, shall be employed on the Public Work project. A workman using the tools of a craft who does not qualify as an apprentice shall be paid the rate predetermined for journeymen in that particular craft or classification.

Payment of compensation to workmen for work performed on a Public Work in a lump sum basis, or a piece work system, or a price certain for the completion of a certain amount of work, or the production of a certain result shall be deemed a violation of the Act and associated regulations, regardless of the resulting average hourly wage.

Each contractor and subcontractor shall file a statement each week and a final statement at the conclusion of the work with the recipient of ECGRA funds, under oath and in a form satisfactory to the Secretary of the Department of Labor and Industry, certifying that workmen have been paid wages pursuant to the contract and the Act, or if wages remain unpaid, to set forth the amount of wages due and owing to each workman respectively.

The provisions of the Act, and its associated regulations shall be incorporated by reference in each contract.

This document is provided solely for informational purposes only and is not for the purpose of providing legal advice. You should contact your attorney to obtain advice with respect to compliance with the Prevailing Wage Act. Use of this document does not create an attorney-client relationship between the user and legal counsel to ECGRA.



RESOLUTION NUMBER 5B, 2018

Resolution to adopt the 2018 Neighborhoods and Communities Programs & Application for Mission Main Street

Whereas, ECGRA's mission of economic and community development recognizes the importance of investing in neighborhoods and communities by working with citizen groups organized as nonprofits, authorities established to promote economic development and municipal governments;

Whereas, the Economic Development Financing Law finds that a) "the elimination or prevention of blight can best be provided by the promotion, attraction, stimulation, rehabilitation and revitalization of industry, commerce and other economic activities" and b) "that by reason of the unavailability of private credit sources, redevelopment areas in cities of this Commonwealth have remained unimproved";

Whereas, the Economic Development Financing Law states that entities like ECGRA may have as its purposes the promotion of "new or improved residential facilities or other activities deemed appropriate to eliminate blight", and the promotion of "urban and commercial centers"; and

Whereas, ECGRA has determined to address blight and redevelopment through the creation of the 2018 Neighborhoods and Communities Programs, which are to include the Anchor Building Grant Program, the Renaissance Block Grant Program and the Mission Main Street Grant Program; and

Whereas, to effectuate the 2018 Neighborhoods and Communities Programs, ECGRA desires to adopt and fund two new grant programs, the Anchor Building Grant Program and the Renaissance Block Grant Program, and the funding of the Mission Main Street Grant Program.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of the Erie County Gaming Revenue Authority, pursuant to the Economic Development Financing Law and the Erie County Gaming Revenue Authority Bylaws, hereby (1) creates the 2018 Neighborhoods and Communities Program; (2) funds the Mission Main Street Grant Program in the amount of \$150,000 and, (3) approves the grant program guidelines and applications as are attached hereto as Exhibit A.

On the motion of _____, seconded by _____.

This resolution was passed on the 22nd day of March 2018 by a vote of ____ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority
March 22, 2018

ATTEST:

Secretary, ECGRA





Mission Main Street Grants

Grant Guidelines | October 2018



IMPACT
NEIGHBORHOODS &
LOCAL COMMUNITIES

Section I. Introduction

About ECGRA

An impact investor, ECGRA's mission is to elevate Erie County by galvanizing nonprofits and small business toward economic and community development. Since February 2008, ECGRA has invested more than \$46 million in Erie County.

The Erie County Gaming Revenue Authority was incorporated in February 2008 in the Commonwealth of Pennsylvania for the purpose of creating and administering a grantmaking process for gaming funds that come from the Pennsylvania Department of Revenue. Our mission is to elevate Erie County by galvanizing nonprofits and small business toward economic and community development.

Purpose of the Funding

A maximum of \$15,000 per application

Main streets across the country have fallen into disrepair because of the diaspora of retail from business districts to malls. In communities where main streets are well-maintained, there is a sense of vibrancy and civic pride. Mission Main Street Grants improve Erie County's primary commercial corridors – geographically distinct “main streets” that serve to incubate and host small businesses, events, historic structures, and the community's central parks. Main street revitalization is an economic and community development strategy that creates jobs, promotes tourism, impacts the region's economy, and improves surrounding neighborhoods.

Impact Area: Neighborhoods & Local Communities



IMPACT
NEIGHBORHOODS &
LOCAL COMMUNITIES

To reinvigorate neighborhoods and main corridors, boost buy-local efforts, and combat blight.

Section II. Eligibility

Eligibility Criteria

- 🌳 Applicant is an IRS-designated 501c3, a municipal authority, or a municipality
- 🌳 Applicant shall be dedicated to the revitalization of a main street or commercial corridor in Erie County
- 🌳 Applicant's headquarters is located in Erie County
- 🌳 Applicant is in good standing with the IRS and state and local taxing bodies
- 🌳 Applicant is in good standing with ECGRA's reporting requirements to date

Ineligible Organizations

- 🌳 An airport or transportation facility
- 🌳 A healthcare or long-term care facility
- 🌳 A public safety organization or facility, including volunteer fire departments
- 🌳 An institution that predominantly provides primary or secondary education/training
- 🌳 Any organization that was part of the settlement agreement with ECGRA, entered into 12/13/10

Eligible Uses of Funds

- 🌳 Personnel (15% maximum of the requested amount from ECGRA)
- 🌳 Marketing
- 🌳 Facility expense
- 🌳 Insurance
- 🌳 Equipment and supplies
- 🌳 Contracted services
- 🌳 Construction – see Appendix for policy on prevailing wage
- 🌳 Outcomes measurement and impact tracking

Ineligible Uses of Funds

- 🌳 Advocacy
- 🌳 Conference attendance
- 🌳 Debt service
- 🌳 Memberships/subscriptions
- 🌳 Research

Section III. Budget Form & Cash Match

Each application shall be complete in its entirety in order to be eligible. It will also demonstrate the following in the form of a budget:

- 📌 Requested amount from ECGRA (a maximum of \$15,000)
- 📌 Your agency contribution in the form of cash (do not list in-kind)
- 📌 Other agency or funder contribution – include source; cash only
- 📌 Total project cost – cash only
- 📌 A 1:1 cash match. Existence of an endowment does not count toward match. Fundraising for a previous year's project does not count toward match.

The following are generally considered cash-match contributions:

- 📌 Cash contributed by your organization
- 📌 Equipment or supplies to be purchased by your organization for project activities
- 📌 Paying for a project brochure and/or its dissemination
- 📌 Grants from other government agencies or foundations (not gaming funds)

The following are generally considered in-kind contributions:

- 📌 Personnel time given to the project
- 📌 Person on loan from another organization
- 📌 Use of existing equipment or supplies
- 📌 Use of existing laboratory equipment or facilities
- 📌 Waived or unrecovered indirect cost amount
- 📌 Office space

Section IV. Approval Process & Terms

Application Assistance

Application for ECGRA Mission Main Street Grants shall be completed online at bit.ly/ECGRAGrants.

Program inquiries should be directed to:

Tom Maggio
ECGRA Grants Manager
(814) 897-2694
tmaggio@ECGRA.org

Pre-approval Process

Receipt: Upon submission of the application and required supporting material, ECGRA staff, working with the ECGRA board of directors' review committee, will determine eligibility.

Review: The review committee will evaluate the application and determine if it meets the required parameters outlined by the board.

Approval: ECGRA's board of directors will receive funding recommendations from the review committee.

Notification: ECGRA will notify all applicants via email.

Post-approval Process

Following approval by the ECGRA board of directors, the executive director will issue a letter of agreement to the grantee, which must be signed by an officer of the organization and returned within 30 days of the date of said letter. The agreement may detail additional requirements with which the grantee must comply, including but not limited to: project audit, financial grant closeout report, maintenance of records, public relations, and any other information the board or staff deem relevant.

The grant contract agreement and any subsequent amendments will not be executed until all of the following have been resolved to the satisfaction of the executive director:

- ✦ The grantee must be in compliance with ECGRA's policies on audits relative to the submission of closeout reports on any previous contracts with ECGRA, regardless of the program or funding source.
- ✦ The grantee must provide all supplemental documentation requested by ECGRA.
- ✦ The grantee must be in compliance with IRS reporting standards.
- ✦ The grantee must be current in payment of all federal, state, and local taxes unless it has entered into an agreement satisfactory to the respective taxing authority and is fully in compliance with the terms thereof.
- ✦ The grantee must not discriminate against any employee or against any applicant for employment because of race, religion, color, handicap, national origin, age, or sex.

After the grant agreement has been fully executed and the proper documentation provided to ECGRA, the payment to the grantee will be made by an electronic funds transfer or by check.

ECGRA will monitor the activities of the applicant and the grant contract agreement to ensure that the grantee fulfills the conditions of the grant. This may include a site visit or random audit of income and expenses. Upon request and as required by the agreement, the grantee must furnish ECGRA with all data, reports, contracts, documents, and other information relevant to the activities of the applicant.

Contract Terms

- 💡 Grant contracts for Mission Main Street Grants funding shall be for a period of 12 months.
- 💡 One (1) option to extend the terms of the contract for a period of six (6) months may be granted by ECGRA. Detailed, written justification for the contract extension shall be submitted to ECGRA for review and consideration.
- 💡 If the funds allocated to the applicant are not expended on or before the expiration of the grant contract, including the extension period, the unused portion of funds shall be returned to ECGRA.

Closeout Requirements

- 💡 All recipients of funds are required to submit an online closeout report at bit.ly/ECGRAgrants quantifying the progress toward accomplishing approved deliverables.
- 💡 Closeout reports are due no later than January 31, 2020.
- 💡 All grant recipients will be required to submit financial documentation as part of the online closeout report.
- 💡 **Non-compliance** with these requirements may prevent the grantee from obtaining funding or payment from any ECGRA grant program and/or funding from ECGRA's programmatic partners.
- 💡 If it is determined that the grantee provided any material misrepresentations or that funds were used for activities not permitted under the terms of the grant contract agreement, the grant contract agreement will be considered in default and immediate repayment will be demanded. In addition, the matter may be referred to the appropriate authorities for investigation.

Section V. 2017 Grant Schedule

- 📅 Thursday, October 18, 2018 – ECGRA releases the Mission Main Street Grants Application and Guidelines and posts to bit.ly/ECGRAgrants.
- 📅 Thursday, November 29, 2018 – Applications must be submitted by midnight.
- 📅 Thursday, January 11, 2019 – ECGRA’s board of directors will make the final review and approve funding recommendations.
- 📅 Thursday, January 24, 2019 – last day to submit signed agreement letter.
- 📅 Thursday, January 31, 2020, last day to submit a closeout report online at bit.ly/ECGRAgrants.

Revised March 12, 2018

Appendix

Summary of Applicable Provisions of the

PREVAILING WAGE ACT

43 P.S. §§ 165-1 et seq

34 Pa. Code §§ 9.101 et seq

1. The Prevailing Wage Act (the "Act"), 43 P.S. §§ 165-1 et seq., and the various laws and regulations governing the Act apply to Public Works projects funded by the Erie County Gaming Revenue Authority ("ECGRA"). A Public Work is defined as including construction, reconstruction, demolition, alteration and/or repair work other than maintenance work, done under contract and paid for in whole or in part out of the funds of a public body where the estimated costs of the entire project exceed \$25,000.

2. ECGRA fund recipients shall require their contractor, if any, and contractors shall agree to require their subcontractors, to comply with the Act and the associated laws and regulations issued pursuant thereto.

3. Wage rates paid workmen employed in the Work shall not be less than the rates determined in the applicable wage rate determination by the Secretary of Labor and Industry for the Commonwealth of Pennsylvania and no workmen may be employed in the Work except in accordance with the classifications in Secretary's determination.

4. The recipient of ECGRA funds shall be required to obtain the aforementioned public wage minimum rate determination prior to drafting project specifications or engaging in a contract with a contractor on a Public Work project.

5. Workmen employed or working in the Work shall be paid unconditionally, regardless of whether a contractual relationship exists or the nature of the contractual relationship. Payments shall be at least once a week and be the full amounts due at the time of payment, computed at the rates applicable to the time worked in the appropriate classification, without deduction or rebate, on any account, either directly or indirectly, except authorized deductions.

6. The contractor and each subcontractor shall post, for the entire period of construction, the wage determination decisions of the Secretary, including the effective date of changes thereof, in a prominent and easily accessible place or places at the site of the Work and at the places used by them to pay workmen their wages. The posted notice of wage rates shall comply with the requirements of the Pennsylvania Code, Title 34.

7. The contractor and subcontractor shall keep an accurate record showing the name, craft or classification, number of hours worked per day and the actual hourly rate of wage paid, including employee benefits, to each workman employed by him in connection with the Public Work. The record shall include deductions from each workman. The record shall be preserved for two (2) years from the date of payment and shall be open at reasonable hours to the inspection of ECGRA and to the Secretary of the Department of Labor and Industry or his authorized representatives.

8. Apprentices shall be limited to the numbers in accordance with a bona fide apprenticeship program registered with and approved by The Pennsylvania Apprenticeship and Training Council and only apprentices whose training and employment are in full compliance with

the Apprenticeship and Training Act (43 P.S. §§ 90.1 – 90.10), as approved July 14, 1961, and the regulations issued thereto, shall be employed on the Public Work project. A workman using the tools of a craft who does not qualify as an apprentice shall be paid the rate predetermined for journeymen in that particular craft or classification.

9. Payment of compensation to workmen for work performed on a Public Work in a lump sum basis, or a piece work system, or a price certain for the completion of a certain amount of work, or the production of a certain result shall be deemed a violation of the Act and associated regulations, regardless of the resulting average hourly wage.

10. Each contractor and subcontractor shall file a statement each week and a final statement at the conclusion of the work with the recipient of ECGRA funds, under oath and in a form satisfactory to the Secretary of the Department of Labor and Industry, certifying that workmen have been paid wages pursuant to the contract and the Act, or if wages remain unpaid, to set forth the amount of wages due and owing to each workman respectively.

11. The provisions of the Act, and its associated regulations shall be incorporated by reference in each contract.

This document is provided solely for informational purposes only and is not for the purpose of providing legal advice. You should contact your attorney to obtain advice with respect to compliance with the Prevailing Wage Act. Use of this document does not create an attorney-client relationship between the user and legal counsel to ECGRA.



RESOLUTION NUMBER 5C, 2018

Resolution to adopt the 2018 Neighborhoods and Communities Programs & Application for Renaissance Block

Whereas, ECGRA's mission of economic and community development recognizes the importance of investing in neighborhoods and communities by working with citizen groups organized as nonprofits, authorities established to promote economic development and municipal governments;

Whereas, the Economic Development Financing Law finds that a) "the elimination or prevention of blight can best be provided by the promotion, attraction, stimulation, rehabilitation and revitalization of industry, commerce and other economic activities" and b) "that by reason of the unavailability of private credit sources, redevelopment areas in cities of this Commonwealth have remained unimproved";

Whereas, the Economic Development Financing Law states that entities like ECGRA may have as its purposes the promotion of "new or improved residential facilities or other activities deemed appropriate to eliminate blight", and the promotion of "urban and commercial centers"; and

Whereas, ECGRA has determined to address blight and redevelopment through the creation of the 2018 Neighborhoods and Communities Programs, which are to include the Anchor Building Grant Program, the Renaissance Block Grant Program and the Mission Main Street Grant Program; and

Whereas, to effectuate the 2018 Neighborhoods and Communities Programs, ECGRA desires to adopt and fund two new grant programs, the Anchor Building Grant Program and the Renaissance Block Grant Program, and the funding of the Mission Main Street Grant Program.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of the Erie County Gaming Revenue Authority, pursuant to the Economic Development Financing Law and the Erie County Gaming Revenue Authority Bylaws, hereby (1) creates the 2018 Neighborhoods and Communities Program; (2) funds the Renaissance Block Grant Program in the amount of \$500,000; and, (3) approves the grant program guidelines and applications as are attached hereto as Exhibit A.

On the motion of _____, seconded by _____.

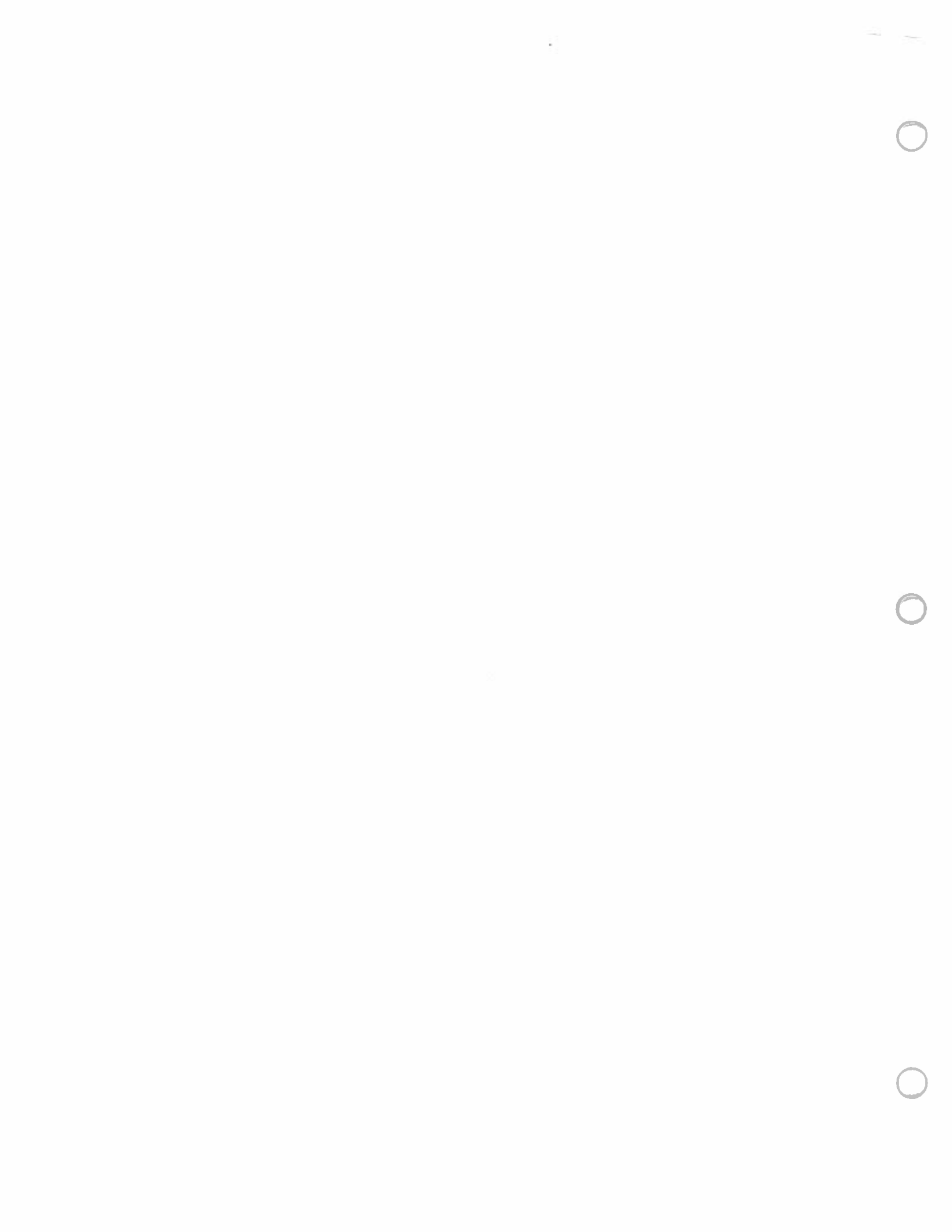
This resolution was passed on the 22nd day of March 2018 by a vote of ____ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority
March 22, 2018

ATTEST:

Secretary, ECGRA





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

Renaissance Block Grant Program

Grant Guidelines | March 2018



IMPACT
NEIGHBORHOODS
& COMMUNITIES

Impact Area: Neighborhoods and Communities

To reinvigorate neighborhoods and main corridors, boost buy-local efforts, and combat blight.

Section I. Introduction & Purpose



IMPACT
NEIGHBORHOODS
& COMMUNITIES

About ECGRA

The Erie County Gaming Revenue Authority was incorporated in February 2008 in the Commonwealth of Pennsylvania for the purpose of creating and administering a grantmaking process for gaming funds that come from the Pennsylvania Department of Revenue. An impact investor, ECGRA's mission is to elevate Erie County by galvanizing nonprofits and small business toward economic and community development. Since February 2008, ECGRA has invested more than \$46 million in Erie County.

Purpose of the Funding

The **Erie County Renaissance Block Program** is a financial incentive-based program designed to address and reverse housing blight in Erie County. The problems with deteriorating and code-deficient residential structures are well-documented and far-reaching. Several recent community planning efforts have recommended reducing blight as an economic development strategy including Emerge 2040, Erie Refocused, the Corry Neighborhood Initiative, A Citizen's Action Guide to Blight, and the Erie County Housing Plan (a component of Erie County's comprehensive plan). Properties in poor condition can reduce the market value of adjacent homes, in turn, discouraging other owners from making investments themselves thus starting or continuing a cycle of disinvestment. For example, Erie Refocused authors estimate that \$96 million in home improvements and routine maintenance is being withheld annually in the city of Erie alone due to poor market signals. The same can be said for neighborhoods in Corry, Union City, and Northeast Borough to name a few.

The goals of the **Erie County Renaissance Block Program** are to:

- Remove housing blight and reverse deterioration
- Incentivize and spur private investment
- Make neighborhoods and communities more walkable, safe, and attractive
- Increase market value of homes
- Improve the municipal tax base

Financials

- A funding bucket of \$500,000 for two years
- A maximum of \$150,000 per application
- A maximum of \$5,000 per property
- The grant requires a 1-1 cash match

Challenge Structure and Requirements

There are three zones of improvement in every neighborhood:

- a) Private property
- b) Sidewalk
- c) The right-of-way between the sidewalk and curb

The **Erie County Renaissance Block Grant (RBG)**¹ is a matching grant program that makes funds available to improve the functionality and curb appeal of these three zones. RBG is limited to \$5,000 per property for eligible exterior repairs, permanent improvements, and streetscapes. However, funds can also be used to improve publicly owned property that is targeted to improve the block's visual appearance. The RBG is available throughout Erie County, Pennsylvania.

Eligible Applicant Info

Project sponsors can be 501 (c)(3) non-profit organizations, local governments, or municipal authorities. Preference will be given to entities with experience managing and delivering similar programs. Project applications will be required to match the grant 1-1. Project applicants may allow interior improvements to count towards match. There will be a mandatory pre-application training session for all project applicants to learn more about how the challenge should be promoted, administered, and evaluated.

Eligible Improvements for Reimbursement include:

<ul style="list-style-type: none">• Sidewalks, walkways, driveways• Landscaping, trees• Doors & windows visible from the street• Roots, soffits, gutters, & downspouts	<ul style="list-style-type: none">• Exterior lighting (street & on private property)• Porches, stairs, steps• Painting, siding, shutters• Chimney & masonry repair
---	---

Eligible Participants

Eligible participants include: a) eligible applicants b) Erie County residential and commercial property owners who are current in payment of local, county, and school taxes or fees.

¹ The program is based on the work of Peter Lombardi and the Jamestown Renaissance Block Challenge.

FAQs

What is the definition of a renaissance block?

It is a targeted block, blocks, or corridor that needs improvement. Each applicant needs to define what block, blocks, or corridor consists of their neighborhood. However, the ECGRA has determined that block(s) and corridors should be contiguous and clustered to achieve the desired effect of changing the market dynamic.

What is eligible for match?

RBG requires 1-1 cash match. Match must be documented by the applicant, which acts as a fiduciary agent for the challenge. Match may include cash expenditures by the applicant and/or improvements by the property owner. Match must be expended to achieve the goals of the challenge.

Who reimburses the property owner?

Applicants act as the fiduciary agent when reimbursing property owners. This means that applicants are legally responsible for ensuring proper use, documentation, and legalities that apply to private property owners. This includes prevailing wage when the project total exceeds \$25,000. See attached policy.

What if one person owns multiple properties on the same block?

RBG guidelines limit the applicant to \$5,000 reimbursement per property, not per person.

Can landlords receive reimbursement?

RBG funds are not limited to primary residences.

Section II. Sponsor Eligibility

Eligibility Criteria

- 🌳 Applicant is an IRS-designated 501(c)(3), a municipal authority, or a municipality
- 🌳 Applicant's headquarters is located in Erie County
- 🌳 Applicant is in good standing with the IRS and state and local taxing bodies
- 🌳 Applicant is in good standing with ECGRA's reporting requirements to date
- 🌳 Applicant is making sole request on behalf of organization

Ineligible Organizations

- 🌳 An airport or transportation facility
- 🌳 A public safety organization or facility, including volunteer fire departments
- 🌳 An institution that predominantly provides primary or secondary education/training
- 🌳 Any organization that was part of the settlement agreement with ECGRA, entered 12/13/10

Eligible Uses of Program Funds

- 🌳 Administration, marketing, promotion, advertising (up to 15% of the grant)
- 🌳 Insurance, legal fees
- 🌳 Evaluation, outcomes measurement, and impact tracking
- 🌳 Contracted services such as architectural, engineering, and construction inspection
- 🌳 Equipment and supplies
- 🌳 Contracted construction with licensed contractors – see **Appendix for policy on prevailing wage**

Ineligible Uses of Funds

- 🌳 Advocacy
- 🌳 Conference attendance
- 🌳 Debt service
- 🌳 Memberships/subscriptions
- 🌳 Reimbursement of property owner labor

Section III. Budget Form & Cash Match

Each application shall be complete in its entirety to be eligible. It will also demonstrate the following in the form of a budget:

- 1 Requested amount from ECGRA (a maximum of \$150,000)
- 1 Your agency contribution in the form of cash or anticipated owner contribution (do not list in-kind)
- 1 Other agency or funder contribution – include source; cash only
- 1 Total project, programming, or event cost – cash only
- 1 A 1:1 cash match. Existence of an endowment does not count toward match. Fundraising for a previous year's project, programming, or event does not count toward match.

The following are generally considered cash-match contributions:

- 1 Cash contributed by your organization
- 1 Equipment or supplies to be purchased by your organization for project, program, or event activities
- 1 Paying for an event brochure and/or its dissemination
- 1 Grants from other government agencies or foundations (not gaming funds)
- 1 Qualified homeowner repairs

The following are generally considered in-kind contributions:

- 1 Personnel time given to the project
- 1 Person on loan from another organization
- 1 Use of existing equipment or supplies
- 1 Use of existing laboratory equipment or facilities
- 1 Waived or unrecovered indirect cost amount
- 1 Office space
- 1 Donated materials, supplies, or labor

Section IV. Approval Process & Terms

Application Assistance

Application for ECGRA grants shall be completed online at bit.ly/ECGRAgrants.

Program inquiries should be directed to:

Tom Maggio
ECGRA Grants Manager
(814) 897-2694
tmaggio@ECGRA.org

Grant Application Process

Receipt: Upon submission of the application and required supporting material, ECGRA staff, working with the ECGRA board of directors' review committee, will determine eligibility.

Review: The review committee will evaluate the application and determine if it meets the required parameters outlined by the board.

Approval: ECGRA's board of directors will receive funding recommendations from the review committee.

Notification: ECGRA will notify all applicants via email.

Contracting Process

Following approval by the ECGRA board of directors, the executive director will issue a letter of agreement to the grantee, which must be signed by an officer of the organization and returned within 30 days of the date of said letter. The agreement may detail additional requirements with which the grantee must comply, including but not limited to: project audit, financial grant closeout report, maintenance of records, public relations, and any other information the board or staff deem relevant.

The grant contract agreement and any subsequent amendments will not be executed until all of the following have been resolved to the satisfaction of the executive director:

- 🌳 The grantee must be in compliance with ECGRA's policies on audits relative to the submission of closeout reports on any previous contracts with ECGRA, regardless of the program or funding source.
- 🌳 The grantee must provide all supplemental documentation requested by ECGRA.
- 🌳 The grantee must be in compliance with IRS reporting standards.
- 🌳 The grantee must be current in payment of all federal, state, and local taxes unless it has entered into an agreement satisfactory to the respective taxing authority and is fully in compliance with the terms thereof.
- 🌳 The grantee must not discriminate against any employee or against any applicant for employment because of race, religion, color, handicap, national origin, age, or sex.

After the grant agreement has been fully executed and the proper documentation provided to ECGRA, the payment to the grantee will be made by an electronic funds transfer or by check.

ECGRA will monitor the activities of the applicant and the grant contract agreement to ensure that the grantee fulfills the conditions of the grant. This may include a site visit or random audit of income and expenses. Upon request and as required by the agreement, the grantee must furnish ECGRA with all data, reports, contracts, documents, and other information relevant to the activities of the applicant.

Contract Terms

- 📌 Grant contracts for Renaissance Block Grants funding shall be for a period of twenty-four (24) months.
- 📌 One (1) option to extend the terms of the contract for a period of six (6) months may be granted by ECGRA. Detailed, written justification for the contract extension shall be submitted to ECGRA for review and consideration.
- 📌 If the funds allocated to the applicant are not expended on or before the expiration of the grant contract, including the extension period, the unused portion of funds shall be returned to ECGRA.

Closeout Requirements

- 📌 All recipients of funds are required to submit an online closeout report at bit.ly/ECGRAgrants quantifying the progress toward accomplishing approved deliverables.
- 📌 Closeout reports are due no later than 30 days after the contract end date.
- 📌 All grant recipients will be required to submit financial documentation as part of the online closeout report.
- 📌 **Non-compliance** with these requirements may prevent the grantee from obtaining funding or payment from any ECGRA grant program and/or funding from ECGRA's programmatic partners.
- 📌 If it is determined that the grantee provided any material misrepresentations or that funds were used for activities not permitted under the terms of the grant contract agreement, the grant contract agreement will be considered in default and immediate repayment will be demanded. In addition, the matter may be referred to the appropriate authorities for investigation.

Section V. 2018 Grant Schedule

- 🌳 **Thursday, March 22, 2018** – ECGRA releases the **Renaissance Block Grant Application and Guidelines** and posts to bit.ly/ECGRAgrants
- 🌳 **Thursday, April 5, 2018** – Grant workshop 5240 Knowledge Parkway, 11:30am – 12:30pm.
- 🌳 **Tuesday, May 1, 2018** – Applications must be submitted by midnight.
- 🌳 **Thursday, May 17, 2018** – ECGRA’s board of directors will make the final review and approve funding recommendations.
- 🌳 **Thursday, May 17, 2018** – Grant reception – location TBA.
- 🌳 **Friday, May 31, 2018**, last day to submit signed agreement letter.
- 🌳 **Friday June 7, 2019**, last day to submit year one progress report
- 🌳 **Friday, June 5, 2020**, last day to submit a closeout report online at bit.ly/ECGRAgrants.

Appendix

Summary of Applicable Provisions of the

PREVAILING WAGE ACT

43 P.S. §§ 165-1 et seq
34 Pa. Code §§ 9.101 et seq

The Prevailing Wage Act (the “Act”), 43 P.S. §§ 165-1 et seq., and the various laws and regulations governing the Act apply to Public Works projects funded by the Erie County Gaming Revenue Authority (“ECGRA”). A Public Work is defined as including construction, reconstruction, demolition, alteration and/or repair work other than maintenance work, done under contract and paid for in whole or in part out of the funds of a public body where the estimated costs of the entire project exceed \$25,000.

ECGRA fund recipients shall require their contractor, if any, and contractors shall agree to require their subcontractors, to comply with the Act and the associated laws and regulations issued pursuant thereto.

Wage rates paid workmen employed in the Work shall not be less than the rates determined in the applicable wage rate determination by the Secretary of Labor and Industry for the Commonwealth of Pennsylvania and no workmen may be employed in the Work except in accordance with the classifications in Secretary’s determination.

The recipient of ECGRA funds shall be required to obtain the aforementioned public wage minimum rate determination prior to drafting project specifications or engaging in a contract with a contractor on a Public Work project.

Workmen employed or working in the Work shall be paid unconditionally, regardless of whether a contractual relationship exists or the nature of the contractual relationship. Payments shall be at least once a week and be the full amounts due at the time of payment, computed at the rates applicable to the time worked in the appropriate classification, without deduction or rebate, on any account, either directly or indirectly, except authorized deductions.

The contractor and each subcontractor shall post, for the entire period of construction, the wage determination decisions of the Secretary, including the effective date of changes thereof, in a prominent and easily accessible place or places at the site of the Work and at the places used by them to pay workmen their wages. The posted notice of wage rates shall comply with the requirements of the Pennsylvania Code, Title 34.

The contractor and subcontractor shall keep an accurate record showing the name, craft or classification, number of hours worked per day and the actual hourly rate of wage paid, including employee benefits, to each workman employed by him in connection with the Public Work. The record shall include deductions from each workman. The record shall be preserved for two (2) years from the date of payment and shall be open at reasonable hours to the inspection of ECGRA and to the Secretary of the Department of Labor and Industry or his authorized representatives.

Apprentices shall be limited to the numbers in accordance with a bona fide apprenticeship program registered with and approved by The Pennsylvania Apprenticeship and Training Council and only apprentices whose training and employment are in full compliance with the Apprenticeship and Training Act (43 P.S. §§ 90.1 – 90.10), as approved July 14, 1961, and the regulations issued thereto, shall be employed on the Public Work project. A workman using the tools of a craft who does not qualify as an apprentice shall be paid the rate predetermined for journeymen in that particular craft or classification.

Payment of compensation to workmen for work performed on a Public Work in a lump sum basis, or a piece work system, or a price certain for the completion of a certain amount of work, or the production of a certain result shall be deemed a violation of the Act and associated regulations, regardless of the resulting average hourly wage.

Each contractor and subcontractor shall file a statement each week and a final statement at the conclusion of the work with the recipient of ECGRA funds, under oath and in a form satisfactory to the Secretary of the Department of Labor and Industry, certifying that workmen have been paid wages pursuant to the contract and the Act, or if wages remain unpaid, to set forth the amount of wages due and owing to each workman respectively.

The provisions of the Act, and its associated regulations shall be incorporated by reference in each contract.

This document is provided solely for informational purposes only and is not for the purpose of providing legal advice. You should contact your attorney to obtain advice with respect to compliance with the Prevailing Wage Act. Use of this document does not create an attorney-client relationship between the user and legal counsel to ECGRA.

Revised January 29, 2016



RESOLUTION NUMBER 6, 2018

**Resolution to Adopt the 2018-19 ECGRA Guidelines
for Multi-Municipal Collaboration Grants**

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of the Erie County Gaming Revenue Authority, pursuant to the Economic Development Financing Law and the Erie County Gaming Revenue Authority Bylaws, resolves to adopt the guidelines for Multi-Municipal Collaboration Grant funding in the amount of \$250,000 for Erie County, Pennsylvania. Organizations that are eligible to apply will follow the guidelines and applications outlined in the attached Exhibit "A".

On the motion of _____, seconded by _____.

This resolution was passed on the 22nd day of March 2018 by a vote of _____ - _____

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman
Erie County Gaming Revenue Authority

March 22, 2018

ATTEST:

Secretary
ECGRA





Multi-Municipal Collaboration Grants

Grant Guidelines | March 2018

Impact Area: Municipalities



To foster progress and functional cooperation among Erie County's 38 municipal governments.

Section I. Introduction

About ECGRA

The Erie County Gaming Revenue Authority was incorporated in February 2008 in the Commonwealth of Pennsylvania to create and administer a grantmaking process for gaming funds that come from the Pennsylvania Department of Revenue. An impact investor, the ECGRA's mission is to elevate Erie County by galvanizing nonprofits and small business toward economic and community development. Since February 2008, ECGRA has invested more than \$46 million in Erie County.

Purpose of the Funding

Multi-Municipal Collaboration (MMC) Grants are designed to incentivize local governments, municipal authorities, and 501c3 organizations to find creative and cooperative ways to operate government in a more effective and cost-efficient manner. MMC Grants provide vital matching funds to encourage local elected officials and other community leaders to look beyond municipal boundaries to advance projects that promote the five areas of ECGRA's strategic plan: **quality of life, small business development, youth and education, neighborhoods and communities, and municipal development**. MMC grants should leverage additional funds, and serve as a model for communities throughout Erie County and the Commonwealth of Pennsylvania.

The goals of the **Multi-Municipal Collaboration grants** are to:

- Encourage local governments to engage in multi-municipal economic development
- Create an environment where collaboration is a valued leadership principle
- Incentivize functional cooperation, municipal mergers, and intergovernmental agreements
- Remove barriers to better communication through technology, community engagement, and networking
- Save costs and improve effective delivery of services

Financials

- A funding bucket of \$350,000 for one year
- A maximum of \$100,000 per application
- A 1:1 cash match is required

Section II. Eligibility

Eligibility Criteria for Primary Applicant & Collaborating Entity(ies)

- 🌳 An IRS-designated 501c3, a municipal authority, council of governments, incorporated intergovernmental group, or a municipality
- 🌳 Headquartered in Erie County
- 🌳 In good standing with the IRS and state and local taxing bodies
- 🌳 In good standing with ECGRA's reporting requirements to date
- 🌳 A minimum of two **municipalities** collaborating in this project
- 🌳 Letters of commitment in the form of an MOU signed by collaborating entity(ies) – see **Appendix A for sample MOU**

Ineligible Primary Organizations

- 🌳 A library
- 🌳 A state or federal park
- 🌳 An airport or transportation facility
- 🌳 A healthcare or long-term care facility
- 🌳 A state or federally owned facility or agency
- 🌳 A public safety organization or facility, including volunteer fire departments
- 🌳 An institution that predominantly provides primary, secondary, or higher education/training
- 🌳 Any organization that was part of the settlement agreement with ECGRA, entered 12/13/10

Eligible Uses of Funds

- 🌳 Personnel
- 🌳 Marketing
- 🌳 Construction – see **Appendix B for policy on prevailing wage**
- 🌳 Facility expense
- 🌳 Equipment & supplies
- 🌳 Professional consultants
- 🌳 Contracted services
- 🌳 Outcomes measurement and impact tracking

Ineligible Uses of Funds

- 🌳 Debt service
- 🌳 Conference attendance
- 🌳 Memberships/subscriptions
- 🌳 Acquisition of real estate
- 🌳 Traffic or congestion studies
- 🌳 Road or bridge construction or repair
- 🌳 Water, sewer, storm water, and other utility infrastructure

Section III. Budget Form & Cash Match

Each application shall be complete in its entirety to be eligible. It will also demonstrate the following in the form of a budget:

- 🔦 Requested amount from ECGRA (a **maximum of \$100,000**; there is no minimum)
- 🔦 Your agency contribution in the form of cash (do not list in-kind)
- 🔦 Other agency or funder contributions – include source; cash only
- 🔦 Total project cost – cash only
- 🔦 A 1:1 cash match. Existence of an endowment does not count toward the match

The following are generally considered cash-match contributions:

- 🔦 Cash contributed by your organization
- 🔦 Equipment or supplies to be purchased via your collaboration for project activities
- 🔦 Personnel to be hired by the organization(s) to help with the project, who will not be hired if the grant is not funded
- 🔦 Paying for a project brochure and/or its dissemination
- 🔦 Grants from other government agencies or foundations (except gaming funds; gaming funds from other sources cannot be used toward match)

The following are generally considered in-kind contributions:

- 🔦 Personnel time given to the project
- 🔦 A person on loan from another organization
- 🔦 Use of existing equipment or supplies
- 🔦 Use of existing laboratory equipment or facilities
- 🔦 Waived or unrecovered indirect cost amount
- 🔦 Office space

Section IV. Approval Process & Terms

Application Assistance

Application for ECGRA grants shall be completed online at bit.ly/ECGRAgrants.

Program Inquiries should be directed to:

Tom Maggio
ECGRA Grants Manager
(814) 897-2694
tmaggio@ECGRA.org

Grant Application Process

Receipt: Upon submission of the application and required supporting material, ECGRA staff, working with the ECGRA board of directors' review committee, will determine eligibility.

Review: The review committee will evaluate the application and determine if it meets the required parameters outlined by the board.

Approval: ECGRA's board of directors will receive funding recommendations from the review committee.

Notification: ECGRA will notify all applicants via email.

Contracting Process

Following approval by the ECGRA board of directors, the executive director will issue a letter of agreement to the grantee, which must be signed by an officer of the organization and returned within 30 days of the date of said letter. The agreement may detail additional requirements with which the grantee must comply, including but not limited to: project audit, financial grant closeout report, maintenance of records, public relations, and any other information the board or staff deem relevant.

The grant contract agreement and any subsequent amendments will not be executed until all of the following have been resolved to the satisfaction of the executive director:

- 🔑 The grantee must be in compliance with ECGRA's policies on audits relative to the submission of closeout reports on any previous contracts with ECGRA, regardless of the program or funding source.
- 🔑 The grantee must provide all supplemental documentation requested by ECGRA.
- 🔑 The grantee must be in compliance with IRS reporting standards.
- 🔑 The grantee must be current in payment of all federal, state, and local taxes unless it has entered into an agreement satisfactory to the respective taxing authority and is fully in compliance with the terms thereof.
- 🔑 The grantee must not discriminate against any employee or against any applicant for employment because of race, religion, color, handicap, national origin, age, or sex.

After the grant agreement has been fully executed and the proper documentation provided to ECGRA, the payment to the grantee will be made by an electronic funds transfer or by check.

ECGRA will monitor the activities of the applicant and the grant contract agreement to ensure that the grantee fulfills the conditions of the grant. This may include a site visit or random audit of income and expenses. Upon request and as required by the agreement, the grantee must furnish ECGRA with all data, reports, contracts, documents, and other information relevant to the activities of the applicant.

Contract Terms

- 📌 Grant contracts for Multi-Municipal Collaboration Grants funding shall be for a period of 12 months.
- 📌 One (1) option to extend the terms of the contract for a period of six (6) months may be granted by ECGRA. Detailed, written justification for the contract extension shall be submitted to ECGRA for review and consideration.
- 📌 If the funds allocated to the applicant are not expended on or before the expiration of the grant contract, including the extension period, the unused portion of funds shall be returned to ECGRA.

Closeout Requirements

- 📌 All recipients of funds are required to submit an online closeout report at bit.ly/ECGRAgrants quantifying the progress toward accomplishing approved deliverables.
- 📌 Closeout reports are due no later than July 31 of the following year.
- 📌 All grant recipients will be required to submit financial documentation as part of the online closeout report.
- 📌 **Non-compliance** with these requirements may prevent the grantee from obtaining funding or payment from any ECGRA grant program and/or funding from ECGRA's programmatic partners.
- 📌 If it is determined that the grantee provided any material misrepresentations or that funds were used for activities not permitted under the terms of the grant contract agreement, the grant contract agreement will be considered in default and immediate repayment will be demanded. In addition, the matter may be referred to the appropriate authorities for investigation.

Section V. 2018 Grant Schedule

- 🌳 **Thursday, March 22, 2018** – ECGRA releases the Multi-Municipal Collaboration Application & Guidelines and posts to bit.ly/ECGRAgrants.
- 🌳 **Thursday, May 10, 2018** – Applications must be submitted by midnight.
- 🌳 **Thursday, June 21, 2018** – The ECGRA Board of Directors will approve funding recommendations.
- 🌳 **Thursday, June 21, 2018** – Grant reception at 5240 Knowledge Parkway, 10:00 a.m. – 11:00 a.m.
- 🌳 **Monday, July 9, 2018** – Final day to submit signed agreement letter.
- 🌳 **Wednesday, July 31, 2019** – Final day to submit closeout report online at bit.ly/ECGRAgrants.

Appendix A

Memorandum of Understanding For Multi-Municipal Collaboration Grants

WHEREAS, [Primary Applicant], [Partner 1] and [Partner 2], etc. have come together to collaborate and to make an application for ECGRA's Multi-Municipal Collaboration Grant; and

WHEREAS, the partners listed below have agreed to enter into a collaborative agreement in which [Primary Applicant] will be the lead agency and named applicant and the other agencies will be partners in this application; and

WHEREAS, the partners herein desire to enter into a Memorandum of Understanding setting forth the services and funding to be provided by the collaborative; and

WHEREAS, the application prepared and approved by the collaborative through its partners is to be submitted to the Erie County Gaming Revenue Authority on or before **May 16, 2016**;

I) Description of Partner Agencies

For each member of the collaborative, provide some background on the agency, organization, authority or municipality and its work regarding the collaborative project.

II) History of Relationship



- 1) Provide a brief history of the collaborative relationship between the partners, including when and under what circumstances the relationship began and when each partner joined the collaboration. Specify how often the collaborators meet.*
- 2) Describe any changes in the collaboration, including an explanation or description of any new or additional partners that have been added, or any partners that would no longer participate.*
- 3) Describe the critical and long-range goals of the collaboration.*

III) Development of Application

- 1) Discuss the circumstances under which this application began and how recent collaboration aided in the development of the application.*
- 2) Specify the extent of each party's participation in developing the application.*

IV) Roles and Responsibilities

NOW, THEREFORE, it is hereby agreed by and between the partners as follows:

-  ***Clearly state the roles and responsibilities each agency, organization, authority, or municipality will assume to ensure the success of the proposed project.***
-  ***Describe the resources each partner will contribute to the project either through time, in-kind contribution, or with the use of grant funds, i.e., office space, project staff, training.***

† Identify the representatives of the planning and development team who will be responsible for planning, developing, and implementing project activities and describe how they will work together and work with project staff. Demonstrate a commitment on the part of all partners to work together to achieve stated project goals and to sustain the project once grant funds are no longer available.

- 1) **[Primary Applicant]** will provide **[specify type of program/assistance/service]** to the project including:
- 2) **[Partner 1]** will provide **[specify type of program/assistance/service]** to the project including:
- 3) **[Partner 2]** will provide **[specify type of program/assistance/service]** to the project including:
- 4) **[Primary Applicant]** and **[Partner 1]** will collaborate in the following manner:
- 5) **[Primary Applicant]** and **[Partner 2]** will collaborate in the following manner:
- 6) **[Partner 1]** and **[Partner 2]** will collaborate in the following manner:

V) Timeline

The roles and responsibilities described above are contingent on **[Primary Applicant]** receiving funds requested for the project described in the grant application. Responsibilities under this Memorandum of Understanding would coincide with the grant period, anticipated to be **June 9, 2016 – June 9, 2017**.

VI) Commitment to Partnership

- 1) The collaboration service area includes **[specify municipalities in Erie County]**.
- 2) The partners agree to collaborate and provide **[specify type of service/assistance]** to project pursuant to the program narrative of the grant application attached to this agreement.
- 3) Grant funds for non-lead partners' contribution to this project will be provided as outlined in the attached budget detail worksheet.
- 4) We, the undersigned have read and agree with this MOU. Further, we have reviewed the proposed project and approve it.

Name: _____ [Title, Primary Applicant]	Signature: _____
Name: _____ [Title, Partner 1]	Signature: _____
Name: _____ [Title, Partner 2]	Signature: _____

Appendix B

Summary of Applicable Provisions of the

PREVAILING WAGE ACT

43 P.S. §§ 165-1 et seq

34 Pa. Code §§ 9.101 et seq

1. The Prevailing Wage Act (the "Act"), 43 P.S. §§ 165-1 et seq., and the various laws and regulations governing the Act apply to Public Works projects funded by the Erie County Gaming Revenue Authority ("ECGRA"). A Public Work is defined as including construction, reconstruction, demolition, alteration and/or repair work other than maintenance work, done under contract and paid for in whole or in part out of the funds of a public body where the estimated costs of the entire project exceed **\$25,000**.

2. ECGRA fund recipients shall require their contractor, if any, and contractors shall agree to require their subcontractors, to comply with the Act and the associated laws and regulations issued pursuant thereto.

3. Wage rates paid workmen employed in the Work shall not be less than the rates determined in the applicable wage rate determination by the Secretary of Labor and Industry for the Commonwealth of Pennsylvania and no workmen may be employed in the Work except in accordance with the classifications in Secretary's determination.

4. The recipient of ECGRA funds shall be required to obtain the aforementioned public wage minimum rate determination prior to drafting project specifications or engaging in a contract with a contractor on a Public Work project.

5. Workmen employed or working in the Work shall be paid unconditionally, regardless of whether a contractual relationship exists or the nature of the contractual relationship. Payments shall be at least once a week and be the full amounts due at the time of payment, computed at the rates applicable to the time worked in the appropriate classification, without deduction or rebate, on any account, either directly or indirectly, except authorized deductions.

6. The contractor and each subcontractor shall post, for the entire period of construction, the wage determination decisions of the Secretary, including the effective date of changes thereof, in a prominent and easily accessible place or places at the site of the Work and at the places used by them to pay workmen their wages. The posted notice of wage rates shall comply with the requirements of the Pennsylvania Code, Title 34.

7. The contractor and subcontractor shall keep an accurate record showing the name, craft or classification, number of hours worked per day and the actual hourly rate of wage paid, including employee benefits, to each workman employed by him in connection with the Public Work. The record shall include deductions from each workman. The record shall be preserved for two (2) years from the date of payment and shall be open at reasonable hours to

the inspection of ECGRA and to the Secretary of the Department of Labor and Industry or his authorized representatives.

8. Apprentices shall be limited to the numbers in accordance with a bona fide apprenticeship program registered with and approved by The Pennsylvania Apprenticeship and Training Council and only apprentices whose training and employment are in full compliance with the Apprenticeship and Training Act (43 P.S. §§ 90.1 – 90.10), as approved July 14, 1961, and the regulations issued thereto, shall be employed on the Public Work project. A workman using the tools of a craft who does not qualify as an apprentice shall be paid the rate predetermined for journeymen in that particular craft or classification.

9. Payment of compensation to workmen for work performed on a Public Work in a lump sum basis, or a piece work system, or a price certain for the completion of a certain amount of work, or the production of a certain result shall be deemed a violation of the Act and associated regulations, regardless of the resulting average hourly wage.

10. Each contractor and subcontractor shall file a statement each week and a final statement at the conclusion of the work with the recipient of ECGRA funds, under oath and in a form satisfactory to the Secretary of the Department of Labor and Industry, certifying that workmen have been paid wages pursuant to the contract and the Act, or if wages remain unpaid, to set forth the amount of wages due and owing to each workman respectively.

11. The provisions of the Act, and its associated regulations shall be incorporated by reference in each contract.

This document is provided solely for informational purposes only and is not for the purpose of providing legal advice. You should contact your attorney to obtain advice with respect to compliance with the Prevailing Wage Act. Use of this document does not create an attorney-client relationship between the user and legal counsel to ECGRA.

RESOLUTION NUMBER 7, 2018

Resolution to adopt pilot project funding for the Erie School District's Planning for the Future Project

Whereas, ECGRA's mission of economic and community development recognizes the importance of school districts, corporations, and citizen groups working together in a public-private partnership to address the needs of youth development;

Whereas, the Economic Development Financing Law recognizes that economic insecurity due to unemployment is at any time a serious menace to the people of the Commonwealth in areas of urban and rural blight;

Whereas, the Economic Development Financing Law states expressly that entities like ECGRA may have as one of its purposes the alleviation or elimination of unemployment;

Whereas, ECGRA's Strategic Plan recognizes that supporting the regional economy through proper alignment of educational resources and the needs of industry is a conceptual framework central to the region's economic vitality;

Whereas, programs that develop the next generation through educational, employment, and career pathways opportunities are necessary components of a healthy community;

Whereas, Erie's Public School's Planning for the Future Project has been selected to execute an economic and workforce-driven strategy to alleviate unemployment and improve the prospects for youth primarily in Erie County to the extent outlined in the attached Exhibit "A";

Whereas, ECGRA has selected Erie's Public Schools to further said pilot concept with a grant of \$30,000, which will be matched 1-1 by the partners;

Whereas, ECGRA declares the following milestones to be measured and analyzed as part of the pilot project:

1. Implementation of the Plan beginning in 2018-2019
2. Alignment of K-12 educational programming with the needs of the local economy
3. Alignment of the District's Plan with Erie County's community & economic development goals.
4. Improve college & career readiness in graduating students
5. Improve the graduation rate

Whereas, Erie's Public Schools shall report to ECGRA within 12 months as to the successes, failures, and obstacles encountered so that ECGRA may determine whether to refine the program prior to considering whether to offer funding for other community centers.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of the Erie County Gaming Revenue Authority, pursuant to the Economic Development Financing Law and the Erie County Gaming Revenue Authority Bylaws, resolves to adopt the Erie Public Schools pilot project to the extent outlined in this document and attachments.

On the motion of _____, seconded by _____.

This resolution was passed on the 22nd day of March, 2018 by a vote of ____ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority
March 22, 2018

ATTEST:

Secretary, ECGRA

Planning for the Future of Erie's Public Schools and Students

Pilot Project Grant Program

Erie's Public Schools

Mr. Brian Polito
148 West 21st Street
Erie, PA 16502

ddevlin@eriesd.org
O: 814-874-6035

Ms. Daria Devlin

148 West 21st Street
Erie, PA 16502

ddevlin@eriesd.org
O: 814-874-6035

Application Form

Eligibility

Qualifiers*

All must apply in order to be eligible.

- Applicant is in good standing with ECGRA's reporting requirements to date
- Applicant is in good standing with the IRS and state and local taxing bodies
- Applicant's headquarters is located in Erie County
- Applicant is 501(c)(3), a municipal authority, or a school district

Disqualifiers

If any apply, your organization is not eligible.

Project Information

Project Name*

Planning for the Future of Erie's Public Schools and Students

Brief Project Summary*

In light of the state's historic adjustment to the district's educational subsidy, Erie's Public Schools must now prioritize its use of funds to build back instructional resources in a way that is both strategic and most effective for student improvement. To do this, the district will develop a five-year strategic plan to guide academic, curricular and instructional efforts through 2023.

Goals (broad) and Objectives (specific) of the project*

The goal of this strategic plan is to utilize extensive data analysis and input from all stakeholder group to develop a plan that will guide the district through 2023. Through implementation of this plan beginning in 2018-19, the district will seek to improve academic outcomes for all students, align curriculum to state standards, develop magnet-based programs at the middle and secondary level to ensure that students are graduating with skills that will meet the needs of the local economy, increase student engagement, increase parent satisfaction/engagement, build trust with the Erie community and improve graduation rates for all student groups.

Project Narrative

Describe your project in detail including the problem you are addressing and what you will do to solve that problem.

After more than two years of efforts to educate the public and state lawmakers about the inequity of Pennsylvania's school funding system and to advocate for an increase to its own subsidy, Erie's Public Schools successfully secured an historic adjustment to its state education subsidy in the last quarter of 2017. At the same time, and to further its case that it had done everything possible to control spending, the district implemented a massive reorganization plan that included the merger of four high schools into two, the re-configuring of school buildings into a consistent grade configuration (preK-5, 6-8, 9-12) and the closure of two elementary schools. Finally, the district embarked on an aggressive plan to provide consistency in programming and align all middle and secondary curriculum to improve college and career readiness.

Clearly, these efforts were monumental and represented an enormous leap of faith by district administration, students, staff and families. But, with the help and support of the entire Erie community, Erie's Public Schools emerged in the 2017-18 school with new hope for the future and a restored belief that our students could finally have access to the same opportunities as their peers in private and suburban school districts. Considering the simultaneous ascent of a new Superintendent in Brian Polito, all signs pointed to a new chapter for this district, which had been beleaguered by budget woes for nearly a decade.

This new chapter also arrived with a deep understanding that the opportunity for a fresh start could not be squandered. From the first days of his tenure as superintendent, Mr. Polito took the same data-based approach to the district's academic endeavors as he did to its financial state when he served as its Chief Financial Officer. Through this data-based approach, Mr. Polito faced the bleak reality of low test scores, lack of student engagement, inconsistent curricular offerings, misaligned courses, ineffective professional development and under-funded instructional resources. Having faced these realities, Mr. Polito began an internal effort to build back the district's academic foundation, which had been decimated by budget cuts. In this work, Mr. Polito looked for assistance from a professional consulting firm, which had experience with low-performing school districts. After referrals from superintendents in State College, PA, Kansas City, Missouri and the PA Dept of Education, Mr. Polito selected the national consulting firm Performance Fact, Inc. and its CEO Mr. Mutiu Fagbayi to assist with this work. Mr. Fagbayi's proposal for the district's strategic plan includes the creation of a Core Planning Team (to include nearly 120 representatives from parent groups, students, district staff, business leaders, community agencies, and municipal entities) and an Alignment Team (to include the Mayor, County Executive, presidents of all 4 local universities, major employers and community leaders). These groups will meet six times between February and May 2018 to develop the district's strategic plan and ensure its alignment to community and economic goals. Once completed and board approved, the plan will be implemented in time for the 2018-19 school year and guide the district's curricular and instructional priorities through 2023.

Project Justification*

Describe why the pilot project is important and necessary (short and long term) to Erie County. Please provide evidence, research, and surveys documenting the problems. Standalone documents may be uploaded.

Since 1806, Erie's Public Schools (EPS) (Erie City School District) has been educating students and enriching lives in the City of Erie, PA. Currently, EPS operates 15 schools including 2 high schools, 3 middle schools and 10 elementary buildings. The district employs over 850 teachers and serves a student population of 11,000. Currently, nearly 80% of students are classified as low-income and, as a "provision 1" school, 100% of students receive federal free lunch. According to U.S. Census Data, 33.1% of these students are living in poverty. With regard to racial/ethnic breakdown, 44% of EPS students are White, 33.67% percent are Black or African-American, 13.14% are Hispanic, 5.61% are Asian and the remaining percent are American Indian or Multi-racial.

As was widely reported in local, state and national media, Erie's Public Schools experienced a decade-long budget crisis, which began in 2010 and culminated this year with an historic adjustment to the district's state education subsidy. With these additional funds, Erie's Public Schools is now able to address nearly ten years

of budget cuts and begin to focus on the educational and structural resources needed to improve the academic outcomes for our 11,000 students.

As the district begins this critical next chapter of financial solvency, we have a unique opportunity to increase both the academic achievement of our students and the alignment of our educational programming to local and regional careers. Through this work, Erie's Public Schools will have a direct impact on the economic future of Erie County and regional efforts to improve the quality of life for its residents.

Do you anticipate other funding sources?*

Please discuss your matching fund sources and financing partners.

The district is hopeful that costs associated with this project could be distributed among three funding groups-- the Erie Community Foundation (Helping Today request submitted in February 2012), ECGRA (current request) and the district's own operating budget.

Project Benefits*

Please describe who will benefit and how. Will specific groups be targeted or served?

After nearly a decade of budget cuts, the curricular and instructional resources available to students in Erie's Public Schools has been seriously depleted. This has resulted in a decrease in academic achievement among students at all levels. In 2016, less than 31% of students in 3rd grade and less than 35% of students in Grade 8 scored in the proficient or advanced range for English Language Arts. That same year, less than 30% of students and less than 20% of students in Grade 8 scored proficient or advanced in Math. In some schools, less than 5% of students in a particular grade level were proficient in Math. Overall, the district also suffers from the lowest graduation rate in Erie County.

While strategic planning is certainly not a new or unique idea, it does represent a significant shift for a school district that has spent the past ten years reacting to one budget crisis after another. This shift in focus will now allow the district to develop a well-informed plan to strategically address our challenges and build upon our strengths to move the district forward. Importantly, this plan will be built with the full and extensive input of all stakeholders. It also comes at a time when the district has begun to align all middle and secondary programming to a magnet-based model. This approach is unique to the area and, we expect, will result in the direct alignment of classroom learning with regional careers and economic growth. The road map of the strategic plan will assist in this alignment and help the district prioritize instructional resources in order to meet this goal. Ultimately, all 11,500 district students, as well as their families, neighborhoods and larger Erie community, will directly benefit from this critical work.

Amount Requested from ECGRA*

\$30,000.00

Project Budget*

Please click here to download a budget form

[2018-03-09 ECGRA budget request.xlsx](#)

Long term plans*

Is there a plan to continue the project? How will you sustain the project financially and administratively?

This strategic plan will be complete in time for full implementation in the 2018-19 school year. Implementation will be managed by the district, which will assume all financial and administrative costs for that stage of the project.

Project Partners*

Describe project partners and how they will be involved.

Gannon University- in-kind donation of meeting space for six full-day sessions
 Jefferson Education Society- hosting of Metro 100 and Community Forum to inform strategic plan
 City of Erie, MLK Center, Booker T Washington Center, JFK Center- collaboration on public meetings in April

Project Support*

Provide evidence of project support within the community. (Letters of support, resolutions, memoranda of understanding, etc. can be uploaded at the end of the application.)

Gannon University has agreed to partner with Erie's Public Schools by providing meeting space and technology for all six full-day planning sessions. This is significant because the planning teams include approximately 120 participants who must be able to meet in a common space with room to work in small groups. The district explored space options at both the Manufacturers Association (which would have exceeded \$25,000) and Erie Insurance (which couldn't accommodate our needs). Ultimately, Gannon had both the space and technology to accommodate our needs and was willing to offer it as an in-kind contribution to the project, which we estimate to exceed \$10,000 in value.

Additionally, the Jefferson Education Society has offered to mobilize their Metro 100 group to provide early feedback on the plan during a JES-sponsored session on March 12. The Jefferson will also host a public community meeting at their location that evening to obtain additional public input on the plan.

Finally, we expect to partner again with the three neighborhood centers in April 2018 to hold open public meetings as a soft roll-out of the strategic plan draft. We have also been asked by the City of Erie to collaborate on these community meetings in order to use them as an opportunity to obtain public input on the Buki Comprehensive Plan as well. We are working with Kathy Wryosdick from the City of Erie on this new development and look forward to deepening our collaboration with the City through this process.

Qualifications and Experience*

Description of the qualifications and experience of the project administrators and project leaders.

Mr. Mutiu Fagbayi is the Founder/CEO of Performance Fact, and has extensive background facilitating and coaching educational leaders and their teams at the national, state, and local levels. His areas of focus include strategic planning and school improvement; creating and sustaining high-performing learning organizations; implementing accountability systems; developing leadership at all levels; and building trust. Mr. Fagbayi is now working with Erie's Public Schools to develop an aggressive and comprehensive schedule of six full-day

planning sessions and two public meetings over the next few months in order ensure implementation of the strategic plan in time for the 2018-19 school year. These sessions will include parents, students, local officials, business leaders, representatives from all four local colleges and our own district staff. The work will focus on a review of instructional practices, educational resources and district vision in order to inform a plan that will result in increased academic achievement for all students.

Mr. Fagbayi will be assisted by the district's senior leadership team, including Superintendent Brian Polito and Assistant Superintendent Bea Habursky.

Ability to Complete the Project*

Describe your ability to complete the project within the allotted time.

We are fully confident in our ability to complete this project in time for board approval in June and full implementation at the start of the 2018-19 school year.

Timeline*

Please provide a project timeline with key milestones (12-month schedule).

January 2018: Student focus groups

February 2018: District-wide surveys for administrators, teachers, students, and parents

February to May 2018: Six full-day planning sessions for Alignment and Core Planning teams

March 12/13: Public meetings

April 2018: Community meetings at neighborhood centers to present first draft of plan

June 2018: Formal adoption of plan by Erie School Board

July 2018: Begin implementation of plan in time for 2018-19 school year

Outcome Measurement*

Please describe how you will analyze the outcomes and gauge success of the project.

We will evaluate success based on the collaborative nature of the strategic planning process. If that is done correctly, we expect the final plan to reflect the goals and hopes of all stakeholders for the future of public education in Erie. The success of this project will culminate in the adoption of a robust plan to guide the district through 2023 as we work to achieve our larger goals of increased academic achievement for all students.

Organizational Information

Name of Organization*

Erie's Public Schools (d/b/a Erie City School District)

Organization Mission Statement*

The Erie School District will create in its schools, and in its relationship with the Erie community, a culture of high expectations, collaboration, respect, and accountability. We will actively engage students in their learning through a high quality curriculum and excellent teaching. Our primary purpose as an organization is to prepare our students to establish and achieve their higher education and career goals.

Year Organization Was Established*

1870

Municipality in which headquarters is located*

Erie City

County Council District in which headquarters is located*

[Click here to see a County Council District map](#)

County Council District #4

Website Address

www.eriesd.org

Staff/Volunteer Leadership*

List or upload a list of the names, email addresses, titles, and job descriptions of the organization's leadership.

Brian Polito, Superintendent of Schools- bpolito@eriesd.org

Bea Habursky, Assistant Superintendent of Schools- bhabursky@eriesd.org

Board of Directors*

List or upload a list of the names, email addresses, and occupations of the organization's board members.

2018-02-10 Board list for ECF.docx

Annual Summary Statistics*

Please click here to download the Annual Summary Statistics form

2018-03-8 ECGRA summary stats.xlsx

Additional Documents

501 (c)(3) Designation Letter

Most Recent Annual Report or Year End Review*

2017-2018 Gen Fund Budget.pdf

Current General Liability Insurance Certificate

Organization Logo

Letters of Support

Other Supporting Material

Other Supporting Material


Links

Upload a link

File Attachment Summary

Applicant File Uploads

- 2018-03-09 ECGRA budget request.xlsx
- 2018-02-10 Board list for ECF.docx
- 2018-03-8 ECGRA summary stats.xlsx
- 2017-2018 Gen Fund Budget.pdf

 Budget (Do not include in-kind)						
Category	Amount Requested from ECGRA	Amount Contributed by Agency	Amount(s) Contributed from Other Sources	Breakdown of Other-Source Contributions	Narrative (include a breakdown of what is entailed in each expense category)	Total
Personnel (15% maximum of the requested amount from ECGRA)						\$0.00
Marketing						\$0.00
Facility Expense						\$0.00
Project/Programming Insurance						\$0.00
Equipment & Supplies	\$0.00	\$12,000.00	\$0.00	In-kind donation by Gannon University	Meeting space, technology, materials	\$12,000.00
Contracted Services	\$30,000.00	\$29,600.00	\$30,000.00	Helping today request to ECF	Performance Fact, Inc. consulting fees	\$89,600.00
Construction						\$0.00
Outcomes Measurement & Impact Tracking						\$0.00
Other	\$0.00	\$5,000.00	\$0.00		Parent, student, staff surveys and analysis	\$5,000.00
Totals	\$30,000.00	\$46,600.00	\$30,000.00			\$106,600.00



Brian J. Polito, CPA
Superintendent of Schools

Bea Habursky
Assistant Superintendent

**Board of School
Directors**

Frank Petrunger, Jr.
President

John C. Harkins
Vice President

Linda Aleksandrowicz

Robert S. Casillo

Robbie Fabrizi

Darlene Feeney

Angela McNair

Thomas A. Spagel

Tyler Titus

Angela G. Jones
Secretary

Board of School Directors, Erie City School District

Name

Email

Frank Petrunger, Jr.

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An Equal Opportunity Employer

Annual Summary Statistics



Organizational Information:	2017	2016	2015
Annual Revenue	\$180million	\$180million	\$163million
Annual Expenses	\$180million	\$180million	\$163million
Number of Full-time Employees	1,300	1,300	1,300
Number of Part-time Employees			
Number of Board Members	9	9	9
Number of Board Members Contributing Financially	n/a	n/a	n/a
Project/Programming/Event Information:	2017	2016	2015
In-County Attendance	25,000 students and families	25,000 students and families	25,000 students and families
Out-of-County Attendance (if applicable)			

ITEM

AMOUNTS

Estimated Beginning Unreserved Fund Balance Available for Appropriation and Reserves Scheduled For Liquidation During The Fiscal Year

0810 Nonspendable Fund Balance	100,000
0820 Restricted Fund Balance	
0830 Committed Fund Balance	
0840 Assigned Fund Balance	
0850 Unassigned Fund Balance	(4,378,000)

Total Estimated Beginning Unreserved Fund Balance Available for Appropriation and Reserves Scheduled For Liquidation During The Fiscal Year

(\$4,378,000)

Estimated Revenues And Other Financing Sources

6000 Revenue from Local Sources	56,833,971
7000 Revenue from State Sources	113,020,714
8000 Revenue from Federal Sources	13,323,471
9000 Other Financing Sources	1,200,000

Total Estimated Revenues And Other Financing Sources

\$184,378,156

Total Estimated Fund Balance, Revenues, and Other Financing Sources Available for Appropriation

\$180,000,156

Amount

REVENUE FROM LOCAL SOURCES		
6111	Current Real Estate Taxes	39,113,402
6113	Public Utility Realty Taxes	59,526
6114	Payments in Lieu of Current Taxes - State / Local	1,448,822
6140	Current Act 511 Taxes - Flat Rate Assessments	238,014
6150	Current Act 511 Taxes - Proportional Assessments	7,302,303
6400	Delinquencies on Taxes Levied / Assessed by the LEA	3,500,000
6700	Revenues from LEA Activities	14,541
6800	Revenues from Intermediary Sources / Pass-Through Funds	3,170,962
6910	Rentals	57,152
6920	Contributions and Donations from Private Sources	984,118
6940	Tuition from Patrons	522,421
6960	Services Provided Other Local Governmental Units / LEAs	100
6980	Revenue from Community Services Activities	1,350
6990	Refunds and Other Miscellaneous Revenue	421,260
REVENUE FROM LOCAL SOURCES		\$56,833,971
REVENUE FROM STATE SOURCES		
7110	Basic Education Funding	64,449,752
7220	Vocational Education	858,305
7271	Special Education funds for School-Aged Pupils	10,825,372
7272	Early Intervention	2,149,430
7292	Pre-K Counts	1,775,301
7311	Pupil Transportation Subsidy	1,565,519
7312	Nonpublic and Charter School Pupil Transportation Subsidy	1,116,874
7320	Rental and Sinking Fund Payments / Building Reimbursement Subsidy	1,427,495
7330	Health Services (Medical, Dental, Nurse, Act 25)	280,137
7340	State Property Tax Reduction Allocation	5,927,119
7505	Ready to Learn Block Grant	2,633,887
7509	Supplemental Equipment Grants	30,551
7599	Other State Revenue Not Listed Elsewhere in the 7000 Series	66,527
7810	State Share of Social Security and Medicare Taxes	3,493,139
7820	State Share of Retirement Contributions	16,421,306
REVENUE FROM STATE SOURCES		\$119,020,714
REVENUE FROM FEDERAL SOURCES		
8514	NCLB, Title I - Improving the Academic Achievement of the Disadvantaged	9,107,642

	Amount
REVENUE FROM FEDERAL SOURCES	
8515 NCLB, Title II - Preparing, Training and Recruiting High Quality Teachers and Principals	1,187,644
8516 NCLB, Title III - Language Instruction for Limited English Proficient and Immigrant Students	283,303
8517 NCLB, Title IV - 21st Century Schools	1,089,124
8521 Vocational Education - Operating Expenditures	342,233
8690 Other Restricted Federal Grants-in-Aid Through the Commonwealth of PA	538,589
8732 ARRA - Qualified School Construction Bonds (QSCB)	632,700
8810 School-Based Access Medicaid Reimbursement Program (SBAP) Reimbursements (Access)	95,267
8820 Medical Assistance Reimbursement for Administrative Claiming (Quarterly) Program	46,969
REVENUE FROM FEDERAL SOURCES	\$7,323,471
OTHER FINANCING SOURCES	
9320 Special Revenue Fund Transfers	1,200,000
OTHER FINANCING SOURCES	\$1,200,000
TOTAL ESTIMATED REVENUES AND OTHER SOURCES	184,978,156

Act 1 Index (current): 3.8%
 Calculation Method:

Approx. Tax Revenue from RE Taxes: \$39,113,402
 Amount of Tax Relief for Homestead Exclusions \$5,927,119
 Total Approx. Tax Revenue: \$45,040,521
 Approx. Tax Levy for Tax Rate Calculation: \$51,287,319

	Erie	Total
2016-17 Data		
a. Assessed Value	\$3,051,428,420	\$3,051,428,420
b. Real Estate Mills	16.6233	
I. 2017-18 Data		
c. 2015 STEB Market Value	\$2,606,565,679	\$2,606,565,679
d. Assessed Value	\$3,085,266,989	\$3,085,266,989
e. Assessed Value of New Const/ Renov	\$0	\$0
2016-17 Calculations		
f. 2016-17 Tax Levy (a * b)	\$50,724,810	\$50,724,810
2017-18 Calculations		
g. Percent of Total Market Value	100.000000%	100.000000%
h. Rebalanced 2016-17 Tax Levy (f Total * g)	\$50,724,810	\$50,724,810
III. Calculation of Tax Rates and Levies Generated		
j. Weighted Avg. Collection Percentage	86.22846%	86.22846%
k. Tax Levy Needed (Approx. Tax Levy * g)	\$51,287,319	\$51,287,319
l. 2017-18 Real Estate Tax Rate (k / d * 1000)	16.6233	
m. Tax Levy Generated by Mills (l / 1000 * d)	\$51,287,319	\$51,287,319
n. Tax Levy minus Tax Relief for Homestead Exclusions (m - Amount of Tax Relief for Homestead Exclusions)	\$45,360,200	\$45,360,200
o. Net Tax Revenue Generated By Mills (n * Est. Pct. Collection)	\$39,113,402	\$39,113,402

Act 1 Index (current): 3.8%
 Calculation Method:

Approx. Tax Revenue from RE Taxes: \$39,113,402
 Amount of Tax Relief for Homestead Exclusions \$5,927,119
 Total Approx. Tax Revenue: \$45,040,521
 Approx. Tax Levy for Tax Rate Calculation: \$51,287,319

Index Maximums

p. Maximum Mills Based On Index ($i * (1 + \text{Index})$)	17.2549	Total
q. Mills In Excess of Index (if $(l > p)$, $(l - p)$)	0.0000	
r. Maximum Tax Levy Based On Index ($p / 1000 * d$)	\$53,235,973	\$53,235,973
s. Millage Rate within Index? (if $l > p$ Then No)	Yes	\$0
t. Tax Levy In Excess of Index (if $(m > r)$, $(m - r)$)	\$0	\$0
u. Tax Revenue In Excess of Index ($t * \text{Est. Pct. Collection}$)	\$0	\$0

Information Related to Property Tax Relief

V. Assessed Value Exclusion per Homestead	\$20,520	
Number of Homestead/Farmstead Properties	17442	17442
Median Assessed Value of Homestead Properties		\$75,980

Act 1 Index (current): 3.8%

Calculation Method:

Approx. Tax Revenue from RE Taxes: \$39,113,402

Amount of Tax Relief for Homestead Exclusions \$5,927,119

Total Approx. Tax Revenue: \$45,040,521

Approx. Tax Levy for Tax Rate Calculation: \$51,287,319

Total

	Erie		Lowering RE Tax Rate	
State Property Tax Reduction Allocation used for: Homestead Exclusions	\$5,927,119		\$0	\$5,927,119
Prior Year State Property Tax Reduction Allocation used for: Homestead Exclusions	\$0			\$0
Amount of Tax Relief from State/Local Sources				\$5,927,119

CODE

6111	Current Real Estate Taxes	County Name	Taxable Assessed Value	Real Estate Mills	Tax Levy Generated by Mills	Amount of Tax Relief for Homestead Exclusions	Tax Levy Minus Homestead Exclusions	Percent Collected	Net Tax Revenue Generated By Mills
Erie			3,085,268,989	16.6233	51,287,319	5,927,119	45,360,200	86.22846%	3,039,908

6120	Current Per Capita Taxes, Section 679	Rate	Estimated Revenue
6140 <td>Current Act 511 Taxes - Flat Rate Assessments</td> <td>\$0.00</td> <td>0</td>	Current Act 511 Taxes - Flat Rate Assessments	\$0.00	0
6141 <td>Current Act 511 Per Capita Taxes</td> <td>\$0.00</td> <td>0</td>	Current Act 511 Per Capita Taxes	\$0.00	0
6142 <td>Current Act 511 Occupation Taxes - Flat Rate</td> <td>\$0.00</td> <td>0</td>	Current Act 511 Occupation Taxes - Flat Rate	\$0.00	0
6143 <td>Current Act 511 Local Services Taxes</td> <td>\$1.00</td> <td>238,014</td>	Current Act 511 Local Services Taxes	\$1.00	238,014
6144 <td>Current Act 511 Trailer Taxes</td> <td>\$0.00</td> <td>0</td>	Current Act 511 Trailer Taxes	\$0.00	0
6145 <td>Current Act 511 Business Privilege Taxes - Flat Rate</td> <td>\$0.00</td> <td>0</td>	Current Act 511 Business Privilege Taxes - Flat Rate	\$0.00	0
6146 <td>Current Act 511 Mechanical Device Taxes - Flat Rate</td> <td>\$0.00</td> <td>0</td>	Current Act 511 Mechanical Device Taxes - Flat Rate	\$0.00	0
6149 <td>Current Act 511 Taxes, Other Flat Rate Assessments</td> <td>\$0.00</td> <td>0</td>	Current Act 511 Taxes, Other Flat Rate Assessments	\$0.00	0

6150	Total Current Act 511 Taxes - Flat Rate Assessments	Rate	Estimated Revenue
6150 <td>Current Act 511 Taxes - Proportional Assessments</td> <td></td> <td>238,014</td>	Current Act 511 Taxes - Proportional Assessments		238,014
6151 <td>Current Act 511 Earned Income Taxes</td> <td>0.500%</td> <td>6,743,815</td>	Current Act 511 Earned Income Taxes	0.500%	6,743,815
6152 <td>Current Act 511 Occupation Taxes</td> <td>0.000%</td> <td>0</td>	Current Act 511 Occupation Taxes	0.000%	0
6153 <td>Current Act 511 Real Estate Transfer Taxes</td> <td>0.500%</td> <td>558,488</td>	Current Act 511 Real Estate Transfer Taxes	0.500%	558,488
6154 <td>Current Act 511 Amusement Taxes</td> <td>0.000%</td> <td>0</td>	Current Act 511 Amusement Taxes	0.000%	0
6155 <td>Current Act 511 Business Privilege Taxes</td> <td>0.000%</td> <td>0</td>	Current Act 511 Business Privilege Taxes	0.000%	0
6156 <td>Current Act 511 Mechanical Device Taxes - Percentage</td> <td>0.000%</td> <td>0</td>	Current Act 511 Mechanical Device Taxes - Percentage	0.000%	0
6157 <td>Current Act 511 Mercantile Taxes</td> <td>0.000%</td> <td>0</td>	Current Act 511 Mercantile Taxes	0.000%	0
6159 <td>Current Act 511 Taxes, Other Proportional Assessments</td> <td>0</td> <td>0</td>	Current Act 511 Taxes, Other Proportional Assessments	0	0

6150	Total Current Act 511 Taxes - Flat Rate Assessments	Tax Levy	Estimated Revenue
6150 <td>Current Act 511 Taxes - Proportional Assessments</td> <td>238,014</td> <td>238,014</td>	Current Act 511 Taxes - Proportional Assessments	238,014	238,014
6151 <td>Current Act 511 Earned Income Taxes</td> <td>6,743,815</td> <td>6,743,815</td>	Current Act 511 Earned Income Taxes	6,743,815	6,743,815
6152 <td>Current Act 511 Occupation Taxes</td> <td>0</td> <td>0</td>	Current Act 511 Occupation Taxes	0	0
6153 <td>Current Act 511 Real Estate Transfer Taxes</td> <td>558,488</td> <td>558,488</td>	Current Act 511 Real Estate Transfer Taxes	558,488	558,488
6154 <td>Current Act 511 Amusement Taxes</td> <td>0</td> <td>0</td>	Current Act 511 Amusement Taxes	0	0
6155 <td>Current Act 511 Business Privilege Taxes</td> <td>0</td> <td>0</td>	Current Act 511 Business Privilege Taxes	0	0
6156 <td>Current Act 511 Mechanical Device Taxes - Percentage</td> <td>0</td> <td>0</td>	Current Act 511 Mechanical Device Taxes - Percentage	0	0
6157 <td>Current Act 511 Mercantile Taxes</td> <td>0</td> <td>0</td>	Current Act 511 Mercantile Taxes	0	0
6159 <td>Current Act 511 Taxes, Other Proportional Assessments</td> <td>0</td> <td>0</td>	Current Act 511 Taxes, Other Proportional Assessments	0	0
Total Current Act 511 Taxes - Proportional Assessments		7,602,303	7,602,303
Total Act 511 Current Taxes		7,840,317	7,840,317
Act 511 Tax Limit		12	31,278,788
Market Value			(591,111,111)

Tax Function	Description	Tax Rate Charged In:		Percent Change in Rate	Less than or equal to Index	Index	Additional Tax Rate Charged In:		Percent Change in Rate	Less than or equal to Index
		2016-17 (Rebalanced)	2017-18				2016-17 (Rebalanced)	2017-18		
6111	<u>Current Real Estate Taxes</u>									
	Erie									
	<u>Current Act 511 Taxes - Flat Rate Assessments</u>									
6143	Current Act 511 Local Services Taxes	\$0.00	\$1.00	New	No	3.8%				
	<u>Current Act 511 Taxes - Proportional Assessments</u>									
6151	Current Act 511 Earned Income Taxes	0.000%	0.500%	New	No	3.8%				
6153	Current Act 511 Real Estate Transfer Taxes	0.000%	0.500%	New	No	3.8%				

Description	Amount
1000 Instruction	
1100 Regular Programs - Elementary / Secondary	100,602,264
1200 Special Programs - Elementary / Secondary	25,477,858
1300 Vocational Education	3,085,375
1400 Other Instructional Programs - Elementary / Secondary	1,493,346
1500 Nonpublic School Programs	652,460
1600 Adult Education Programs	78,152
1800 Pre-Kindergarten	1,212,347
Total Instruction	\$132,601,642
2000 Support Services	
2100 Support Services - Students	6,512,882
2200 Support Services - Instructional Staff	3,923,249
2300 Support Services - Administration	10,624,272
2400 Support Services - Pupil Health	1,888,452
2500 Support Services - Business	1,993,872
2600 Operation and Maintenance of Plant Services	14,727,371
2700 Student Transportation Services	6,214,304
2800 Support Services - Central	1,135,762
2800 Other Support Services	156,834
Total Support Services	\$47,178,998
3000 Operation of Non-Instructional Services	
3200 Student Activities	762,017
3300 Community Services	1,065,112
Total Operation of Non-Instructional Services	\$1,827,129
4000 Facilities Acquisition, Construction and Improvement Services	
4000 Facilities Acquisition, Construction and Improvement Services	533,530
Total Facilities Acquisition, Construction and Improvement Services	\$533,530
5000 Other Expenditures and Financing Uses	
5100 Debt Service / Other Expenditures and Financing Uses	11,824,989
Total Other Expenditures and Financing Uses	\$11,824,989
Total Estimated Expenditures and Other Financing Uses	\$193,964,148

Amount

Description

1000 Instruction		
1100 Regular Programs - Elementary / Secondary		
100 Personnel Services - Salaries	38,364,332	
200 Personnel Services - Employee Benefits	27,818,089	
300 Purchased Professional and Technical Services	2,052,658	
400 Purchased Property Services	185,428	
500 Other Purchased Services	30,271,195	
600 Supplies	1,462,771	
700 Property	381,874	
800 Other Objects	65,917	
Total Regular Programs - Elementary / Secondary	\$100,617,268	
1200 Special Programs - Elementary / Secondary		
100 Personnel Services - Salaries	11,573,952	
200 Personnel Services - Employee Benefits	9,276,890	
300 Purchased Professional and Technical Services	2,631,224	
500 Other Purchased Services	1,890,024	
600 Supplies	108,210	
700 Property	106	
800 Other Objects	7,452	
Total Special Programs - Elementary / Secondary	\$25,977,858	
1300 Vocational Education		
100 Personnel Services - Salaries	1,419,741	
200 Personnel Services - Employee Benefits	1,052,348	
300 Purchased Professional and Technical Services	10,929	
400 Purchased Property Services	56,904	
500 Other Purchased Services	7,479	
600 Supplies	315,819	
700 Property	222,155	
Total Vocational Education	\$3,085,375	
1400 Other Instructional Programs - Elementary / Secondary		
100 Personnel Services - Salaries	833,998	
200 Personnel Services - Employee Benefits	383,162	
300 Purchased Professional and Technical Services	13,949	
500 Other Purchased Services	199,914	
600 Supplies	62,323	
Total Other Instructional Programs - Elementary / Secondary	\$1,493,346	
1500 Nonpublic School Programs		
100 Personnel Services - Salaries	387,167	
200 Personnel Services - Employee Benefits	262,899	
600 Supplies	2,394	
Total Nonpublic School Programs	\$652,460	
1600 Adult Education Programs		
100 Personnel Services - Salaries	4,131	
200 Personnel Services - Employee Benefits	1,661	

Description	Amount
600 Supplies	53,583
700 Property	18,777
Total Pre-Kindergarten	\$72,360
1809 Pre-Kindergarten	
100 Personnel Services - Salaries	600,467
200 Personnel Services - Employee Benefits	545,187
300 Purchased Professional and Technical Services	8,070
400 Purchased Property Services	25,500
500 Other Purchased Services	5,115
600 Supplies	28,008
Total Instruction	\$1,212,347
Total Support Services	\$1,212,347
2000 Support Services	
2100 Support Services - Students	
100 Personnel Services - Salaries	3,010,341
200 Personnel Services - Employee Benefits	2,354,021
300 Purchased Professional and Technical Services	1,116,411
500 Other Purchased Services	19,896
600 Supplies	7,860
700 Property	4,553
Total Support Services - Students	\$6,312,882
2200 Support Services - Instructional Staff	
100 Personnel Services - Salaries	1,372,097
200 Personnel Services - Employee Benefits	1,205,991
300 Purchased Professional and Technical Services	894,236
500 Other Purchased Services	28,481
600 Supplies	232,596
700 Property	189,848
Total Support Services - Instructional Staff	\$3,923,249
2300 Support Services - Administration	
100 Personnel Services - Salaries	5,634,187
200 Personnel Services - Employee Benefits	3,623,693
300 Purchased Professional and Technical Services	912,043
500 Other Purchased Services	367,463
600 Supplies	40,085
800 Other Objects	46,801
Total Support Services - Administration	\$10,624,272
2400 Support Services - Pupil Health	
100 Personnel Services - Salaries	955,974
200 Personnel Services - Employee Benefits	902,533
300 Purchased Professional and Technical Services	16,898
400 Purchased Property Services	8,399
500 Other Purchased Services	1,152
600 Supplies	2,903

Description	Amount
700 Property	593
Total Support Services - Public Health	\$1,388,452
2500 Support Services - Business	
100 Personnel Services - Salaries	747,642
200 Personnel Services - Employee Benefits	604,380
300 Purchased Professional and Technical Services	155,502
400 Purchased Property Services	322,638
500 Other Purchased Services	83,248
600 Supplies	80,462
Total Support Services - Business	\$1,973,872
2600 Operation and Maintenance of Plant Services	
100 Personnel Services - Salaries	5,894,121
200 Personnel Services - Employee Benefits	4,889,364
300 Purchased Professional and Technical Services	87,213
400 Purchased Property Services	2,935,476
500 Other Purchased Services	117,972
600 Supplies	784,548
700 Property	18,677
Total Operation and Maintenance of Plant Services	\$14,727,371
2700 Student Transportation Services	
100 Personnel Services - Salaries	1,429,827
200 Personnel Services - Employee Benefits	1,164,571
500 Other Purchased Services	3,247,576
600 Supplies	196,387
700 Property	175,943
Total Student Transportation Services	\$6,214,304
2800 Support Services - Central	
100 Personnel Services - Salaries	628,837
200 Personnel Services - Employee Benefits	467,280
300 Purchased Professional and Technical Services	33,730
600 Supplies	3,781
800 Other Objects	2,134
Total Support Services - Central	\$1,135,762
2900 Other Support Services	
500 Other Purchased Services	156,834
Total Other Support Services	\$156,834
Total Support Services	\$37,176,956
3000 Operation of Non-Instructional Services	
3200 Student Activities	
100 Personnel Services - Salaries	195,728
200 Personnel Services - Employee Benefits	78,722
300 Purchased Professional and Technical Services	185,291
500 Other Purchased Services	12,921
600 Supplies	8,060

Description	Amount
700 Property	101,078
800 Other Objects	180,217
Total Student Activities	\$281,295
3300 Community Services	
100 Personnel Services - Salaries	114,682
200 Personnel Services - Employee Benefits	78,851
300 Purchased Professional and Technical Services	112,729
500 Other Purchased Services	5,748
600 Supplies	453,092
800 Other Objects	300,000
Total Community Services	\$1,064,102
Total Operation of Non-Instructional Services	\$1,345,497
4000 Facilities Acquisition, Construction and Improvement Services	
4000 Facilities Acquisition, Construction and Improvement Services	
700 Property	533,530
Total Facilities Acquisition, Construction and Improvement Services	\$533,530
Total Facilities Acquisition, Construction and Improvement Services	\$533,530
5000 Other Expenditures and Financing Uses	
5100 Debt Service / Other Expenditures and Financing Uses	
800 Other Objects	11,824,989
Total Debt Service / Other Expenditures and Financing Uses	\$11,824,989
Total Other Expenditures and Financing Uses	\$11,824,989
TOTAL EXPENDITURES	\$3,664,448

Cash and Short-Term Investments

06/30/2017 Estimate

06/30/2018 Projection

600,000

600,000

General Fund

600,000

Public Purpose (Expendable) Trust Fund

Other Comptroller-Approved Special Revenue Funds

Athletic / School-Sponsored Extra Curricular Activities Fund

Capital Reserve Fund - \$ 890, \$1850

Capital Reserve Fund - \$ 1431

Other Capital Projects Fund

Debt Service Fund

Food Service / Cafeteria Operations Fund

2,500,000

Child Care Operations Fund

Other Enterprise Funds

55,000

Internal Service Fund

800,000

Private Purpose Trust Fund

120,000

Investment Trust Fund

Pension Trust Fund

Activity Fund

Other Agency Fund

Permanent Fund

Total Cash and Short-Term Investments

\$4,175,000

\$4,175,000

\$4,075,000

Long-Term Investments

06/30/2017 Estimate

06/30/2018 Projection

General Fund

Public Purpose (Expendable) Trust Fund

Other Comptroller-Approved Special Revenue Funds

Athletic / School-Sponsored Extra Curricular Activities Fund

Capital Reserve Fund - \$ 680, \$1850

Capital Reserve Fund - \$ 1431

Other Capital Projects Fund

Debt Service Fund

Food Service / Cafeteria Operations Fund

275,000

Child Care Operations Fund

Other Enterprise Funds

580,000

Internal Service Fund

Private Purpose Trust Fund

Investment Trust Fund

Pension Trust Fund

Activity Fund

Other Agency Fund

06/30/2017 Estimate 06/30/2018 Projection

	06/30/2017 Estimate	06/30/2018 Projection
Permanent Fund		
Total Long-Term Investments	\$9,500,000	\$8,510,000
TOTAL CASH AND INVESTMENTS	\$5,021,000	\$4,930,000

	06/30/2017 Estimate	06/30/2018 Projection
Long-Term Indebtedness		
General Fund		
0510 Bonds Payable	103,200,000	96,000,000
0520 Extended-Term Financing Agreements Payable		
0530 Lease-Purchase Obligations	8,780,000	8,000,000
0540 Accumulated Compensated Absences	6,200,000	6,300,000
0550 Authority Lease Obligations		
0560 Other Post-Employment Benefits (OPEB)	18,000,000	18,500,000
0599 Other Long-Term Liabilities	9,500,000	9,500,000
Total General Fund	\$145,680,000	\$138,300,000
Public Purpose (Expendable) Trust Fund		
0510 Bonds Payable		
0520 Extended-Term Financing Agreements Payable		
0530 Lease-Purchase Obligations		
0540 Accumulated Compensated Absences		
0550 Authority Lease Obligations		
0560 Other Post-Employment Benefits (OPEB)		
0599 Other Long-Term Liabilities		
Total Public Purpose (Expendable) Trust Fund		
Other Comptroller-Approved Special Revenue Funds		
0510 Bonds Payable		
0520 Extended-Term Financing Agreements Payable		
0530 Lease-Purchase Obligations		
0540 Accumulated Compensated Absences		
0550 Authority Lease Obligations		
0560 Other Post-Employment Benefits (OPEB)		
0599 Other Long-Term Liabilities		
Total Other Comptroller-Approved Special Revenue Funds		
Athletic / School-Sponsored Extra Curricular Activities Fund		
0510 Bonds Payable		
0520 Extended-Term Financing Agreements Payable		
0530 Lease-Purchase Obligations		
0540 Accumulated Compensated Absences		
0550 Authority Lease Obligations		
0560 Other Post-Employment Benefits (OPEB)		
0599 Other Long-Term Liabilities		
Total Athletic / School-Sponsored Extra Curricular Activities Fund		
Capital Reserve Fund - \$ 690, \$1650		
0510 Bonds Payable		
0520 Extended-Term Financing Agreements Payable		

06/30/2017 Estimate 09/30/2018 Projection

Long-Term Indebtedness

- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Total Capital Reserve Fund - \$ 1431
 Capital Reserve Fund - \$ 1431

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Total Capital Reserve Fund - \$ 1431

Other Capital Projects Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Total Capital Reserve Fund - \$ 1431

Debt Service Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Total Capital Reserve Fund - \$ 1431

Food Service / Cafeteria Operations Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations

3,805,000 3,705,000

06/30/2017 Estimate

06/30/2018 Projection

Long-Term Indebtedness

0560 Other Post-Employment Benefits (OPEB)	
0599 Other Long-Term Liabilities	
Total Post-Employment Benefits (OPEB)	\$3,005,000
Total Long-Term Indebtedness	\$3,005,000

Child Care Operations Fund

0510 Bonds Payable	
0520 Extended-Term Financing Agreements Payable	
0530 Lease-Purchase Obligations	
0540 Accumulated Compensated Absences	
0550 Authority Lease Obligations	
0560 Other Post-Employment Benefits (OPEB)	
0599 Other Long-Term Liabilities	
Total Child Care Operations Fund	

Other Enterprise Funds

0510 Bonds Payable	
0520 Extended-Term Financing Agreements Payable	
0530 Lease-Purchase Obligations	
0540 Accumulated Compensated Absences	
0550 Authority Lease Obligations	
0560 Other Post-Employment Benefits (OPEB)	
0599 Other Long-Term Liabilities	
Total Other Enterprise Funds	

Internal Service Fund

0510 Bonds Payable	
0520 Extended-Term Financing Agreements Payable	
0530 Lease-Purchase Obligations	
0540 Accumulated Compensated Absences	
0550 Authority Lease Obligations	
0560 Other Post-Employment Benefits (OPEB)	
0599 Other Long-Term Liabilities	
Total Internal Service Fund	

Private Purpose Trust Fund

0510 Bonds Payable	
0520 Extended-Term Financing Agreements Payable	
0530 Lease-Purchase Obligations	
0540 Accumulated Compensated Absences	
0550 Authority Lease Obligations	
0560 Other Post-Employment Benefits (OPEB)	
0599 Other Long-Term Liabilities	
Total Private Purpose Trust Fund	

09/30/2017 Estimate 06/30/2018 Projection

Long-Term Indebtedness

Investment Trust Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Pension Trust Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Activity Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Other Agency Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable
- 0530 Lease-Purchase Obligations
- 0540 Accumulated Compensated Absences
- 0550 Authority Lease Obligations
- 0560 Other Post-Employment Benefits (OPEB)
- 0599 Other Long-Term Liabilities

Permanent Fund

- 0510 Bonds Payable
- 0520 Extended-Term Financing Agreements Payable

06/30/2017 Estimate 06/30/2018 Projection

- Long-Term Indebtedness**
- 0530 Lease-Purchase Obligations
 - 0540 Accumulated Compensated Absences
 - 0550 Authority Lease Obligations
 - 0580 Other Post-Employment Benefits (OPEB)
 - 0599 Other Long-Term Liabilities

Total Permanent Fund	\$46,495,000	\$142,005,000
Total Long-Term Indebtedness		

	06/30/2017 Estimate	06/30/2018 Projection
Short-Term Payables		
General Fund	8,427,000	17,927,000
Public Purpose (Expendable) Trust Fund		
Other Comproller-Approved Special Revenue Funds		
Athletic / School-Sponsored Extra Curricular Activities Fund		
Capital Reserve Fund - \$ 690, \$ 1850		
Capital Reserve Fund - \$ 1431		
Other Capital Projects Fund		
Debt Service Fund	400,000	400,000
Food Service / Cafeteria Operations Fund		
Child Care Operations Fund		
Other Enterprise Funds		
Internal Service Fund		
Private Purpose Trust Fund		
Investment Trust Fund		
Pension Trust Fund		
Activity Fund		
Other Agency Fund		
Permanent Fund		
Total Short-Term Payables	\$8,827,000	\$18,327,000
TOTAL INDEBTEDNESS	\$18,327,000	\$180,332,000

Account Description	Amounts
0810 Nonspendable Fund Balance	100,000
0820 Restricted Fund Balance	
0830 Committed Fund Balance	
0840 Assigned Fund Balance	
0850 Unassigned Fund Balance	(13,964,292)
Total Ending Fund Balance - Committed, Assigned, and Unassigned	(\$13,964,292)
5900 Budgetary Reserve	
Total Estimated Ending Committed, Assigned, and Unassigned Fund Balance and Budgetary Reserve	(\$13,864,292)

RESOLUTION NUMBER 8, 2018

CONTINUING BUDGET RESOLUTION

WHEREAS, the Erie County Gaming Revenue Authority (ECGRA) operates on an April 1 – March 31 fiscal year; and

WHEREAS, prior to the April meeting each year the Board of Directors regularly approves a budget which appropriates funding for ECGRA operations and funding activities during that fiscal year; and

WHEREAS, the proposed budget for the 2018-2019 fiscal year will not be ready for adoption until the April 2018 meeting of the Board of Directors; and

WHEREAS, the Board of Directors finds it to be in the best interests of ECGRA and the communities that it serves that ECGRA be authorized to continue to spend such sums as are necessary during the partial month-long period prior to the budget consideration and adoption.

NOW, THEREFORE, this 22nd day of March 2018, be it RESOLVED by the Board of Directors of the Erie County Gaming Revenue Authority, that the staff at ECGRA is authorized to spend such operational and grant funds as are necessary, customary and usual, from the period of April 1, 2018 until a budget is adopted at the April meeting of the Board of Directors. Such spending is not to exceed the proportionate levels approved within the 2017-2018 fiscal year budget.

On the motion of _____, seconded by _____.

This resolution was passed on the 22nd day of March 2018 by a vote of _____ - _____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman
Erie County Gaming Revenue Authority

March 22, 2018

ATTEST:

Secretary
ECGRA

