

Strategic Planning for Local Governments

Commonwealth of Pennsylvania

Why Strategic Planning

A strategic financial plan aligns a municipality's long-term goals with its financial resources. Multi-year planning is an effective tool utilized by localities of all sizes and financial strengths to avoid fiscal challenges and communicate with internal and external stakeholders. The Pennsylvania Department of Community and Economic Development (DCED) promotes multi-year financial planning for all municipalities across the Commonwealth. DCED has designed the Strategic Management Planning Program (StMP) to offer assistance to municipalities in these efforts.

Strategic Management Planning Program

- DCED strongly emphasizes that this program is designed for municipalities of all sizes and financial conditions. Multi-year planning benefits all governments, not just those experiencing fiscal distress.
- The Strategic Management Planning Program supports municipalities by offering grants to fund costs associated with hiring an independent financial consultant to prepare a three-to-five year financial plan and management review of their municipality.
- DCED will provide a matching grant, typically 50% of the StMP project costs.
- The plan includes a comprehensive review of the municipality's fiscal condition and its revenues and expenses trends.
- Our team will examine the operations of all municipal departments and form recommendations to enhance revenues, reduce costs, and improve operational efficiency.
- The final report will include a tactical action plan and financial forecasts that incorporate the fiscal impact of the plan's recommendations.
- The multi-year plan typically takes between 4-6 months to complete.
- Municipalities can apply for subsequent StMP grant funding to support the implementation of recommendations made in the initial StMP multi-year plan.



Keystone Municipal Solutions

KMS's professionals have advised dozens of governments and government agencies of all sizes and financial strengths. Our staff has particularly strong experience advising municipalities through the STMP program. We have developed recommendations related to tax policy, revenue collections, workforce analysis, financial management infrastructure, shared services, management restructuring, economic development, and capital improvement planning, among other municipal issues. Our team includes former municipal managers and elected officials, so we understand the issues our clients face on a day-to-day basis. We pride ourselves on working in conjunction with our client to develop an implementable planning process that can be fully institutionalized with the local government.

Practical Solutions Achieved

KeystoneMunicipalSolutions.com

100 Pine Street • Harrisburg, PA

Our Team



Dan Connelly, MPA

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Mr. Connelly has twenty years of financial and management consulting experience. Mr. Connelly has worked in virtually every aspect of public finance including multi-year financial planning, capital improvement planning, budgeting, cash flow analysis, debt structuring, workforce and labor cost analysis, pension review, strategic planning, financial feasibility evaluation, tax policy analysis, privatization analysis, management review and audit, and credit rating evaluation, among other areas. He has provided expert testimony in labor arbitration hearings and various court proceedings and also developed written expert testimony for municipal asset sales. Mr. Connelly has extensive experience developing multi-year financial plans for municipalities participating in the Commonwealth's Act 47 and Strategic Management Planning Programs.



Glenn A. Geissinger

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Glenn is currently the Vice Chairman of the Lehigh-Northampton Airport Authority (LNAA), an authority with over a \$36 million annual operating budget and hundreds of millions of dollars in on-going capital projects. He also serves as Chairman of the Finance Committee for the LNAA. An active local government leader, Glenn has an in depth understanding of the workings of municipal operations. He has served as an elected member of the Northampton County Council where his colleagues selected him to serve as Vice-President. For the county, Glenn has served as chairman of the finance committee, chaired the budget committee, directed the 40 million-dollar bridge rehabilitation P3 project, and has served as a member on the capital projects committee, parks and recreation committee, personnel committee, farmland preservation committee, and Hugh

Moore Trust. Glenn has also worked directly as a board member of the Lehigh-Northampton Area Transit Authority (LANTA) and helped guide and direct its operations and fiscal oversight.



John J. Jablowski Jr., MPA

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Mr. Jablowski, manages plural sector relationships specializing in the transformation of local government operations that enhance the efficiency of municipal service delivery. As Senior Advisor to national and international public sector companies, he helps build innovative approaches to drive more sustainable communities. During his career, Mr. Jablowski has administered over \$1 billion in government management. Most recently, as Manager of Tobyhanna Township he helped advance a \$350 million entertainment destination project in the Poconos. Mr. Jablowski has served as District Director to the PA House Majority Policy Chair, Congressional Assistant in the US House of Representatives, Mayor of Ashley Borough, and a member of Wilkes-Barre Township Council. He is currently a Lecturer in American Government at Penn State and a member

of the Executive Committee of the PA Association of Township Commissioners.



Brooke Queenan

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Ms. Queenan has diverse experience advising public and private entities in a multitude of areas including public policy and finance, economic development, and issues related to urban economics. Ms. Queenan has particular expertise in assisting local governments. She was an integral member of two Recovery Teams appointed through the Pennsylvania Department of Community and Economic Development Act 47 program. The Recovery Teams were tasked with advising municipalities experiencing severe financial difficulty. She has also developed various multi-year financial plans through the Strategic Management Planning Program. Prior to her work in consulting, Ms. Queenan was an accomplished collegiate and professional basketball player. After completing her degree at Boston College, she was selected 23rd in the 2006 WNBA

draft, and subsequently played nine years as a professional domestic and international basketball player.



Steve Wheeler

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Mr. Wheeler has over 39 years of experience in the law enforcement profession and as a professional investigator. He began his career in 1981 as a municipal police officer in northeastern Pennsylvania before joining the Office of Attorney General as a narcotics agent in 1984. From 1984 until 2005 he served as a narcotics agent, supervisory narcotics agent, and regional director for the Bureau of Narcotics Investigation at postings in Reading, Wilkes-Barre, Philadelphia, Erie and Allentown, PA. In 2005 he was named Deputy Chief and assigned as Director of BNI statewide, and in 2011 he was promoted to Chief of Criminal Investigations for the OAG.

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