



MEETING OF THE BOARD OF DIRECTORS
Knowledge Park; 5240 Knowledge Parkway; Erie, PA 16510
April 19, 2018 8:30 a.m.

AGENDA

1. CALL TO ORDER
2. ROLL CALL
3. NOMINATION OF OFFICERS
4. APPROVAL OF AGENDA
5. APPROVAL OF MINUTES – March 2018
6. DIRECTORS COMMENTS
7. COMMENTS BY CHAIRMAN
8. PUBLIC COMMENT
9. PRESENTATION
10. COMMITTEE REPORTS
 - a. Treasurer's Report
 - b. Regional Assets Committee
 - c. Strategic Planning Committee
 - d. Update from County Council
 - e. Update from County Executive's Office
11. REPORT OF THE EXECUTIVE DIRECTOR
12. SOLICITOR'S REPORT
13. OLD BUSINESS
 - a. Knowledge Park Lease
 - b. Opening of Mission Related Investment (MRI) Prequalification
14. NEW BUSINESS
 - a. Resolution Number 9, 2018 – Resolution to adopt the Funding for the Summer Jobs & More Program
 - b. Resolution Number 10, 2018 – Resolution to accept the Credit Card Policy

c. Resolution Number 11, 2018 – Resolution to approve the 2018-19 Budget

15. ANNOUNCEMENTS

16. ADJOURNMENT

Next Regularly Scheduled Board Meeting of ECGRA

Date: Thursday, May17, 2018
Time: 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
March 22, 2018

CALL TO ORDER

The Board of Directors' Meeting of the Erie County Gaming Revenue Authority was held on March 22, 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 (arrives late), Ms. Presta, Mr. Sample, and Ms. Wyrosdick (arrives late). Mr. Lee, Mr. Leone, Mr. Wachter, and Mr. Wood are also present.

APPROVAL OF THE AGENDA

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

APPROVAL OF MINUTES – February 2018

- a) Mr. Barney makes a motion to approve the minutes of the regularly scheduled Board Meeting. Mr. Paris seconds the motion. Motion carries 7-0.
- b) Mr. Paris makes a motion to approve the minutes of the Special Meeting regarding Ridge Policy Group. Mr. Barney seconds the motion. Motion carries 7-0.

Mr. DiPaolo: I have a question. I know that we left the meeting with the idea that we were going to give the Ridge Policy Group 60 days; how are we going to do that? That is the only question I have. Are we bringing this up again or are we just waiting the 60 days or what are we going to do?

Mr. Paris: Did we say 60 days?

Mr. Logue: I think the language that we spoke about was there was going to be some type of reset and that there was something that would be coming into us at this meeting or just a little bit beyond to see what they are doing. We haven't done anything, or rather they haven't done anything – I should correct myself – so that's another \$4,000 - \$5,000 that has gone to the Ridge Policy Group. As a taxpayer and as a Board Member, I would like to see that money spread out here.

The Sisters of St. Joseph, although they didn't ask for it, they could've maybe gotten a little bit more. And I see we have a short fall, I noticed that, that we be amended from \$170 to \$230 and the Ridge money could have certainly bridged that short fall. So, if they're not going to cooperate and at least show us something that they're doing, again, we voted on this so it's redundant I'm not going to speak about it, but they do have an obligation to show us something.

Mr. DiPaolo: I think at the end of the minutes of the meeting, Mr. Sample stated we wanted to have this meeting within 60 days. That's where I got the 60 days from.

Mr. Paris: The meeting within 60 days, not to extend them by 60 days, right?

Mr. DiPaolo: Yes, the meeting within 60 days to find out what we're going to do.

Mr. Wood: We are looking at days in April to have what was commonly called the reset meeting, but Mr. Logue to say that they haven't done anything, I don't think, is completely accurate. If you look in the Executive Director's Report, you'll find two activity reports; one is what the Board requested which is a list of what they did during November 2017 and February 2018, and the second report is what they did specifically for the month of March. What we have decided in having conversations with Ridge Policy is that we would have a monthly activity report that I would be able to provide to every one of you to see exactly what they have done. There is a nice summary of the activities they participated in as well as some of the email exchanges that I've had with them about directions we are headed.

Mr. DiPaolo: That's all I wanted to know. Very good.

Mr. Wood: Thank you.

DIRECTOR'S COMMENTS

Mr. Logue: I will reserve my comments for a couple of the line items that we have on the agenda, so we can move on unless there are others who have Director's Comments.

COMMENTS BY THE CHAIR

Mr. Sample: There are no comments at this time.

PUBLIC COMMENT

Mr. Leone: Good morning. Just a few issues that I'd like to talk to the Board about. One of them, I asked for all of the Ethics Statements from everybody from the time of inception of this Board until this very day. Some of you do an excellent job as far as the Ethics Commission Reports are concerned, but some of you take it quite lightly and there are quite a few of them missing. I don't know whether you understand that or not but the Ethics Commission, it's a law that says you must file by May 1 for the previous year's reports. There are quite a few of them missing, so I'm just bringing that to your attention; whoever is taking care of the reports should inform whoever the Board members are that they aren't up to date or they haven't filed their particular Ethics Commission Report.

The other issue I have is about the agenda. How do you go on the website to find out what's on your agenda for this particular day? You can't. How would somebody who would oppose any of this know what's on the agenda for today and be able to come in here and complain about it? You

can't find it on the website. As a Council member, I can easily find out what's going on but the people I'm looking out for, the people who are saying, "Is this place transparent?" It doesn't look like it because like I said, after you vote on this, now somebody could come in and complain but it's too late. I don't know how you go about doing it as far as the ECGRA Board is concerned. I know how the Council does it. We meet on Thursday, we discuss what's going on, that goes on our website immediately.

As far as the budget is concerned, I couldn't make heads or tails of the budget that you people have. Again, we're talking about transparency. I can tell you what the County did in 2017, what the revenues were, what they expended on a line-by-line item basis, on a \$406 million-dollar budget, yet I couldn't find anything other than the Profit & Loss statement that you put out. I think you indicated that you were going to do something about it to make it more transparent, bring it up something like the County has or for that matter, anyone else might have.

The other issue I looked at is, this is nice and I come in here and I see "Approval of the Agenda." Who approves it in the first place? How many members voted for what is going on this particular agenda for today? Anybody have any input on it? How does that happen? I don't know.

Mr. Sample: I talk to Mr. Wood.

Mr. Peters: Mr. Leone, if I have something like today on my portion which is the Treasurer's Report, I think there are three or four bullet points. What I did is I submitted to Perry and said, I would like these on the agenda. That's how I do it for my particular piece.

Mr. Leone: What you're telling me is that any Board member can call Mr. Wood and tell him, "I want this on the agenda."? Is that correct?

Mr. Peters: Yes.

Mr. Leone: That's what I wanted to know; I'd like to find out just exactly how that happened. I know that the last time I was here you discussed loaning the RCWE building \$1 million dollars at 0.5% interest rate because they're in bankruptcy.

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

Mr. Leone: The RCWE building is in bankruptcy and I believe you are the one that suggested you loan them \$1 million dollars at 0.5% interest rate.

Several Board members say No.

Mr. Peters: Please let me clarify. Absolutely not. First of all, this has been going on for a number of years with the RCWE building. Someone that we loaned money to, the Enterprise Development Fund which was one of the organizations that was part of the Greater Erie Industrial Development Corporation, they were loaned money from ECGRA. The Enterprise Development Fund was in two tranches given money for the purpose of making loans to small businesses. The Enterprise Development Fund loaned some amount of money to RCWE; I don't recall the exact amount – I think it was about \$500,000.

The context in which that was being discussed, Mr. Leone, was around the restructuring of the debt to the Enterprise Development Fund. I never would have suggested loaning money to RCWE. That's absolutely not accurate. And because I know there is a question about my business and the

things that we're involved with, my company manages the RCWE building and therefore, I would never have brought that up.

Beyond that, within the bankruptcy, that case has been dismissed. That building has been taken back by the bank, by FNB Bank who is the primary lender. I'm hoping that the minutes will reflect this very clearly and correctly that at no point did I ever recommend that this Authority loan money to the RCWE building. Never, once. The Enterprise Development Fund, which this group voted to loan money to so that it could make loans to small businesses some number of years ago, I'm going to say about five or six years ago, they loaned money to the RCWE building. We never did.

Mr. Leone: So, the Enterprise Development Fund that you're talking about, who is that?

Mr. Wachter: Mr. Jim Gehrlein is the Chair of that Board.

Mr. Leone: That's the banker.

Mr. Wachter: Yes, former banker.

Mr. Peters: Someone from Schaffner, Knight, Minnaugh is on that Board, Harry Brown was on that Board. I don't recall the rest but there is a number of people on that Board.

Mr. Leone: Then I misunderstood what you were talking about as far as the million dollars was concerned.

Mr. Peters: I think that over the years we had given the Enterprise Development Fund \$1 million dollars, roughly. And by the way, the County Executive was here about one year ago – maybe two years ago – when the GEIDC was in the middle of their bankruptcy and the County Executive was here, sat in that chair, and said to me, "Why won't you give them another half million dollars?" There were many people around this table at that point and I said, "It would be irresponsible for us to give them any more money." I guarantee that's in the minutes somewhere.

It would have been an absolute travesty to have given this near-bankrupt organization another half million dollars.

Mr. Leone: I misunderstood what you said then.

Mr. Wachter: Mr. Leone, if I could just point out one thing as well. This Board, as long as I have had the pleasure of serving, has never loaned funds directly to a company. All monies that are ultimately loaned out go to some other entity that does the scrubbing of the loans, that issues the loans, that does the collections; they'll give us payments back pursuant to our notes. There is no direct Gaming Authority-to-Company loans.

Mr. Sample: What we did do was we restructured that loan with the GEIDC.

Mr. Wachter: That finally just closed. The GEIDC, because of their financial concerns, their financial issues, they are a CDFI (Community Development Financing Institution) certified by the United States Treasury. They had some concerns potentially about some bad loans that they did make and they were concerned that they were going to be unable to make the balloon payments at the end of their term back to the Gaming Authority, so this Board approved taking all of their loans, resetting them on a new 10-year clock, and having them pay 1% interest on a quarterly basis for nine years, eleven

months and on the last month to make a balloon payment back to give them time to reorganize so that that entity can continue to make it's low-interest loans to businesses in Erie County.

Mr. Sample: And if I'm not correct, they had asked us to forgive part of that and we could not do that.

Mr. Wachter: They wanted full forgiveness.

Mr. Sample: They wanted full forgiveness of the amount of money that was owed to us and we could not do that so what we did was we restructured it for them.

Mr. Leone: There was \$3 million dollars that was lost was the County's money. And just for your information, there was only one member that didn't vote for that \$3 million dollars to give to the GEIDC and you're looking at that person right now. I didn't vote for it because I didn't think it was a good plan in the beginning.

I did talk to the County Executive and I thought that was what we were talking about; loaning money to the RCWE building and she was opposed to that. Also, we talked about your Resolution E which has the Anchor Building. She's highly opposed to that too. I don't think that this Board should be involved in construction project to build buildings and to say, "Okay, we're going to bring 501c3's into that particular building." At least that's what I understood when I listened to what Mr. Wood was talking about. I think that's highly irregular to do that too.

Again, I still think that as far as transparency is concerned, there's no way that any regular citizen can look on this website that you have and say, "Okay, this is what's coming up on these Thursday meetings that you have." There's no way they could tell. After the fact, yeah, but I don't think that's what the community should be entitled to. I think they should be entitled to be able to look at your agenda, find out who voted for it, how they voted for it, and the minutes previous.

That's my thoughts. Thank you.

Mr. Lee: Mr. Chairman, if I could. In reference to the County Executive, she did not have all the information as it pertained to the RCWE building. We ascertained the information and we found it to be exactly what Mr. Peters had stated; that it was through the Enterprise Development Fund and that was how that money was facilitated. Once she understood that as far as the process, she understood that ECGRA was not making any direct loans to any facilities.

In reference to the Anchor Building, she and I have not gone through it. I have not gone through all the guidelines and all the information pertaining to that. Until we can go through that thoroughly, we cannot weigh in from the Administration side. I know it's a new concept and it's being evolved. I just wanted to inform you of that.

PRESENTATIONS

a. Daria Devlin – Erie's Public Schools: Planning for the Future

Ms. Devlin: Good morning, everyone. I'm Daria Devlin from Erie's Public Schools. I met most of you this morning. I'm the coordinator of grants and community relations for the district. Superintendent Polito had intended to be here this morning, but unfortunately, he didn't have water or power at 7:30am, so I am here in his place. You're lucky because I won't go into numbers the way he would; that's maybe a good thing or a bad thing, I'm not sure.

I do appreciate you letting me talk to you for just a few minutes about the Pilot Project Grant that we have put in. I really want to thank Mr. Maggio and Mr. Wood for allowing us and walking us through this. I understand that this is a new project for you as well, so I'm here to just talk about it.

I gave you some handouts this morning because there are some numbers and data that are important to see. Mr. Polito felt it was important for us to begin by telling you, in case you have been living in a hole over the last several years and you didn't know, basically the district has faced a series of, a decade really, of financial distress over the past ten years. This is just a summary of the things that have happened over that time. Many of you know this; we've close five buildings, six schools, eliminated more than 350 full-time employees, cut our central administration, and reduced a number of programs. As you know, our funding and equity was widely reported.

Because of the work of the community coming together with us we were able to secure an enormous investment by the State this year to really fix this problem, but up until then you can see that Erie's Public Schools was way out of whack in terms of funding with the rest of our local districts. The reason we talk about that is because what that means is that programs were cut over this period of time. I think that when we talk about money and we talk about cuts, I don't think people really understand what that means to kids.

Over that period of ten years, this is just a small list of the things that were cut as part of those budgetary issues. All small group instruction for elementary students – that's when you're individually working with groups of kids who are struggling – it completely went away. Our transition program completely went away. Summer school was cut completely. No after school help, no after school programs. Electives, all of those things that engage kids, completely went away. Instructional coaches, which was how we helped our teachers grow into better professionals, that was taken as well as professional development and curriculum replacement cycle. That period of ten years eviscerated what the City of Erie School District looked like and what it was able to offer. It resulted in severe academic problems for our students.

This graph was put together by our consultant, who I'll talk about in a moment, but in this graph every box represents 20 students. The way that our consultant likes to talk about this is if you have 20 students lined up in front of you, they are represented by one box. The box tells you how many of those students is actually scoring at a proficient level on State exams. For example, the first line there is all students in English/Language Arts. If you go all the way to the right, you'll see 2016-2017. Take a look at third grade. What that means is that in 2016-17 only seven out of twenty students were proficient in reading on State exams; only seven. And in fourth grade there were only six, and fifth grade only six, and it goes on from there. Those are pretty staggering numbers.

Even more staggering is if you go down to the next set of charts at the bottom which represents math, you'll see that in 2016-17 only three out of twenty eighth grade students were proficient in math. What that tells us is that this decade of cuts didn't just affect our teachers and our staff, it directly impacted the academic achievement of our students and now we find ourselves in really a crisis situation.

That being said, we were lucky enough to secure a \$14 million-dollar investment from the State; it was the highest investment given to any school district we believe in the history of state-subsidies. But it really does not solve every single problem that we're going to have. This particular graph, again this is Mr. Polito's world and I will do my best here, but this shows you that after that \$14 million-dollar subsidy and after the enormous reorganization we undertook last year in combining all of our high schools, we will be in 2017-2018 really okay. We'll have a surplus of about \$10 million dollars which is wonderful considering the fact that beforehand we were always operating in the negative.

If you look out a number of years to 2020-2021 you'll see that our surplus again is very low and in danger of perhaps going into a deficit. What this tells us is that we need to be very thoughtful about this \$14 million-dollar investment and we need to make sure that we are wise stewards of it because it will not just be smooth sailing for us on into the future.

Because of that we decided that we needed help; we needed a strategic plan, we needed a professional consultant to come in and tell us how to wisely invest this money, how to take all of those

cuts and all of those issues and align our dollars to reach our goals. These were really the goals of our strategic plan and the goals of our district.

I really want to call your attention to the third bullet point that talks about ensuring that students graduate with skills that meet the needs of the local economy. I understand your role in terms of economic development here in the County and I want you to know that Erie's Public Schools takes that very seriously as well. We are not just graduating students; we need to graduate students who can fill the jobs that are needed in this economy. Doing the work with middle and high school students to make sure that they are getting those skills is incredibly important to us and it is a stated goal of our strategic plan.

In looking to do a strategic plan we did a lot of homework to find a professional. We talked, and I'll be honest with you, we talked about whether we could do this in house; maybe we could just go through the process. But we really felt that we needed an outsider to come in to take a hard look at what we were doing and to give us some really good advice on how to move forward. In doing that homework we came across this organization – Performance Fact, Inc. This organization really rose to the top very quickly. It is led by Mr. Mutiu Fagbayi; whenever he comes to talk to us he tells people how to say his name because it is not easy!

Mr. Fagbayi is from Nigeria originally. He worked for Kodak, which we all thought was interesting. In fact, we're pretty sure that he worked with our former superintendent, Dr. Badams, at Kodak years ago which was just a strange coincidence. Mr. Fagbayi worked for Kodak, went on to work for the National Center on Education and the Economy, and then since the 90's has been doing this work – professional development and strategic planning for urban school districts. For any of you who have met him, I know Mr. Peters and Mr. Wood have met him at some of our community meetings, he is really wonderful. He is wonderful in the way he's able to bring a room together and what he's been able to provide us so far.

Here's the process that he has given us that we have gone through since January. He started with some student focus groups, meeting first with kids, and he is clear about this – we are not going to talk to any adults until we talk to kids about what they want from their schools. So, he met with focus groups from our schools in January, he has then met with all of these groups. We have a core planning team that includes about 150 members; those people have met for four full days and they have two more coming up during the spring. We have an alignment team, that's what we call the movers and shakers; they are the higher level like the Mayor, the County Executive, the leader of the Erie Community Foundation, United Way. Those are the people that are going to help us align our strategic plan to what's happening in our community.

He has obviously met with our school board leadership, our district leadership; we've had two formal community meetings plus the Metro 100 that the Jefferson hosted for us. Right now, our schools are all meeting as one. Each individual school is meeting with its entire staff to talk about the process and to find out from the janitor, from the lunch lady, from everybody in the building whether we are on track for our strategic plan.

Let me show you where we are. After all those meetings, these are the five benchmarks that all of those people have basically agreed upon at this point for what we need to do before 2024. Let me just say that these are frightening and when we have met, there are people at the table, I think that Mr. Polito alluded to, that are sweating a little bit when we say that this is where we want to be in 2024. For early reading, we want to show that 90% of our students are proficient in reading by the end of Grade 3 by the year 2024. If you recall back to those slides, our numbers are not at 90%. They are nowhere near 90%. This is going to take huge effort, but we're willing to say that this is something we want to put out and align our resources to do.

In terms of civic responsibility; there was a great discussion about making sure that kids are graduating, being able to critically think, and engage in their community. We've decided that by 2024, 100% of students will participate in a real-life community project. We're saying that right now that by

graduation, that is what they will do. We're saying that in the core subjects of Reading and Language Arts, Science, and Math, we're going to double our proficiency rate. If it was seven out of twenty students, it's got to go to fourteen out of twenty in Reading and Language Arts, and we're going to triple that rate in Math. So, in those places where there were three students proficient in Math, we need to get to nine. That's probably not where we need to be in the end but by 2024, that's our goal.

Proportional discipline was a very heated conversation. This really deals with issues of race. We understand, in our district, we have real issues in terms of proportionality and discipline. We have about 35% of our students are African American but about 70% of our disciplinary actions are against African American students; that's out of whack. We need to do professional development and work with our students to, by 2024, reduce the behavior events involving African American students by 50%. That also is a huge goal for us but we know that it is important and it really gets at these issues of race that underlie a lot of our work.

Finally, probably the most exciting for you, we want to say that by 2024 we will have a 100% graduation rate. Right now, graduation rate is about 79%; that's not great. We need to increase that to 100% by 2024 and that includes a 0% drop-out rate. Every kid, even if it takes them six years, walks out with a diploma. That's something that we're willing to say that by 2024 we will commit to.

The cost of the strategic plan, the cost of this work so far and what the consultant has been able to do with us is \$106,600; that includes the space for the meetings, the food for the meetings, all the technology and supplies. We have requested of you \$30,000 to go toward that cost. We have also put in a \$30,000 request to the Erie Community Foundation Helping Today; so, we're really asking you and the Erie Community Foundation to match each other. Gannon University has provided us with \$12,000 of in-kind; that's space for our meetings, that's technology at all of our meetings which really is not insignificant. They have been kind enough to offer that; that's a huge investment by Gannon. The District will then cover the rest and that comes out to about \$34,600.

My goal here today was really to let you know how important this is to the district. As I think you can see, it is hugely important work; it is important to our entire community and we would hope that you would invest as part of your Pilot Projects because we believe that other districts might look at this process and say, "This is worthwhile. It's something we want to do. It's something that we could replicate."

I'm happy to answer any questions that you have. I know that some of that data is a little difficult to understand. If I can, I'm happy to answer questions about that or about the process itself.

Mr. Lee: Thanks, Daria, for the great presentation. Can we go to the slide that deals with the student's proficiency on the state tests? If I am interpreting this correctly, I'm looking under the English/Language Arts; the American Indian or Alaska Native for sixth grade, I'm reading that 20 out of 20 are at that level – they are performing proficiently?

Ms. Devlin: Yes. I'll be honest, Mr. Lee, that was something that was surprising to us as well. We went back to Mr. Fagbayi because he took an enormous amount of data and distilled it into this and we questioned that number too and asked him to go back and check. He said that, "Yes, that really was the number." We were a little concerned because you don't see that in Math as well. We do believe that that number is correct. We would hope that all of our squares will be blue like that in the future, but yes, that is correct of those American Indian students.

Mr. Lee: This may require additional research, but has anyone been able to drill down to identify why the students are doing so well, which is great?

Ms. Devlin: It is great. To be honest with you, arranging the data this way isn't something we wanted to do but I think that drilling it to those 20-student blocks really helps put this into focus. So, no, I think

this is the first time we have looked at the data this way and that is something that we need to do – drill down and find out why.

Mr. Lee: Hopefully that can be added on. One other question in reference to the proportional discipline; you stated that 35% of the students are African American as far as the student population and 70% is a disciplinary issue. Have you been able to ascertain why that is currently?

Ms. Devlin: We have not been able to ascertain why. Of course, you will get a broad range of answers when you start digging into this. I think the important issue is that we are recognizing it, we're being transparent about it, we're not trying to hide that issue. What Mr. Fagbayi has said that I think resonates with a lot of people is, "This is a problem that has to be solved on two sides. Teachers need to change their mindsets; we know that and that is professional development that the district can provide. Students need to change their behavior."

What you'll see at the bottom of the slide that I didn't even point out, it's a little note for us that we need to go back and revisit/work in self-responsibility and self-discipline. When Mr. Fagbayi met with the students, they actually called out this as the most important goal to them. We found it very interesting for elementary and middle school students to say, "We want to have more responsibility and self-discipline." We thought that was odd, but what we know is that kids see misbehavior around them, they know it is getting in the way of their learning, and so they want us to address it. We believe that by working in some of this goal-setting into that proportional discipline benchmark, we can help kids take some responsibility for the behavior of themselves and their peers and get at that from both sides – teachers and students.

We're working on strategies now. We've identified the benchmarks. Now it's time to do the hard work of the strategies.

Mr. Lee: Thank you.

Mr. Peters: I wanted to make a comment. I had a chance to go to the event at the Jefferson and participate in the survey part of this and it was really fascinating. You're sitting in small groups and everyone has their paper and writing and then the facilitator came and sort of worked with each of us. It was fascinating to see how similar the responses were. What was most fascinating though, you might think that business people and elected officials and people who are paying attention to this kind of stuff probably have some similar goals. What was really fascinating to me was the slide that showed what the students said what was important to them and how close they were. I know Mr. Lee was there and Mr. Wachter and Mr. Wood. I don't know what it was like at your tables but at my table it was really a neat experience to go through that process.

Ms. Devlin: Except for the technology one, which was interesting. Only the Metro 100 group identified students graduating with technology skills and being able to function in a technological world; only that group identified that as a goal. None of the other ones had. To us that's important because if the business leaders are saying it's important, then perhaps it should be worked in somewhere because, for the most part, those are the employers. We also found that very interesting that that was the only one who came out with technology.

Mr. Barney: Twofold. One is the question pertaining to, and I know you have Ken Nickson as far as the diversity, how is that progressing as far as a change in the make-up of the presenters? I feel that that plays a part with the disciplinary action, especially at the grades that you're identifying – three through eight. Failure to succeed there is nothing but a set-up for failure in nine through twelve. And

then we keep speaking on the graduation rate. So, first how are we moving along as far as Ken and diversity, identifying maybe instructors that look more like the population that is in the building.

Ms. Devlin: Do you want me to answer that one first?

Mr. Barney: Sure.

Ms. Devlin: What I think is really exciting about this process, and again why it has been so important for us, the district has a lot of initiatives and this is showing us how to streamline and align all of our initiatives. So, Mr. Nickson's work around increasing diversity of staff fits absolutely under this issue of proportional discipline. We know that the two things are connected so it really gives credibility to some of these initiatives to say that they are lined up and that we need to put more resources into them. The work that he has been doing somewhat in a vacuum is now being brought very formally into the plan. I would say to you that I think we'll see even more action from him over the next few years. So, yes, it's already begun with him visiting job fairs around the area, we have some work being done about how to alternatively certify teachers. So, if we have an African American with a Bachelor's Degree who is interested in teaching, we're reaching out and saying, "Here's how you might be able to get an alternative certification to be a teacher." Those things are moving and I think they'll continue to move based on this plan.

Mr. Sample: Dale, did you have another question?

Mr. Barney: I'll pass on it because that coincides with the disciplinary action.

Mr. Sample: Are there any other questions? Thank you very much, Daria. That was very helpful.

COMMITTEE REPORTS

a. Treasurer's Report – Mr. Peters: I apologize in advance because the March meeting is always pretty busy in this department.

1. First, we have the monthly financials. I'll let you all ask questions if you have any. You have the regular Profit & Loss, Balance Sheet, Statement of Cash Flows, Budget vs. Actual (remember that this is our last month of our fiscal year), Schedule of Grant Reserve (where we outline for everyone where we've committed those dollars that we've already got), and the Check Detail Report (which highlights the checks that we have written).

I'm comfortable with the staff's preparation of these reports and am glad to answer any questions that anyone might have.

Mr. Paris makes a motion to approve the financials. Mr. Barney seconds the motion. Motion carries 9-0.

2. Next, I wanted to talk about a couple things that have come up over the last couple of months. We have, as an Authority, been asked to be as transparent as possible in our reporting. As I thought about this, one of the things that I thought might make sense is that we consider, along with an annual audit, a quarterly financial review. We're a small organization; we don't have a large, sophisticated accounting department. I think Tammi does a tremendous job and when I see things that I have a question about, I

talk to her. If I want her to get some advice, she goes to MaherDuessel (which is the firm that does our audit). That's been, generally, a very good process.

At the same time, I am not an accountant or a CPA. I'm not sure if anyone else on this Board is; it might make sense that we invest some money with MaherDuessel to do quarterly financial reviews. We did solicit proposals from both Buzz Felix at Felix & Gloeckler (they were our prior auditor) and from MaherDuessel (our current auditor). At the end of the day, I think that my recommendation would be that we consider – and I'll talk about the budget a little later – but it would be \$1,500 a quarter. They would, in essence, be doing a mini-audit every quarter. I think that would be a wise investment of our dollars based upon the fact that lots of people ask us lots of questions about the financials and just knowing that we have someone who does this for a living is reading them might make sense.

That is just something I wanted to discuss with everybody and get everyone's opinion. I built that cost in to the Draft Budget.

Mr. DiPaolo: Mr. Chairman, you're talking about transparency; why would you limit it to two CPA groups? Why wouldn't you open it to everyone in Erie and then get the best price?

Mr. Peters: We can do that. This was something that . . .

Mr. DiPaolo: Mr. Barney, what are you laughing about? You think that's funny?

Mr. Barney: Because I want to. I can laugh when I choose to.

Mr. Sample: Part of the issue with Felix & Gloeckler thing initially, Chuck correct me if I'm wrong, they didn't have the qualifications to do the original audit. Was that not part of it?

Mr. Peters: I don't know. We switched from Felix & Gloeckler . . .

Mr. DiPaolo: The only thing I'm saying is if you want to do this, let it out to everybody and see what kind of price we can get. Maybe we can get it cheaper than \$1,500 every quarter. That's what I'm saying.

Mr. Paris: Aren't there only a few companies in Erie that can do this?

Mr. Peters: I don't know. I have no issue putting it out to bid; it doesn't bother me one way or the other, if that's what the Board chooses to do.

Mr. Leone: Mr. Chairman, might I comment?

Mr. Sample: That's fine.

Mr. Leone: He's quite right in having to do something. I think it's quite appropriate. We just lost Joe Maloney, who we paid substantially more than what you're getting if you went with Felix & Gloeckler or whoever. I understand Mr. DiPaolo's concept to go out for bid for this; we always go out for bid regardless of who it is, to come up with the best possible of meeting the requirements obviously. I think that's an excellent idea.

Mr. Wachter: If I could just make a comment. It has been the experience of me and my clients and I believe we have had this experience here at the Gaming Authority that yes, going out to bid is a good idea but please remember that the last few times we bid out for auditors, we get very limited response. There are less and less accounting firms that are doing this level of government audits. I want to at least set the expectation that you will probably have a very limited response.

Mr. DiPaolo: If you only get two back, that's fine. At least you did it.

Mr. Sample: We can do this in two stages. We can approve the quarterly financial review process, then we can suggest that it go to bid.

Mr. Peters: Ultimately, as we go through the budget, if it makes sense we can plug in the number that MaherDuessel gave us and then we direct staff to go out and find other potential auditors and if it's less than good. If MaherDuessel ends up being the lowest qualified bidder, then we are able to just proceed.

Mr. Sample: That would be the benchmark.

Mr. Barney: Excuse me. Just for clarity, Mr. DiPaolo, I wasn't laughing at you. It was really about the problem with opening it. From previous exchanges, I knew that due to the type of funding that we have, whoever audits us has to have a certain status or levels of qualification. And also, we're not considered big enough for a lot of them to want to do it for us. That's where I was coming from, because we had already discussed this. Yes, I'm open to the lowest bidder that meets the necessary qualifications.

Mr. DiPaolo: Very good. I'm sorry about that.

Mr. Sample: Moving along, because we are under some time constraints today.

Mr. Peters:

3. Credit card policy – The County Controller, Ms. Schaaf, requested a copy of our credit card policy. This goes back to when we sent her various financial information that she had asked for, and one of the things that came up was she asked for a copy of our credit card policy. First of all, just so you're all aware, she asked if we all had credit cards and if we are allowed to use them and of course the answer to that is no, none of us have credit cards. Perry does have a credit card which is used for various things and we review that monthly.

But she brought up a good point that we don't have a written policy that says, "Here is when you can use this credit card; here's when you can't." So, I had asked the Solicitor to please prepare a draft credit card policy for us to review. Tim, I don't know if you want to talk further about that.

Mr. Wachter: This is an issue that came up with another client that was audited by MaherDuessel and I asked MaherDuessel if they had a sample credit card policy that would be appropriate for that organization. They said they did. I've asked Mr. Wood to ask MaherDuessel from the Gaming Authority if they had a sample credit card policy. He has and

there has been no response. So, rather than recreate the wheel for something that exists, we've asked the auditor for something that they would find to be acceptable.

Mr. Peters: I would hope that we will take action on that next month unless any of my colleagues on this Authority Board would differ with that idea; I'd like to just continue to ask Tim to work with Perry and MaherDuessel to get us something that we can all just vote on next month for the policy.

4. Draft Budget: The next thing I had asked Perry to put on the agenda was a draft budget. I took a stab at what I thought the budget should be. Typically, we vote on this at our April meeting. Since I've been on this Board, long before I was the Treasurer, it was sort of policy that in March we would go through the budget and discuss it and then we would take action in April. In thinking about that a little bit, Tim and I talked about how the month ends our fiscal year and we likely need a continuing resolution to spend at current levels between April 1 and whenever the April Board meeting is that we vote on this.

With that as sort of a backdrop, I thought we could go through this. There are some line items that propose increases such as 62110 – Auditing Fees. That includes the MaherDuessel, and really, we're only adding three \$1,500 payments because we're doing the audit. If I read that proposal correctly, is that right Perry?

Mr. Wood: Yes. There would only be three because the fourth quarter is the audit.

Mr. Peters: Right. Anyway, that's how we got that number. I kept Government Relations as it was, Professional Services stays the same. Legal services we bumped up a bit because we've had an extensive number of right-to-know requests in the last several months and it does require some work on the Solicitor's part so, I propose that we nudge that up a bit. As we go through the next category of Facilities & Equipment, that budget number goes down a little bit. Office Administration - you see a few categories that go down a tiny bit based on our current spend levels.

The other thing that I thought we might want to consider talking about is you'll see I kept Salaries & Wages the same. We may want to consider an Executive Session and ask the staff to leave for discussion of that point, but for purposes of knowing that this Authority likes to participate in these conversations, we did not propose any sort of cost of living adjustment. I believe that the County has but I also know there are some differences in how the County did it – there were some "true-ups" and things that made it pretty complicated. I don't know if Mr. Leone has any comments on that. But I didn't propose any increases there.

I'm not sure how you guys want to proceed – if you guys want to talk about it line-by-line or I'm open to however you want to discuss it. But we would ask that we do our best to get our comments in on this to me, if you want to talk about it today, but if there are further things that come up, it would be ideal that we take action on this next month and consider a continuing resolution for the first few weeks of April.

Mr. Wachter: Mr. Peters, it appears the continuing resolution did not make the agenda. However, I believe Mr. Wood has the language if we could pull that up again to show the Board what the continuing resolution would say. It can be summarized by saying that it is merely an authorization for this Board and this Authority to continue spend levels at last year's budget on a proportionate basis until such time that the budget is adopted and this authorization would only go until the April 2018 meeting of the Board of Directors. Essentially,

this is just an authorization to continue spending at the usual and necessary levels for the next few weeks.

Mr. Peters: I would say that we have a reorganization next month when the Board positions have the potential to change. I would recommend to whoever is the new Treasurer that maybe we bump this up and go through the draft budget in February and then vote on it in March, rather than having those sort of dangling few weeks that we're dealing with. I went back and looked at it's just the way this Board has done it for years and I think it's just one of those things that as we mature, it's probably a good idea to correct that.

I'm open to talking to the budget in general. My recommendation is that if we're going to discuss staff compensation that we call an Executive Session.

Mr. Lee: Mr. Peters, under the auditing fees, I know you covered MaherDuessel. Are there any other expenses because it is going up by \$4,500 and that's about a 40% increase? Are there any other fees associated with that?

Mr. Peters: It's the \$1,500 times three. The full-on audit is more expensive but that, in essence, covers that fourth quarter.

Ms. Wyrosdick: Just a question regarding employee compensation. Is there a process by which the employees are annually evaluated, such as a performance review?

Mr. Peters: There is a Personnel Committee. I don't recall who does that.

Mr. Paris: Dave Yaple was in charge of that.

Mr. Peters: He was the Chair of the Personnel Committee.

Mr. Wood: Short answer is yes, there is an evaluation process in place.

Ms. Wyrosdick: During that evaluation, is there a recommendation that then comes from the committee?

Mr. Wood: There has been in the past.

Mr. Sample: I don't know if you want to go into an Executive Session but I'd like to propose that there at least be a cost-of-living in Wages & Salaries.

Mr. Peters: Mr. Leone, I haven't been able to follow completely. Is the County doing a COLA (cost of living adjustment) this year or is it different because of – I know there was a consultant that came in and recommended some changes on how to deal with payroll and things. I'd love to just learn.

Mr. Leone: I think we've been through that more than once; it's been about two or three times of having a consultant come in. Our IT office can certainly help you with a lot of what you're talking about as far as the budget itself is concerned. I think that your plan to hire somebody in that particular area to do quarterly reports helps in any type of transparency as far as this department is concerned. I don't have all the particulars; I'd have to go to the IT department to

find out just exactly what they've done and how they've done it. I think they've done an excellent job.

Even our budget, when we have budget sessions, if the department comes in and let's say they need another employee, they spell out the reason why they need the employee, what the cost of the employee is, how much more we have to put in the budget for that particular employee. Every issue is pretty well spelled out. By the time you're done, there are no questions on a \$406 million-dollar budget. That's a pretty extensive set-up as far as. We get a budget disc every year and it's updated every couple of months because as we spend, there are changes in spending patterns and what goes on as far as spending. I don't know what they recommended in that particular area.

Mr. Peters: Do you know, Mr. Lee?

Mr. Lee: At the last meeting it was suggested that this particular Board reach out and find out what the County's IT process is, as far as what Mr. Leone is referring to as far as record keeping and being transparent. I provided Mr. Wood with the information to Mr. Freeman who is the director of our IT; perhaps Mr. Wood can comment on the communication that he and Mr. Freeman had.

I will comment on this and will be very brief but in reference to the County as far as cost of living, as you know, we deal with 1,200 employees. Of the 1,200 employees, approximately 800 are what we call bargaining Union employees and the other 400 are non-bargaining which would essentially be management. Where we are currently, we are going in to negotiations in the later part of the summer or early fall, and traditionally what has transpired – and this is not what you have to do – whatever percentage for the increase for the bargaining employees, we typically translate that for non-bargaining employees. That is not a written rule; there have been years when the bargaining unit received an increase and the non-bargaining, which is management, did not. That's at the total, complete discretion of the County Executive for the non-bargaining. But traditionally we follow that route.

The last four years I can speak from 2014 until today, it was 3% for each year. What is going to happen in 2019, that is to be determined through our negotiations. Thank you, Mr. Chair.

Mr. Peters: Thank you both. We can come back to the software and technology part later but I was hoping that we could talk about the budget itself.

Mr. Sample: I would still propose that we put a cost of living increase in there.

Ms. Presta: Mr. Chairman, when does the annual performance review take place?

Mr. Sample: Because Mr. Yapple was in charge of that, we're going to have to proceed with that. I would say as soon as possible.

Mr. Peters: Do you recall what month Mr. Yapple would hold those?

Mr. Wood: We wouldn't do it every single year. I think that two years ago was the last time we did it. We did it pretty steady and then we stopped doing it at some point.

Mr. Peters: This is a working Board that has to do that. Whoever the Chairperson is of that committee has to make sure that that happens because Perry can't do the review of himself. It's a little different because there is no structure other than Perry.

Mr. Wood: I have templates based upon Executive Director reviews of best practices from non-profits and it typically starts with an Executive Director doing a self-review and then members of the Personnel Committee doing an Executive Director review in conjunction. Then both results go to the committee for discussion purposes and typically that committee publishes a report for the rest of the Board.

Compensation, historically, is not part of the assessment. Some HR experts will tell you that it's not a good idea to link non-profit compensation to that employee review. That's more in alignment with whether or not the employee is achieving the strategic goals of the organization in the form of the strategic plan. Folks in the HR community are on both sides of that.

Mr. Peters: While I think those are good and solid questions, I'm looking at it, as the Treasurer, purely as a whether we go forward with that expense at some point later or not, again that's up to the Board. I guess I need some direction from my colleagues as to whether we want to even consider budgeting for that.

Mr. Sample: I think it's important that we put it into the budget; it may not come to fruition but I think we need to budget for it. Are there any other feelings on that?

Mr. Wachter: Is there a Personnel Committee at this time, Mr. Sample?

Mr. Sample: No. Mr. Yapple was in charge of that.

Mr. Wachter: From a process standpoint, would it make sense to reconstitute that Personnel Committee, put something in the budget so you have an allowance expenditure, but note the fact that the Personnel Committee should come up with those reports and a recommendation. If you get it done by April, great; if you get it done by May you can determine at what point it would be effective.

Mr. Logue: Are we going to coordinate with whoever our accounting, if we are going to quarterly, to ensure that our council can weigh in on that also and maybe also have some ideas with respect to how to handle the compensation or whatever. Maybe we just need to hold off a little bit, find out who we're going to get for our quarterly audits, who's going to do that and then rely on them to be part of the Personnel Committee to help us through this.

Mr. Sample: I think we still need to put it into the budget. We don't want to be out of budget. If we don't award it, it doesn't happen.

Mr. Logue: We're kind of out of budget already with what Mr. Wood had sent us. (inaudible)

Mr. Sample: I'm sorry, Tony, but I can't hear you.

Mr. Logue: I think it's a good idea but (inaudible).

Mr. Barney: Excuse me. We had a problem down here hearing what was said, so could you repeat that, please?

Mr. Logue: I said that it's a good thought but it needs more discussion.

Mr. Sample: I'm just trying to get it into the budget; I'm not saying that it's going to be awarded.

Mr. Peters: Just to clarify what I'm hoping for is that we do need to take action on it by the end of next month. This is something that I put together and need weigh-in from everybody. If you'd like me to consider changes to any of these line items, if you think we're missing anything, if there are questions that you have, I would just respectfully request that you send me a note or give me a call with any questions or concerns that you have with the budget. I tried to hold this pretty tight in comparison to this past year. If I can't answer something now, feel free to shoot me an email or something. Ideally, at next month's meeting, we're either going to enter into another continuing resolution next month or we're going to take action on a budget. It has been customary that we would take action next month.

Mr. Sample: Any other questions of the budget?

- b. Regional Assets Committee: Mr. Wood: It hasn't met as a committee but the Mission Main Street as a grant program is on your agenda today.
- c. Strategic Planning Committee: Mr. Paris: We have nothing to report.
- d. Update from County Council: Dr. Foust is not present.
- e. Update from County Executive's Office: Mr. Lee: Mr. Chairman, in the essence of time I will provide an update at our next meeting. Thank you.

REPORT OF THE EXECUTIVE DIRECTOR

Mr. Wood: I will try to expedite my comments as well. You'll see in front of you that you have a hard copy of the draft version of the Annual Report. The Annual Report comes out this time every year and we ask the Board to formally accept it into record at the April reorganization meeting. The purpose of the Annual Report is to list in detail the expenditures of the Authority, especially in the terms of the five Impact Areas that we have selected.

You also have a copy of the draft operations budget in front of you. The Board has been working with the Treasurer on that document. Then I want to go into the grant programs that are currently on the agenda to see if anybody has any further questions. I'll do staff evaluation of the Pilot Project that is in front of us based upon the questions that we ask ourselves internally.

Physician's Health Network, which is a school-based health center, we're going to ask you to take that off of the records and we will explain why. Then if there are any questions about the Ridge Policy Group update in terms of what is next.

Let's start with Special Events. We're going to ask you today in the form of a resolution to award Special Events in the amount of \$172,745 to 45 non-profits. We received approximately \$250,000 in requests. There are numerous events throughout the year that these funds support for the 45 non-profits, most of which have multiple events that they are supporting. We did deem two events ineligible in the staff review process. We modified about

half of the budgets that came in based upon inaccuracies or reviews that were inconsistent with our guidelines. There were two non-profits that reached that \$20,000 cap, which were Presque Isle Partnership and Roar on the Shore.

Municipal Collaboration funding was created in 2012; we are recommending that, this month, we open it up for the fourth time. Back in 2012 there was a lot of research that went in to this grant. We did an evaluation in 2014 to see how things were going. We have had 38 out of 39 municipalities throughout Erie County that have somehow participated in this type of grant-funding.

Mr. Peters: Who is the one who hasn't?

Mr. Wood: I believe it's Elk Creek Township. Just a reminder how this works – municipal collaboration's whole purpose is for functional cooperation from municipalities; it's new creative ways for municipalities to work together to split services. Things like municipal-merger consolidation and municipal study services are all eligible. These are creative ways that they can work together. We debated whether or not to continue this program at the end of last year in Strategic Planning and the Board did decide to go forward with it. The staff is recommending that we open this up; it's in the form of a resolution.

Next is Neighborhoods & Communities as an Impact Area and we're hoping this is going to expand. Typically, it has been focused simply on main streets all throughout Erie County. Eleven or so main streets have participated in the last several years in that grant funding cycle. We are recommending that Mission Main Street be open again for this year, beginning in October, being closed in December, and being awarded in January of next year in the amount of \$150,000.

We are also recommending that this area includes Renaissance Block Program as well based upon the research and focus groups. And finally, the staff is recommending, based on Board input and based upon the County's Cultural Master Plan, that the Anchor Building Program begin as well. In order to support buildings for adaptive re-use purposes, it requires some type of gap-finance. That program is focused on non-profits, municipalities, and authorities. These are the amounts we are requesting for funding; Anchor Building – two years to draw down \$350,000; Renaissance Block – two years to draw down \$500,000; and Mission Main Street – one year (being next fiscal year 2018-19).

Anticipating the Anchor Building and Renaissance Block would be over a two-year period recognizes two things. Number one, the programs are new and there is going to be an education process and workshop process that we will have to go through, but also some folks may not be ready for it right now. So, we may do two actual application processes, depending on what the reception is in the first round. We will keep the Board updated on that.

The Pilot Project consideration; you heard Daria present this morning. This would be the first Pilot Project that the Board is recommending since we moved to this title grant process taking place. And these are the questions we asked as a Board: Has the future of the public schools been documented through some type of public demand? The answer to this is Yes. Does this request fall outside existing ECGRA programs? It does. Does this request bridge a gap with other funding systems? The answer is Yes; there is no current system where someone else could make this type of thing or that we could participate in. Does this request fall within ECGRA's Strategic Planning criteria? Yes, it does; in Youth & Education. Does this request have an economic and community development focus? It does; in large portion what you saw in the presentation and in the written application is that they would like to align skills with what the local economy needs, they would like to align the education priorities with the region's economic and community development priorities. These alignments are really about getting young people graduated, getting them to college and getting them to be career-ready as the application requires.

The next question is, Does this request call for a purpose under the PA Economic & Development Financing Law? The answer is Yes. Does the applicant have a 1-to-1 match?

As you saw this morning, they have a 1-to-1 match simply with school district funding, but they probably have a 2-to-1 match based upon their other funding sources. So, staff is recommending that we move forward with this \$30,000 Pilot Project as per the milestones outlined in this description.

Grant reserve – the grant reserve report is a great way to track where we're at with multi-year drawdown funding. One of the things that we funded a couple of years ago was a school-based health center that was run by the Sarah Reed Children's Center at Wayne Middle School. We recently received a letter saying that that project is no longer going to move forward. So, I recommend that we take that \$100,000 off of the grant reserve.

Next, the Ridge Policy Group update; you'll see in the Executive Director's Report that there are two reports provided. First, is the activity of November 2017 – February 2018 in which we lay out specifically the steps taken by Ridge Policy on behalf of ECGRA and the mission we've given them for that period of time; it's there for your review. The second report is a specific activity report for the month of March. That March template is a little more detailed; that's the template that we're going to look to Ridge to do on a monthly basis and be able to provide to the Board at our meetings so we can clearly report out on a step-by-step basis what they did.

After you take a look at that, if you have any questions don't hesitate to contact me. Also, if there is something else you would like to see be a part of that. So far, they have included what they did as far as their action steps, the cost associated with the reporting to both State and Federal levels with their government relations activities, and communications between myself and Ridge Policy Group to show that there is back-and-forth communication, and finally, what is on deck and what is the next phase?

Impact Investing – I think this is something that has distinguished us a local government authority. It's when you make investments in the funders of small business. We've done this several times over the last seven years. This morning we talked about the Enterprise Development Fund; probably not the best example, but that is an example of a mission-driven revolving loan fund which makes investments in small businesses. We have invested in The Progress Fund, we have invested in Bridgeway Capital, we have invested in Ben Franklin. These are the types of entities that then take our funds, and through their due diligence process, they make investments in the private sector. This also insulates us from making investments in the private sector, which I think would be politically risky. We're in the process of opening that up again; I'll bring that back to you in April for consideration.

Exploration – what is exploration? We have talked about STEM on-and-off for the past several years. We've done a couple STEM pilot projects; we've learned a lot from that. I would say that it is still in the exploration phase as we move forward with the school district foundations. That has been a learning process for us – how to interact with school districts. The STEM stuff seems to resonate well with this Board of Directors. What I will do is I will continue to do research, we'll bring it to a Strategic Planning Committee meeting, bring it back to the Board along with the research, and have some dialogue of what it might look like.

ECGRA Legacy Endowment – I have presented on this a few times but we have yet to take the next steps with the dialogue there; primarily because I haven't gotten a lot of feedback on that. I will be looking for more feedback in the next month or two.

That concludes my report. Thank you.

Mr. Logue: Mr. Chairman, with respect to the school district Pilot Program – staff recommended \$30,000. Who on the Board did you also speak to about that? Is there a committee on the Board that you went to to come up with that \$30,000 figure? Or is that just you and Mr. Maggio and Tammi coming up with that amount?

Mr. Wood: That's the amount requested by Erie Public Schools.

Mr. Logue: Is there a committee on this Board that you went to?

Mr. Wood: No there's not. Just to clarify, this is the first time that we have opened this process up since we created that new set of grant guidelines and so if the Board would like to have a separate committee meeting to explore Pilot Projects, we certainly can do that.

Mr. Logue: It's on the agenda now. You probably should have thought about that beforehand.

Mr. Peters: It's not been our process typically. We had a pilot program for several years that we stopped doing when there were questions about the expenditure. At that time, instead of that being in our grant budget, it was in our operating budget and we just recently moved that. This is the process that has been followed in the past. Processes can be changed, Tony, but the process has been that Perry would come with an idea that someone had brought to him, we would discuss it – and we as a Board have discussed this concept, and then at some point if they meet the criteria and the Board feels like it's a good idea to move forward, then we would move forward. I am not in favor, personally, of creating a committee to review Pilot Projects that come along a few a year. I personally would prefer that we work through it at existing regularly scheduled meetings. At this point, our committee meetings, we do invite everybody to. I don't know if, for something that would only happen two or three times a year, if it makes sense to have another committee. There are only nine of us. That's just my personal opinion.

Mr. Logue: When I was on the Board before, we did have a couple of Pilot Projects and that's when they first came about and we discussed them. If you recall that. If you also recall about committee meetings, when I was last on the Board, you wanted to segregate those committee meetings to just members and wanted to exclude everybody else; if they weren't on that committee then they couldn't come. That's all in the past. I see where you've moved on from there. Thank you.

Mr. DiPaolo: Mr. Chair, I did have a couple questions only because of the fact that I am new here. The \$172,000 that you're going to give to these organizations, 42 of them, how do we determine who gets what? How is that done?

Mr. Wood: That is a great question. The Regional Asset Committee met several years ago and created a set of guidelines. That set of guidelines guides the staff in this process; that set of guidelines is passed every year by the Board. What we have typically done is we determine eligibility and award non-profits that qualify for Special Events a percentage of their budget.

If you look at the guidelines the way they are currently written, it allows non-profits to apply for up to 5% of their budget. Celebrate Erie, for example is run by a non-profit. CAFÉ would come in with their current budget, let's make it easy and say it's \$100,000, then they would apply for \$5,000 for their Special Events grant. That \$5,000 budget goes into the cumulative grant total; the staff reviews the grant to make sure that what they're spending it on is consistent with the guidelines and that it is calculated accurately. We often find calculation errors. Then we take a look at the total overall; we start with 5% and then we shave it down until it gets to an acceptable number. The \$172,000 is about what we did last year and that was about 3½%.

Mr. DiPaolo: I understand what you're talking about but the question is, you're giving it to 42 Special Events. What if there are 70 that apply? Who makes that determination would 42 get it?

Mr. Wood: So, 45 applied and 45 are receiving the grant.

Mr. DiPaolo: So, in this instance, everybody who applied, got it.

Mr. Wood: Yes, sir.

Mr. Sample: As long as they qualify. There have been times when they didn't qualify and they were set aside.

Mr. DiPaolo: Okay. Second question I have on Resolution Number 5, is there a reason why you put the Anchor, the Renaissance, and the Mission all in one? Shouldn't these be separated?

Mr. Wood: We could separate them. They are all part of the Impact Area that we call Neighborhoods & Communities, so that's why they were put together. They obviously can be separated out.

Mr. DiPaolo: I would like to see them separated if possible.

Mr. Wood: You would just need to make a motion.

Mr. Sample: We're not to that point yet, so you can do it then.

Ms. Wyrosdick: At our special meeting two weeks ago, we asked that a meeting with the Ridge Policy Group be set so we could set an agenda for them for next year. Do we have any idea when that will take place?

Mr. Wood: We did talk about that earlier. It has not been set yet, but we are looking to set that meeting for April.

Ms. Wyrosdick: I'm sorry. Thank you for clarifying.

Mr. DiPaolo: I have one more question, if I may; in regard to the school district's request. Naturally, a lot of you know that I just retired as a District Judge and I had seven schools in my area at one time over that last 24 years. The truancy situation that Erie County is out of control, at least in the city. Since I was in office, I had over 5,500 truancy cases in 24 years. Last year, in 2017, I had close to 600 truancy cases. Everything that this young lady, Daria, said today with kids not graduating, kids not understanding what's going on in school, drop-outs, she is 1,000% right. I have worked with the school district for many, many years in regard to this problem, not only with that but the discipline that there are problems in school with. I would like, if at all possible and I don't know if we can do this or not, but I would like to bump that \$30,000 to \$50,000.

Here is my reason for doing that. You give money to Empower Erie, if I'm correct; \$400,000 for a community college that might not even become a community college. That's number one. You've given money to the Jefferson Society in the amount of \$400,000 for education. Well, I don't think there is any other organization for education than the Erie School District that needs that kind of money. That's my own preference. If at all possible, I would like to see that bumped up, if we can do it. If we can't, we can't.

Mr. Sample: Isn't that the amount they requested?

Mr. Wood: It is because their budget is based upon what the funds are that they are going to use.

Mr. Sample: Your point is well taken but we can encourage them to come back for other projects. But if that's the amount they requested . . .

Mr. Peters: With that said, if we gave them more they would just spend less of their money because they were in for like \$34,000. As long as we don't ever stray from our match requirement, we've always said, "If we give you \$50,000, you've got to match it with \$50,000." My thought is that if that proposal was made, if I'm reading the budget correctly, they would still be in compliance with our match. It's just that we would be spending a little bit more than the Community Foundation and the \$34,000 that they put up. Is that right?

Mr. Wachter: Mr. Peters, I am going to comment on this; please note that I am the Solicitor for the Erie School District. I don't get involved in who applies or reviewing applications for any project but I will say that the budget that was presented by Ms. Devlin is \$106,000 for the total project. There would be at least \$56,000 of other dollars spent that could be available for match.

Mr. Logue: Or if they wanted to, they could come and ask for supplemental something to help them out. That would be their option.

Mr. Wachter: If you were interested in opening that up as a Pilot Project. The concern, Mr. Logue, if we were to do that we would be setting a precedent of opening up Pilots for whomever, whenever, at whatever time. I just raised that because that is a concern.

Mr. Logue: Well, that would be up to them, if they wanted to come back.

Mr. Wachter: Then up to you as to whether you wanted to open it.

Mr. Sample: Correct.

Mr. Peters: Procedurally, couldn't that be done? Just like Mr. DiPaolo saying he wants to make a motion to separate these, he can make a motion to separate those; if he wants to make a motion to amend the resolution to \$50,000, procedurally, he could do that?

Mr. Wachter: Procedurally, he could do that. Yes.

Mr. DiPaolo: Thank you.

Mr. Peters: Can I ask one more question? This goes back to the continuing resolution.

SOLICITOR'S REPORT

Mr. Wachter: That is part of my report. As I had indicated earlier, the continuing resolution was not part of the agenda. If this Board wanted to consider the continuing resolution under New Business, I would suggest you take a motion to amend the agenda to include the continuing resolution for the period of the few weeks in April.

The second item is something that I previously disclosed; there are many entities that my firm represents that receive money. The Erie School District is my client and they have an application before you as we have discussed today. As legal counsel, I do not get involved in reviewing applications, receiving applications, advising on applications, nor do I make recommendations for approval or not. I'm just here to approve whether the process is legal and I wanted that to get on the record.

Mr. Peters: Since I had specifically elected to have that continuing resolution be on the agenda, I would like to make a motion that we amend the agenda to include, as New Business, acceptance of the continuing resolution.

Mr. Barney seconds that motion. Motion carries 9-0.

OLD BUSINESS

a. Review of Knowledge Park lease

Mr. DiPaolo: I had asked Perry for that be put on the agenda. I know we had talked about it a couple months ago in regard to the amount of money that we are paying for that. I talked with Mr. Leone, I talked with Mr. Lee, I talked with Mrs. Dahlkemper in regard to possibly continuing a month-to-month lease here at Knowledge Park with the understanding that they are looking into different places where ECGRA could be housed at; an area that would naturally have plenty of parking so we don't have to worry about parking.

Mrs. Dahlkemper informed me that they are looking at a couple of places downtown in Erie; basically, they're just looking at this particular time. They would like to see if in fact we could do a month-to-month lease here and then determine later on, if in fact they can't find anything, then we can go back to a yearly lease with Knowledge Park. That's the reason why I asked that this be on the agenda. If anybody has any comments.

Mr. Paris: What would the cost be?

Mr. DiPaolo: They don't know. They're looking at different places right now and they haven't talked about that. Maybe Mr. Lee can fill you in on that.

Mr. Lee: You're absolutely right, Mr. DiPaolo. We're considering and it's a moving target. One of the things is the County remains committed to cost and making sure that it's feasible. We have a budget that we have identified that we want to stay in. But as of right now, it continues to be a moving target.

Mr. Logue: Mr. Chair, are we on a month-to-month already up here?

Mr. Sample: I was going to ask the same thing.

Mr. Wood: I believe it expires in May.

Mr. Logue: Then we revert to month-to month?

Mr. Sample: I am not aware of that; I don't know how the lease is written.

Mr. Wachter: If I can ask Mr. Wood to send me a copy of the lease to review and determine if month-to-month is available under that lease. I can get an answer for you.

Mr. Sample: And the other answer that would be important would be if the County did find a building, what would be the time frame be to convert that so that we could go to a year lease, or something like that. But I think that needs further investigation.

Mr. DiPaolo: Before you do that, I would like to make a motion that we go to a month-to-month lease instead of a yearly lease.

Mr. Sample: Maybe we can do that in May.

Mr. DiPaolo: However you want to do it. But in any lease, and Council knows this, nine times out of ten when the lease expires it goes month-to-month until you determine what you want to do.

Mr. Sample: Once that gets reviewed we'll know.

Mr. DiPaolo: That's fine. We can wait until May.

Mr. Sample: Well, we'll do it in April.

b. Financial Disclosure page

Mr. Logue: Mr. Chair, I sent an email to Perry back on March 1st of this year; I actually started speaking about his in January when I first came back on this Board. Perry eluded to it, Mr. Leone eluded to it; the website is terrible. First of all, you have people who have to log in to get something back in order to review that and even the way it's structured is terrible. I asked Perry to liaison with the County IT person and I don't know if he had. If he did, I would like to see some of that. I also asked that our website person be here; is that person here?

Mr. Wood: No, our website person isn't here.

Mr. Logue: Well it seems that now it's - January, February, March – 90 days. I don't know how much longer this process can take. It seems like it would just be a matter of having us tweak and the IT person for the County and I think even Mr. Lee spoke about that too. If safety problems are a concern here, I think (loud noise covers what is said). I'd like to see these people up here next month, I'd like to talk to them, and I don't think this is a big thing to ask for, to have them here.

Mr. Wood: Let's get the specifics here on the record. So, I did talk to the director of IT at the County and he explained to me how we can protect ourselves by putting financial data on our website. So, we took that advice, we took down the two-step authentication process that you're referring to and we put up reports that are consistent with what he determined to be IT security-consistent with what the County does. If you go to the website now, you can get the Profit & Loss statement without going through the authentication process that you're referring to.

The second thing was you said that our website is terrible. Why is our website terrible, Tony?

Mr. Logue: I don't know but I'd like to have those people here. Mr. Lee, maybe you could have the IT person come up here and

Mr. Wood: I'm not sure what an IT person would say about our website being terrible. Our website is a combination of information that has been collected and aggregated and is probably the best Authority website in Erie County.

Mr. Logue: Thank you, but Mr. Lee is there a possibility of having the IT person come up here and speak to this Board about whatever discussion he had with Perry and then any input that he gave him. Obviously, my March 1st email fell on deaf ears; I never knew that Mr. Wood had corresponded with the IT person. Is that possible that we could have him come here to the next meeting?

Mr. Lee: I would defer to the Board Chairperson for this. The reason why is, Mr. Freeman who does an excellent job with not only our website but everything else with the County IT. To answer your question Mr. Logue, I really want it to come from the Chairperson as far as what does the Board want and I can go from there.

Mr. Sample: To me, it has been taken care of. The two-step process has been taken down so I don't know what having that person come in would do.

Mr. Logue: It appears you're trying to hide something and if you don't want to have this person could come in and speak to us . . .

Mr. Sample: One problem we've got, and maybe we've got to adjourn and come back into session, is we've got people out there that are here for a 10:00 event. I personally take offense when you say we're trying to hide something. It was recommended before that we put up some type of structure so that our – and I'm going to use the wrong word – but so we couldn't be scrubbed. We went to that effort, you had a concern that we were not transparent enough. Perry has been in contact with the IT person at the County, he gave them suggestion as to what we should remove. That has been removed and there is no longer a two-step process.

Mr. Logue: Mr. Chair, what would you think just assuming these facts as hypothetical, someone sends you an email asking for this type of information saying what the problems are and you go ahead and do something, wouldn't you think out of common courtesy you would email back that person who sent you that email out of concern saying, "This has now been corrected. We did this, this, and this" instead of not saying nothing. What do you think about that, Mr. Chair?

Mr. Sample: I don't know how I would feel about that.

Mr. Wood: Mr. Chair, I would recommend that Mr. Logue send an email to myself and cc the Board on it telling us why the website is terrible and therefore we can review it in a pragmatic manner step-by-step and decide how to fix that website.

NEW BUSINESS

a. Is there a motion to approve the 2017-18 Annual Report?

Mr. Paris makes a motion to accept the report. Mr. Barney seconds the motion. Motion carries 9-0.

b. Discussion of 2018-19 Officers

Mr. Sample: I know that Perry had sent out an email requesting some recommendations. I would recommend that Mr. Paris become the Chair; he's been the Vice-Chair for two years.

Mr. Wachter: Mr. Logue had mentioned to me earlier today, and I checked the by-laws, that those recommendations and nominations should be made at the Annual Meeting which should be held within the first ten days of April. I believe, at this point, if we were to establish a process and provide a notification that nominations would be taken at the next meeting or however it is that you come about to do the officers, but that would be the appropriate way and we would leave the nomination of officers to the Annual Meeting.

Mr. Sample: If the meeting is supposed to take place in the first ten days of April, we're going to have to move our April meeting.

Mr. Wachter: You'll have to reschedule the April meeting.

Mr. Sample: I propose that nominations or intentions be forwarded.

Mr. Wachter: According to by-laws, Mr. Chairman, the Chairman would preside over the nomination of new officers and then whoever would be elected Chair at that point would continue after that process is complete.

Mr. Peters: So, the nomination is from the floor. Theoretically we're at this meeting and I say, "I make a motion that Mike Paris be the Chair or Lisa Presta be the Chair." There would either be a second or there wouldn't, there would be a vote.

Mr. Wachter: The way that it would work is the Chair would call for nominations; if you were to nominate Mr. Paris first and there would be a second or if Mr. Logue were to nominate Ms. Wyrosdick and there would be a second and there would be no further nominations, then there would be a motion to close nominations. The Chair would then take the nominations in the order in which they were received. You would call for the vote on Mr. Paris; if the majority was not received then you would move on to Ms. Wyrosdick. If a majority was received, she would be the Chair, but if not, you would proceed through each one of the nominations until you got to the end. Then at that point you would continue with the Vice-Chair and other officers or if the Board would so wish or desire, you could do it as a slate.

Mr. Peters: I remember in the past talking to Tony about this. People tend to nominate in slate so that's viable if someone wants to but it is not required.

Mr. Wachter: That's correct.

Mr. Peters: It might make the whole thing more streamlined if there is going to be a lot of discussion about who is going to do what, maybe it makes sense to at least consider doing individual nominations. I don't know if that complicates it or makes it easier. I guess we can decide next month. I guess we'll wait and see who makes what nominations.

Mr. Sample: The big thing is getting the April meeting moved.

Mr. Barney: Question pertaining to the ten days; it would still have to be on a Thursday, which means it would have to be on April 5th. Is that what we're looking at? Because the next one is the 12th and our regularly scheduled meeting is the 19th, so we'd be meeting then on the 5th.

Mr. Wachter: These are items of the by-laws; I mean it's not a fatal defect if you don't organize within the first ten days but the by-laws do state that you should organize in ten days.

Mr. Peters: What's the correct process if we wanted to move outside of that ten days? We are already scheduled for the 19th; what would the process be? I don't know about the rest of you but my schedule gets kind of tight; I have the 19th locked in. If there is a process by which we can do this without causing any issues, what would that be?

Mr. Wachter: You as a Board can govern your own compliance with the by-laws so, if the Board wanted to take a motion to set aside the ten-day requirement, I would say that that would be the process.

Mr. Peters: And that can happen mid-stream in this meeting?

Mr. Wachter: Much like you took a motion to amend the agenda, you could offer a motion. The first motion would be to amend the agenda for the purpose of the by-laws and then there would be a second vote on the ten-day clause in the by-laws.

Mr. Peters make a motion to amend the agenda. Ms. Wyrosdick seconds the motion. Motion carries 9-0.

Mr. Peters makes a motion to set aside the by-laws ten-day clause for the annual meeting and instead move that to the 19th for the regularly scheduled meeting. Ms. Wyrosdick seconds the motion.

Mr. Sample: Is there any discussion of that?

Mr. Logue: The publication of this meeting should be specific that it should relate to the election of officers so the public knows.

Mr. Peters: I would amend my motion, if I can do that, to include that we add another public notice just to clarify.

Mr. Sample: Ms. Wyrosdick, is your second inclusive of that?

Ms. Wyrosdick: It does.

Motion carries 9-0.

Mr. Wachter: Would you like to enter the Continuing Resolution at this time?

Mr. Wood: No. We'll make it Number 8 to keep it in order, please. Thank you.

c. Review of Draft Budget

Mr. Sample: I'm assuming we're past the Draft Budget?

Mr. Peters: We're not taking any action on it today.

- d. Resolution Number 4, 2018 – Resolution to enter in to agreement with the Erie County Special Events Grant applicants.

Mr. Wood reads the resolution.

Mr. Sample: Is there any discussion on that?

Ms. Presta: Mr. Chair, just for the record, I provided on March 20, 2018 a memorandum to Mr. Wood and our Solicitor that I am abstaining from voting on this Resolution given the representation of 20 (twenty) of the 45 recipients by my law firm. Those are identified in the memorandum and I ask that it be attached to the minutes of this meeting.

Mr. Barney makes a motion to approve Resolution Number 4, 2018. Mr. Paris seconds the motion. Motion carries 8-0-1 (with Ms. Presta abstaining).

- e. Resolution Number 5, 2018 –

Mr. DiPaolo: Mr. Chair, I would like to make an amendment to this, please. I would like to have it separated for Anchor Building, Mission Main Street, and Renaissance Block to have each individual one instead of all three.

Mr. Wachter: Mr. DiPaolo, is your motion to separate any one particular program or to separate all three?

Mr. DiPaolo: Separate all three.

Mr. Wachter: Mr. Chair, should that motion should receive a second and be approved, I would suggest that Resolution Number 5, 2018 be separated as Number 5A to reflect Anchor Building, 5B to reflect Mission Main Street, and 5C to reflect Renaissance Block as three individual guidelines. Would that be appropriate, Mr. DiPaolo?

Mr. DiPaolo: Yes. Thank you.

Mr. Wachter: So, you would need a second on the request to separate that Resolution.

Mr. Logue: I second the motion.

Motion carries 9-0.

Mr. Wachter: Then you would need to call for a vote on 5A which is the Anchor Building Guidelines.

Ms. Wyrosdick makes a motion to approve Resolution Number 5A – Resolution to adopt the 2018 Anchor Building Grant Guidelines. Mr. Paris seconds the motion.

Mr. Sample: Is there any discussion?

Ms. Presta: I want to ask if Ms. Wyrosdick had an opportunity in reading together the Anchor Building Program with the Renaissance Block Program to provide some input on the guidelines.

Ms. Wyrosdick: I did. I spent about an hour reviewing all of the grant guidelines. I sent Mr. Wood some questions just to get some more clarity on what would constitute an Anchor Building and what projects might be eligible and he responded. Mr. Wachter responded to some other questions I had as well. I was confident in the responses that I received.

A little background – when I was with the County we completed a Cultural Heritage Plan for the County and one of the priority recommendations of that plan was there was a need for local technical assistance for someone to help (inaudible) to do an inventory to understand what these historic assets are. I had not been party to the development of the Anchor Building guidelines but after reading them, I saw that this could be an opportunity to provide some local technical assistance for some of our historic buildings. I had not had those conversations with ECGRA during the development but I was confident in the guidelines as proposed, with some clarifications.

Ms. Presta: Thank you.

Mr. Sample: Is there any other discussion?

Mr. Logue: Mr. Chair, with respect to the Anchor Building. Is that, it's not really clear to me when reading it, with respect to fighting blight, that is?

Mr. Wachter: Yes.

Mr. Wood: The program is effectively an adaptive reuse program of existing buildings.

Mr. Logue: We had T.J. King here at the last meeting and he spoke to us about Bridgeway Capital and what they do and such. I had asked him specifically, and you can find it in the minutes here, I asked him, "If someone comes to you for direct lending, like if Marquette or Northwest had said "Sorry, I can't help you" they have an idea that it's a blighted property. Instead of that blighted property being torn down, they come to you and ask for the funding. Some of that funding, that if you okay for that individual for that blighted property, comes from ECGRA; some of this money for this blighted property and you assist that person." He says, "Yes, we would. We've had two facilities with ECGRA; one was for \$100,000 grant to support the Erie Urban Entrepreneur Loan Program. Those are loans typically \$15,000 and under to \$1 million to support lending facility worth lending opportunities throughout Erie County. We used quite a bit of that money to fund projects directly." I then responded, "So, this Board is already helping blighted properties throughout Erie County." Mr. King responded and said, "By working with us through specific loans, yes."

So, we have Bridgeway Capital, the City wants to start a land bank to handle blighted properties, the County wants to do that. How many blighted properties assistance do we have going on now? Mr. Chair?

Mr. Wood: Mr. Chair, Bridgeway Capital is designed to make loans to for-profit businesses and this Anchor Building grant is designed to serve non-profits, municipalities and authorities in gap financing.

Mr. Sample: Any other comments? We've got a motion and we've got a second.

Motion carries 7-2, with Mr. Logue and Mr. DiPaolo voting in the negative.

Mr. Sample: Resolution Number 5B, 2018 – Resolution to adopt the 2018 Mission Main Street Grant Guidelines.

Mr. Barney makes a motion to approve Resolution 5B. Ms. Wyrosdick seconds the motion. Motion carries 9-0.

Mr. Sample: Resolution Number 5C, 2018 – Resolution to adopt the 2018 Renaissance Block Grant Guidelines.

Ms. Wyrosdick make a motion to approve Resolution 5C. Ms. Presta seconds the motion.

Mr. Sample: Is there any discussion?

Mr. DiPaolo: Mr. Chair, the reason I wanted these to be separated along with the Anchor is I have to agree with Mr. Logue. County Council voted to take that \$1 million and have their land bank in the County. Naturally, ECGRA wanted it at that one particular time. I think that's all this is, is the back door of the land bank; it's for blight. You can't look at blight any other way than basically what it is. I don't think we should be involved in it, especially with the fact that the County Council basically stated that they would take over the land bank in conjunction with the City and whatever they're going to do. I don't feel that we should be in it and that's the reason I asked for that to be separated. Thank you.

Mr. Sample: Thank you. Any other discussion? We have a motion; we have a second.

Motion carries 6-3, with Mr. Bagnoni, Mr. Logue, and Mr. DiPaolo voting in the negative.

f. Resolution Number 6, 2018 – Resolution to adopt the 2018-19 Multi-Municipal Collaboration Grant Guidelines.

Mr. Wood reads the resolution.

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

g. Resolution Number 7, 2018 – Resolution to enter into agreement with the Erie Public Schools.

Mr. DiPaolo: Mr. Chairman, as I stated before with the explanation I gave, I would like to amend this resolution to give the city school district – to up their number that they're looking for from \$30,000 to \$50,000 – if the Board would so.

Mr. Sample: Did you want that to be up to \$50,000 or a set \$50,000?

Mr. DiPaolo: Set at \$50,000.

Mr. Barney seconds the motion.

Mr. Sample: Is there any discussion?

Mr. Wood: I will just go on record as saying that I think it's a really bad idea for someone to come in and ask us for funds and for us to say, "We really like you" or "We really want to support you more than you've asked us and therefore we're going to arbitrarily, and that's the key word here – arbitrarily – increase the amount of funding." We've never done this before. I think it's ground-breaking, precedent-setting activity and I think it's highly risky. Thank you.

Mr. Sample: As I stated before, I think that we should award them the \$30,000 and make them aware that if they need more, we are certainly open to that. I also don't think it's a good idea to over-fund. Any other discussion?

Mr. Peters: I think it's a tough call. Mr. DiPaolo's idea – I think we all get excited in these meetings and I think it's solid to want to do something because the school district is struggling but I absolutely see Perry's point. It's tough. We've never once done that. It's a tough one. I respect both Mr. DiPaolo's and Mr. Wood's comments.

Ms. Wyrosdick: I agree as well. I would encourage Erie's Public Schools to come back and request additional funding if they feel comfortable. But to arbitrarily increase or suggest that they receive additional funding beyond what they requested, I would suggest that there is a reason to the amount that they requested and that we honor their request if we support the application. I absolutely support their success; I think it's phenomenal. I've been part of their strategic planning core sessions. The gentleman they have facilitating is some of the best I have ever seen. Hopefully they will come back to ECGRA and request additional funding, hopefully to implement their strategic plan which is engaging for Erie County. But I do agree that I think it would be inappropriate to arbitrarily increase their funding.

Mr. Peters: That's a great point. When they come back to implement, they may need a bigger chunk.

Ms. Wyrosdick: That is what I suspect.

Mr. Sample: I apologize but did we have a motion and a second?

Mr. Peters: We have a motion and a second. The motion was to increase the amount.

Mr. Sample: Is there any more discussion?

Mr. Wood: This is the motion to increase to \$50,000.

Motion fails 3-5-1, with Mr. Paris, Mr. Peters, Ms. Presta, Ms. Wyrosdick, and Mr. Sample voting in the negative; Mr. Logue abstains).

Mr. Logue: I have a conflict so I am going to have to abstain. Our counsel will prepare a memo and have that attached to the minutes.

Mr. Wachter: The conflict for Mr. Logue is that he does have a representation of the Erie School District.

Mr. Logue: Thank you.

Mr. Sample: Do we have a motion to approve for the \$30,000?

Mr. Peters makes a motion to approve the resolution as presented. Ms. Presta seconds the motion. Motion carries 8-0-1 (with Mr. Logue abstaining).

h. Resolution Number 8, 2018 – Resolution to adopt a continuing budget.

Mr. Paris makes a motion to approve the resolution. Mr. Barney seconds the motion. Motion carries 9-0.

ANNOUNCEMENTS


There are no announcements at this time.

ADJOURNMENT

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

MEMORANDUM

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

FROM: Tony Logue, Esq.
ECGRA Board Director 

DATE: March 22, 2018

RE: Conflict of Interest Disclosure

The Board of Directors of the Erie County Gaming Revenue Authority was presented with Resolution No. 7, 2018, entitled "*Resolution to enter into agreement with the Erie Public Schools.*" Two votes on this resolution were taken. The first was to increase the amount to be awarded to Erie's Public Schools. The second was to approve the agreement as presented. I abstained from both such votes on the basis that I serve as special counsel to the School District. I ask that this be made a part of the March 22, 2018 minutes.

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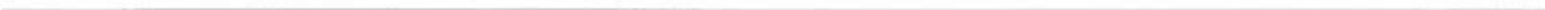
Erie County Gaming Revenue Authority
Profit & Loss
March 2018

	<u>March</u>	<u>YTD</u>	<u>Budget YTD</u>	<u>2017-18 Budget</u>
Ordinary Income/Expense				
Income				
44800 · Gaming Revenue		5,418,003.06		
46400 · Other Types of Income				
46410 · Interest Income - Savings	8,781.16	83,518.78		
46420 · Interest Income - EDF #1		11,250.00		
46421 · Interest Income - EDF #2		18,000.00		
46422 · Interest Income - BWC	7,500.00	30,416.66		
46424 · Interest Income - Progress Fund	5,000.00	19,890.55		
46430 · Miscellaneous Revenue		10.50		
Total Income	<u>21,281.16</u>	<u>5,581,089.55</u>		
Expense				
62100 · Contracted Services	4,429.22	107,082.89	127,600.00	127,600.00
62800 · Facilities & Equipment	2,352.38	20,567.03	23,590.00	23,590.00
65000 · Office Administration	1,204.04	23,013.98	28,250.00	28,250.00
65100 · Other Types of Expenses	2,659.81	81,813.79	59,500.00	59,500.00
66000 · Payroll Expenses	14,841.55	206,857.92	216,200.00	216,200.00
Total Expense	<u>25,487.00</u>	<u>439,335.61</u>	<u>455,140.00</u>	<u>455,140.00</u>
Net Ordinary Income	(4,205.84)	5,141,753.94		
Other Income/Expense				
70000 · Grants / Settlements				
70030 · Community Assets		150,518.00		
70050 · Municipal Settlements		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 · Ignite Erie Industry + University		250,000.00		
70150 · Shaping Tomorrow				
70153 · Community College		15,000.00		
70154 · Community Schools		75,000.00		
70155 · East-West Bayfront	14,300.00	14,300.00		
70156 · Go College	31,250.00	31,250.00		
70157 · Innovation District	55,000.00	80,000.00		
70159 · Tech After Hours		66,666.50		
Total 70000 · Grants / Settlements	<u>100,550.00</u>	<u>2,746,099.32</u>		
Net Other Income	<u>(100,550.00)</u>	<u>(2,746,099.32)</u>		
Net Income	<u>(104,755.84)</u>	<u>2,395,654.62</u>		



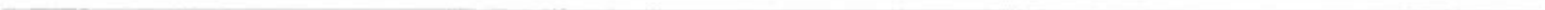
Erie County Gaming Revenue Authority
Balance Sheet
As of March 31, 2018

	March
ASSETS	
Current Assets	
Checking/Savings	
10000 · ErieBank - Checking	171,507.57
10100 · ErieBank - Savings	
10100 · ErieBank - Savings - Other	8,100,639.50
10101 · Commltted Funds	1,981,666.50
10102 · Restricted Funds	4,170,155.45
Total 10100 · ErieBank - Savings	14,252,461.45
Total Checking/Savings	14,423,969.02
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	1,160.67
Total Other Current Assets	3,820,006.92
Total Current Assets	18,243,975.94
TOTAL ASSETS	18,243,975.94
 LIABILITIES & EQUITY	
Equity	
30000 · Opening Balance Equity	2,927,064.18
32000 · Unrestricted Net Assets	12,921,257.14
Net Income	2,395,654.62
Total Equity	18,243,975.94
TOTAL LIABILITIES & EQUITY	18,243,975.94



Erie County Gaming Revenue Authority
Statement of Cash Flows
March 2018

	<u>March</u>
OPERATING ACTIVITIES	
Net income	(104,755.84)
Adjustments to reconcile Net Income to net cash provided by operations:	
14500 · Prepaid Insurance	<u>812.66</u>
 Net cash provided by Operating Activities	 <u>(103,943.18)</u>
 Net cash increase for period	 (103,943.18)
Cash at beginning of period	<u>14,527,912.20</u>
 Cash at end of period	 <u><u>14,423,969.02</u></u>



Erie County Gaming Revenue Authority
Budget vs. Actual
March 2018

Expense	March	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	4,349.32	44,990.54	50,000.00	(5,009.46)	89.98%
62130 · Professional Services	0.00	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	1,248.40	1,100.00	148.40	113.49%
Total 62100 · Contracted Services	4,429.22	107,082.89	127,600.00	(20,517.11)	83.92%
62800 · Facilities & Equipment					
62840 · Office Equipment	934.98	2,499.14	5,000.00	(2,500.86)	49.98%
62850 · Janitorial Services	0.00	1,089.60	590.00	499.60	184.68%
62890 · Rent	1,417.40	16,978.29	18,000.00	(1,021.71)	94.32%
Total 62800 · Facilities & Equipment	2,352.38	20,567.03	23,590.00	(3,022.97)	87.19%
65000 · Office Administration					
65010 · Books, Subscriptions, Dues	336.29	3,322.88	5,000.00	(1,677.12)	66.46%
65020 · Postage	65.99	668.82	600.00	68.82	111.47%
65030 · Printing	0.00	695.00	1,250.00	(555.00)	55.60%
65040 · Office Supplies	388.66	2,062.49	2,800.00	(737.51)	73.66%
65050 · Cell Phone	128.73	1,456.06	2,200.00	(743.94)	66.18%
65060 · Copier Lease	0.00	2,034.00	2,100.00	(66.00)	96.86%
65070 · Copier Printing Costs	134.13	2,710.46	3,500.00	(789.54)	77.44%
65080 · Bank Fees	28.49	85.47	50.00	35.47	170.94%
65085 · Professional Development	0.00	6,322.00	5,000.00	1,322.00	126.44%
65090 · Meeting Expenses	121.75	3,457.12	5,500.00	(2,042.88)	62.86%
65095 · Miscellaneous Expense	0.00	199.68	250.00	(50.32)	79.87%
Total 65000 · Office Administration	1,204.04	23,013.98	28,250.00	(5,236.02)	81.47%
65100 · Other Types of Expenses					
65105 · Outreach	0.00	8,778.15	12,000.00	(3,221.85)	73.15%
65110 · Advertising	76.70	7,856.02	12,000.00	(4,143.98)	65.47%
65115 · Phone/IT/Fax	1,302.56	14,926.80	18,000.00	(3,073.20)	82.93%
65120 · Insurance	812.66	16,749.92	9,500.00	7,249.92	176.31%
65130 · Grant Management Software	0.00	9,200.00	0.00	9,200.00	0.00%
65150 · Travel	467.89	4,458.56	8,000.00	(3,541.44)	55.73%
65160 · Special Projects	0.00	19,844.34	0.00	19,844.34	0.00%
Total 65100 · Other Types of Expenses	2,659.81	81,813.79	59,500.00	22,313.79	137.50%
66000 · Payroll Expenses					
66005 · Salaries & Wages	12,983.45	183,767.45	194,000.00	(10,232.55)	94.73%
66010 · FITW Tax	1,008.53	14,592.49	14,400.00	192.49	101.34%
66015 · FUTA Tax	10.06	167.99	150.00	17.99	111.99%
66020 · PASUI Tax	264.43	1,957.53	2,000.00	(42.47)	97.88%
66500 · Retirement	575.08	6,372.46	5,650.00	722.46	112.79%
Total 66000 · Payroll Expenses	14,841.55	206,857.92	216,200.00	(9,342.08)	95.68%
Total Expense	25,487.00	439,335.61	455,140.00	(15,804.39)	96.53%



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

	<u>March</u>	<u>YTD</u>	<u>Totals/Subtotals</u>
Uncommitted Funds	8,100,639.50		
Committed Funds	1,981,666.50		
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		4,412,435.64	5,417,943.06
Disbursements:			
First Quarter Disbursements		742,533.78	
Second Quarter Disbursements		341,044.86	
Third Quarter Disbursements		508,283.32	
Fourth Quarter Disbursements	100,550.00	1,629,264.36	3,221,126.32

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 March 31, 2018

Special Events	<u>March</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>171,014.05</u>	<u>171,014.05</u>

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

	<u>March</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 Cory		25,000.00	238,350.00
Municipal Settlements			
Erie County		148,995.08	
Greene Township		148,995.08	
McKean Township		148,995.08	
Millcreek Township		148,995.08	
Summit Township		609,525.37	
Waterford Township		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 Cory		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	
Erie's Public Schools - Tech After Hours		66,666.50	
Gannon University - East-West Bayfront	14,300.00	14,300.00	
Gannon University - GO College	31,250.00	31,250.00	
Mercyhurst University - Innovation District	55,000.00	25,000.00	
GECAC - Summer Jobs Program		150,000.00	377,216.50
Total Funds Disbursements	100,550.00	4,191,099.32	4,191,099.32

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

Committed Funds:	<u>March</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		0.00	150,000.00
Erie's Public Schools - Tech After Hours		66,666.50	200,000.00
Gannon University - Go College	31,250.00	0.00	125,000.00
Gannon University - East-West Bayfront Plan	14,300.00	0.00	50,000.00
Mercyhurst University - Innovation District	55,000.00	295,000.00	400,000.00
Primary Health Network - School Based Health Cer	(100,000.00)	0.00	100,000.00
Total Committed Funds	<u>100,550.00</u>	<u>1,981,666.50</u>	<u>3,325,000.00</u>

Erie County Gaming Revenue Authority
Check Detail Report
March 2018

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
03/01/2018	2334	Cash	Quarters for Parking	-60.00
03/01/2018	EFT	VISA	2018 January Visa - Perry	-621.51
03/01/2018	EFT	VISA	2018 January Visa - Tammi	-617.10
03/02/2018	2335	Velocity Network, Inc.	Phone/IT/Fax	-943.89
03/06/2018	EFT	ECCA, Inc.	02/17/18 to 03/02/18 Payroll	-6,595.01
03/06/2018	EFT	Fidelity Investments	02/17/18 to 03/02/18 Retirement	-474.49
03/08/2018	2336	KimKopy Printing	Board Name Plate	-60.00
03/12/2018		ErieBank	Service Charge	-28.49
03/14/2018	2337	KimKopy Printing	Nameplate Corrections	-15.00
03/14/2018	2338	Ridge Policy Group	2018 March/January Government Relations	-4,349.32
03/15/2018	2339	Gannon University	Shaping Tomorrow	-45,550.00
03/19/2018	2340	Emerald Printing & Imaging	Presentation Checks	-140.00
03/19/2018	2341	Mercyhurst University	Shaping Tomorrow Drawdown	-55,000.00
03/20/2018	EFT	ECCA, Inc.	03/03/2018 to 03/16/2018 Payroll	-7,376.25
03/20/2018	EFT	Fidelity Investments	03/03/2018 to 03/16/2018 Retirement	-475.70
03/27/2018	2342	Dale Barney	2018 1st Quarter Travel	-25.68
03/27/2018	2343	Dave Sample	2018 1st Quarter Travel	-192.71
03/27/2018	2344	David Bagnoni	2018 1st Quarter Travel	-65.81
03/27/2018	2345	Mike Paris	2018 1st Quarter Travel	-79.39
03/27/2018	2346	Penn State University - Knowledge Park	2018 April rent	-1,417.40
03/27/2018	2347	Tammi Michali	2018 1st Quarter Phone/Travel	-184.91
03/27/2018	2348	Times Publishing Company	Advertising	-76.70
03/30/2018	2349	Velocity Network, Inc.	Computer Upgrade - Tom	-874.98



ERIEBANK

ERIE COUNTY GAMING
PERRY N WOOD
Account Number: #### #### #### 6829
Page 1 of 4



SCORECARD	CASHBACK CURRENT BALANCE	CASHBACK PAYOUT DATE
	\$143.88	05/15/18

Account Summary

Billing Cycle	02/04/18
Days In Billing Cycle	32
Previous Balance	\$3,124.59
Purchases	+ 621.51
Cash	+ 0.00
Special	+ \$0.00
Credits	- \$0.00
Payments	- \$3,124.59
Other Charges	+ \$0.00
Finance Charges	+ 0.00
NEW BALANCE	\$621.51

Credit Summary

Total Credit Line	\$25,000.00
Available Credit Line	\$24,378.00
Available Cash	\$24,378.00
Amount Over Credit Line	\$0.00
Amount Past Due	\$0.00
Disputed Amount	\$0.00

Account Inquiries

- Customer Service: (800) 423-7503
Report Lost or Stolen Card: (727) 570-4881
- Visit us on the web at:
www.MyCardStatement.com
- Please send Billing Inquiries and Correspondence to:
PO BOX 30495 TAMPA, FL 33630-3495

Payment Summary

NEW BALANCE	\$621.51
MINIMUM PAYMENT	\$621.51
PAYMENT DUE DATE	03/04/18

NOTE: Grace period to avoid a finance charge on purchases, pay entire new balance by payment due date. Finance charge accrues on cash advances until paid and will be billed on your next statement.

Important Information About Your Account

MANAGE YOUR CARD ACCOUNT ONLINE. IT'S FREE! IT'S EASY! SIMPLY GO TO WWW.MYCARDSTATEMENT.COM AND ENROLL IN OUR ONLINE SERVICE. YOU CAN REVIEW ACCOUNT INFORMATION, TRACK SPENDING, SET ALERT SERVICE, NOTIFICATIONS, DOWNLOAD FILES, AND MUCH MORE. MANAGING YOUR ACCOUNT IS FAST, SECURE AND EASY WITH MYCARDSTATEMENT.COM. ENROLL TODAY!

PAY ONLINE OR VIEW YOUR ACCOUNT AT:
CASHBACK CAN BE YOURS IN A HEARTBEAT WITH SCORECARD.

* THE TOTAL FINANCE CHARGE PAID ON YOUR ACCOUNT DURING THE PAST YEAR *
* WAS...\$ 22.37 *

PLEASE DETACH COUPON AND RETURN PAYMENT USING THE ENCLOSED ENVELOPE - ALLOW UP TO 7 DAYS FOR RECEIPT

ERIEBANK
PO BOX 42
CLEARFIELD PA 16830 - 0042

Account Number
6829

Check box to indicate name/address change on back of this coupon

AMOUNT OF PAYMENT ENCLOSED

Closing Date	New Balance	Total Minimum Payment Due	Payment Due Date
02/04/18	\$621.51	\$621.51	03/04/18

\$

ERIE COUNTY GAMING
PERRY N WOOD
5340 FRYLING ROAD
SUITE 201
ERIE PA 16510-4672



MAKE CHECK PAYABLE TO:
VISA
PO BOX 4512
CAROL STREAM IL 60197-4512

12 #### #### #### 6829 00062151 00062151



ERIE COUNTY GAMING
PERRY N WOOD

ERIEBANK

Account Number: #### #### #### 6829
Closing Date: 02/04/18
Credit Limit: \$25,000.00 Available Credit: \$24,378.00



Cardholder Account Summary

Trans Date	Post Date	MCC Code	Reference Number	Description	Amount
01/03/18	01/04/18	5968	24906418003049092898785	HOO*Hootsuite Media Inc. 778-3001850 CA	\$15.89
01/17/18	01/19/18	7523	24473018018900016018203	ERIE PARKING AUTHORITY ERIE PA	\$3.75
01/23/18	01/24/18	5942	24692168023100121737968	Amazon.com AMZN.COM/BILL WA	\$261.00
01/24/18	01/25/18	4814	24493988024083055810202	AT&T*BILL PAYMENT 800-331-0500 TX	\$340.87
01/26/18	01/26/18	0000	74335268026001156365209	ACH PMT THANK YOU	\$3,124.59 -

20946
data
travel
books
phone/rt/fi

Additional Information About Your Account

ScoreCard CashBack Earnings as of 02/03/18

SCORECARD	Beginning Balance	Current Earned	CashBack Adjusted	Ending Balance	CashBack Payout Date
	\$140.77	\$3.11	\$0.00	\$143.88	05/15/18

Interest Charge Calculation/Plan Level Information

Plan Description	ICM ¹	Balance Subject to Interest Rate	Periodic Rate	Annual Percentage Rate (APR) ²	Interest Charge	Ending Balance
CURRENT						
PURCHASES	E	\$ 0.00	0.6875%	8.25% (V)	\$ 0.00	
CASH	F	\$ 0.00	0.6875%	8.25% (V)	\$ 0.00	
FEES/INTEREST CHARGE					\$ 0.00	
TOTAL				0.00%	\$ 0.00	\$ 621.51

¹ ICM Interest Charge Method: See reverse side of Page 1 for explanation.

² Your Annual Percentage Rate (APR) is the annual interest rate on your account.

(V) = Variable Rate. If you have a variable rate account the periodic rate and Annual Percentage Rate (APR) may vary.



ERIEBANK

ERIE COUNTY GAMING
TAMMI MICHALI
Account Number: #### #### #### 7686
Page 1 of 4



SCORECARD	CASHBACK CURRENT BALANCE	CASHBACK PAYOUT DATE
	\$19.36	05/15/18

Account Summary

Billing Cycle		02/04/18
Days in Billing Cycle		32
Previous Balance		\$530.96
Purchases	+	617.10
Cash	+	0.00
Special	+	\$0.00
Credits	-	\$0.00
Payments	-	\$530.96
Other Charges	+	\$0.00
Finance Charges	+	0.00
NEW BALANCE		\$617.10

Credit Summary

Total Credit Line	\$10,000.00
Available Credit Line	\$9,382.00
Available Cash	\$9,382.00
Amount Over Credit Line	\$0.00
Amount Past Due	\$0.00
Disputed Amount	\$0.00

Account Inquiries

Customer Service: (800) 423-7503
Report Lost or Stolen Card: (727) 570-4881

Visit us on the web at:
www.MyCardStatement.com

Please send Billing Inquiries and Correspondence to:
PO BOX 30495 TAMPA, FL 33630-3495

Payment Summary

NEW BALANCE	\$617.10
MINIMUM PAYMENT	\$15.00
PAYMENT DUE DATE	03/04/18

NOTE: Grace period to avoid a finance charge on purchases, pay entire new balance by payment due date. Finance charge accrues on cash advances until paid and will be billed on your next statement

Important Information About Your Account

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PAY ONLINE OR VIEW YOUR ACCOUNT AT:
CASHBACK CAN BE YOURS IN A HEARTBEAT WITH SCORECARD.

* THE TOTAL FINANCE CHARGE PAID ON YOUR ACCOUNT DURING THE PAST YEAR *
* WAS...\$ 0.00 *

PLEASE DETACH COUPON AND RETURN PAYMENT USING THE ENCLOSED ENVELOPE - ALLOW UP TO 7 DAYS FOR RECEIPT

ERIEBANK
PO BOX 42
CLEARFIELD PA 16830 - 0042

Account Number
7686

Check box to indicate name/address change on back of this coupon

AMOUNT OF PAYMENT ENCLOSED

Closing Date	New Balance	Total Minimum Payment Due	Payment Due Date
02/04/18	\$617.10	\$15.00	03/04/18

\$

ERIE COUNTY GAMING
TAMMI MICHALI
5340 FRYLING ROAD
SUITE 201
ERIE PA 16510-4672

e-Statement
20865

MAKE CHECK PAYABLE TO:
VISA
PO BOX 4512
CAROL STREAM IL 60197-4512

12 #### #### #### 7686 00001500 00061710



ERIE COUNTY GAMING
TAMMI MICHALI

ERIEBANK

Account Number: #### # 7686
Closing Date: 02/04/18
Credit Limit: \$10,000.00 Available Credit: \$9,382.00



Cardholder Account Summary

Trans Date	Post Date	MCC Code	Reference Number	Description	Amount	
01/03/18	01/04/18	5541	24445008004000751958341	GET GO #3090 ERIE PA	\$3.49	O.S.
01/05/18	01/07/18	5942	24692168005100733993860	Amazon.com	\$3.65	O.S.
01/05/18	01/07/18	5942	24692168005100760973819	AMZN.COM/BILL WA AMAZON MKTPLACE PMTS	\$10.60	O.S.
01/06/18	01/07/18	5942	24692168006100142805209	AMZN.COM/BILL WA Amazon.com	\$67.98	O.S.
01/07/18	01/07/18	5942	24431068007083754397870	AMZN.COM/BILL WA AMAZON MKTPLACE PMTS WWW.	\$48.95	O.S.
01/08/18	01/10/18	5968	24789308009421102653154	WWW.AMAZON.CO WA ERIE TIMES NEWS CIRCULATI	\$48.68	Subscripti
01/11/18	01/14/18	9402	24445008012500335121746	814-8701600 PA USPS POSTAGE STAMPS.COM	\$50.00	postage
01/11/18	01/14/18	5965	24445748012500335121820	EL SEGUNDO CA OFFICEMAX/OFFICEDEPOT6223	\$30.68	O.S.
01/16/18	01/18/18	5541	24299108017003499773329	800-463-3768 NY COUNTRY FAIR #56 ERIE PA	\$3.09	O.S.
01/17/18	01/18/18	5411	24445008018000623556640	Giant Eagle #4237 ERIE PA	\$4.99	mtg - grant r
01/17/18	01/18/18	5300	24226388018400006752421	SAMSCLUB #6675 ERIE PA	\$30.46	mtg - grant r
01/18/18	01/19/18	5814	24692168019100050738959	TIM HORTON'S #914184 ERIE PA	\$44.49	mtg - grant r
01/18/18	01/19/18	5045	24430998019400812203277	MSFT * E0500589WZ 800-642-7676 WA	\$136.04	Phone/IT
01/21/18	01/22/18	7399	24692168021100290400804	STAMPS.COM 855-608-2677 CA	\$15.99	postage
01/25/18	01/26/18	5199	24224438026101014693012	KOLDROCK WATER 814-452-0200 PA	\$7.25	O.S.
01/26/18	01/26/18	0000	74335268026001156365209	ACH PMT THANK YOU	\$530.96	-
01/26/18	01/28/18	5411	24226388027091006042373	WAL-MART #2278 ERIE PA	\$40.15	O.S.
01/29/18	01/30/18	5541	24299108029006382602089	COUNTRY FAIR #50 ERIE PA	\$2.19	O.S.
01/30/18	01/31/18	5812	24231688031083361978663	PANERA BREAD #204653 330-856-3176 PA	\$41.81	mtg-orienta
01/30/18	02/01/18	5968	24789308031563901958169	ERIE TIMES NEWS CIRCULATI 814-8701600 PA	\$26.61	Subscriptio

Additional Information About Your Account

ScoreCard CashBack Earnings as of 02/03/18

SCORECARD	Beginning Balance	Current Earned	CashBack Adjusted	Ending Balance	CashBack Payout Date
	\$16.29	\$3.07	\$0.00	\$19.36	05/15/18

Interest Charge Calculation/Plan Level Information

Plan Description	ICM ¹	Balance Subject to Interest Rate	Periodic Rate	Annual Percentage Rate (APR) ²	Interest Charge	Ending Balance
CURRENT						
PURCHASES	E	\$ 0.00	0.6875%	8.25% (V)	\$ 0.00	
CASH	F	\$ 0.00	0.6875%	8.25% (V)	\$ 0.00	
FEES/INTEREST CHARGE					\$ 0.00	
TOTAL				0.00%	\$ 0.00	\$ 617.10

¹ ICM Interest Charge Method: See reverse side of Page 1 for explanation.

² Your Annual Percentage Rate (APR) is the annual interest rate on your account.

(V) = Variable Rate. If you have a variable rate account the periodic rate and Annual Percentage Rate (APR) may vary.

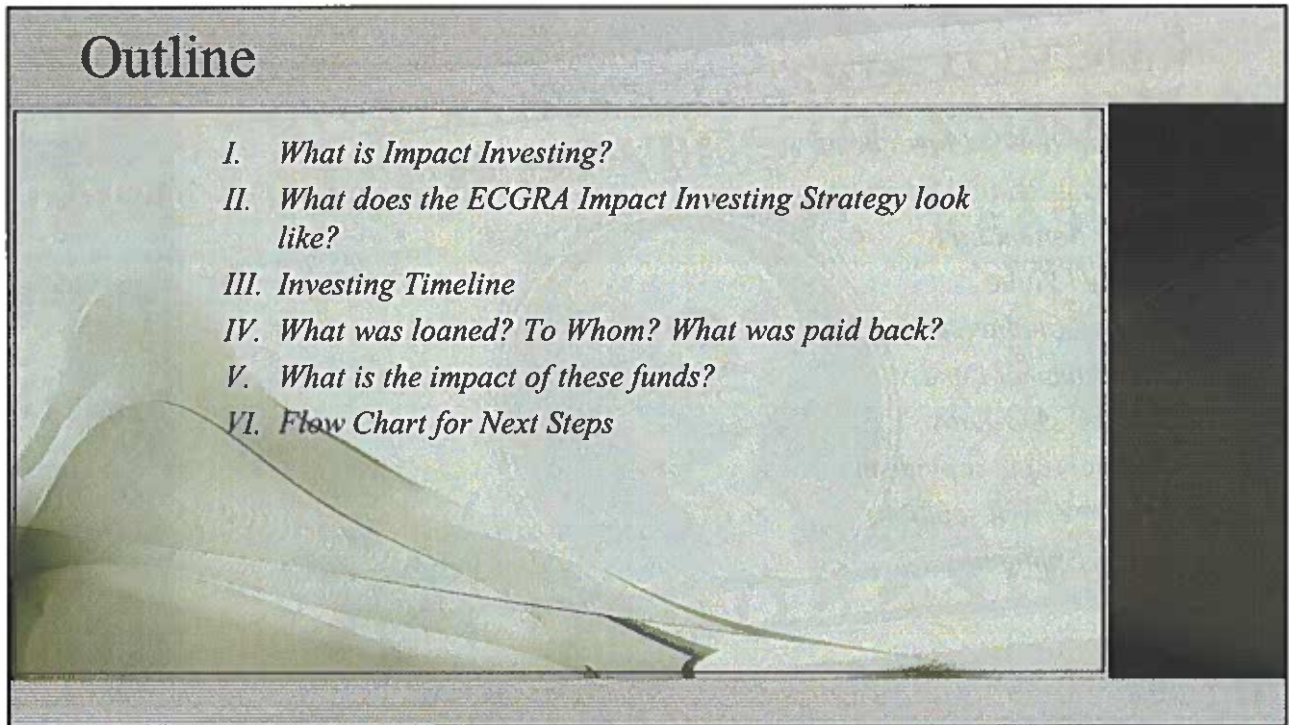
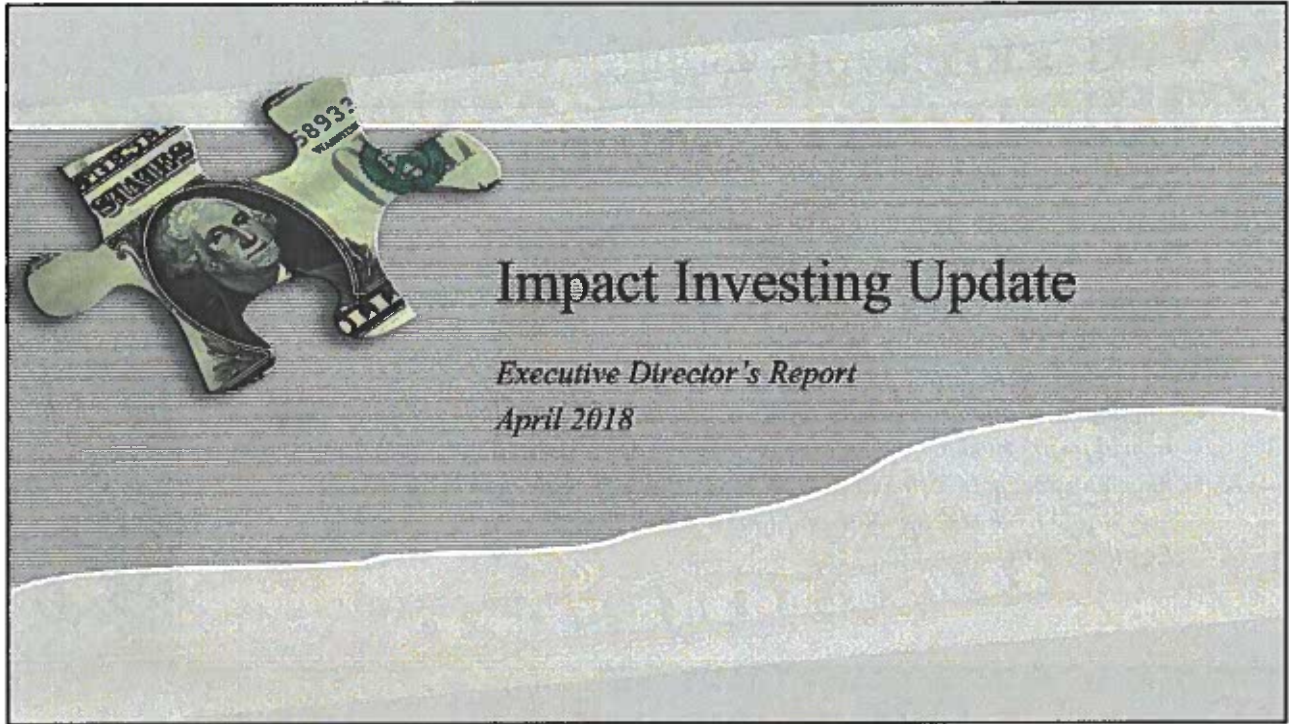




E·C·G·R·A
ERIE COUNTY GAMING REVENUE AUTHORITY

**EXECUTIVE
DIRECTOR'S
REPORT
FOR
APRIL 2018**





Outline

- I. *What is Impact Investing?*
- II. *What does the ECGRA Impact Investing Strategy look like?*
- III. *Investing Timeline*
- IV. *What was loaned? To Whom? What was paid back?*
- V. *What is the impact of these funds?*
- VI. *Flow Chart for Next Steps*

What is Impact Investing?

- *“Put simply, impact investments are intended to deliver both financial returns and social and environmental benefits.” (Judith Rodin 2014).*
- *“...the idea that when social or environmental missions are combined with business models, the potential impact increases while simultaneously generating profits.” (JR).*
- *“Impact investments can take the form of equity, debt, cash deposits, or another hybrid form. In short, impact investing provides a universe of opportunities that, like mainstream investments, allow for individual choices to be made on everything from risk appetite and time horizon to sector and geographic location.” (JR).*

Impact Investing Terminology

- *Mission-Related Investment*
- *Program-Related Investment*
- *Triple Bottom Line*
- *Blended Value*
- *Sustainable Investments*
- *Social Impact Bonds*
- *B-Corps & B-Labs*
- *Philanthropic capitalism*
- *Market-driven solutions*
- *Venture philanthropy*



The Seeds

- *1980: LISC or Local Initiatives Support Corporation is created by the Ford Foundation to provide loans, grants, & technical assistance to CDCs*
 - *It is based on a concept paper titled "Communities and Neighborhoods: A Possible Private Sector Initiative for the 1980s."*
 - *Collaborators include: Ford Foundation, Aetna Life & Casualty, Atlantic Richfield, Charles Steward Mott Foundation, Continental Illinois Bank, Int'l Harvester, Levi Strauss, Prudential Insurance*

The Seeds

- *1982: The Enterprise Foundation was founded by real estate developer and philanthropist James Rouse in order to provide financing for affordable housing and replace government programs*
 - *The idea for the Foundation came after Rouse was inspired by a Church group that bought an apartment building for the poor. He helped the Church finance the project and the Foundation followed.*
 - *Collaborators include: RK Mellon, David Rockefeller, Andrew Heiskell, Ford Foundation, Robert McNamara, Senator Mac Mathias*

The Community Development Tradition

- *Both LISC & Enterprise gave birth to impact investment movement through the spirit of the Community Reinvestment Act of 1977*
 - *CRA was the impetus to increase lending, home ownership and economic development in low/moderate income neighborhoods*
 - *The experiences of LISC & Enterprise informed the CDFI Fund created by the US Treasury in 1994*
- *Early impact investors (the innovators) are the same people that launched the community development financing movement in the 1960s*
- *“Impact investing builds on the vision of early leaders who explored the possibilities of deploying capital in new ways through the creation of experimental funds and enterprises” (ABL 151).*

The epiphany

- *“There is not enough charitable & government capital to meet the social and environmental challenges we face.” (Anthony Bugg-Levine 2007).*
- *There are options beyond grants: “Impact investing helps solve social or environmental problems while generating financial returns.” (ABL 2007).*
- *“...the impact investing movement tends to focus on venture investing, private equity and direct lending because of the unmatched power of these investments to generate social impact.” (ABL 10, 2011)*

Minting the Movement

The Rockefeller Foundation launches the movement in 2008

“At the Rockefeller Foundation, we believe that impact investing has the potential to transform how we view problem solving from something deemed the sole responsibility of government to an opportunity for diverse actors to unlock new sources of capital and introduce novel approaches to human development & environmental conversation.”

*~ Judith Rodin, President
The Rockefeller Foundation*

The Bridge

- It's the financial bridge that creates the right dynamic for public/private partnership financing*
- It replaces the old model of large government grants to solve problems*

“Impact investing offers a middle way between philanthropy and pure financial investment. It is a means of using capital to drive financial value and social and environmental impact simultaneously.” (JR 2014).

Impact Investing Strategy



ECGRA's Impact Investment Strategy

- *There are four things to consider:*
 1. **Targeted Impact**
How specific are the goals? Who are we helping? ECGRA's strategic plan will be the guiding document.
 2. **Financial Risk/Return Expectation**
It's a matter of constraints & priorities. How much risk should we take as a fiduciary agent of gaming funds?
 3. **Geography**
We have a mandate to elevate Erie County.
 4. **Level of Engagement**
How deeply involved will we be in the allocation & management of our impact investments?

2. Financial Risk & Return

- *Risk & return thresholds are a part of any investment strategy*
- *Tolerance for risk is closely tied to the selection of asset classes*
- *FB Heron Foundation developed this continuum to help their board understand risk & return*



Other types of risk

- *Financial risk*
- *Reputational risk*
- *Opportunity risk*

"All loans carry both financial and reputational risk to both the lender and the borrower." (McVeigh 2014)

"While all lenders have a basic professional responsibility to avoid saddling borrowers with debt that is too burdensome, loans made for social purposes carry an additional stewardship responsibility to a larger constituency."

"Grants carry very limited financial or reputational risk."

3. Geography

- *ECGRA is an economic development authority designed to invest gaming funds to elevate Erie County.*
 - *When will we need to make an investment outside Erie County in order to bring investment to Erie County?*
 - *Are their impact investment managers that can target Erie County in their portfolios?*
 - *Are there urban & rural populations in need of different targeted investment?*
- *Geography will be a key factor in contracting with partners that may not operate solely in Erie County*

4. Level of Engagement

- *What are ECGRA's capabilities as an investor?*
- *How actively would we participate in asset allocation & management?*
- *It is not possible for ECGRA to act as an operator.*
- *Prudence dictates that ECGRA seek professional advice for some allocation & management decisions.*
- *It is appropriate for ECGRA to serve in advisory capacities, on advisory boards and to regularly communicate with those we've invested in, just as we do with grantees.*

Asset Allocation

- "...finance is the science of goal architecture."
(RJS 2012)
- Assigning funds to asset classes resembles drawing the blueprints for a house. ECGRA's blueprint is the Strategic Plan
 - The creation of jobs & the competitiveness of the Erie County economy
 - Revitalizing high poverty & transitional neighborhoods
 - Changing the trajectory of lives in those neighborhoods

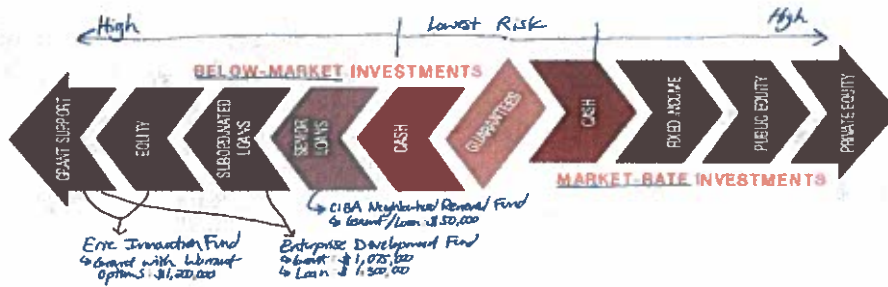
Asset Allocation

Asset Class	Description
Cash	Linked Deposits with local banks, credit unions & CDFIs to accomplish small business financing goals
Fixed Income	Invest in SBA-backed loans, CDFIs, affordable housing projects &/or social impact bonds targeted to Erie County.
Alternative Investments	Growth, venture & working capital for industry and business



ECGRA Investments

- If we were to plot ECGRA's current investments by asset class



Impact Investing Timeline

- September 2014: ECGRA board adopts an Impact Investing Policy
- December 2014: Board implements Ignite Erie funding streams to complement investments
- November 2015: 1st round of MRIs were awarded
- August 2017: 2nd round of MRIs were awarded
- April 2018: 3rd round of MRIs scheduled to open

**What was loaned? To whom?
What was paid back?**



Cumulative MRIs 2010-2017

	MRI Award by Year			MRI Award	MRI Draw Down
	2010-2013	2014-2016	2017		
1855 Capital			Grant/Loan: 500,000	500,000	500,000
Bridgeway Capital		Loan: 1,000,000		1,000,000	1,000,000
Ben Franklin Tech Partners®	Grant: 750,000	Grant/Loan: 500,000		1,250,000	1,250,000
Corry Industrial Benefit Assoc		Grant/Loan: 50,000		50,000	50,000
The Progress Fund		Loan: 1,000,000		1,000,000	1,000,000
Enterprise Dev Fund	Grant: 1,075,000 Loan: 1,300,000	Loan: 500,000		2,875,000	2,375,000
Penn Venture Partners		Grant/Loan: 500,000		500,000	0
			TOTALS	7,175,000	6,175,000

What was paid back?

MRI Recipient	Interest Paid
Bridgeway Capital	67,500.00
Corry Industrial Benefit Assoc	186.50
Enterprise Dev Fund	177,417.16
The Progress Fund	19,890.55
Total	264,994.21

What's the impact?

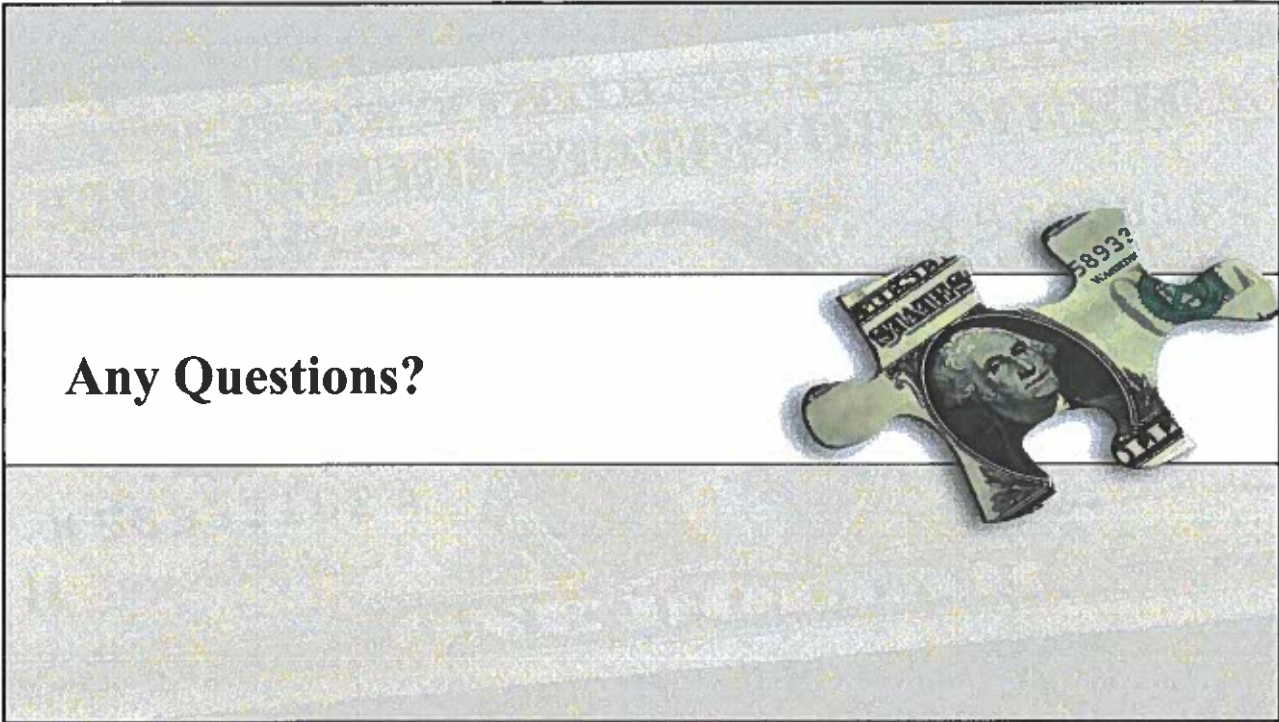


In 2016, the ECGRA commissioned an economic impact study to determine the impact for all investments.

- *ECGRA's overall economic impact: 87.2 million*
- *ECGRA's funds catalyzed the creation of 573 jobs*
- *ECGRA's funds generated 2.9 million in tax revenue*
- *6:1 ROI for small businesses financing*
- *An investment of 4.1mm attracted 24.2mm in additional financing*

Flow Chart







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ECGRA: March 15 – April 15, 2018 Activity Report

Meetings, Phone Calls, and Communication

3/19/2018	Flagged NOTICE OF COMMENTS RECEIVED ON REVIEW OF ELIGIBLE AREA MAPS FOR USDA RURAL HOUSING PROGRAMS for Perry
3/27/2018	Call w/Karl Sanchack, Erie Innovation
3/27/2018	RPG sent info to Gary Lee RE: Blue Zones
3/28/2018	Mark Campbell call with Marleen Mosco, Chair LECOM RE: Blue Zones
4/9/2018	Sent potential grant opportunities for all of the priority investments of ECGRA
4/9/2018	Mark Holman spoke with Perry about the grant opportunities

Legislative Information Provided

3/12/2018	Information on Trump Apprenticeship Program
3/19/2018	Information on Broadband in PA
3/21/2018	Information on FY18 Omnibus funding bill – General
3/22/2018	Information on FY 18 Omnibus funding bill – Specific to ECGRA

Potential Grant Opportunities Discussed and Provided

PA Manufacturing Training-to-Career Grant Program

Summary: A newly developed program at DCED aimed at helping companies to identify and train a skilled workforce in the manufacturing industry. Grants of up to \$150,000 are available to community colleges, technical schools, trade schools and nonprofit organizations. Eligible applicants must show partnerships with manufacturers and demonstrate expertise in workforce development programs. Grant funds may be used for internships, equipment purchases, shop modifications, domestic travel, and other program costs. An emphasis is placed on supporting those populations facing barriers to employment.

Solicitation: Applications are accepted on a rolling basis until funding has been depleted. Approximately half of the \$4.7 million appropriated to this program is still available.

Regional Innovation Strategies (RIS) Program

Summary: Under the RIS Program, EDA currently awards grants that build regional capacity to translate innovations into jobs (1) through proof-of-concept and commercialization assistance to innovators and entrepreneurs and (2) through operational support for organizations that provide essential early-stage risk capital to innovators and entrepreneurs.

The RIS Program consists of two separate competitions: the i6 Challenge and Seed Fund Support (SFS) Grants competition. The i6 Challenge is a leading national initiative designed to support the



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creation of centers for innovation and entrepreneurship that increase the rate at which innovations, ideas, intellectual property, and research are translated into products, services, viable companies, and, ultimately, jobs. Through the SFS Grants competition, EDA provides funding for technical assistance to support the creation, launch, or expansion of equity-based, cluster-focused seed funds that invest regionally-managed risk capital in regionally-based startups with a potential for high growth.

Solicitation: There are no current solicitations for this project. Last year's solicitation was posted in May and awarded in September, and we expect a similar timeline this year. We will keep you posted as to when the grant is available for application.

Examples of Previous Awardees:

- The **Ben Franklin Technology Partners of Central and Northern PA**, 1855 Capital Partners LLC and Penn State University will support a venture fund that will provide seed investments and management support to technology-focused entrepreneurs in a large region of Central PA.
- **JumpStart** will create a \$30-\$35M JS MedTech Fund focused on biomedical devices, diagnostics and healthcare IT startups in the Northeast Ohio region in an effort to fill an early-stage capital gap estimated to be as large as \$392M in 2014. JumpStart anticipates making 20-25 seed stage investments ranging from \$100K to \$2M and estimates five-year impacts to include \$125m in follow-on investment capital, 25 new business starts, and 210 direct jobs.
- This EDA investment funds the **California Sustainable Energy Entrepreneur Development (CalSEED)** initiative, that in collaboration with four existing Regional Innovation Clusters, will work on generating new innovations, new businesses, jobs and economic enhancements in California's Disadvantaged Area Community (DAC) regions. With EDA's support, CalSEED will scale-up its capacity to inspire, engage and support start-ups from underrepresented communities economically disadvantaged, rural, women, and veteran entrepreneurs from throughout the region.
- The **Pittsburgh Life Sciences Greenhouse** will implement a regional innovation strategy to grow and elevate the stature of the nascent health information technology (HIT) cluster in Western Pennsylvania. The project will focus on job creation through company growth in the forms of both producers and users of advanced software, related data collection deployment and analysis platforms for delivering healthcare and maintaining health.

SBA Growth Accelerator Competition

Summary: The Growth Accelerator Fund competition is for accelerators, incubators, and other entrepreneurial ecosystem models that help support small businesses and startups to compete for monetary prizes of \$50,000 each (20 in total). Several panels containing expert judges from the private and public sector with collective experience in early stage investing, entrepreneurship, academia, start-ups and economic development will select the winners. Applicants may include accelerators, incubators, co-working startup communities, shared tinker-spaces or other models. The panel will give particular attention to applicants that fill geographic gaps in the accelerator and entrepreneurial ecosystem space.

Solicitation: There are no current solicitations for this project. The SBA typically opens this competition up in June – July. We will keep you updated.



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Examples of Previous Awardees:

- **Hera Labs, San Diego** – Hera Labs, a business accelerator for women by women, provides proven intensive business training to launch, grow and sustain profitable businesses.
- **MORTAR, Cincinnati**—MORTAR enables under-served entrepreneurs and businesses to succeed; creating opportunities to build communities through entrepreneurship.
- **The Rosie Network's Military Entrepreneur Center, San Diego**—Rosie Network helps men and women of the Armed Forces and their spouses with small business ownership.

ARC POWER Initiative

Summary: POWER (Partnerships for Opportunity and Workforce and Economic Revitalization) is a congressionally funded initiative that targets federal resources to help communities and regions that have been affected by job losses in coal mining, coal power plant operations, and coal-related supply chain industries due to the changing economics of America's energy production. The POWER Initiative supports efforts to create a more vibrant economic future for coal-impacted communities by cultivating economic diversity, enhancing job training and re-employment opportunities, creating jobs in existing or new industries, and attracting new sources of investment. Projects are generally funded in the range of \$400,000 to \$1.5 million and require match. ARC's POWER investments are regional, strategic and transformational and the focus areas for projects are:

- Building a competitive workforce;
- Enhancing access to and use of broadband services;
- Fostering entrepreneurial activities; and
- Developing industry clusters in communities

Solicitation: ARC is now accepting applications for 2018 POWER Initiative funding submitted in response to the POWER request for proposals issued on February 1. The first round of applications are due by May 1, 2018. Approximately \$30 million will be available for the first round of applications. In previous rounds of POWER funding, Pennsylvania-based projects received about 1/5 of total funds.

YouthBuild

This could be used for the SummerJobs program. YouthBuild is a community-based alternative education program that provides job training and educational opportunities for at-risk youth ages 16-24. Youth learn construction skills while constructing or rehabilitating affordable housing for low-income or homeless families in their own neighborhoods. Youth split their time between the construction site and the classroom, where they earn their high school diploma or equivalency degree, learn to be community leaders, and prepare for college and other postsecondary training opportunities. YouthBuild includes significant support systems, such as a mentoring, follow-up education, employment, and personal counseling services; and participation in community service and civic engagement. There are approximately 210 actively-funded YouthBuild programs at any given time in more than 40 states, serving over 6,000 youth nationally per year.

Youth Formula-Funded Grant Programs



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The logo for Ridge Policy Group features the company name in a bold, serif font, centered within a stylized oval. The oval is composed of two curved lines: a dark blue line on the left and a red line on the right, which meet at the top and bottom to form a complete circle around the text.

This could also be used for the summer jobs program. These programs provide services to eligible youth, ages 14-21, in local communities. Funds are allocated to states based on the number of unemployed individuals in areas of substantial unemployment; the relative excess number of unemployed individuals in a state; and the relative number of disadvantaged youth in a state.



Major Investments via ECGRA	Partners	Potential Federal Grants	Potential State and Local Grants	Potential Grant Applicant	Notes
Ignite Erie	B/FTF, Gannon SBDC, Bridgeway Capital, PennVenture Partners, Erie Insurance, Lord	Regional Innovation Strategies (RIS) Program		Local City / County / Area Boards Local City / County / Area Boards	Sent to Kathy and Gary Sent to Kathy and Gary Innovation District is applying for this grant
Erie Innovation District	Mercyhurst Univ, VNET, UPMC, Erie Insurance, McManis & Morsalve, City of	SBA Growth Accelerator Fund ARC's POWER Grant			
Erie Innovation Fund	Ben Franklin Tech Partners matches the fund 1:1 and provides technical assistance business community, elected officials, trade unions	Regional Innovation Strategies (RIS) Program			
Community College					
Tech After Hours	City of Erie School District	EDA's Assistance to Coal Communities WIOA National Dislocated Worker Grants Youth Build	Manufacturing Training-to-Career Program Pre-Apprentice & Apprenticeship Grant Program		Pending state approval
Go College					
Erie County Summer Jobs Program	Erie County, Young Entrepreneur Sociel, GECAC	Youth Build Youth Formula Funded Grant Programs	Manufacturing Training-to-Career Program TANE Summer Youth Employment Program (2019)	Local City / County / Area Boards Local City / County / Area Boards	Sent to Gary Sent to Gary
Fairview School District	Fairview School District	Investing in Innovation 13 Funds Student Support and Academic Enrichment Grants Education Innovation and Research Program Section 108 Loan Guarantee Program within the CDBG	ARC Area Development CDBG		
East & West Bayfront Neighborhood Plan		Neighborhood Stabilization Program through HUD Surface Transportation Block Grant Program	Industrial Sites Reuse Program CDBG ARC Area Development	Local City / County / Area Boards	
Erie's Community Schools Initiative	United Way of Erie County and various corporate sponsors who adopt a school				Could we get Erie's plan for this initiative?
Erie Count Civic Leadership Activity	Erie County				
Erie Inner-City Entrepreneur Fund	The program was matched 6:1 by local CDFI, Bridgeway Capital	SBA's PRIME Program Surface Transportation Block Grant Program	ARC Area Development CSBG (would require action agency) Keystone Communities CDBG Multimodal Transportation Transportation Alternatives Program		
Mission Main Street					



Perry Wood

From: Ridge Policy Group <zricke@ridgepolicygroup.com> on behalf of Ridge Policy Group <zricke@ridgepolicygroup.com>
Sent: Thursday, March 22, 2018 1:50 PM
To: Perry Wood
Subject: FY 18 Omnibus Spending Bill



On March 21, 2018, Congressional leaders released the text of the Fiscal Year (FY) 2018 Omnibus to fund the government through September 2018. This legislation passed the House and is expected to pass the Senate and be signed by the President by the end of the week.

We are especially pleased to see that the following items were included. These provisions are efforts that the Ridge Policy Group was actively engaged in on behalf of our clients.

- A significant increase in funding for the Center for Disease Control (CDC), which would help secure Injury Center programs**
- An increase in funding for the Economic Development Administration (EDA), despite the President's request to eliminate the agency. This includes \$21 million for the Regional Innovations Strategy Program.**
- Full funding for the National Bio and Agro-defense Facility operations (NBAF)**
- Full funding for the National Biodefense Analysis Countermeasures Center (NBACC)**

Below is a summary of some of the high-level provisions of the bill. We will also be sending specific summaries to individual clients in the coming days.



Agriculture, Rural Development, and Food and Drug

USDA and FDA programs will receive \$23.3 billion in discretionary funding, which is about \$2.4 billion more than fiscal 2017 enacted levels

FDA was allocated \$3 billion in funding, with specific money going toward efforts to combat the opioid epidemic

\$600 million for a new pilot program within USDA aimed at rural broadband, in addition to existing USDA broadband loan and grant programs

Child nutrition and Supplemental Nutritional Assistance Program (SNAP) mandatory appropriations are consistent with current estimates

Includes a fix to the "grain glitch," a part of the tax bill that passed last year that stood to hurt certain agricultural businesses

Commerce, Justice, and Science

The legislation includes \$302 million for the FDA, an increase of \$26 million above the fiscal year 2017 level

\$447 million for grant programs to help with opioid abuse

Full funding for the FBI's National Instant Criminal Background Check System

\$75 million in grants to states to improve their records used in background checks



Department of Defense

\$94 million for youth mentoring programs

NIST is funded at \$1.2 billion in the bill – \$247 million above the fiscal year 2017 enacted level.

Total of \$654.6 billion for the Department of Defense, an increase of \$61.1 billion over the 2017 enacted level

Energy and Water

\$248 million – \$18 million above the fiscal year 2017 level – is for research and development activities to strengthen the security of our electric grid

\$6.26 billion for science research – an increase of \$868 million above the 2017 enacted level

\$14.7 billion for DOE's nuclear weapons security programs

Financial Services

\$11.43 billion for the IRS – an increase of \$195.6 million above the fiscal year 2017 enacted level to help the IRS implement the Tax Cuts and Jobs Act of 2017

\$415.5 million for the Office of National Drug Control Policy (ONDCP) to combat the opioid crisis

\$380 million to the Election Assistance Commission for state grants to improve



Homeland Security

election equipment and combat
outside interference in U.S. elections

\$700.8 million for the SBA, including
funding for the loan guarantee programs

\$14 billion in discretionary appropriations
for Custom and Border Patrol – an
increase of \$1.8 billion above the fiscal
year 2017 enacted level

\$7.1 billion for Immigration and Customs
Enforcement – \$640.6 million above the
fiscal year 2017 enacted level

\$1.6 billion in funding for new fencing,
including levees, but does not allocate
money for a concrete wall.

Does NOT include DACA Language

Full funding for the National Biodefense
Analysis and Countermeasures
Center (NBACC)

Interior and Environment

\$35.2 billion, \$3 billion above the fiscal
year 2017 enacted level

Wildland firefighting and prevention
programs at \$3.8 billion, fully funding the
10-year average for wildland fire
suppression costs for both the
Department of the Interior and the
Forest Service.

\$530 million for “Payments In Lieu of
Taxes” (PILT), fully funding the
program. PILT provides funds for local



Labor, Health and Human Services, and Education

governments in 49 states to help offset losses in property taxes due to nontaxable federal lands within their counties

\$1 billion in new funding for grants to States and Indian tribes to address the opioid epidemic

\$176 million at the Centers for Disease Control and Prevention to support increased opioid overdose surveillance and prevention activities

\$37 billion for NHI, an increase of \$3 billion above the fiscal year 2017 enacted level

\$8.3 billion for CDC – an increase of \$1.1 billion above the fiscal year 2017 level

Administration for Community Living at \$2.2 billion, which is \$178 million above last year

Employment Training Administration at \$10 billion – an increase of \$44 million above last year's enacted level. This total includes \$2.8 billion for job training grants to states, \$89.5 million for YouthBuild, and \$145 million for apprenticeship grants

\$12.3 billion for IDEA special education grants to states, an increase of \$275 million over the fiscal year 2017 enacted level

\$1.1 billion for Student Support and Academic Achievement State Grants



Military and Veterans Affairs

The maximum Pell Grant award is increased to \$6,095, funded by a combination of discretionary and mandatory funds

\$10.1 billion for military construction projects – an increase of \$2.4 billion, or 31 percent, above the enacted fiscal year 2017 level

\$185.4 billion in both discretionary and mandatory funding for the VA, an increase of \$8.5 billion above the fiscal year 2017 level.

Transportation and Housing

Increase of \$10.6 billion above the fiscal year 2017 enacted level for infrastructure funding

TIGER program is funded at \$1.5 billion, a \$1 billion increase over the fiscal year 2017 enacted level

Consolidated Rail Infrastructure and Safety Improvements grants are funded at \$593 million, an increase of \$525 million from the fiscal year 2017 enacted level

\$2.6 billion is included for Capital Investment Grants transit projects

\$30.3 billion for Public and Indian Housing

Expands tax subsidy for affordable housing



\$650 million to Amtrak for capital projects along the Northeast Corridor, but any money Amtrak may try to direct toward the massive Gateway project under the Hudson River could need DOT approval.

Six-month extension for the FAA reauthorization, which expires March 31.

 **Forward**



Perry Wood

From: Perry Wood
Sent: Tuesday, March 27, 2018 10:53 AM
To: Zaida Ricker
Cc: Mark Holman; Lee, Gary; Benjamin Wilson (bwilson@gecac.org)
Subject: Summer Jobs Funding

Zaida,

This is the task force to double Erie's Summer Jobs Funding. Can you send link to each program? I'll follow up with Ben Wilson, our point person at GECAC.

Summer Jobs – Federal Funding Opportunities

YouthBuild

YouthBuild is a community-based alternative education program that provides job training and educational opportunities for at-risk youth ages 16-24. Youth learn construction skills while constructing or rehabilitating affordable housing for low-income or homeless families in their own neighborhoods. Youth split their time between the construction site and the classroom, where they earn their high school diploma or equivalency degree, learn to be community leaders, and prepare for college and other postsecondary training opportunities. YouthBuild includes significant support systems, such as a mentoring, follow-up education, employment, and personal counseling services; and participation in community service and civic engagement. There are approximately 210 actively-funded YouthBuild programs at any given time in more than 40 states, serving over 6,000 youth nationally per year.

Youth Formula-Funded Grant Programs

These programs provide services to eligible youth, ages 14-21, in local communities. Funds are allocated to states based on the number of unemployed individuals in areas of substantial unemployment; the relative excess number of unemployed individuals in a state; and the relative number of disadvantaged youth in a state.



Perry Wood

From: Zaida Ricker <zricker@ridgepolicygroup.com>
Sent: Thursday, March 22, 2018 2:53 PM
To: Perry Wood
Cc: Mark Holman; rwolfkiel@ridgepolicygroup.com
Subject: FY18 Funding

Hey Perry,

In addition to the high-level bill summary that we sent out regarding the FY18 funding bill, we also wanted to flag the following provisions that may impact you. Let us know if you have any questions!

Department of Commerce:

- The legislation includes \$302 million for the EDA, an increase of \$26 million above the fiscal year 2017 level
- \$39,000,000 for fostering and developing minority business enterprises
- \$140,000,000 for the Manufacturing Extension Program (MEP)

ARC

- \$155,000,000 to fund the activities of the Appalachian Regional Commission (ARC) for FY2019

Small Business Administration

- \$247,100,000 for Small Business Entrepreneurial Development
- Provides at least level funding for the SBA Loan Guarantee Programs

Department of Labor

- Employment Training Administration (ETA) – The legislation provides ETA with \$10 billion – an increase of \$44 million above last year's enacted level. This total includes \$2.8 billion for job training grants to states, \$89.5 million for YouthBuild, and \$145 million for apprenticeship grants.
- \$145 million for apprenticeship grants within DOL
- \$3,486,200,000 to implement workforce development programs under the Workforce Innovation Opportunity Act

Department of Transportation

- TIGER program is funded at \$1.5 billion, a \$1 billion increase over the fiscal year 2017 enacted level
- \$2.6 billion is included for Capital Investment Grants transit projects

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DEVELOPING ERIE COUNTY'S RESOURCES

RIDGE POLICY GROUP TEAM

FEDERAL TEAM	STATE & LOCAL TEAM
MARK HOLMAN	MARK CAMPBELL
BECKY WOLFKIEL	BRITTE EARP

DAY 1

Ridge Policy Group Task Force Briefings & Listening Sessions

- 1:30-2:15pm Entrepreneurship & Innovation
- 2:30-3:15pm Neighborhood Revitalization
- 3:30-4:15pm Summer Jobs & Youth skills development
- 4:30-5:15pm ECGRA Board Briefing on Transportation & Brownfields

DAY 2

Ridge Policy Group Briefing with Blue Zones

- 9:30-10:30am Steering Committee: resource development discussion

Notes:

- All meetings will be held at 5240 Knowledge Parkway, Erie, PA 16510
- Invites are not transferable
- For more information, contact Tammi Michali at tmichali@ecgra.org or call (814) 897-2690





Evaluation of 2017 Erie Summer Jobs and More Program

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November 2017

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1.0 Project Background

Erie Summer Jobs and More (JAM) program is a collaborative effort between Erie County, Erie County Gaming and Revenue Authority (ECGRA), the Erie Community Foundation (ECF), and other supportive individuals and organizations that have recognized the need to address employability issues for our disconnected youth population aged 16-21 years. The program provides job readiness training, career exploration, and employment opportunities for a disconnected youth population living in Erie County. To be eligible to participate in the program youth must:

- Demonstrate financial need with family income at or above 250% of federal poverty guideline
- Be 16-21 years old
- Reside in Erie County

This year the 2017 Erie Summer JAM program employed 183 youth with 43 employers throughout Erie County. The program was completed by 86.9% of youth and 97.2% of the surveyed employers were willing to recommend the program to others at the end of the 2017 Summer JAM program.

The specific goals for the 2017 Erie Summer JAM program included:

1. Increase program participation to 175 youth.
2. Deliver informational sessions for employers and participants earlier than what was done in the 2014 pilot (target date of April 1, 2017).
3. Increase and document employer input into program conception and administration.
4. Increase for-profit employers' participation up to 50%.
5. Evaluate participants to enhance job matching, based on participant interest and employer need.
6. Conduct youth participant and employer interviews to identify successes and challenges and develop mitigation strategies throughout the program.
7. Increase focus on work placement in STEM-related and local high priority occupations.

For the second year, the Greater Erie Community Action Committee (GECAC) was the lead agency for the 2017 Summer JAM program. Keystone Research Corporation (KSRC) served as

the external evaluator for Summer JAM program since 2015. Kevin Arrington, Director of Programs of Young Entrepreneur Society, Inc. (YES), was contracted to implement the program and to carry out day-to-day operations as the project manager since the pilot year in 2014. As an implementation agency, YES provided continuity and deep understanding of program needs.

Evaluation plans, research design, data collection methods, and roles and responsibilities of those involved in Summer JAM program evaluation for the most part remained unchanged from the previous years. New to this evaluation year was implementation of focus groups with youth and employers to gain deeper understanding of their program experiences and needed program changes and improvements.

The assessment of the quality and effectiveness of the 2017 Erie Summer JAM program included both an outcome and process evaluation. The outcome evaluation assessed the program impact on youth with respect to the development of critical employment assets: life skills, career goals, awareness of occupational programs and education, and employment opportunities. As well, the outcome evaluation assessed the program impact on employers with respect to the program's ability to assist employers in meeting their training, employment, and hiring needs. In addition, the evaluation addressed program effectiveness with respect to:

- A number of youth enrolled in the program
- A number of youth completing the program
- A number of employers in the program
- Youth satisfaction with the program
- Employer satisfaction with the program
- Partners and staff satisfaction with the program

Demographic questions were also asked.

1.1 Summer JAM Program Core Components

Erie Summer JAM program has several core components that support outcomes for youth and employers participating in the program. These core components include:

- *Informational orientation sessions for potential employers and youth participants:* at these sessions information about available jobs, locations, placement potential, and required paperwork is shared.

- *Employer and youth application packets:* these packets contain required forms and employer or youth handbooks with pertinent program information.
- *Program website:* online information about Erie Summer JAM is available via careerstreeterie.com, GECAC's website, and Facebook.
- *Youth work readiness program:* this program provides youth with 20 hours of pre-employment soft-skills training in an area of accountability, understanding hierarchy, leadership and integrity, and professionalism, preparing youth to meet employers' expectations during their summer employment.
- *Employer meet and greet:* the final session of the youth work readiness program that provides opportunities for interested employers and youth to meet and discuss work expectations with their assigned workers.
- *Job placement/matching:* youth are matched with employers based on the employer specifications, geographic proximity, and availability of reliable transportation for youth.
- *On-site work experience:* youth participate in 180-hour on-site work placement with their host employer, working 30 to 40 hours per week and receiving \$7.25/hour pay (minimum wage in PA as of January 1, 2015) for performed work.
- *Program staff support:* program staff work directly with youth and employees to provide communication, linkage, and job placements, as well as to troubleshoot and problem-solve any challenges that arise during program implementation.
- *Focus on STEM-related fields:* attention is paid and priority is given to the job placements that provide career exploration in STEM-related fields.

Sections below outline evaluation design and methodology, findings, conclusions and recommendations.

2.0 Evaluation Design and Methodology

This evaluation of the effectiveness and quality of the Erie Summer JAM program consisted of an outcome and process evaluation.

The outcome evaluation included two main components:

- Evaluation of youth outcomes
- Evaluation of employer outcomes

The process evaluation includes these four components:

- Evaluation of the quality of the overall program and its components
- Evaluation of the work readiness training program
- Evaluation of the work environment
- Focus groups with youth and employers

The indicators/instruments used, and methodology for gathering most of the data included the following:

Instrument/Indicators

The *2017 Summer JAM End-Program Youth Satisfaction Survey* (see Appendix A for the copy of the instrument) was administered to collect self-assessment data from 2017 program youth.

The *2017 Summer JAM Mid- and End-Program Employer Surveys* (see Appendix B for the copies of these instruments) were administered to collect self-assessment data from the 2017 program employers.

The *2017 Summer JAM Staff and Partner Survey* (see Appendix C for the copies of the instrument) were administered to collect self-assessment data from the 2017 staff and partners.

The 2017 Summer JAM Youth and Employer Focus Group semi-structured questionnaires (see Appendix D for copies of these instruments) were administered to collect additional data from 2017 youth and employers.

Methodology

The program staff administered the *2017 Summer JAM End-Program Youth Satisfaction Survey* with the program youth during the week of August 7, 2017, the last week of program employment. The responses were collected utilizing hard-copies of the surveys and then were hand delivered to KSRC. Collected data were entered into excel documents and prepared for a transfer to SPSS, a statistical software for data analysis.

The program staff administered the *2017 Summer JAM Mid-Program and End-Program Employer Surveys*. With the youth work experience starting as early as June 19, 2017 for some of the employers, the mid-program employer survey was administered during the week of July 3, 2017. The end-program employer survey was administered during the week of August 7, 2017 with the youth work experience end date being scheduled for August 11, 2017. The responses were collected utilizing hard-copies of the surveys and then were hand delivered to KSRC. Data from both surveys were entered into excel documents and prepared for a transfer to SPSS, a statistical software, for data analysis.

KSRC administered the *2017 Summer JAM Staff and Partner Survey* on August 17, 2017 at the end of the youth employment placement. The survey was administered utilizing SurveyMonkey, an on-line survey platform. Each staff and partner were invited via email to complete the survey on-line. Data from the survey was exported into SPSS, a statistical software, for data analysis.

KSRC conducted two focus groups: one with youth on July 25, 2017 and another one with employers on August 3, 2017 to collect additional information about the program needs and improvement areas. KSRC developed *Focus Group Recruitment Plan* and *Participation Forms* for employers and youth to support program implementers and administrators' efforts in recruiting focus group participants. Recruitment efforts were initiated on July 7, 2017. All employers received an email with a link to an electronic participation form. The total of 12 employers responded to electronic participation form with 9 employers indicating interest in attending a focus group and 4 employers attending the employer focus group. All youth received a hard copy of youth Participation Form and were asked if they are interested in participating in the focus group. The total of 106 youth returned their completed participation forms with 54 youth agreeing to participate. Out of those youth who agreed to participate 22 youth were selected for youth focus group and 12 youth attended the focus group. For youth

participants under 18 years old a *Parental Consent Form* was required in order for youth to participate in a focus group. All focus group participants received a reminder call from KSRC the day before each focus group. Youth participants also received a reminder via text message. A copy of all these documents can found in Appendix D.

The following description for each evaluation component identifies the overarching research question as well as the corresponding specific research questions.

2.1 Evaluation of Youth Outcomes

The evaluation of youth outcomes addressed youth program participation, level of youth interest and engagement, and development of youth critical employment areas.

2.1.1 Youth Program Participation

General Question: How many youth participants enrolled in and completed the Erie Summer JAM program?

Specific Question:

1. Has youth participation improved in 2017 vs. 2016?
2. Did the program achieve its 2017 youth participation goal of 175?

Instrument/Indicators

KSRC's 2016 Erie Summer JAM program evaluation report and 2017 program youth excel spreadsheet from Kevin Arrington.

Methodology

The 2017 program data with respect to youth participation was collected and maintained by program staff. The data was submitted to KSRC in a form of an excel spreadsheet that included youth first and last names, mailing address, employer, date of birth, age, and contact phone number. These data was compared to the youth data presented in the 2016 Erie Summer JAM evaluation report.

2.1.2 Level of Youth Interest and Engagement

General Question: To what extent are youth a) interested and b) engaged in Erie Summer JAM program?

Specific Question:

1. How do youth interest and engagement in the program in 2017 compare to the interest and engagement in 2016?
2. How do employers assess youth program interest and engagement in 2017? Does their assessment of youth interest and engagement change mid- to end-program point?
3. How do staff and partners assess youth program interest in 2017?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.1.3 Development of Youth Critical Employment Areas

General Question: To what extent were youth critical employment areas developed?

Specific Question:

1. How do youth assess their ability as employees with respect to the following areas:
 - Adhere to work policies
 - Carry out supervisors instructions
 - Work with minimal supervision
 - Cooperate with co-workers
 - Follow safety regulations
 - Apply knowledge to work tasks
2. How do youth assess their ability to do the following areas:
 - Learn important life skills, i.e., time management, good work habits, etc.
 - Feel equipped for future work opportunities
 - Be motivated to achieve career goals
 - Learn about occupational programs that support employment efforts
 - Understand the importance of education for obtaining carrier
3. How do program staff and partners assess the youth with respect to:

- Improved employability
- Exposure to future career paths
- Increased employment opportunities

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.1.4 Program Ability to Meet Youth Employment Needs

General Question: To what extent does the program meet youth employment needs?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.2 Evaluation of Employers Outcomes

Evaluation of the employer outcomes addresses employer program participation, likelihood of the employer to hire youth as a regular part- or full-time employee, program ability to meet employment needs and employer program commitment.

2.2.1 Employers Program Participation

General Question: How many employers participated in the Erie Summer JAM program?

Specific Question:

1. Has employer participation improved in 2017 vs. 2016?
2. Did the program achieve its 2017 employer participation goal of 50% for-profit organizations?

Instrument/Indicators

KSRC's 2016 Erie Summer JAM program evaluation report and 2017 program employers excel spreadsheet from Kevin Arrington.

Methodology

The 2017 program data with respect to employer participation was collected and maintained by Kevin Arrington. The data was submitted to KSRC in a form of an excel spreadsheet that

included information about employer name, contact first and last names, mailing address, and contact phone number. These data was compared to the employer data presented in the 2016 Erie Summer JAM evaluation report.

2.2.2 Employers Likelihood to Hire Youth for Regular Employment

General Question: How likely are employers to hire the 2017 Erie Summer JAM youth for regular part- or full-time employment?

Specific Question:

1. Does the likelihood to hire youth change from mid- to end-program point?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.2.3 Program Ability to Meet Employment Needs of Employers

General Question: To what extent does the program meet employment needs of the employers?

Specific Question:

1. Does the program ability to meet employment needs of the employers change from mid- to end-program point?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.2.4 Employer Program Preparedness and Commitment

General Question: To what extent are the employers a) prepared for and b) committed to implement Erie Summer JAM program?

Specific Question:

1. Do employers have adequate preparation to take on the Summer JAM youth?
2. Do employers fulfill their responsibilities for the Summer JAM youth with respect to supervision and reporting?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.3 Evaluation of Quality of the Overall Program and its Components

General Question: What is the overall quality of the Erie Summer JAM program?

Specific Questions:

1. What is the quality of the Erie Summer JAM program with respect to the following core components:

- Informational orientation sessions for potential employers and youth participants
- Employer and youth application packets
- Program website
- Youth work readiness program
- Employer meet and greet
- Job placement/matching
- On-site work experience
- Program staff support
- Troubleshooting/problem solving when challenges are faced
- Communication/linkage regarding job placement
- Focus on STEM-related fields

2. What is the program recommendation rate? How does this rate compare across time and across program stakeholders?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.4 Evaluation of Work Readiness Training Program

General Question: What is the overall quality of the program work readiness training?

Specific Questions:

1. What is the quality of the work readiness training with respect to the following core components:
 - Career assessment
 - Financial literacy and management
 - Guest speakers
 - Mock interviews
 - Personal care plan

2. To what extent do the youth display the following towards their work? Do these characteristics change overtime:
 - Accountability
 - Understanding hierarchy
 - Leadership and integrity
 - Professionalism
 - Good work habits
 - Safety

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.5 Evaluation of Work Environment

General Question: What is the overall quality of the work environment?

Specific Questions:

1. What is the quality of the work environment with respect to the following:
 - Welcoming and supportive environment
 - On-the-job training
 - Youth supervision and feedback
 - Answering youth questions and concerns
 - STEM-related work tasks

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.6 Suggestions for Program Improvement

General Question: In what ways can the program be improved?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.6.1 Youth and Employer Focus Groups

General Question: Describe your program experience?

Specific Questions:

1. What was the most important reason that you decided to participate in Summer JAM program?
2. Do you plan to stay involved in the future?
3. How satisfied are you with your Summer JAM program experience?
4. How important is it for you to participate in Summer JAM program?
5. What can Summer JAM do improve your experience with the program?
6. Would you recommend participation in Summer JAM to others?
7. What do you consider the best part of summer JAM?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

3.0 Evaluation Findings

The evaluation data was gathered from several sources including program administrative data maintained by Kevin Arrington and survey data collected by the KSRC evaluation team. The results of the data collection as outlined in Section 2.0, including both qualitative and quantitative methods of analysis, are reported in the section below.

3.1 Youth Outcomes

The findings on youth outcomes include information on youth program participation, level of youth interest and engagement, and development of youth critical employment areas. In addition youth demographic information is presented.

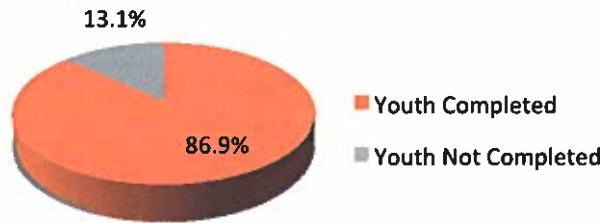
3.1.1 Administrative Data: Youth Program Participation and Demographics

According to the administrative excel spreadsheet, as shown in Table 1, 242 youth applied for the program. Out of 242 youth that applied for the program 183 youth met eligibility requirements, were selected for the program, and completed the work readiness program. All of these 183 youth were placed with participating employers. This number reflects 104.6% goal achievement for the 2017 youth program participation of 175 youth. Out of 183 youth with employment placement, 159 youth completed the six-week summer employment program, which translates into an 86.9% program completion rate for 2017 as shown by Figure 1. This program completion rate for youth is a decrease compared to the program completion rate of 95% for the previous program years.

Table 1: Youth Participation

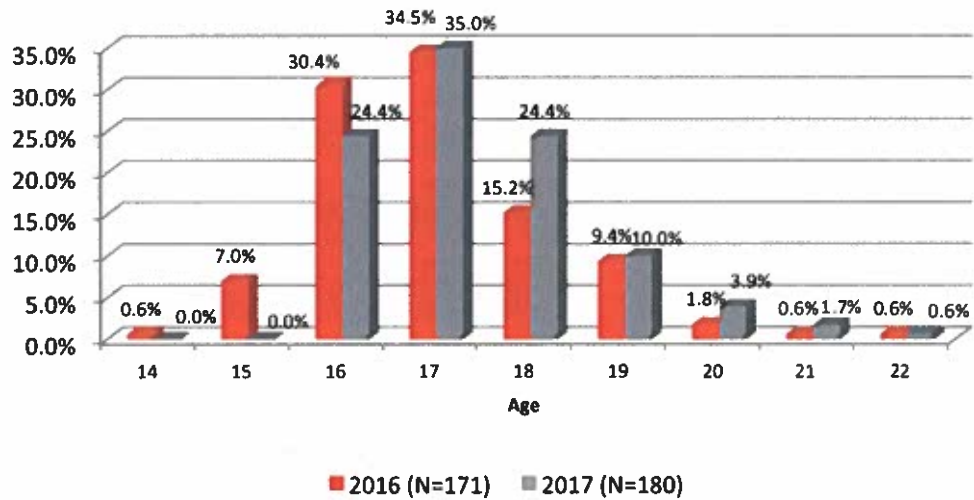
	Number of Youth		
	2017	2016	2015
Applied for Program/Attended Information Orientation Sessions	242	219	278
Selected for Program/Met Eligibility Requirements	183	173	162
Funded through WIOA	n/a	15	n/a
Completed Work Readiness Training	183	173	153
Placed with Employer	183	173	142
Found Another Job/Quit	4	4	n/a
Terminated	17	4	n/a
Medical Leave	3	n/a	n/a
Completed Program	159	165	135
KSRC Available Youth Data	242	171	140

Figure 1: Youth Program Completion (N=183)



KSRC received information on all 183 youth that were selected for the program. Figure 2 shows age information for these youth and compares it to the age of 2016 youth. In both years, a majority of the youth were between the ages of 16-18. Average age for 2016 was 17 years old and for 2017 it was 17.4 years old.

Figure 2: Program Youth Age



With respect to location, as indicated in Table 2, majority of youth came from Erie, PA (76.7%). The rest of youth came from Albion (2.2%), Corry (3.3%), Cranesville (1.6%), Girard (1.1%), Harborcreek (1.6%), Lake City (1.1%), Springboro (0.5), Sugar Grove (0.5%), Union City (9.3%), and Waterford (0.5%). Figure 3 shows distribution of 2017 youth between the county (23.3%) and Erie (76.7%) participants. Figure 4 shows percentages in the recruitment of the county youth in 2017 compared to 2016, with 30.4% of youth coming from the county areas in 2016 while 23.3% of youth came from the county in 2017. The data indicates that program outreach to the county youth was more successful in year 2016.

Table 2: Youth Location

Zip	Frequency	Percent
16350- Sugar Grove	1	0.5%
16401 - Albion	4	2.2%
16405 - Columbus	1	0.5%
16407 - Corry	6	3.3%
16410 - Cranesville	3	1.6%
16412 - Harborcreek	1	0.5%
16421 - Harborcreek	2	1.1%
16417 - Girard	3	1.6%
16423 - Lake City	2	1.1%
16435 - Springboro	1	0.5%
16438 - Union City	17	9.3%
16441 - Waterford	1	0.5%
16501 - Erie	3	1.6%
16502 - Erie	15	8.2%
16503 - Erie	35	19.1%
16504 - Erie	23	12.6%
16506 - Erie	1	0.5%
16507 - Erie	24	13.1%
16508 - Erie	4	2.2%
16509 - Erie	6	3.3%
16510 - Erie	21	11.5%
16511 - Erie	6	3.3%
Total	180	100.0%

Figure 3: Youth Participants Location (N=180)

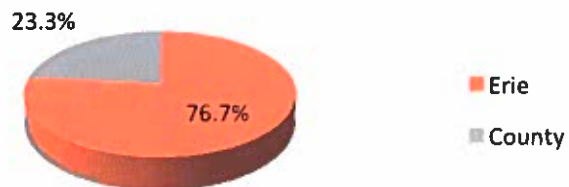


Figure 4: Program Youth Location 2017 vs. 2016

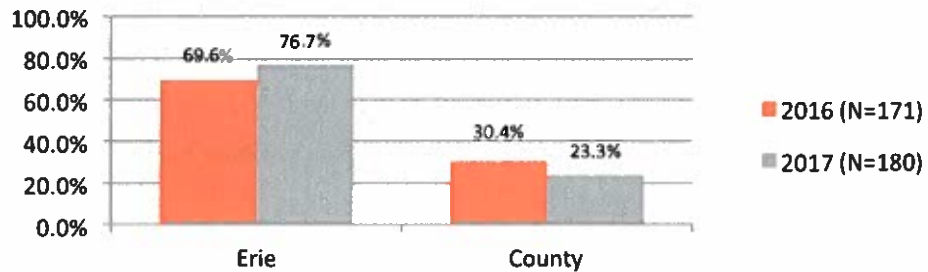
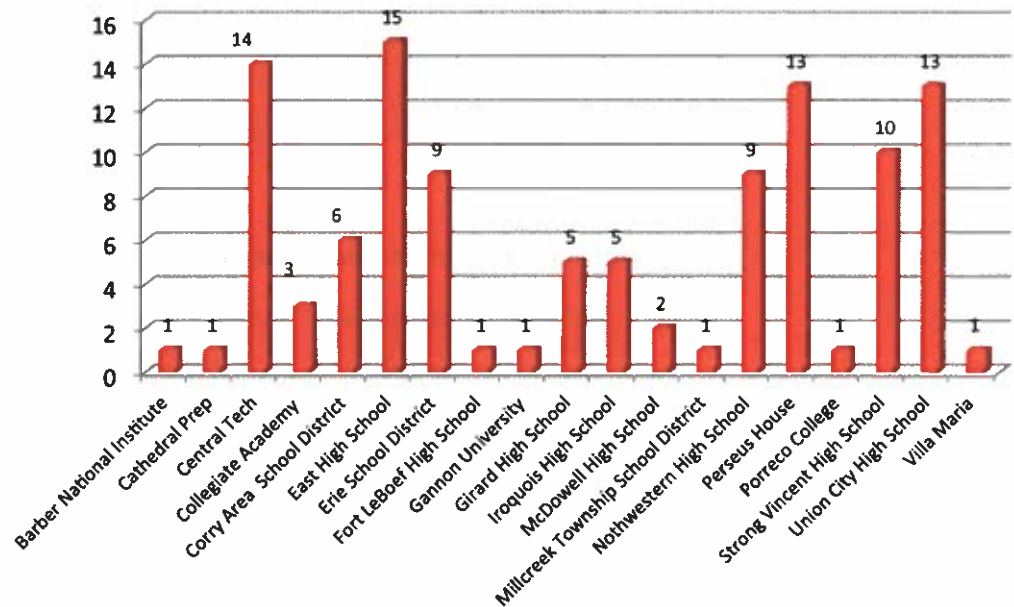


Figure 5 shows number of youth participants in various school as noted in their program application, i.e. in college, technical school, etc. Out of 183 youth 111 provide information about their school. Figure 5 provides frequency information about attended schools. The highest number of students went to East High School (15), followed by Central Tech (14), and then by Perseus House (13) and Union City High School (13). Only two or 1.8% youth that responded to the questions about school indicated that they attended college. This indicates active program participation by high school students.

Figure 5: Program Youth Schools (N=111)



3.1.2 Survey Data: Youth Response Rate and Demographics

The data collected using *End of Program Youth Satisfaction Survey* produced response rate of 57.4% as indicated in Table 3. This response rate for 2017 is higher than in 2016, where 53.8% of the program participants responded to the *End of Program Youth Satisfaction Survey*. A response rate over 50% is considered good and points to a high level of interest and engagement of youth with the program.

Table 3: Response Rate: End of Program Youth Satisfaction Survey

	2017	2016
Number of Surveys Distributed	176	171
Number of Surveys Collected	101	92
Response Rate	57.4%	53.8%

The respondents' demographic information is presented in Tables 4-8. Typical survey respondent was a 17 year old African-American girl that attended high school.

Table 4: Respondent Age: End of Program Youth Satisfaction Survey

Age	Frequency	Percent
14	1	1.0%
15	1	1.0%
16	32	32.0%
17	37	37.0%
18	21	21.0%
19	6	6.0%
20	1	1.0%
22	1	1.0%
Total	100	100%

Table 5: Respondent Gender: End of Program Youth Satisfaction Survey

Gender	Frequency	Percent
Female	56	55.4%
Male	45	44.6%
Total	101	100%

Table 6: Respondent Race: End of Program Youth Satisfaction Survey

Race	Frequency	Percent
Asian	3	1.0%
Black/African American	52	52.0%
White	35	35.0%
Other	10	10.0%
Total	100	100%

Table 7: Respondent Ethnicity: End of Program Youth Satisfaction Survey

Ethnicity	Frequency	Percent
Hispanic	3	3.8%
Non Hispanic	76	96.2%
Total	79	100%

Table 8: Respondent School: End of Program Youth Satisfaction Survey

School	Frequency	Percent
High School	82	85.4%
Technical School	1	1.0%
College	13	13.5%
Total	96	100%

3.1.3. Survey Data: Level of Youth Interest and Engagement

Table 9 shows perceptions of youth interest and engagement in the program by various stakeholders. Interest and engagement was measured on a scale from 1 (low) to 3 (high). Youth self-assessed their interest and engagement in this year program as mostly high with average score of 2.64 for interest, which is a comparable score to 2.65 in 2016; for engagement, the average score was 2.76, a drop from 2.85 in 2016. Employers also assessed youth interest and engagement in this year's program, with score of 2.59 for interest and 2.76 for engagement at the end of the program. Comparatively, employers rated interest slightly lower than the youth but engagement at the same level. And, the staff and partners, who only rated youth interest, rated it relatively the same as the employers this year.

Table 9: Mean Scores of Perceptions of Youth Interest and Engagement in the Program

	Interest*				Engagement*			
	n	2017	n	2016	n	2017	n	2016
Youth	100	2.64	91	2.65	99	2.76	92	2.85
Employers [†]	41	2.59	24	2.50	41	2.76	24	2.63
Staff and Partners	5	2.60	6	2.66		n/a		n/a

*Scores are measured on a scale 1-3, with 1=Low, 2=Average, and 3=High

[†] For Employer Survey: End-program feedback is used.

3.1.4 Survey Data: Development of Youth Critical Employment Areas

Table 10 shows perceptions of youth of their employee abilities in various work related areas. These abilities were measured on a scale of 1 (poor) to 4 (excellent). Youth self-assessed their abilities as an employee to be in a good to excellent range with average scores ranging from 3.36 to 3.48 for 2017 with a slight improvement in 'work with minimal supervision' and 'apply

knowledge to tasks’ and slight decline in all other areas. It worth mentioning that ‘adherence to work policies’ dropped when compared to 2016. The strongest area in 2017 was ‘follow safety regulations’ with a mean of 3.48, while the weakest area was ‘working with minimal supervision.’

Table 10: Youth Employee Abilities

	Means*	
	2017 (n=101)	2016 (n=92)
Adhere to Work Policies	3.38	3.51
Carry Out Supervisor’s Instructions	3.47	3.47
Work With Minimal Supervision	3.36	3.34
Cooperate with Co-workers	3.45	3.56
Follow Safety Regulations	3.48	3.50
Apply Knowledge to Tasks	3.46	3.45

*Scores are measured on a scale 1-4, with 1=Poor, 2=Fair, 3=Good, and 4=Excellent

Table 11 shows perceptions of youth with respect to their abilities to learn important life skills, i.e., time management, good work habits, etc.; feel equipped for future work opportunities; be motivated to achieve career goals’ learn about various occupational programs that support employment efforts; and understand the importance of education for obtaining career. These abilities were measured on a scale of 1 (strongly disagree) to 5 (strongly agree). Youth self-assessed their critical abilities to be strong as shown by scores that are higher than in 2016, with average scores ranging from 4.03 to 4.36 for 2016 and of 4.27 to 4.60 for year 2017. Just as last year, although improved, the weakest area this year was learning about occupational programs, with a mean of 4.03 in 2016 and 4.27 in 2017. The strongest area was understanding the importance of education for obtaining a career with mean of 4.36 in 2016 and 4.60 in 2017.

Table 11: Youth Critical Abilities

	Means*	
	2017 (n=100)	2016 (n=92)
Learn Important Life Skills	4.43	4.29
Feel Equipped for Future Work Opportunities	4.47	4.26
Be More Motivated to Achieve Career Goals	4.47	4.26
Learn More About Occupational Programs	4.27	4.03
Understand the Importance of Education	4.60	4.36

*Scores are measured on a scale 1-5, with 1=Strongly Disagree, 2=Somewhat Disagree, 3=Neutral, 4=Somewhat Agree, and 5=Strongly Agree

Youth were asked to share their plans after conclusion of the 2017 Summer JAM program and could select more than one response to the question. Table 12 shows result for youth future

plans question with majority (66.3%) of the participants going back to high school, with many having plans getting a job (42.6%), and with only two youth joining military.

Table 12: Youth Future Plan

School	Frequency	Percent (N=101)
Going Back to High School	67	66.3%
Pursuing Post-secondary Education	20	19.8%
Getting a Job	43	42.6%
Joining Military	2	2.0%

3.1.5 Survey Data: Program Ability to Meet Youth Employment Needs

Table 13 demonstrates youth perceptions about the Erie Summer JAM program's ability to meet their employment needs. It was measured on a scale from 1 (low) to 3 (high). Youth assessed program's ability to meet their needs as high, with average score of 2.83 for 2016 and 2.77 for 2017.

Table 13: Meeting Youth Employment Needs

	Means*	
	2017 (n=99)	2016 (n=92)
Meeting Youth Employment Needs	2.77	2.83

*Scores are measured on a scale 1-3, with 1=Low, 2=Average, and 3=High

3.2 Employer Outcomes

Evaluation of the employer outcomes addresses employer program participation, likelihood of the employer to hire youth as a regular part- or full-time employee, program ability to meet employment needs and employer program commitment.

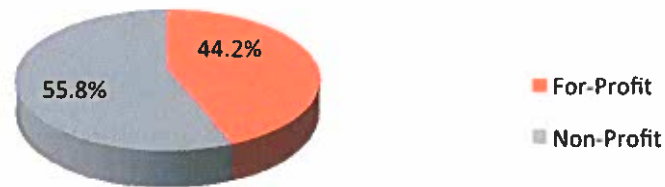
3.2.1 Administrative Data: Employer Program Participation and Demographics

According to administrative data, as shown in Table 14, 43 employers participated in 2017 Erie Summer JAM program. For the full list of the employers, please refer to Appendix E. A total number of the for-profit organizations that participated in this year program were 19, save as last year, representing 44.2% (see Figure 6) of the total employer pool, which was slightly less than 50% goal.

Table 14: Employer Participation

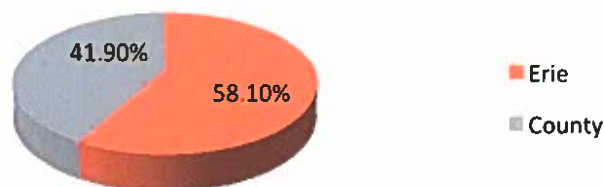
	Number of Employers	
	2017	2016
Overall Employers	43	42
Nonprofit Employers	24	23
For-profit Employers	19	19

Figure 6: Employer Organization Type: For-Profit vs. Non-Profit (N=43)



In terms of location, Figure 7 shows that 41.9% of employers were located in the County to accommodate 23.3% of participating county youth providing sufficient employment options for them.

Figure 7: Employer Location (N=43)



3.2.2 Survey Data: Employers Response Rate and Demographics

The data collected in 2017 using *Mid-Program Employer Survey* and *End-Program Employer Survey* produced respective response rates of 95.3% and 100% as indicated in Table 15. These response rates are better than mid-program response rate of 83.3% and end-program response rate of 64.3% rate in 2016 and point to a high level of interest and engagement of employers with the program this year. The partners and staff response rate was lower then last year, as presented in Table 16.

Table 15: Response Rate: Mid- and End-Program Employer Survey

Time	2017 Mid	2017 End	2016 Mid	2016 End
Number of Surveys Distributed	43	43	42	42
Number of Surveys Collected	41	43	35	27
Response Rate	95.3%	100%	83.3%	64.3%

Table 16: Response Rate: Partners and Staff

Time	2017	2016
Number of Surveys Distributed	13	9
Number of Surveys Collected	6	6
Response Rate	46.2%	66.7%

As presented in Table 17 employers varied in size as measured by the number of employees in an organization from 1 to 300 for the mid-program survey and from 1 to 5,000 for the end-program survey. Table 18 presents a number of for-profit and non-profit employers for 2017.

Table 17: Employer Size: Mid- and End-Program Employer Survey

Time	n	Mean	Median	St. Dev.	Min	Max
Mid-program 2017	34	24.1	8.5	53.0	1	300
End-program 2017	34	292.5	8.0	997.4	1	5,000

Table 18: Employer Type: Mid- and End-Program Employer Survey

	Number of Employers	
	Mid 2017	End 2017
Overall Employers	38	37
Nonprofit Employers	65.8%	67.6%
For-profit Employers	34.2%	32.4%

3.2.3 Survey Data: Employers Likelihood to Hire Youth for Regular Employment

Table 19 indicates employers' willingness to hire youth for regular full- or part-time employment. It was measured on a scale from 1 (not at all) to 3 (very). Employers were somewhat likely to hire youth for regular employment, with average score of 2.22 for mid-program, which was lower than last year, and 2.35 for end-program feedback, which was higher than last year. Based on this year data, employers' willingness to hire youth for regular employment improved over the summer.

Table 19: Employer Likelihood to Hire Youth

	Means*			
	n	Mid	n	End
Likelihood to Hire Youth -2017	37	2.22	40	2.35
Likelihood to Hire Youth -2016	30	2.47	24	2.29

*Scores are measured on a scale 1-3, with 1=Not at all, 2=Somewhat, and 3=Very

3.2.4 Survey Data: Program Ability to Meet Employment Needs of Employers

Table 20 shows perceptions of employers and staff and partners related to whether or not employer needs were met. Program’s ability to meet needs of the employers was measured on a scale from 1 (not at all) to 3 (very). In 2017 employers assessed program’s ability to meet their needs at relatively high level, with average score of 2.88 for mid-program and 2.73 for end-program surveys. Staff and partners, at the same time, were confident in the program’s ability to meet employers needs with average score of 3.0 for this question.

Table 20: Meeting Employer Needs

	Means*		
	Employers		Staff and Partners
	Mid	End	
Employment Needs Met-2017	2.88 (n=40)	2.73 (n=40)	3.00 (n=5)
Employment Needs Met-2016	2.79 (n=34)	2.72 (n=25)	2.83 (n=6)

*Scores are measured on a scale 1-4, with 1=Not at all, 2=Somewhat, 3=Very, and 4=Don't know

** Answers "Don't know" were omitted from calculation of mean

3.2.5 Survey Data: Employer Program Preparedness and Commitment

Table 21 shows staff and partners assessment of the level of employers’ preparation to take on youth, as well as to fulfill their responsibilities with respect to supervision and reporting. It was measured on a scale from 1 (no) to 3 (yes). Staff and partners showed confidence in the employers’ preparedness to take on youth and to provide adequate levels of supervision and reporting. The average scores for these measures in 2017 were 2.5 and 3.0 respectively.

Table 21: Staff and Partners Assessment of Employers Preparedness Level

	Means*	
	2017 (n=4)	2016 (n=6)
To Take on Youth	2.50	2.83
To Supervise/Report	3.00	2.83

*Scores are measured on a scale 1-4, with 1=Not at all, 2=Somewhat, 3=Very, and 4=Don't know

** Answers "Don't know" were omitted from calculation of mean

Table 22 demonstrates employers' commitment with respect to implementing Erie Summer JAM program. According to both mid- and end-program surveys, employers exhibit high level of commitment to Erie Summer JAM program with the average scores ranging from 2.95 to 2.98 for mid- and end-program surveys.

Table 22: Employer Commitment Level

	Means*	
	Mid	End
Commitment to Implement Summer JAM -2017	2.98 (n=41)	2.95 (n=40)
Commitment to Implement Summer JAM -2016	2.94 (n=35)	2.88 (n=88)

*Scores are measured on a scale 1-3, with 1=Not at all, 2=Somewhat, and 3=Very

3.3 Evaluation of Quality of the Overall Program and its Components

Table 23 shows comparison of overall program quality assessment across stakeholder groups. The overall program quality was measured on the scale of 1 (poor) to 4 (excellent). All stakeholders agreed that the overall quality of the program is in a desirable range between good and excellent from 3.40 for youth to 3.51 for employers. Assessment of overall program quality from youth decreased from year before. This trend needs to be watched and addressed in the future programming.

Table 23: Overall Program Quality

	Overall Program Quality*			
	n	2017	n	2016
Youth	100	3.40	91	3.54
Employers ¹	39	3.51	23	3.48
Staff and Partners	6	3.50	6	3.50

*Scores are measured on a scale 1-4, with 1=Poor, 2=Fair, 3=Good, and 4=Excellent

¹- For Employer Survey: End-program feedback is used.

Table 24 shows comparison of quality assessment for various program components across stakeholder groups. The quality of program components was measured on the scale 1 (poor) to 4 (excellent), but with an option of choosing "don't know" answer. There was an agreement across stakeholder groups, with the quality of program components ranging between good and excellent. Exception to this rule were: 'program website' that scored the lowest by youth (2.99) and staff and partners (2.75) and 'youth application package' that scored the lowest (2.80) by staff and partners. The most favorable assessment of 3.80 by staff and partners and 3.74 by

employers was for the program ‘troubleshooting.’ Youth scored ‘employer meet and greet’ the highest at 3.54.

Table 24: Quality of Program Core Components

	Means* ¹											
	Youth				Employers ²				Staff and Partners			
	n	2017	n	2016	n	2017	n	2016	n	2017	n	2016
Orientation Sessions	90	3.29	81	3.33	28	3.29	17	3.53	4	3.25	5	3.00
Youth Application Packet	96	3.05	81	3.07	-	-	-	-	5	2.80	5	3.20
Employer Application Packet	-	-	-	-	31	3.42	23	3.39	4	3.25	5	3.20
Program Website	75	2.99	67	3.09	17	3.47	7	3.29	4	2.75	5	2.80
Work Readiness Training	90	3.52	82	3.29	23	3.57	15	3.53	5	3.20	5	3.00
Employer Meet and Greet	91	3.54	81	3.47	26	3.65	19	3.42	3	3.33	5	3.60
Job Placement/Matching	97	3.41	83	3.35	35	3.46	22	3.36	5	3.00	5	3.20
Youth Work Experience	97	3.45	83	3.45	40	3.48	25	3.32	5	3.60	5	3.40
Program Staff	97	3.35	84	3.40	38	3.66	24	3.58	5	3.60	4	3.50
Troubleshooting	93	3.08	81	3.14	39	3.74	21	3.62	5	3.80	5	3.60
Communication	95	3.34	78	3.29	31	3.55	22	3.55	5	3.60	5	3.60
Focus on STEM-Placements	81	3.12	66	3.18	21	3.33	13	3.69	5	3.20	5	2.40

*Scores are measured on a scale 1-5, with 1=Poor, 2=Fair, 3=Good, 4=Excellent, and 5=Don't Know (DK)

¹ Means were calculated without “Don't Know” responses.

² For Employer Survey: End-program feedback is used.

Table 25 shows program recommendation rates across stakeholders. Majority of program stakeholders were willing to recommend the program to others. The youth indicated the following reasons for their positive recommendation: having a good experience and training (45), having help getting into the workforce/job (23), learning important life skills (15), having opportunity to earn money (7), having something to do in the summer (5), and networking (4). Employers expressed these reasons for recommending the program: good work experience and opportunity for youth (13), help for employers during summer season (8), great program (6), youth learn important skills (6), collaboration between organizations (2), kids are off the streets (1). Staff and partners indicated these reasons for recommending the program: good learning/training for youth (4), great investment into a region (2), opportunity for employers to give back (1). See Appendix F for a complete list of comments.

Table 25: Program Recommendation Rates

	Recommend			
	n	2017	n	2016
Youth	95	96.8%	92	100%
Employers ¹	37	97.2%	25	96%
Staff and Partners	6	100%	5	100%

¹- For Employer Survey: End-program feedback is used

3.4 Evaluation of Work Readiness Training Program

Table 26 shows the youth assessment of the critical components of work readiness program. The quality was measured on a scale 1 (poor) to 4 (excellent). The scores ranged from 3.09 for financial literacy and management to 3.41 for mock interviews in 2017. There were mixed results when compared to the scores in 2016 with mock interviews going up, guest speakers, financial literacy and management, and personal career plan going down, and career assessment staying the same.

Table 26: Youth Assessment of Work Readiness Program

	Means*			
	n	2017	n	2016
Career Assessment	85	3.18	79	3.18
Financial Literacy and Management	82	3.09	75	3.25
Guest Speakers	85	3.22	74	3.41
Mock Interviews	81	3.41	78	3.31
Personal Career Plan	85	3.21	78	3.29

*Scores are measured on a scale 1-5, with 1=Poor, 2=Fair, 3=Good, 4=Excellent, and 5=Don't Know (DK)

¹- Means were calculated without "Don't Know" responses.

Table 27 shows the employers assessment of the effectiveness of training program with respect to reinforcing these work readiness traits: accountability, understanding hierarchy, leadership, integrity, professionalism, good work habits, and safety. The training effectiveness was measured on a scale 1 (poor) to 4 (excellent) with all score falling under a "good" category. The scores ranged from 3.07 for professionalism at the end of this year program to 3.38 for safety, indicating that employers were happy with the effectiveness of the training. And, compared to 2016, there were mixed results.

Table 27: Employer Assessment of Training Effectiveness

	Means *			
	n	2017 End	n	2016 End
Accountability	43	3.23	25	3.20
Understanding Hierarchy	43	3.30	25	3.36
Leadership and Integrity	43	3.19	25	3.16
Professionalism	43	3.07	25	3.28
Good Work Habits	43	3.12	25	3.20
Safety	42	3.38	25	3.40

*Scores are measured on a scale 1-4, with 1=Poor, 2=Fair, 3=Good, and 4=Excellent

3.5 Evaluation of Work Environment

The work environment, as shown in Table 28, was assessed by youth and employers on the following criteria: welcoming and supportive environment, on-the-job training, clear work expectations, youth supervision and feedback, answering youth questions and concerns, and STEM related work tasks. For the most part, in 2017 both youth and employers assessed the work environment favorably, even though not as favorably as last year, with average scores ranging between 3.11 for youth assessment of ‘STEM related work tasks’ and 3.59 for employer assessment of ‘welcoming and supportive environment.’ The area of assessment that fell out of the good range when assessed by employers was ‘STEM-related work tasks.’

Table 28: Quality of Work Environment

	Means *							
	Youth				Employer			
	n	2017	n	2016	n	2017 End	n	2016 End
Welcoming and Supportive Environment	96	3.29	92	3.40	41	3.59	25	3.52
On-the-job Training	100	3.29	92	3.33	40	3.33	25	3.40
Clear Work Expectations	100	3.30	92	3.35	41	3.32	25	3.40
Youth Supervision and Feedback	100	3.37	92	3.38	40	3.28	25	3.40
Answering Youth Questions and Concerns	99	3.37	92	3.29	41	3.41	24	3.46
STEM-Related Work Tasks	97	3.11	86	3.13	32	2.72	22	3.14

*Scores are measured on a scale 1-4, with 1=Poor, 2=Fair, 3=Good, and 4=Excellent

3.6 Suggestions for Program Improvement

Youth, employers, and staff and partners provided many suggestions for improvement for Erie Summer JAM program. Table 29 provides a summarized list of suggestions that appear one or more times, as shared by each stakeholder group. See Appendix F for a complete list of comments.

The predominant themes across employers, youth, and staff/partners are better communication/organization, more job options, more work hours, improved training, and better pay. All three stakeholder-groups made suggestions for better communication and improved training. Youth highly recommend improvement around payment amount, schedule, and communication. Employers called for more lead-time and changes to recruitment process. Partners and staff recommend improvement of the onboarding and exit procedures.

Table 29: Suggestions for Program Improvement

	Employers (n=21)		Youth (n=68)		Staff and Partners (n=6)	
	%	f	%	f	%	f
Better communication/expectations before program starts	28.6%	6	5.9%	4	16.7%	1
More work hours	19.0%	4	2.9%	2		
Improve training: on following directions, showing initiative, MS office, job training, soft skills, program expectations, HR, etc./ shorten orientation/ differentiate training for year 1 vs. year 2 or more	23.8%	5	2.9%	2	33.3%	2
Higher pay & more often (weekly)	9.5%	2	11.8%	8		
More lead time, start recruitment (employers and youth) sooner, have stronger vetting process, get teachers and coaches involved/look outside of city of Erie	19.0%	4			50.0%	3
Timely communication about paychecks and time sheets			5.9%	4		
Improve organization/ implement onboarding process and exit interviews for youth and employers			4.4%	3	50.0%	3
Expand employer base with variety of jobs/locations			4.4%	3	16.7%	1
Increase program staff			1.5%	1	16.7%	1
More support for challenges at work			1.5%	1	16.7%	1
Better supervision			1.5%	1		
Streamline paperwork					33.3%	2
Offer work during school year			1.5%	1		
Implement progressive reward system: more hours, better pay, promotions					16.7%	1

3.6.1 Youth and Employer Focus Groups

Youth Focus Group

Total of 12 youth participated in the focus group. Demographic characteristics of the participants are presented below. As presented in Table 30 through 33, majority of the

participants were male, still in high school or college, and it was their first year participating in Summer JAM program.

Table 30: Participant School Status: Youth Focus Group

School Status	Frequency	Percent
In School	8	88.9%
Graduated	1	11.1%
Total	9	100%

Figure 8: Participants Schools: Youth Focus Group (N=10)

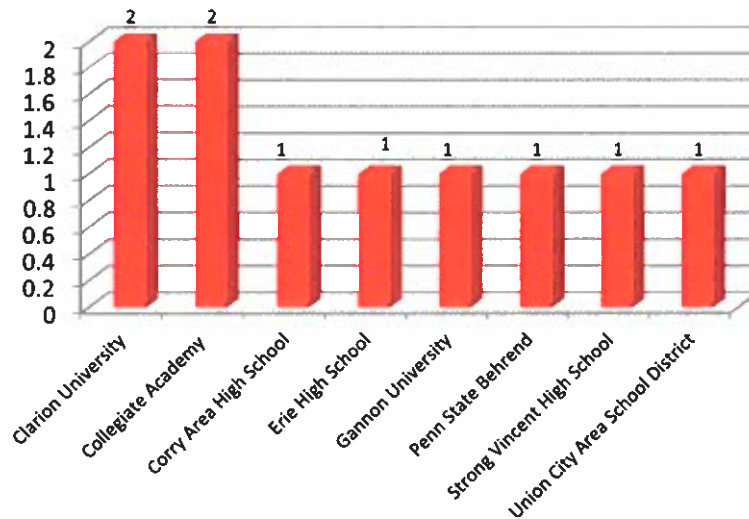


Figure 9: Participants Grade: Youth Focus Group (N=11)

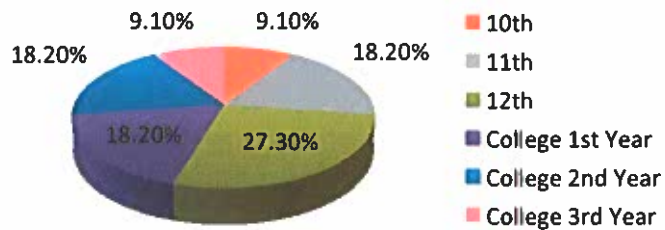


Table 31: Participant Age: Youth Focus Group

Age	Frequency	Percent
16	2	18.2%
17	2	18.2%
18	3	27.3%
19	1	9.1%
21	3	27.3%
Total	11	100%

Table 32: Participant Gender: Youth Focus Group

Gender	Frequency	Percent
Female	3	27.3%
Male	8	72.7%
Total	11	100%

Table 33: Participant Years with Program: Youth Focus Group

Age	Frequency	Percent
Year 1	7	63.6%
Year 2	1	9.1%
Year 3	2	18.2%
Year 4	1	9.1%
Total	11	100%

Table 34 indicates that the main reason for youth participation in Summer JAM program was to gain work experience (41.7%) followed by the desire to earn money (33.3%). Many focus group participants were not sure if they would stay involved in Summer JAM in the future with three out of 5 said they needed to find a steady, full-time, good paying job. The other youth indicated he/she was going to college in the fall.

Table 34: Participant Future Program Participation: Youth Focus Group

Future Involvement	Frequency	Percent
Yes	3	25.0%
No	4	33.3%
Don't Know	5	41.7%
Total	12	100%

Table 35 indicates level of youth satisfaction with Summer JAM program experience that could vary from 1 – very unsatisfied to 10 – very satisfied and ranged from 1 to 9.

Table 35: Participant Program Satisfaction: Youth Focus Group

Satisfaction Level	Frequency	Percent
1	1	8.3%
5	1	8.3%
7	2	16.7%
8	5	41.7%
9	3	25.0%
Total	12	100%

Youth were asked why they were satisfied or dissatisfied with the program. The youth could give multiple reasons and in total, there were 21 reasons identified. In rank order, these were the reasons for being satisfied and the number of times the each reason was cited.

- To gain work experience and learn new work-related, basic, and soft skills (9)
- To earn money for the summer (5)
- To meet new people (3)
- To keep busy/work (3)

There were 15 reasons cited for being dissatisfied, which are identified below, along with the number of times the each reason was cited.

- Need to improve the program's administration—there was a lack of communication/poor organization (5)
- Need for better pay for youth, reimbursement for gas (2)
- Need for more work hours (2)
- Need for employers to meet and care more for the program they're involved in (2)
- Need for more companies to be involved/offer job placements (1)
- Need better job placement (1)
- Need work closer for employee (1)
- Need for people to show up at the companies (1)

Table 36 indicates level of importance of youth participation with Summer JAM program that could vary from 1 – not at all important to 10 – very important and ranged from 4 to 10 indicating high level of involvement.

Table 36: Participant Program Involvement: Youth Focus Group

Importance Level	Frequency	Percent
4	1	8.3%
5	5	45.5%
7	2	18.2%
8	2	18.2%
10	1	9.1%
Total	11	100%

When asked why it was important to participate in Summer JAM, youth indicated three major reasons. There were 17 individual reasons cited that were categorized as follows:

- To learn what it means to work and to learn something new (7)
- To show the experience on my resume, which is good for future jobs (6)
- To have a job in the summer and be paid (4)

With respect to ways in which Summer JAM can be improved, youth had a number of suggestions, 28 in total. The suggested improvements included:

- Better pay (6)
- Better communication with youth and the workplace (5)
- More job opportunities with local businesses/more work hours/ longer program (4)
- Better orientation, e.g., interviewing experience, don't rush the orientation, better explain how to complete the forms (3)
- Make sure the employers understand their role and that they should take the youth seriously (3)
- Show more respect to the youth, by program administrators and employers (2)
- Improve job matching (2)
- Have youth involved in implementing Summer JAM (1)
- Offer employment that helps the local community (1)
- Have better food (1)

Even though youth had identified a number of ways to improve the program, unanimously, all youth focus group participants concurred that they would recommend participating Summer JAM to others. As well, they identified a number of Summer JAM features that they considered

the “best part.” There were 21 items included in the reasons why they would recommend the program and its “best part.”

- It is a good way to make money and have a summer job (8)
- There are good people involved (6)
- Overall, it is a good concept (2)
- It is a good starting job and experience for youth (2)
- It offered a good learning experience, e.g., interviewing for a job (2)
- It provides a way to learn about employer expectations (1)

Employer Focus Group

Total of 4 employers participated in the focus group. Organizational demographic characteristics of the participating employers are presented below. As presented in Table 37 through 40, majority of the participating organization were non-profit service organization in the urban setting with over a year experience with Summer JAM.

Table 37: Organization Location: Employer Focus Group

	Frequency	Percent
Urban	4	100%
Suburban	0	0%
Rural	0	0%
Total	4	100%

Table 38: Organization Type: Employer Focus Group

	Frequency	Percent
For-profit	1	25.0%
Non-profit	3	75.0%
Total	4	100%

Table 39: Organization Industry: Employer Focus Group

	Frequency	Percent
Service	3	75.0%
Education	1	25.0%
Total	4	100%

Table 40: Years with Program: Employer Focus Group

	Frequency	Percent
Year 1	1	25.0%
Year 3	1	25.0%
Year 4	2	50.0%
Total	4	100%

Table 41 indicates that the main reason for employer participation in Summer JAM program was the importance of the youth development work (50.0%). Each organization indicated that it would stay involved in Summer JAM program for a least next three years.

Table 41: Program Participation Reason: Employer Focus Group

	Frequency	Percent
To help young people	1	25.0%
To help my community	1	25.0%
To help my organization	0	0%
Because youth development is important	2	50.0%
Total	4	100%

Participants were asked to what extent employers consider Summer JAM program to be a burden or benefit on a scale from 1 – burden to 10 – benefit and all 4 organizations marked the program as 10 – benefit.

When asked to comment on why they consider Summer JAM either a burden or benefit, the employer focus group participants, overwhelmingly, considered it a benefit for a number of reasons, 13 in total. These reasons fell into the following categories:

- It helps youth learn new skills, build character, acquire a work ethic, and learn about career choices (6)
- It provides a mentoring opportunity for youth (4)
- It offers employers an opportunity to give back to their community, as well as experience youth enthusiasm and a different perspective that they bring to the workplace (3)

Participants were then asked to what extent employers felt that it is important to participate in youth development programs like Summer JAM and on a scale from 1 – not at all important to 10 – very important all 4 organizations marked 10 – very important.

Employer focus group participants identified a number of reasons as to why it is important for them to participate in the Summer JAM program. In total, they identified 14 reasons, categorized as follows:

- It helps youth to be held accountable and take ownership of the community (4)
- It reinforces the notion that “youth are our future” and as employers we need to mentor them (4)
- It teaches youth a trade/skill for the workforce and introduces them to a new environment (3)
- It keeps youth occupied in the summer (2)
- It helps employers see who is in our community and be socially responsible (1)

There were a number of ways in which the employers felt the Summer JAM program could be improved, which included some of their final comments regarding the program. There were 20 recommendations made, which fell into these categories:

Administration of the program—e.g., stay on top of resolving issues; have crisis training for employers and staff; know more about the youth participating (i.e., home and parental background, have drug testing); have more structured training for youth prior to placement (i.e., resume writing, interviewing, filling out time sheets, cell phone use) (11)

Structure of program—e.g., have more schools involved, particularly from poorer communities and rural areas; improve on employer involvement (i.e., include training on employers’ roles and responsibilities; provide opportunities for idea sharing among employees, have incentives for supervisors; provide diversity education for employers); start the program earlier in the year; condense the orientation and for repeat youth, have something different; have a closure event at the end of the program (6)

Financial—e.g., increase pay for youth; offer youth bus passes (3)

Table 42 indicates employers program satisfaction level that could vary from 1 – very unsatisfied to 10 – very satisfied and ranged from 7 to 10 indicating high level of program satisfaction.

Table 42: Participant Program Satisfaction: Employer Focus Group

Satisfaction Level	Frequency	Percent
4	1	8.3%
5	5	45.5%
7	2	18.2%
8	2	18.2%
10	1	9.1%
Total	11	100%

Employer focus group participants were satisfied with the program for the most part. While one employer participant expressed the steep learning curve required, others included comments about the good work that Kevin did in administering the program and that issues were resolved in a timely manner.

4.0 Conclusions and Recommendations

Across each of the areas of evaluation (i.e., youth outcomes, employer outcomes, program quality, quality of work readiness training, quality of work environment, and focus groups) the results from this year's evaluation have been positive, similar to the results in 2016. At times, the results were mixed indicating improvements in some areas and decline in others. The following highlights those areas of program strength, based on the 2017 evaluation of the Erie Summer JAM program: youth and employers both have high levels of participation, interest, engagement, and commitment in the program; the program increased youth participation, employer participation remained at the comparable level as last year; feedback indicated improvements are needed in these key areas: better communication/organization, more employment opportunities with more employers; more program hours, and better pay for youth.

More specifically, areas of program strength include:

- Youth participation (183 youth participated with a target goal of 175 youth)
- Youth critical abilities: abilities to learn important life skills, i.e., time management, good work habits, etc.; feel equipped for future work opportunities; be motivated to achieve career goals' learn about various occupational programs that support employment efforts; and understand the importance of education for obtaining career (improvement over 2016, see Table 11 for details)
- Employer program commitment (2.95 out of 3)
- Program recommendation rates: youth – 96.8%, employers – 97.2%, and staff and partners – 100%

While there were many positive comments about the program, as expressed by each of the stakeholder groups, there are a number of areas where improvement can be made.

Areas that need improvement and additional work include:

- Program completion rate decreased from 95% in previous years to 86.9% in 2017
- Program lost some ground in recruiting county youth (30.4% in 2016 to 23.3% in 2017)
- Focus groups and qualitative feedback received from surveys indicated that program organization and communication needs improvement.

With respect to specific program goals for the 2017 Erie Summer JAM, some goals were met and some were not met, indicating the need for additional efforts in the future:

1. Increase program participation to 175 youth – MET (183 youth).
2. Deliver informational sessions for employers and participants earlier than what was done in the 2014 pilot (target date of April 1, 2019) – UNDETERMINED (lack of evidence).
3. Increase and document employer input into program conception and administration – MET (see Section 3.6 of the report for employer input).
4. Increase for-profit employers' participation up to 50% - NOT MET (44.2%).
5. Evaluate participants to enhance job matching, based on participant interest and employer need –MET (improvement in 2017 'job placement/matching' scores as assessed by youth and employers, see Table 24 for details).
6. Conduct youth participant and employer interviews to identify successes and challenges and develop mitigation strategies throughout the program – MET (youth and employer focus groups are conducted, see section 3.6.1 for details.)
7. Increase focus on work placement in STEM-related and local high priority occupations – PARTIALLY MET (while staff and partners indicated improvement in 'focus on STEM-placements,' youth and employers indicated decrease in such focus, see Table 24 for details.)

The following recommendations are presented for consideration:

Youth have a high level of engagement and employers have a high level of commitment to the program. It is important to capitalize on this interest and involve employers and youth in program development, including the work-readiness training program to greater extent than currently implemented. In fact, it is recommended to utilize Summer JAM youth as part of program staff team, assisting in program implementation.

It is necessary to recruit additional and new employers, particularly in the for-profit sector, to fulfill the employer participation goal for for-profit organizations to 50% of total employers.

As a final note, a caveat about the evaluation effort is warranted. The evaluation results, as noted earlier, are positive for the most part. However, these results are based on the opinion/input from the stakeholders (i.e., youth, employers, and partners/staff). While this input is invaluable and provides some very worthwhile insight into what these stakeholders

value and do not value about the program's design and operation, the evaluation design does not allow for the collection of data that would more objectively assess outcomes and program implementation. This is a weakness in the evaluation. However, it would not be recommended to implement a more rigorous evaluation design unless the program, itself, was expanded to include more intense work training and experiences of a longer duration. By increasing the "dosage" of the program, the likelihood of impact on the youth would be greater. Moreover, with more communication and time spent with employers regarding their responsibilities to mentor the youth, the outcomes for youth would likely be greater.

- Appendix A: 2017 Summer JAM Youth End-Program Youth Satisfaction Survey
2017 Summer JAM Youth Half Year Follow-Up Youth Survey
2017 Summer JAM Youth One Year Follow-Up Youth Survey

County of Erie–2017 Summer Jobs and More (JAM) Program

End of Program Youth Satisfaction Survey

Your comments are very important to us. The information will help us evaluate the success of the Summer JAM program.

- A. What is your gender? Female Male
- B. What is your age? _____
- C. What school do you attend? High School Technical School College Speficy: _____
- D. What is your race?
 American Indian or Alaskan Native Asian Black or African American
 Native Hawaiian or Other Pacific Islander White Other
- E. What is your ethnicity? Hispanic or Latino Not Hispanic or Latino

1. What was your **overall assessment** of the quality of the **Summer JAM Program**?

- Poor Fair Good Excellent

2. Rate the quality of the following core components of the **Summer JAM Program**: (for any part of the program that you did not participate in/experience or have knowledge of, please mark "Don't Know (DK)."

Orientation sessions for potential employers and participants	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth Application Packet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Website to host information about the program and to provide opportunities for interested parties to state their interest	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Training sessions with youth for improving career readiness, career exploration, and soft skills training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer meet and greet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Job placement/matching of youth with employers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth on-site work experience	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Support of program staff	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Troubleshooting/problem-solving when challenges are faced	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Communication/linkages with employers for oversight of job placements	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Focus on work placement in STEM-related fields	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Comments to further explain your assessment:					

3. What did you consider to be the "best" part of the **Summer JAM Program**?

4. Rate the quality of the following core components of the **Work Readiness Program**: (for any part of the program that you did not participate in/experience or have knowledge of, please mark "Don't Know."

Career Assessment	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> Don't Know
Financial Literacy and Management	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> Don't Know
Guest Speakers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> Don't Know
Mock Interviews	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> Don't Know
Personal Career Plan	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> Don't Know

Comments:

County of Erie–2017 Summer Jobs and More (JAM) Program

5. How would you rate your employer's ability to provide the following supports to you?

Welcoming and supportive environment	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
On-the-job training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Clear work expectations	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Youth supervision and feedback	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Answering youth questions and concerns	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
STEM related work tasks	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other, specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Comments:				

6. How would you rate your abilities as an employee in the Summer JAM Program with respect to the following:

Adhere to Work Policies	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Carry Out Supervisor's Instructions	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Work With Minimal Supervision	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Cooperate with Co-workers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Follow Safety Regulations	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Apply Knowledge to Tasks	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other, specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent

7. Additional Questions:

How would you rate your level of interest in the Summer JAM Program?	<input type="checkbox"/> Low	<input type="checkbox"/> Average	<input type="checkbox"/> High
How helpful was the Summer JAM Program in addressing your employment needs?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How engaged were you in the Summer JAM Program?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very

8. My participation in the Summer JAM Program helped me:

Learn important life skills such as time management, good work habits, etc.	<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Somewhat Agree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Somewhat Disagree	<input type="checkbox"/> Strongly Disagree
Feel equipped for future work opportunities	<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Somewhat Agree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Somewhat Disagree	<input type="checkbox"/> Strongly Disagree
Be more motivated to achieve my career goals	<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Somewhat Agree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Somewhat Disagree	<input type="checkbox"/> Strongly Disagree
Learn more about occupational programs that support my employment efforts	<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Somewhat Agree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Somewhat Disagree	<input type="checkbox"/> Strongly Disagree
Understand the importance of education for obtaining a career	<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Somewhat Agree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Somewhat Disagree	<input type="checkbox"/> Strongly Disagree

9. After completing 2017 Summer JAM Program do you (please check all that apply):

Going back to high school
 Pursuing post-secondary education (ex. trade school, university, etc.)
 Getting a job
 Joining military

Other, please specify: _____

10. Would you recommend the Summer JAM Program to others?

Yes, Why? _____
 No, Why? _____

11. In what ways can the Summer JAM Program be improved?

Thank You for taking this survey!

County of Erie–2017 Summer Jobs and More (JAM) Program

Half Year Follow-Up Youth Survey

Your comments are very important to us. The information will help us evaluate the success of the Summer JAM Program.

- A. What is your gender? [] Female [] Male
B. What is your age? _____
C. What school do you attend? _____
D. What is your race? [] American Indian or Alaskan Native [] Asian [] Black or African American [] Native Hawaiian or Other Pacific Islander [] White [] Other
E. What is your ethnicity? [] Hispanic or Latino [] Not Hispanic or Latino

1. My participation in the 2017 Summer JAM Program helped me:

Table with 5 rows of statements and 5 columns of response options: Strongly Agree, Somewhat Agree, Neutral, Somewhat Disagree, Strongly Disagree.

Other Comments:

2. After completing 2017 Summer JAM Program did you (please check all that apply):

- [] Went back to high school [] Pursued post-secondary education (ex. trade school, university, etc.) [] Got a job [] Joined military
Other, please specify: _____

Thank You for taking this survey!

County of Erie–2017 Summer Jobs and More (JAM) Program

One Year Follow-Up Youth Survey

Your comments are very important to us. The information will help us evaluate the success of the Summer JAM Program.

- A. What is your gender? [] Female [] Male
B. What is your age? _____
C. What school do you attend? _____
D. What is your race? [] American Indian or Alaskan Native [] Asian [] Black or African American [] Native Hawaiian or Other Pacific Islander [] White [] Other
E. What is your ethnicity? [] Hispanic or Latino [] Not Hispanic or Latino

1. My participation in the 2017 Summer JAM Program helped me:

Table with 5 rows of statements and 7 columns of Likert scale options (Strongly Agree, Somewhat Agree, Neutral, Somewhat Disagree, Strongly Disagree).

Other Comments:

2. After completing 2017 Summer JAM Program did you (please check all that apply):

- [] Went back to high school [] Pursued post-secondary education (ex. trade school, university, etc.) [] Got a job [] Joined military

Other, please specify: _____

Thank You for taking this survey!

Appendix B: 2017 Summer JAM Mid-Program Employer Survey
2017 Summer JAM End-Program Employer Survey

**County of Erie—2017 Summer Jobs and More (JAM) Program
Mid-Program Employer Survey**

Your comments are very important to us. The information will help us evaluate the success of the Summer JAM Program. Thank you for your input.

Your Company/Organization Name: _____

1. What is your **overall assessment** of the quality of the **Summer JAM Program** so far?

- Poor Fair Good Excellent

2. What is your assessment of the quality of the following parts of the **Summer JAM Program** so far? (for any part of the program that you did not participate in or experience, please mark "Don't Know (DK)")

Orientation sessions for potential employers and participants	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer Application Packet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Website to host information about the program and to provide opportunities for interested parties to state their interest	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Training sessions with youth for improving career readiness, career exploration, and soft skills training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer meet and greet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Job placement/matching of youth with employers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth on-site work experience	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Support of program staff	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Troubleshooting/problem-solving when challenges are faced	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Communication/linkages with employers for oversight of job placements	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Focus on work placement in STEM-related fields	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Comments to further explain your assessment:					

3. What do you consider to be the "best" part of the **Summer JAM Program** so far? _____

4. In your experience, to what extent do the youth display the following towards their work so far:

Accountability	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Understanding hierarchy	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Leadership and integrity	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Professionalism (being on time, proper appearance, etc.)	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Good work habits	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Safety	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other, specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Comments:				

County of Erie—2017 Summer Jobs and More (JAM) Program

5. How would you rate your ability as an **employer** to provide the following supports to the youth so far?

Welcoming and supportive environment	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
On-the-job training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Clear work expectations	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Youth supervision and feedback	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Answering youth questions and concerns	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
STEM related work tasks	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other, specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent

Comments: _____

6. Additional Questions:

How would you rate the youth level of interest in the Summer JAM Program so far?	<input type="checkbox"/> Low	<input type="checkbox"/> Average	<input type="checkbox"/> High
How engaged are the youth in the Summer JAM Program so far?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How helpful is the Summer JAM Program in addressing your employment needs so far?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How committed is your company to the implementation of the Summer JAM Program so far?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How likely are you to hire a Summer JAM youth as a regular part-or full-time employee at the end of the program so far?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very

7. In what ways can the **Summer JAM Program** be improved so far?

8. Would you recommend the **Summer JAM Program** to others?

- Yes, Why? _____
- No, Why? _____

9. Additional comments:

10. Additional organizational questions:

Number or people working at your organization (if you don't know exact number, please estimate): _____

Organization type (please, choose one): For-profit Non-profit

**You play a critical role in preparing Erie County's youth for a successful future in school,
in the workforce, and in life — thank you!**

**County of Erie—2017 Summer Jobs and More (JAM) Program
End-Program Employer Survey**

Your comments are very important to us. The information will help us evaluate the success of the Summer JAM Program. Thank you for your input.

Your Company/Organization Name: _____

1. What is your **overall assessment** of the quality of the **Summer JAM Program**?

- Poor Fair Good Excellent

2. What is your assessment of the quality of the following parts of the **Summer JAM Program**? (for any part of the program that you did not participate in or experience, please mark "Don't Know (DK)")

Orientation sessions for potential employers and participants	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer Application Packet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Website to host information about the program and to provide opportunities for interested parties to state their interest	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Training sessions with youth for improving career readiness, career exploration, and soft skills training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer meet and greet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Job placement/matching of youth with employers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth on-site work experience	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Support of program staff	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Troubleshooting/problem-solving when challenges are faced	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Communication/linkages with employers for oversight of job placements	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Focus on work placement in STEM-related fields	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Comments to further explain your assessment:					

3. What do you consider to be the "best" part of the **Summer JAM Program**? _____

4. In your experience, to what extent do the youth display the following towards their work?

Accountability	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Understanding hierarchy	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Leadership and integrity	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Professionalism (being on time, proper appearance, etc.)	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Good work habits	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Safety	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other, specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Comments:				

County of Erie—2017 Summer Jobs and More (JAM) Program

5. How would you rate your ability as an **employer** to provide the following supports to the youth?

Welcoming and supportive environment	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
On-the-job training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Clear work expectations	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Youth supervision and feedback	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Answering youth questions and concerns	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
STEM related work tasks	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other, specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Comments:				

6. Additional Questions:

How would you rate the youth level of interest in the Summer JAM Program?	<input type="checkbox"/> Low	<input type="checkbox"/> Average	<input type="checkbox"/> High
How engaged are the youth in the Summer JAM Program?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How helpful is the Summer JAM Program in addressing your employment needs?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How committed is your company to the implementation of the Summer JAM Program?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How likely are you to hire a Summer JAM youth as a regular part-or full-time employee at the end of the program?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very

7. In what ways can the **Summer JAM Program** be improved?

8. Would you recommend the **Summer JAM Program** to others?

Yes, Why? _____

No, Why? _____

9. Would you consider making a contribution to the program? Yes No Maybe

10. Additional comments:

11. Additional organizational questions:

Number or people working at your organization (if you don't know exact number, please estimate): _____

Organization type (please, choose one): For-profit Non-profit

You play a critical role in preparing Erie County's youth for a successful future in school, in the workforce, and in life — thank you!

Appendix C: 2017 Summer JAM Staff and Partner Survey

**County of Erie—2017 Summer Jobs and More (JAM) Program
Staff and Partner Survey**

Your comments are very important to us. Please take a moment to complete this evaluation. The information will help improve the JAM Program. Thank you for your input.

1. What is your **overall assessment** of the quality of the **Summer JAM Program** for the targeted youth in the County of Erie?

- Poor Fair Good Excellent

2. What is your assessment of the quality of the following parts of the **Summer JAM Program**: (for any part of the program that you did not participate in or experience, please mark "Don't Know (DK).")

Orientation sessions for potential employers and participants held throughout Erie County	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer Application Packet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth Application Packet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Website to host information about the program and to provide opportunities for interested parties to state their interest	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Training sessions with youth for improving career readiness, career exploration, and soft skills training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer meet and greet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Job placement/matching of youth with employers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth on-site work experience	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Support of program staff	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Troubleshooting/problem-solving when challenges are faced	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Communication/linkages with employers for oversight of job placements	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Focus on work placement in STEM-related fields	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK

Comments to further explain your assessment:

3. What do you consider to be the "best" part of the **Summer JAM Program**? _____

County of Erie—2017 Summer Jobs and More (JAM) Program

4. Did the **Summer JAM Program** provide the participating youth with: (For any goal of this program that you cannot assess, please mark "Don't Know—DK.")

- Improved employability through job readiness training Yes Somewhat No DK
- Exposure to future career paths through career exploration activities Yes Somewhat No DK
- Increased employment opportunities through summer job placement Yes Somewhat No DK

5. Did the **employers** participating in the **Summer JAM Program**: (For any goal of this program that you cannot assess, please mark "Don't Know—DK.")

- Have their employment needs met Yes Somewhat No DK
- Have adequate preparation to take on the Summer JAM youth Yes Somewhat No DK
- Fulfill their responsibilities for the Summer JAM youth with respect to supervision and reporting Yes Somewhat No DK

6. Overall, how would you rate the level of interest of participating youth in completing the **Summer JAM Program**? (If you have no direct knowledge of this, please mark "Don't Know—DK.")

- Low Average High DK

7. Overall, how would you rate the level of interest of participating employers in providing quality job opportunities for disconnected youth in Erie County? (If you have no direct knowledge of this, please mark "Don't Know—DK.")

- Low Average High DK

8. In what ways can the **Summer JAM Program** be improved? _____

9. Would you recommend the **Summer JAM Program** to targeted youth and employers to participate in this program?

Yes, Why? _____

No, Why? _____

Thank you.

Appendix D: 2017 Summer JAM Youth Focus Group Questions
2017 Summer JAM Employer Focus Group Questions
Focus Group Recruitment Plan
Youth Participation Form
Employer Participation Form
Parental Consent Form

Initials: _____

2017 Summer JAM Youth Focus Group

Your current school: _____

Currently not in school: Please, explain: _____

Check your grade level: (Check all that apply)

- | | |
|-----------------------------|--|
| <input type="checkbox"/> 9 | <input type="checkbox"/> 1 st year of college |
| <input type="checkbox"/> 10 | <input type="checkbox"/> 2 nd year of college |
| <input type="checkbox"/> 11 | <input type="checkbox"/> 3 rd year of college |
| <input type="checkbox"/> 12 | <input type="checkbox"/> Other, please specify: _____ |

Your age: _____

Your gender: Male Female

Number of years with Summer JAM program: _____ Years

1. What was the most important reason that you decided to participate in Summer JAM program?

(Check one only.)

- To earn money
- To gain work experience
- To stay busy
- Other _____

2. Do you plan to stay involved in Summer JAM program in the future?

- Yes No Don't Know

3. If no, why not? (Check all that apply.)

- Too much work
- Not enough benefits
- Existing barriers, please specify: _____
- Other, please specify: _____

4. How satisfied are you with your Summer JAM program experience? (check the box that reflects your opinion)

- | | | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Very unsatisfied.....Very satisfied

5. Why do you feel this way? Identify up to five reasons:

Initials: _____

6. How important is it for you to participate in Summer JAM? (check the box that reflects your opinion)

1 2 3 4 5 6 7 8 9 10

Not at all important.....Very important

7. Why do you feel this way? Identify up to five reasons:

8. What can Summer JAM do to improve your experience with the program? Identify up to five suggestions:

9. Would you recommend participation in Summer JAM to others?

Yes No

Why? _____

10. What do you consider the best part of Summer JAM program?

Thank you for participating in this focus group!

Initials: _____

6. How important do you feel it is for an organization to participate in youth work-force development programs like Summer JAM? (check the box that reflects your opinion)

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not at all important.....					Very important				

7. Why do you feel this way? Identify up to five reasons:

8. What can Summer JAM do to improve your organization's experience with the program? Identify up to five suggestions:

9. How satisfied are your experience with Summer JAM program?

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very unsatisfied.....					Very satisfied				

Why? _____

Please provide any further comments that you have about Summer JAM program:

Thank you for participating in this focus group!

Focus Group Recruitment Plan 2017 Summer JAM

The following information will provide you with some guidance to help you recruit a minimum of 10-15 employers and 10-15 youth to participate in the two separate focus groups.

- **Target population:** Target population for the 2017 Summer JAM focus groups are employers and youth that are currently participating in Summer JAM program.
- **Segments within target population:** We are having 2 focus groups: one with youth and one with employers. Within each focus group, at a minimum, we need to have a mixture of urban and rural, private and non-profit, industry and service, large and small participants that have different perspective on the program.
- **Eligibility and exclusion criteria for the focus group participant:**
 1. Currently participates in 2017 Summer JAM
 2. Willing to offer information and opinion in the group setting
 3. Availability to attend the focus group at specified time, day and, location
 4. Do not have more than one focus group member from a particular organization
- **Recruitment screening and invitation script:**
 1. *Contact employer or youth via phone call*
 2. *Explaining the project*

Hi, this is Kevin with Summer JAM program.
I am helping with program improvement efforts. We are going to bring together a small group of *employers* (your *youth* if contacting youth) for a small group discussion to talk about Summer JAM. The group session will last about 2 hours, and we would provide refreshments and snacks.
Would you be interested in hearing more about this focus group?
 3. *Screening Question*

The session will be at (location) and it would be on (date). We would start at (time) and end by (time). If I will put you name down, it's very important that we have everyone show up. Do you think you can come?
 4. *Scheduling participants*

Again, the session will be at (location) and it would be on (date). We would start at (time) and end by (time). It is also very important that you be there by (start time); will you have any problems getting there on time?

We will also be serving snacks and refreshments.

The group will consist of 10 to 15 other employers (or youth), all from this year Summer JAM program. You will be discussing your program experiences. The focus group will be conducted by KeyStone Research Corporation located here in Erie, PA.

The session will be tape recorded, so that researchers will have a good sense of what people said. Researchers will keep the tape and summarize the responses. However, anything you say will be kept confidential and comments will not be associated with a particular individual.

Also, I want to emphasize that once you come to this session, your participation is completely voluntary, and you will be free to leave at any time, for any reason.

If you agree to participate, I will provide you phone number and email address to KeyStone Research Corporation. You will receive a confirmation call or email reminding you of the date, time, and location. What is the best way to contact you: phone or e-mail? (record the information: phone or e-mail).

I also need to let you know that we will be starting right on time at (time) on (date). Therefore, if you get to the session after the discussion has started, we may not be able to include you. So, it is very important that you get there on time.

So everyone remembers, we will be calling you the evening before the focus group to remind you about it. Is this the best number to reach you if we will call you on (day before group)? If not, what number is best?

Thank you very much. We'll be looking forward to seeing you on (date).

▪ **Follow up procedures:**

1. **Kevin:** Provide KeyStone Research Corporation with the list of the potential participants their phone numbers and emails.
2. **KeyStone Research:** After receiving information from Kevin, KeyStone Research Corporation will follow up with the confirmation email a week later and a call a day before the focus group date to participants of the date, time, and location of the focus group.
3. **Kevin:** Notify KSRC of any known cancellations:
Tania Bogatova: taniab@ksrc.biz
Joyce Miller: joycem@ksrc.biz

Are you a Summer JAM youth participant who wants to improve the program and make your voice heard? If so....

We want to hear from you! Hurry only 10 to 15 youth will be selected!



We are conducting a focus group to find out how Summer JAM program can improve your training and work experience.

In a small group setting, you will provide information about your feelings about the program and opinion about how to improve the program. Information shared during the focus group will be recorded, transcribed, analyzed, and reported on in an aggregated format. No individual youth information will be reported.

You will be paid for your focus group time at a program rate. Refreshments will be provided. Transportation to and from focus group will be provided. Parent must arrange a pick up from a drop off location.

WHERE: Greater Erie Community Action Committee
18 West 9th Street
Erie, PA 16501
Main Conference Room

WHEN: July 25, 2017 at 2:00-4:00 PM

Reserve your spot today by completing and signing below today!

Your Signature

Yes, I will participate in a focus group

No, I will not participate in the focus group

First Name:

Last Name:

Place of Summer Employment:

If you checked yes, please put this focused group on your calendar for **July 25, 2017 at 2:00-4:00 PM at GECAC Main Conference Room at 18 West 9th St., Erie, PA 16501**. It is very important for you to come **15 minutes before** the scheduled focus group time. Your input is very important and we are looking forward hearing about your program experience. Feel free to take a picture of this page before turning it in to Kevin Arrington.

Any focus group questions will be answered by contacting either:

Tania Bogatova, Ph.D., Co-facilitator
KeyStone Research Corporation
3823 W. 12th St., Erie, PA 16505
Phone: (814) 836-9295 x 105
Email: taniab@ksrc.biz

Joyce A. Miller, Ph.D., Principal Facilitator
KeyStone Research Corporation
3823 W. 12th St., Erie, PA 16505
Phone: (814) 836-9295 x 131
Email: joycem@ksrc.biz



2017 Summer JAM Employer Focus Group

We want to hear from you!

Are you a Summer JAM employer participant who wants to improve the program and make your voice heard? If so, we want to hear from you!

We are conducting a focus group to find out how the Summer JAM program can be improved. In a small group setting, you will share your opinion and feelings about the program and make suggestions about how to improve it. Your participation is voluntary. Information shared during the focus group will be recorded, transcribed, analyzed, and reported in an aggregate format. No individual information will be reported.

Refreshments will be provided!

Where: 18 West 9th St., Erie, PA 16501 - GECAC Main Conference Room

When: August 3 at 10 am - 12 pm

Only 10-15 participants will be selected!

Please, indicate your willingness and availability to participate by completing information on the next page.

Any focus group questions will be answered by contacting either:

Joyce Miller, Ph.D., Principal Facilitator at joycem@ksrc.biz or 814-836-9295 x 131

Tania Bogatova, Ph.D., Co-facilitator at taniab@ksrc.biz or 814-836-9295 x 105

KeyStone Research Corporation (KSRC)

3823 West 12th St.,

Erie, PA 16505



2017 Summer JAM Employer Focus Group

Employer Participation Form

1. Are you willing to participate in Summer JAM employer focus group?

Yes

No

2. Select response below if you are available to participate in the focus group on Thursday, August 3, 2017

Thursday, August 3, 2017 at 10 am - 12:00 pm

3. Please, tell us a little bit about yourself:

Your first name

Your last name

Name of your organization

Your job position

Your age

Your gender

Best phone number to reach you a day before at to remind you about the focus group



2017 Summer JAM Employer Focus Group

Thank You

Thank you for your time!

Greater Erie Community Action Committee
Erie, Pennsylvania

PARENTAL CONSENT
OF PARTICIPATION IN A FOCUS GROUP

Research Focus: Evaluation of *Summer JAM Program*

Principal Facilitator: Joyce A. Miller, Ph.D., KeyStone Research Corporation

Co-facilitator: Tania Bogatova, Ph.D., KeyStone Research Corporation

Your son/daughter on a voluntary basis has agreed to participate in a focus group that will be gathering input from youth participants about ways to improve Summer JAM program. In a small group setting, your son/daughter will provide his/her feelings about the program and opinions about how to improve the program. Information shared during the focus group will be recorded, transcribed, analyzed, and reported on in an aggregated format. No individual youth information will be reported. Your son/daughter will be paid for his/her focus group time at a program rate. Refreshments will be provided. Transportation to and from focus group will be provided. Parents must arrange a pick up from a drop off location.

Any research-related questions about the focus group will be answered by contacting either:

Tania Bogatova, Ph.D., Co-facilitator
KeyStone Research Corporation
3823 W. 12th St., Erie, PA 16505
Phone: (814) 836-9295 x 105
Email: taniab@ksrc.biz

Joyce A. Miller, Ph.D., Principal Facilitator
KeyStone Research Corporation
3823 W. 12th St., Erie, PA 16505
Phone: (814) 836-9295 x 131
Email: joycem@ksrc.biz

By signing this form, I acknowledge that I have completely read and fully understand the above statement and agree to be bound thereby.

Full Name of Son/Daughter: _____

Home Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Age (if under 18): _____

Email: _____ School District: _____

Signature: _____ Date: _____

If this release is obtained from a student under the age of eighteen (18), the signature of that student's parent or legal guardian is required below.

Name of Parent or Legal Guardian: _____

**Please return signed consent form to KeyStone Research Corporation at
3823 West 12th St., Erie, PA 16505.**

With program questions, please call Kevin Arrington at (814) 480-5771.

Appendix E: Summer JAM 2017 Status Report



Summer JAM 2017 status report

Young Entrepreneur Society, Inc.

August 4, 2017

We enrolled 183 participants in the Summer JAM 2017 program. We had several workers that came to the program from Energize Erie under the direction of Councilman Horton. We were using this group as a pilot to see if the Summer JAM program could be a natural segue for the Energize Erie group. Unfortunately, the outcomes of those that participated in the Summer JAM program were not favorable. Since we were using this group as a testing method, they will not be counted in the overall total when it comes time to evaluate statistics.

The regular Summer JAM 2017 program ends next Friday on August 11. There are a few employers that are going to utilize the granted extension, which will add 40 hours to their selected employees and run until August 18 at which time the program will end for the year. Those determinations are still being finalized.

We had 35 Summer JAM workers not including staff participate in the ServErie project on July 21. The ServErie organization was very appreciative and I think even most of the students enjoyed working the event. Tasks performed included painting, cleaning, and moving some equipment like desks.

The two focus groups required by Keystone Research Corporation occurred on July 25 for the students and August 3 for the employers. Keystone has all of the documented results and plans to include their findings in the final report.

After meeting with Ben, I am reviewing the employer packets again to ensure 100% accuracy and completion to hand them in to GECAC. I assigned the coordinators to go through the youth packets to ensure their accuracy and completion. I still have to get the packet from the Erie School District and have requested it several times. I spoke with the HR department yesterday and they are working on retrieving it. We finished with 43 employers.

Employers to date that are participating are as follows:

Erie Insurance – city - P

Saint Vincent Health System – city - N

Gannon University – city - N
Franco’s – city - P
Blasco Public Library – city - N
Booker T Washington Center – city - N
Martin Luther King Jr. Center – city -N
YMCA – city - N
WeCreate – city - P
Urban Erie Community Development Corporation – city - N
John F. Kennedy Center – city - N
Lake Erie Arboretum at Frontier – city - N
Salvation Army – city - N
Albion Animal Center – county - N
Alzheimer’s Association – city - N
Erie School District – city - N
Iroquois School District – county - N
Harborcreek School District – county - N
Magnolia Run Kennels – county - P
Perseus House – city - N
METZ Foods – city - P
Pineapple Eddie – city - P
Camp Halo – county - N
Corry School District – county - N
DP & Associates – county - P
Union City High School – county - N
Union City Family Support Center – county - N
Handled with Care Child Care – city - P
Avalon Hotel – city - P
US Payroll Services – city - P
Lakeview Forge – city - P
MATV – city - N
Osterberg Refrigeration – county - P
Mikki Bort Martial Arts – county - P
Evergreen Cemetery – county - N
180 Consignment Thrift Store – county - P
Chaffee Landscaping – county - P
Rick Walker Tree Farm – county - P
YMCA of Corry – county - N
Dynasty Construction – county - P
Girard School District – county - N
Strongman Services – city - P
Hofmann Religious Goods – city - P

Percentage of city employers – 58%
Percentage of county employers – 42%

Current objectives

1. Complete employer packets and submit to GECAC
2. Make sure each employer has an account for each workers hours remaining
3. Pass out final checks and obtain employer and student surveys
4. Continue to work on Summer JAM wrap up event

Final report week of August 14

Appendix F: 2017 Summer JAM Reasons for Recommending Program and Suggestions for Improvement: Youth, Employers, Staff and Partners

Summer JAM 2017 – Youth Reasons for Recommending Program

- A good way for students to learn important life skills and gives someone something to do in the summer.
- Because I feel that it would help them.
- Because I would others to get the same opportunity to explore and learn more about being an employee and things needed to get into the workforce.
- Because it a good.
- Because it can help others to know jobs in work.
- Because it could help a person gain experiences if they don't have one any.
- Because it gives you job that you deserve.
- Because it helps kids learn work ethic.
- Because it helps you in life to get a job.
- Because it helps you train for your future.
- Because it helps youth to learn more about life, work, and it also getting us out of the street.
- Because it is a good program that can help.
- Because it is a good program.
- Because it is a good way to earn easy money or something to do.
- Because it is a good work experience and helps a lot.
- Because it is a great experience.
- Because it teaches you a lot.
- Because it teaches you to get a real job.
- Because it teaches you how to be on time.
- Because it was helpful.
- Because it will help you to learn more skills and it is really helpful.
- Because it's a good program.
- Because it's a great program.
- Because it's very helpful in many ways.
- Because it's a good opportunity.
- Because it's a good program to go and learn.
- Because it's a good program.
- Because people need jobs and are looking for them.
- Because Summer Jam program is good help students.
- Because there are many good life skills learned.
- Because with Summer Jam you learn different experiences. I would be interested to participate in the Summer JAM Program.
- Cause it's a good start.
- Course was excellent. I like it.

Summer JAM 2017 – Youth Reasons for Recommending Program

- Easy money.
 - Easy way to get some money for savings or for spending.
 - Gave me good experience.
 - Good pay and experience.
 - Good place to start.
 - Good starting point.
 - Good work experience.
 - Great experience for all.
 - Great for building an network.
 - Great opportunities.
 - Great opportunity.
 - Great program.
 - Great way to get started in life.
 - Great way to get your name well known in business.
 - Great way to start if you need a job.
 - Helps improve less crime in the city by giving youth jobs to earn money.
 - I have done it twice now and it has really helped me out over the summer.
 - I think it's a good start to someone who didn't have a job before.
 - If they are in need for another quick job, this would be a good fit.
 - It helped me realize the real world.
 - It helps you get ready for work.
 - It helps you learn how to get a job and how to keep it.
 - It is a good experience for dealing with jobs and a future career.
 - It is a good opportunity for youth to get a job.
 - It is a great opportunity for the youth to learn about working.
 - It is a great opportunity to gain work experience.
 - It is a great opportunity to get work experience.
 - It is a great way to learn working through people you can trust.
 - It is a very good youth program.
 - It is very helpful and improves career goals.
 - It is very helpful.
 - It teaches great skills and work ethic.
 - It was a fun time.
 - It was a wonderful opportunity to learn and grow.
 - It was very useful for gaining job experience and helped give me job skills.
 - It will help enhance working skills.
-

Summer JAM 2017 – Youth Reasons for Recommending Program

- It'll help them with life basically.
- It's a good program to help you get a job and it's a good experience. I would be interested in the program next summer.
- It's a good program.
- It's a good way to prepare for life.
- It's a great opportunity for people.
- It's a great program to prepare us for future.
- It's a great way to reach out.
- It's an easy way to make money. It's a very encouraging program for youth.
- It's good for work experience.
- It's helpful for high school students.
- It's very helpful for the youth and useful the tips and knowledge sticks with you.
- It's a good program for kids.
- Meeting new people and new experiences.
- Quick way to earn money.
- To gain valuable experiences.
- To help people find a job.
- Very helpful.
- Work opportunity.
- Yes if they're young.
- You can learn a lot from working with others.
- You learned more information to ask your boss.

Summer JAM 2017 – Employer Reasons for Recommending Program

- Because it a program that would give and teach students how to learn a job task.
- Chloe has been an incredible summer asset to us.
- Depends on the job?
- Excellent learning experience for them.
- Good experience, keeps kids off the streets and responsible.
- Good opportunity for youth summer employment.
- Good way to get help over the busy summer time.
- Great collaboration between organizations and good opportunities for students.
- Great for the youth/helpful for company to have additional help w/o cost.
- Helping to mentor and change the lives of our youth.
- Helps the kids so much-help the community.
- I believe in working with our youth give them experience they will need in the future
- I still have my absolute faith in the program.
- If the student/employee has clear expectations.
- It has all the elements that Erie has been demanding for decades, really- anti-poverty, youth mentoring, job training, summer activity, learning power, etc.
- It is a good program.
- It was a very good experience.
- It was great having a student to help re-organize files etc.
- It's a good program needed for youth to gain skills needed for life skills and work experience.
- It's a great help when employees are needed and there aren't many applicants.
- It's a great way for the youth to learn job skills.
- It's a nice program.
- It's beneficial to our environment and the students.
- Meaningful experience for all involved.
- Mostly good for youth overall experience.
- Positive reinforcement for our youth.
- The participant need additional opportunities and skills to help them get to the next level and it is very rewarding.
- These youth are our future, we need to invest in them.
- They were a big help in getting to school ready for upcoming school year.
- We believe in the youth. All give them such an opportunity is awesome and necessary.
- Work experience for youth is part of our mission statement. Learn to empower not enable.

Summer JAM 2017 – Staff and Partners' Reasons for Recommending Program

- It is a great training tool!! We cannot expect our youth to make a transition if they have no idea what is called for in making life changes. That is why so many make careless mistakes. And it allows them to learn tough lessons early about how things really work in society.
- It would provide youth with work experience, soft skills, more responsibility, and possibly lead to full time jobs in the near future.
- It encourages youth and gives them an opportunity to excel. It gives the employer an opportunity to give back to Erie and a concrete means to assist youth and build them up. Employers I encounter want to improve the dynamics of the city and want to be doing something proactive. This gives them that means.
- The program is a great opportunity to inspire and motivate our youth to achieve more in their lives. In addition, it is a great investment in the future of our youth for the region.
- Great opportunity for youth in the county.

Summer JAM 2017 - Youth Suggestions for Improvement

- Be motivated and work hard.
 - Becoming the best they can be.
 - Being more in order and on time with things.
 - Being more organized.
 - Better check scheduling.
 - Better communication when it comes to paychecks, timesheets, ect.
 - Better communication to the employers about expectations. I ended up doing work such as babysitting, which I was not prepared for.
 - Better hours.
 - Better organization. Yes I will like to be part of Summer Jam.
 - Better pay for those worked previous years. I would like to do this next year.
 - Better supervision.
 - By continuing.
 - Communication.
 - Everything is on point.
 - Everything seems fine. Nothing seem to be improved. But it would be nice if they would give work on school times too.
 - Yes, I'm willing to be involved again.
 - Expanding the variety of employers.
 - Having more activities that expand the minds of the students.
 - Help all works.
 - Higher wages.
 - Honestly, the JAM program was wonderful and I currently have no suggestions.
 - I don't honestly think it needs any improvement. Yes I would love to join Summer Jam again next year.
 - I don't know.
 - I feel we could have more personal research done in career assessment.
 - I honestly do not know.
 - I think it's fine the way it is.
 - I think more jobs to be a part of would be great, so more people can join in to other types of jobs.
 - I think the program can't do anything better than what is already is except provide more information.
 - I wish there were to be better communication. Other than that it was good ;).
 - I'm not sure.
 - In my next job I can tell them about what I did in my summer job.
-

Summer JAM 2017 - Youth Suggestions for Improvement

- Its very helpful and you can get somewhere in life.
- Make orientation shorter.
- More helpful Summer Jam representatives.
- More hours.
- More money.
- More pay but other then that its good.
- More pay!
- More support for challenges at work.
- N/A
- No improvement needed.
- No need for improvement.
- No way.
- No ways everything went well.
- None cause it's all good.
- None I guess.
- None.
- Not hold your checks another week when you miss one day. Actually tell us when our checks come in before hand.
- Not needed.
- Not really sure.
- Nothing, I like it just the way it is.
- Nothing.
- Pay could be better for college bound students.
- Pay raise.
- Pay a little more then \$7.25 hour.
- Shorter first week classes.
- Should pay if we have work over 8 hours.
- Summer Jam is fine! Just management at Saint Vincent could be very improved with the respect of their employees.
- Summer Jam need to meet people at all ages and assist other in obtaining a job.
- To people the job one asks of all.
- Worth time.

Summer JAM 2017 – Employer Improvement Suggestions

- Allow permanent employees to have more time to perform duties, strengthened the youth with the riggers of daily physical work and 40-hour work week.
 - Allowing the youth more hours to work.
 - Better communication on the front end.
 - By trying to keep each and every student that does not have a job would recommend to get involved in the program.
 - Clarify the attendance policy upfront. Let them know it is real life work. Potentially have a day before they are assigned to see if they like where they are placed.
 - Clearer definitions from GO College Program. Our students were gone for large stretches of time this year, so it was not as beneficial as other years.
 - Having teachers/coaches in the schools able to speak to the program; encourage students to sign up.
 - I believe there should be a stronger vetting process for both students and employers.
 - I think we need to convey job type and expectations better.
 - Identify students sooner so that work can be tailored to the student.
 - It would be very good if the program understands the youth's career goals and what they intend to study in college and match them with companies/opportunities closely related.
 - Longer working times
 - Match students that are not in an educational setting that are with the work that will be completed.
 - More hours and days please!
 - More one on one with job coach to explain expectations
 - More training time with youth.
 - Pay the kids once a week.
 - Provide basic skills in CETL-word, excel, outlook for the students.
 - Start process earlier, higher pay, more human resource training, condense student weeklong training.
 - Students need to learn how to focus on directions. Need to learn about initiative.
 - Take advantage of coaches and teachers to assist with recruitment and placement of students in the program.
-

Summer JAM 2017 – Staff and Partners Suggestions for Improvement

- We need to be more streamlined with our paperwork process at all levels (county, GECAC, employers, students). Continue to increase the job training and soft skills aspect of the program.
- The Summer JAM program needs more lead-time. Having worked in the program, it needs to begin in February at the latest so that information can be distributed and adequate time for questions and incidentals from employers i.e. obtaining clearances, insurance policies, paperwork, etc.
- I believe use of PowerPoint presentations at the Open House and orientation may help. I also believe that there should be some type of benefit for youth who have successfully completed the program in previous years such as increased wages, extra hours, or a promotion to a better position.
- The initial meeting with youth should be a guided session on how to fill out the paperwork properly. The paperwork is very confusing. And it is often the youth first encounter with this paperwork. Future employers consider the accuracy of paperwork in hiring staff. A more organized employer/youth first encounter. Maybe the youth should meet the employer at the work site so the employee knows what to expect the first few days. Also, there should be clear guidelines as to what should be accomplished at this meeting. A wrap up meeting with the youth to evaluate their work. This could be done by the employer or the youth peer counselor. Soft skills should be addressed more clearly at the orientation. If the youth is in the program for a second year, their orientation should be different, not the same. Maybe focus more on developing a resume, job searching skills, etc.
- Increase the number of employers in areas outside the city of Erie. Increase the number of students in areas outside the city of Erie. Increase the areas/sectors of businesses participating in the program
- Soft skills week was a little chaotic. Needs to be better organized.



Erie Times-News

Grant program tackles blight by blocks

ECGRA to invest \$500,000 over 2 years in projects countywide

By Matthew Rink
mattbew.rink@timesnews.com

Old homes, rental properties, new businesses and maintenance shops, including a third-generation locksmith company, dot the 400 block of West Eighth Street in Erie's west bayfront.

Evidence of renewal, like the new gray paint that has brightened the facade of a two-story brick building built in 1881, is tempered by signs of distress — cracked sidewalks, peeling paint and other eyesores.

See **BLIGHT**, A5

How to apply

The deadline for application to the Erie County Renaissance Block Program is May 3. To apply go to www.ecgra.org and click on Grants and Initiatives, then Grant Calendar.

BLIGHT

From Page A1

It's the type of area officials believe can benefit greatly from the Erie County Renaissance Block Program that Erie County Gaming Revenue Authority officials unveiled Thursday.

"The idea is to target a neighborhood and fix up everything in that neighborhood one block at a time," said Perry Wood, executive director of ECGRA. "Our West Bayfront is a great place to announce this because this is the type of neighborhood we want to see these funds targeted to."

ECGRA will dedicate \$500,000 over two years to the program, which is designed to address blight block by block. Nonprofit groups, especially neighborhood associations, will be eligible for up to \$150,000 of funds, which they must match dollar for dollar. Those matching dollars could come from other funding sources or from affected property owners themselves. Property owners can receive up to \$5,000 from the program.

Applications for the inaugural round of funding are being accepted through May 3.

The program will help finance eligible exterior work, like new lighting, painting, siding, sidewalks, driveways, porches, stairs, roofs, soffits, gutters and downspouts, as well as chimney and masonry repairs.

Wood believes it will create momentum for additional private investment.

"Renaissance Block incentivizes the property



Perry Wood, executive director of the Erie County Gaming Revenue Authority, announced the creation of a new \$500,000 Erie County Renaissance Block Grant Program at a news conference Thursday morning in the 400 block of West Eighth Street. Joining Wood were, from left, Erie County Councilman Kyle Foust; Erie Mayor Joe Schember; Corry Mayor David Mitchell; Erie County Councilman Andre Horton; Erie County Director of Administration Gary Lee; Gannon University President Keith Taylor; city of Erie Planning Director Kathy Wyrosdick, and Our West Bayfront Executive Director Anna Frantz. (MATTHEW RINK/ERIE TIMES-NEWS)

owner to make that investment," he said. "This will not eliminate all deferred maintenance on housing, but it will unleash the power of the homeowner by signaling to the homeowner that when their block is chosen it's time to invest."

Wood made the announcement at a vacant storefront at 443 W. Eighth St. He was joined by Erie Mayor Joe Schember; Corry Mayor David Mitchell; Erie County Council members Kyle Foust and Andre Horton; Erie County Director of Administration Gary Lee; city of Erie Planning Director Kathy Wyrosdick; and Gannon University President Keith Taylor, among others.

The program, Wood said, follows recommendations made by the county's Emerge 2040 plan, the Erie County Housing Plan, the city's Erie Refocused comprehensive plan and the

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properties." The program is designed to strengthen relationships among neighbors, and build a sense of ownership that some people feel has been lost; she said.

Mitchell, the Corry mayor and former county councilman, believes the program will be a useful tool countywide.

"We have a lot of vision for Corry," said Mitchell, who is also an appointee to the newly formed Erie County Land Bank. "The next three years in Corry are going to be exciting, so I'm excited about all of these new initiatives."

"We're tearing down blighted houses just like Erie is, but we can't just tear them down," he said. "We've also got to fix them up. That's the great thing about this program. It will give homeowners the chance to pick themselves up by their bootstraps."

The program was modeled after Jamestown, New York's, Neighborhood Renaissance Block Challenge. Citing a 2017 study, Wood said 300 property owners have participated in Jamestown's program since 2011 for an investment of \$900,000. He noted that home sales in these targeted areas increased by 5 percent, even as the city's overall assessed value dropped by 2 percent.

"This isn't exactly a sign of a housing boom," Wood said of Jamestown's success, "but it is a clear sign that concentrated resources can begin to reverse tax-base erosion."

Matthew Rink can be reached at 870-1884 or by email. Follow him on Twitter at www.Twitter.com/ETNRink.

Corry Neighborhood Initiative.

It is meant to assist property owners in making investments they might not otherwise be able to afford and to encourage further reinvestment.

Anna Frantz, executive director of Our West Bayfront, said the group will apply for the maximum grant award. She said the Renaissance Block Grant Program could help accelerate the neighborhood association's work.

Making wholesale repairs to an entire block will have a greater impact than scattered repairs within a larger area, she said.

"If you see one house being improved, that doesn't necessarily make a mark," she said. "But if you see several houses in a contiguous area being improved, that starts to say 'something is happening here' and other property owners start to think they should make investments in their own



VIEWPOINT

OUR VIEW

ECGRA grant program should speed change

The issue: Renaissance Block Program
Our view: Block strategy suited to times

The Erie County Gaming Revenue Authority has been a potent agent of change. Since February 2008, it has invested \$44 million in gaming revenues in projects and entitles large and small to foster economic and community development. Its latest initiative, the Erie County Renaissance Block Program, promises to be a forceful new resource in regional blight remediation efforts. Perry Wood, ECGRA executive director, announced Thursday that ECGRA will invest \$500,000 over two years in projects that address not a single item, but are part of the overhaul of a complete block. "The idea is to target a neighborhood and fix up everything in that neighborhood one block at a time," Wood said.

The money does not come without strings. Grants of up to \$150,000 are available to nonprofit groups, such as neighborhood organizations, but they must match each grant dollar for dollar. Individual property owners can receive up to \$5,000, but also must provide a match. The money can be used for exterior work, including roof and sidewalk repairs, porches, sidewalks and new lighting, as detailed by Erie Times-News reporter Matthew Rink.

The grants help property owners make repairs they might not otherwise have been able to afford and so incentivizes "the property owner to make that investment," Wood said.

The block-by-block strategy makes the impact of the investment more readily visible, another key factor. As Our West Bayfront Executive Director Anna Frantz said, if several homes are repaired at the same time "that starts to say 'something is happening here' and other property owners start to think they should make investments in their own properties."

Frantz said Our West Bayfront plans to seek the maximum grant award of \$150,000 to accelerate the organization's work. At a meeting Tuesday, members reviewed progress that includes the removal of several blighted structures and plans to enhance Bayview Park.

Erie's comprehensive plan, Erie Refocused, recommends strategies to improve and strengthen neighborhoods to reverse patterns of disinvestment and put a floor under the city's real estate market.

ECGRA's Renaissance Block Program was modeled after one in Jamestown, New York. Since 2011, 300 residents have invested \$900,000 in improvements that boosted home sale values by 5 percent at a time when the city's overall assessed value dropped by 2 percent.

That is what needs to happen in Erie and other blighted regions of the county.

ECGRA is accepting applications for this funding through May 3. We are eager to see the results. These targeted investments can help this region reverse decline in visible fashion and give residents both hope and a reason to stay.



City considers summer jobs support

Schember says city could play role in county-run program

By Matthew Rink
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About 575 young people have successfully completed Erie County's Summer Jobs and More program since its launch in 2014.

As the Summer JAM program enters its fifth year, organizers see it as an effective way to provide young people from low- and middle-income households with critical workplace experience, including hands-on training and the so-called soft skills coveted by employers.

"We've found a winning formula," Gary Lee, director of administration for Erie County, said.

Lee said the program fosters a sense of confidence and self-esteem and helps students build lasting relationships with employers. The program also gives them "aspiration and hope," he said.

See JOBS, A7

Summer JAM

Interviews will be held the weeks of April 30 and May 7. Pre-employment training will be held in early June. The program runs through August. For more information about Summer JAM, visit www.gecac.org/summer-jam

JOB

From Page A1

Lee believes the program will continue to grow. Although the number of students accepted into the program is expected to stay the same as 2017, about 175, there is a push to involve more employers, Lee said.

Lee hopes to grow the pool of employers from 40 to 50 this coming summer in order to broaden the types of work experiences offered under the program.

Summer JAM started as a collaboration between Erie County government, the Erie County Gaming Revenue Authority and the Erie Community Foundation in 2014. It is administered by the Greater Erie Community Action Committee.

The county and ECGRA each invest \$150,000 into the program. The Erie Community Foundation provides \$60,000. Other financial contributors include Erie Insurance, Gannon University, National Fuel and Highmark, Lee said.

The money pays for administrative costs, training and the wages of the employees, who will receive \$7.25 per hour for up to 180 hours of work. There is no cost to participating businesses.

The program is open to Erie County residents between the ages of 16 and 21 who come from families with income equal to or below 250 percent of the federal poverty line, which for a family of four would be \$62,750.

Erie Mayor Joe Schember, who took office this year, said this past week that he has discussed with Erie County Executive Kathy Dahlkemper a possible role for the city to play in the program. Schember said the city could serve as one of the program's 50-plus employers this year, but no decisions

have been made.

He said he sees the benefits of collaborating with the county.

"I want to explore, can we merge what the city does with what the county does?" said Schember, noting that the city hires students for seasonal jobs during the summer. "Nothing has been decided yet, but we're definitely going to look at options and opportunities. It seems like it could be a lot more efficient if we worked together, and we might be able to help more people."

Lee said the county is open to a partnership with the city.

"Those doors are open," he said.

In 2017, 183 participants were selected for the program and placed with an employer, the most since the program's inception. However, fewer participants, 159, successfully finished the six-week program in 2016, when 165 did, according to a study of the program.

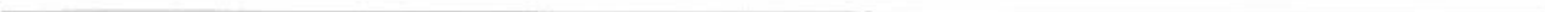
Three-quarters of participants in the 2017 program resided in the city. More than half, or 52 percent, were black.

"The main goal for us is to introduce these young men and women to the workforce at an early age," Lee said, "and for them to gain real-life experience at the age of 17 or 18, so they can have a better perspective of what the expectations and requirements will be when they go into the workforce full-time."

Interviews will be held the weeks of April 30 and May 7. Pre-employment training will be held in early June. It includes career exploration, soft skills, life skills, financial literacy, and job readiness. The program runs through August.

For more information about Summer JAM, visit www.gecac.org/summer-jam.

Matthew Rink can be reached at 870-1884 or by email. Follow him on Twitter at [www.Twitter.com/ETNRink](https://twitter.com/ETNRink).



ECGRA announces blight fighting program

BY ALEX TOPOR
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The Erie County Gaming Revenue Authority (ECGRA) announced the Erie County Renaissance Block Grant Program, a new program to fight blight, block by block.

"The program is designed to work with groups to empower them with resources to proactively fight blight," said ECGRA Executive Director Perry Wood. "They select a block or group of houses in order to give homeowners a matching incentive grant to make improvements to their home."

The program, which began taking applications on March 22, is designed to address and reverse housing blight in Erie County. ECGRA is committing \$500,000 over two years to fund the program. Each applicant can receive a maximum of \$150,000 or up to \$5,000 per property.

The program requires a 1-1 cash match from the applicant, meaning up to \$300,000 could be available to fight blight.

"Just as a vacant lot or deteriorating home can lead to a negative outcome spreading blight quickly, that same connection can spark a reversal when homeowners work together to maintain and improve their neighborhood," Wood said. "A short and impactful infusion of capital, aimed directly at assisting homeowners, will help to combat blight before it settles in."

The Renaissance Block Program will help finance eligible exterior repairs, permanent improvements and streetscapes. Funds can also be used to improve publicly

owned property that is targeted to improve the block's visual appearance.

Eligible improvements include, but are not limited to, sidewalks, driveways, landscaping, doors, windows, roofs, gutters, porches, steps, painting, siding and masonry repair.

When a block or a neighborhood is identified, the money is awarded per property, not property owner. This means if a landlord owns several properties on a block each property could receive up to \$5,000, as opposed to the landlord splitting \$5,000 up among all owned properties.

"When neighbors work together to improve their block they take back ownership of the neighborhood," state senator Dan Laughlin said in a press release. "The collective boost of confidence can turn a neighborhood around and inspire people to reinvest before blight settles in."

To apply for the grant, a group must meet several criteria. The group must be a non-profit, municipality or municipal authority. The group must also be headquartered in Erie County and in good standing with the IRS and ECGRA. Grant applications are due May 3.

"Corry has a definite need and enough proactive groups that we should be positioned pretty well to get funding," said local businessman David Sample, chair of ECGRA's board of directors. "It will be groups that are proactive and put together packages that make sense that will receive funding."

◀ See ECGRA, P.3

ECGRA

(Continued from front page)

Several Erie County groups identified reducing blight as a priority. Emerge 2040, Erie Refocused, the Corry Neighborhood Initiative, A Citizen's Action Guide to Blight and the Erie County Housing Plan all look to reduce blight in the region.

The Renaissance Block Program grants will be awarded on May 17. The program is competitive and ECGRA will look at several factors when awarding grant money.

"It will be competitive and we will take geography into consideration when reviewing applications," Wood said. "We also have to see if they have the capacity to make the program come to fruition. There needs to be a history of doing things and revitalizing neighborhoods."

The Renaissance Block Program is modeled after the Neighborhood Renaissance Block Challenge, a Jamestown, New York, project.

According to the Jamestown Renaissance Corp., 400 property owners received funding, resulting in more than \$975,000 in exterior improvements and repairs.



Summer JAM program open to local youth

BY EMILY PASSENGER
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A summer job program that aims to employ young Erie County residents who come from low- to middle-income families will soon be kicking off its first year.

Erie County's Summer Jobs and More (JAM) is open to residents between the ages of 16 and 21, and student interviews to participate in the 2018 session will be held the week of April 30 and May 7.

An information session for local families to learn more about the opportunity has been scheduled for Wednesday, April 25, from 5 to 7 p.m. at Union City Area High School.

This is a formula that has worked extremely well for us, said Gary Lee, director of administration for Erie County, who said in addition to earning money, students will have the chance to build self-esteem, confidence and relationships with employ-

ers. JAM is administered by the Greater Erie Community Action Committee, and is a collaboration between Erie County government, the Erie County Ganung, Revenue Authority and the Erie Community Foundation. "Right now, the goal is to get the program to a 50/50

participation level — 50 percent of youth from the city of Erie and 50 percent from outside in the county," Lee said. "Right now it's at 70/30, with 70 percent of participants from the city of Erie and 30 percent being from outside in the county."

The goal is to match students with a local participating employer, as to eliminate transportation issues. Several Erie County and Union City-area businesses have participated in the program in previous years and Lee anticipates those same companies will return for 2018.

All students are paid bi-weekly and earn \$7.25 an hour.

After completing an interview, students will be notified shortly thereafter if they have been accepted into the program. Once they are accepted, participants are required to undergo a full week of training prior to placement in a position. The training will include career exploration, soft skills, life skills, financial literacy and job readiness.

Those wanting to participate must demonstrate a financial need with family income at or above 250 percent of the federal poverty guideline, which for a family of four would be \$62,750.

See JAM, P3

JAM

(Continued from front page)

To cover the cost of wages and other expenses for the program, the county and BCGRA each invested \$150,000. The Erie Community Foundation provides \$60,000. Other contributors include Erie Insurance, National Fuel University, National Fuel and Highmark.

Each employer manages its own positions, but youth are limited to working up to 180 hours from June to August.

For more information, visit BECA's Summer JAM website at www.gecac.org/summer-jam.

Local

Successful downtowns focus of meeting

BY MARYANN BROOK
Contributing writer

Perhaps Jeanne Miller of Grand Borough said it best: "Presented was how to shift hours, a pot of flowers and a bench will make a big difference."

Miller was referring to a video about how to have a successful downtown area in your municipality.

Miller was one of 15 people who attended "A Downtown Workshop: Sharing Ideas for Successful Downtowns Along the PA Route 6 Heritage Corridor." The two-hour meeting was held Wednesday, April 4, at Edinboro Borough Hall, 124 Meadville St.

The meeting was open to anyone interested in downtown revitalization.

Miller is a member of Grand's Downtown Committee. Grand, along with Edinboro, Union City and several other municipalities, was awarded a Mission Main Street grant for \$15,000 from the Erie County Ganung Revenue Authority to revitalize main street corridors.

"As a member of the Grand Downtown Committee, I am looking for any suggestions to improve the area," Miller said.

Those suggestions came in one form through a 45-minute video by Roger Brooks of Destination Development titled "Your Town: A Destination." Brooks, who returned to the Route 6 corridor as "a stunningly beautiful area," said towns are not the reason people visit an area — activities are the reason.

The video showed how other municipalities market their downtowns and that towns should focus on activities and the pedestrian friend-



Contributed photo

About 15 business owners, municipal managers and members of the public listened to a presentation by Terri Dennison, executive director of the PA Route 6 Alliance, during a Downtown Workshop April 4 in Edinboro.

By with businesses such as sidewalk cafes.

"I'm about bringing downtown to life," Brooks said in the video.

He said facade improvements are important, but it's what is inside the store that counts. And you need to draw the customer in with outside attractions.

Suggested ways to improve a downtown area include:

- plazas and/or a year-round public market
- whichever one you choose needs to be open six days a week
- a shift in work hours so businesses are open after 6 p.m.
- benches placed outside a business
- signage that tells what the product is you are selling
- pots of colorful flowers, even if they are artificial, placed outside
- window displays that extend to the outside
- "Put benches outside and have them flanked with (flower) pots," Brooks said. "Don't put a clothes rack outside."

"Cindy Wells, manager of Johnson City, Berwyn, was impressed with Brooks' video.

"I think the video presentation was fantastic," she said. "I feel all retail businesses should get together to watch it and would benefit from it."

After the video, the group discussed the local businesses communities, what there is now, ideas that have not worked and some suggested improvements.

"You have to have an idea, a product and a way to market it," said Edinboro Borough Manager Kevin Oryle.

Pat Davis, a member of Edinboro Borough Council, said, on the importance of having businesses staying open after 6 p.m., some businesses in Edinboro are open after 6 p.m., but many are not.

Amber Wellington, executive director of Goodell Gardens and Homestead, said Goodell Gardens holds two large festivals each year. "One brought in 20,000 people," Wellington said.

Oryle said the borough is more than willing to work with Edinboro businesses. "Come to the table and tell us what you want and we'll start implementing it,"

work with you," Oryle said. Althon Borough Manager Gary Wells said he enjoyed the meeting and learned that "the size of a community does not matter."

"It's collaboration between property owners, business owners and municipalities to move our communities forward," Wells said. Renee Thayer-Alison of Edinboro attended the meeting as a member of the community and offered a lot of input. "I'm invested in the community because it's my home and I want to see it thrive and do well," she said.

Terri Dennison, executive director of the PA Route 6 Alliance, said she was pleased with the turnout and has offered to come back and show the video to a group of local merchants if they would like to watch it.

"Many of the ideas discussed after the video were also discussed during the Heritage Community process," Dennison said. "I am hoping that the committees represented can take one idea from the video and start implementing it."





Erie County Gaming Revenue Authority

Prequalification for Mission-Related Investments

The pre-qualification process will determine if an applicant has the requisite resources and experience to be considered for a mission-related investment under the Authority's Impact Investment Strategy for Small Business Financing. If the applicant does not meet the requirements set forth, they may apply for pre-qualification in the alternative justifying the reasons.

Contact Name

Organization

Address 1

Address 2

City/State/Zip Code

Phone Number

Fax Number

Email Address

Project Name:

Project Description:

Choose Asset Class:

<input type="checkbox"/> Cash	Linked deposits with local banks, credit unions, and CDFIs to accomplish small business financing goals
<input type="checkbox"/> Fixed Income	Senior and subordinate debt in revolving loans funds, SBA-backed loans, affordable housing projects, social impact bonds targeted to Erie County
<input type="checkbox"/> Alternative Investments	Growth, venture, and working capital for industry and business
<input type="checkbox"/> Community Facilities	Private, nonprofit owned and operated publicly accessible facilities that create an economic impact

Amount Requested: \$ _____

- The applicant meets the qualifications
- The applicant will be applying in the alternative

Pre-Qualification Requirements

Applicant must affirm the following:

- Applicant must have at least two years of experience in the asset class they are requesting funds through.
- Applicant must have a record of financial success in the asset class.
- Applicant must have experience in serving the Erie County, Pennsylvania market.
- Applicant must be willing to have a physical location in Erie County, Pennsylvania.

Applicants shall provide the following information:

Financials

- The current balance sheet and income statement
- Most recent financial audit
- A list of any credit lines, including the identification of the financial institutions holding the credit line, contact name and phone number at the institution, current total line of credit, current balance available, and effective date of the state balances

- A list of other funders/investors that are currently participating in the financing of your organization, the amounts they are providing, the type of financial support, contact name and phone number at the institution
- Proof of directors and officers liability insurance

Organizational

- A list of the organization's principals and their contact information.
- A description of the staffing capacity, expertise and organizational structure.
- A history of your organization's experience in the asset class.
- Proof of any community development designations or credentials.
- A documented plan to engage historically underutilized businesses and disadvantaged populations in distressed census tracts and industries.

Litigation

- A description of any suits or arbitration proceedings your organization has been involved in the last five years.
- A description of any judgments, claims, arbitration proceedings or suits involving principals or employees pending outstanding against your organization or its officers.
- Disclose if your organization, its officers, owners or agents have ever been convicted of charges relating to conflicts of interest, bribery, or been barred from doing business with public agencies?

References

- Provide project specific references along with contact information.

Other

- Applicant should provide anything other information that is relevant to assisting ECGRA and the Review Committee in their assessment.



RESOLUTION NUMBER 9, 2018

Resolution to adopt the Funding for the Summer Jobs & More Program

Whereas, ECGRA's mission of economic and community development recognizes the importance of local government, businesses, 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 regional asset funding is to provide basic services that address the needs of our most vulnerable, including youth that are challenged by circumstances of economic disadvantage;

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

Whereas, Erie County Council and multiple private and nonprofit funders have approved matching funds for the Summer Jobs & More Program (the "Program") to the extent outlined in attached Exhibit "A" meeting ECGRA's minimum 1-1 match (the "Match Funding")

Whereas, the funders have requested \$150,000 from ECGRA ("ECGRA Funding");

Whereas, the Match Funding and ECGRA Funding represent the total funding for the Program (the "Program Funding");

Whereas, additional funding has been applied for through the organization acting on behalf of the Workforce Investment Board and other financial partners that could possibly enhance or replace Program Funding this fiscal year ("Supplemental Funding");

Whereas, ECGRA believes, as a good steward of the Gaming Funds, that, in the event that Supplemental Funding is received this fiscal year, the amount of the ECGRA Funding shall be proportionately reduced by a fraction representing the ECGRA Funding divided by the total Program Funding;

Whereas, ECGRA declares the milestones are to be measured throughout the summer of 2018 and analyzed in accordance with the Program contract;

Whereas, ECGRA believes the stipulations resulting from the careful deliberation of Erie County Council on reporting and the use of Erie County funding creates a wise and appropriate framework to be applied to ECGRA funding as well;

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 summer jobs pilot project to the extent outlined in this Resolution and attachments.

On the motion of _____, seconded by _____.

This resolution was passed on the 19th day of April 2018 by a vote of ____ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority
April 19, 2018

ATTEST:

Secretary, ECGRA

Request for Funding – 2018 Erie County Summer Jobs and More (JAM) Program

Since 2014, Erie County government has worked with the Erie County Gaming Revenue Authority and The Erie Community Foundation to provide funding for the Summer JAM Program, which creates employment opportunities for young adults. These participants – all ages 16 to 21 – receive training in the soft skills needed to become successful employees, and then apply those skills on the job at area businesses.

Though only in its fifth year, Summer JAM already has a record of success that proves its value to its employer partners: In 2017, the program saw nearly a 90 percent success rate, with 159 young participants successfully completing the summer employment. To date, approximately \$1.2 million has been invested into this initiative while assisting over 600 youths in the county.

Now, Summer JAM is ready to grow. With more employers joining the effort, participants will be exposed to a greater variety of industries and operations. It is those on-the-job experiences that can lead young people to pursue paths to education or pique their interest in future careers – scenarios that reflect not just the goal of Summer JAM, but an essential outcome for our community overall.

The young participants have pledged to attend training and to become hard-working members of the local workforce.

Erie County and other leaders are committed to securing this future with continued funding that provides for the training and employment of Summer JAM's young participants. We need your support to continue this winning formula for our community's future.

Current 2018 Funding Commitment:

Erie County	\$150,000
ECCGRA	\$150,000
Erie Community Foundation	<u>\$ 60,000</u>
	\$360,000



RESOLUTION NUMBER 10, 2018

Resolution to Adopt a Credit Card Policy

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 at the request of the Erie County Controller, hereby adopt a formal Credit Card Policy, to the extent outlined in the attached Exhibit "A".

On the motion of _____, seconded by _____.

This resolution was passed on the 10th day of April 2018 by a vote of ____ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority

April 19, 2018

ATTEST:

Secretary, ECGRA



ECGRA Credit Card Agreement

Regular, full-time employees may apply for a corporate credit card but must obtain prior, written approval from their supervisor using the attached support document. To be eligible for a corporate credit card, an employee must travel frequently in the course of his/her duties, purchase significant volumes of goods and services for use by the employer, or incur other regular frequent business expenses of a kind appropriately paid by credit card.

The corporate credit card cannot be used to obtain cash advances, bank checks, traveler's checks, or electronic cash transfers for expenses other than those incurred by the assigned employee named on the card, or for personal expenses. Misuses of the card will result in cancellation of the card and withdrawal of corporate credit card privileges. If the card is used for an employee's personal expenses, the employer reserves the right to recover these monies from the employee cardholder. Cardholders will be required to sign a declaration authorizing the company to recover, from their salary, any amount incorrectly claimed.

Corporate credit card expenditures must be reconciled and submitted with original receipts to the Office Manager within 20 business days of the statement date. Cardholders who have not reconciled and submitted their monthly expenditure within this period will be asked to reconcile and submit their monthly expenditure immediately. Continued or repeated non-conformance to this policy will result in cancellation of the card and such other actions as appropriate. If the card expenditures are not reconciled and submitted within a month of the statement date or a plausible explanation has not been received by Office Manager, the employee's corporate credit card will be cancelled.

Lost or stolen cards must be reported immediately to the Executive Director.

Application for a Corporate Credit Card

Employee Name: _____

Position: _____

I am applying for a corporate credit card.

I understand and agree that:

- I bear ultimate responsibility for the card.
- I will not use the corporate credit card to withdraw cash.
- I will not use the corporate credit card for personal expenses and will use it only for official business on behalf of the company.
- If I misuse the card (i.e., use it otherwise than in accordance with the instructions given to me in this agreement or related policies) or otherwise fail to reconcile my expenditures within the prescribed procedures and timeframe, I authorize the authority to recover the funds through payroll deductions for any amounts incorrectly claimed or for reconciliations that are one month in arrears of the statement date.
- If the corporate credit card is lost or stolen, I will report it immediately to the Executive Director.
- If I resign from the company, I will return the card with a final reconciliation of all expenditures prior to departure.

Signature of cardholder

Date

Signature of supervisor

Date

RESOLUTION NUMBER 11, 2018

Resolution to Adopt the 2018-19 Budget

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 adopts its 2018-19 Budget, to the extent outlined in the attached Exhibit "A".

On the motion of _____, seconded by _____.

This resolution was passed on the 19th day of April, 2018 by a vote of ____ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority

April 19, 2018

ATTEST:

Secretary, ECGRA



Erie County Gaming Revenue Authority
Draft Budget "B" 3%
 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	200,000.00
66010 · FITW Tax	14,400.00	15,000.00
66015 · FUTA Tax	150.00	175.00
66020 · PASUI Tax	2,000.00	2,000.00
66500 · Retirement	5,850.00	6,000.00
Total 66000 · Payroll Expenses	<u>216,200.00</u>	<u>223,175.00</u>
Total Expense	<u>455,140.00</u>	<u>469,975.00</u>

