



JEDO Board Meeting
November 7, 2013
5:30 P.M.

City Council Chambers
214 SE 8th Street, 2nd Floor
Topeka, Kansas

JEDO Board Members

Shawnee County Commissioners

Shelly Buhler District No. 1
Kevin Cook District No. 2
Bob Archer District No. 3

City of Topeka Governing Body

Larry Wolgast Mayor
Karen Hiller District No. 1
John Campos II District No. 2
Sylvia Ortiz District No. 3
Denise Everhart District No. 4
Michelle De La Isla District No. 5
Chad Manspeaker District No. 6
Elaine Schwartz District No. 7
Nathan Schmidt District No. 8
Richard Harmon District No. 9

JEDO Board Voting Members

Shawnee County Commissioners

Commissioner Shelly Buhler
Commissioner Kevin Cook
Commissioner Bob Archer

City of Topeka Governing Body

Mayor Larry Wolgast, Chair
Deputy Mayor Sylvia Ortiz
Councilmember Michelle De La Isla
Councilmember Chad Manspeaker

Public Comment. Comment from members of the public shall be entertained on each actionable agenda item and at the end of each meeting. Comment shall be limited to topics directly relevant to JEDO business. Members of the public wishing to speak must notify the City Clerk before 5 p.m. on the date of the meeting. This requirement shall not apply to items added during the meeting.

Members of the public shall be limited to four minutes unless the Board, by majority vote, extends the limitation. Debate, question/answer dialogue or discussion with Board members will not count towards the four minute time limitation.

To make arrangements for special accommodations please call 785-368-3940. A 48-hour advance notice is preferred.



**JEDO Board of Directors
Agenda for Thursday, November 7, 2013
5:30 p.m.**

**City of Topeka Council Chamber
214 SE 8th**

1. Roll Call
2. Action item: approve August 1, 2013 meeting minutes
3. Action Item: approve service contract for JEDO 2013 audit
4. Overview of program results of 2013 activities: GO Topeka staff
5. Discussion of economic development priorities for the coming year: GO Topeka Board and Staff, JEDO Board
6. Public Comment
7. Adjournment

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Time limits. Members of the public shall be limited to four minutes unless the Board, by majority vote, extends the limitation. Debate, question/answer dialogue or discussion with Board members will not count towards the four minute time limitation.

City of Topeka & Shawnee County



Agenda Item No. 2

August 1, 2013 JEDO Board Meeting Minutes

Joint Economic Development Organization Board Minutes
August 1, 2013

Cyrus K. Holliday Building, 620 SE Madison Street, Topeka, Kansas, Thursday, August 1, 2013.

The Joint Economic Development Organization (JEDO) Board members met at 5:30 p.m. with the following Board members present: City of Topeka Mayor Larry Wolgast, Deputy Mayor Sylvia Ortiz and Councilmembers Michelle De La Isla and Chad Manspeaker; and Shawnee County Commissioners Shelly Buhler, Kevin Cook and Bob Archer -7.

Nonvoting JEDO Board members present: Councilmember Karen Hiller. Absent: Councilmembers John Campos II, Denise Everhart, Elaine Schwartz, Nathan Schmidt and Richard Harmon.

Mayor Wolgast called the meeting to order. He commented on the new meeting location and stated the meeting would be televised and streamed live on the City's website. He announced that the agenda would include a workshop hosted by JEDO and the GO Topeka Partnership concerning the Entrepreneurial Minority Business Development Program. He referenced the new JEDO Board Operational Rules and noted the Board is now required to meet on a quarterly basis. He commended all City4 staff members for their hard work in making the necessary accommodations to change the meeting location.

Councilmember De La Isla moved to add an item to the agenda. The motion died due to the lack of a second.

APPROVAL of Minutes of the May 22, 2013, JEDO Board meeting, was presented.

Councilmember Ortiz moved to approve the minutes of the JEDO Board meeting of May 22, 2013. The motion was seconded by Commissioner Buhler.

Mayor Wolgast asked if there was anyone present who would like to speak to the matter. No one appeared.

Following roll call vote, Mayor Wolgast announced the motion to approve the minutes of the JEDO Board meeting of May 22, 2013, carried unanimously (7-0-0)

PRESENTATION - Entrepreneurial and Small Business Benchmarking

Maureen Collins-Williams, Entrepreneurial Communities Director and Entrepreneurship Outreach, University of Northern Iowa, provided a 60-minute presentation on Small Business and Entrepreneurship Development. She discussed the following points:

- Entrepreneurship Trends including number of jobs; solo-preneurs (home based businesses) and women and minority trends
- Business startup activity in Topeka MSA
- The importance of Entrepreneurship and knowing the future looks entirely different than the past, as well as, understanding a diverse economy is the healthiest economy.
- Entrepreneurs Needs:
 - (1) Community Support
 - (a) Culture – celebrate small business ownership and use failure as a learning opportunity – not a stigma
 - (b) Infrastructure – understand the importance of quality of life, change how we deliver services and make sure there is plenty of bandwidth
 - (2) Business Technical Assistance and Training
 - (a) Mentoring
 - (b) Consulting (1:1)
 - (c) Classroom Training
 - (d) Workshops and Seminars
 - (3) Networks
 - (a) Solve Problems, Create Solutions and Accelerate Outcomes
 - (b) Start Young – education and recruitment
 - (c) Encourage social networking with peers and professionals
 - (4) Capital
 - (a) Making sure the right kind of capital is provided at the right stage of the business life cycle
 - (b) Making sure they have access to capital resources
- The Entrepreneurship Spectrum
 - (1) Micro-Enterprise Trends and how to serve them
 - (2) Small Business Trends and how to serve them

In conclusion, Ms. Williams noted that GO Topeka, The Greater Topeka Chamber of Commerce and the Joint Economic Development Organization are doing a good job and have the necessary tools to succeed; however, there is always room for improvement in reaching out to small businesses and minority groups.

Mayor Wolgast commended Ms. Williams in identifying what they need to do to make the Entrepreneurial Minority Business Development (EMBD) Program more successful in the Topeka-Shawnee County area. He asked what other cities were doing to improve similar programs.

Ms. Williams reported that some cities implement business registration license requirements; routinely request a list of state sales tax applications for their area; or conduct contests for small business owners with cash incentives. She stated there are many more ideas that could be used to open the lines of communication and she would be happy to forward the information to the Board.

Commissioner Archer asked what percentage of their budget should be spent on these types of business operations and noted that currently they spend 10% of the budget on promoting program incentives.

Councilmember Schmidt entered the room.

Ms. Williams stated that the Topeka-Shawnee County area is unique and there are only a few communities that she is aware of that are doing as well. She reported there is a wide-range regarding percentages dependent on where the region is located and noted the west coast will spend between 50% to 60% of the funding to promote EMBD programs. She stated it is important to research the data and then build a solid strategic plan while keeping in mind that you must provide the incentives for local businesses to thrive and grow.

Commissioner Cook expressed concern with women and minority business owners being uncomfortable with contacting The Greater Topeka Chamber of Commerce and asked if they should branch out by utilizing different communication mechanisms to make people feel more welcome.

Ms. Williams stated they must find someone that is trustworthy within any organization they decide to use, figure out how to establish trust, and share resources and values that will allow business owners to branch out. She reminded the Board that everyone involved has to be willing to adapt to the necessary changes.

Commissioner Buhler thanked Ms. Williams for providing them with the necessary tools and/or ideas to help improve the program, as well as, provide them with a global perspective. She stated she hopes the Board will utilize and incorporate the information in the 2014 economic development plan.

Councilmember Hiller asked Ms. Williams to define success and what types of goals should they set to succeed.

Ms. Williams stated they need to adjust their expectations to what businesses want or desire and then define their success based on that concept.

Councilmember Hiller stated that she believes they need to continue to work to better understand the entire concept and how it applies to businesses and the programs offered.

A VIDEO PRESENTATION on the Industrial Automation Robotics Initiative at the Highland Park High School was presented by GO Topeka in collaboration with the Entrepreneurial Minority Business Development Program (Yaskawa Motoman Robotics) and Topeka Public Schools.

A VIDEO PRESENTATION on the Entrepreneurial Minority Business Development Program graduate client testimonials and achievements, was presented by GO Topeka.

AN OVERVIEW of GO Topeka's Entrepreneurial Minority Business Development results was presented.

Doug Kinsinger, President and CEO of the Greater Topeka Chamber of Commerce and GO Topeka Economic Partnership, reported the following Entrepreneurial Minority Business Development (EMBD) impact statistics with a focus on the most important impacts and their outcomes:

2012 EMBD IMPACT

TOTAL EMBD IMPACT

Ewing Kauffman Courses Delivered	4	Ewing Kauffman Courses Delivered	42
Total Client Graduated	53 Clients <i>Minority Owned - 42%</i> <i>Women Owned - 68%</i> <i>LITM - 55%</i>	Total Client Graduated	538 Clients <i>Minority Owned - 42%</i> <i>Women Owned - 68%</i> <i>LITM - 55%</i>
Graduation Rate	92%	Business Starts/Growth	161 Businesses
Businesses Starts/Growths	23 Businesses	Total Jobs Created/Retained (268 Full-Time) (119 Part-Time)	327.5
Total Jobs	42.5 Jobs	Small Business Education <i>Seminars/Workshop Attendees</i>	3,414 Entrepreneurs Served
EMBD Start/Growth Rate	43%	# Small Business Education <i>Seminars/Workshop/Events</i>	94 Training Workshops
# Small Business Education <i>Seminars/Workshop/Events</i>	15 Training Work Shops	# Loans Awarded	9
Small Business Education <i>Seminars/Workshop/Event Attendees</i>	620 Entrepreneurs Served	Dollars of TSCFOF Awarded	\$79,000
# Loans Awarded	5	Jobs Retained or Started through TSCFOF	23.5
Dollars of TSCFOF Awarded	\$50,000	Robotics Pilot Total <i>Starting in August 2011</i>	26 Students <i>Minority - 62%</i> <i>LITM - 100%</i>
Jobs Retained or Started Through TSCFOF	14	Surviving Progress Partnership (<i>City/GO Topeka</i>) started in 2011 - in progress	372 Businesses
2011 - 2012 School Year Robotics Pilot	26 Students <i>Minority - 62%</i> <i>LITM - 100%</i>	Technical Assistance Clients Counseled	878 <i>EMBD Priority Population 75%</i>
Surviving Progress Partnership (<i>City/GO Topeka</i>)	359 Businesses	Technical Assistance Hours Delivered	1886 Total Hours <i>878 TA meeting hours</i> <i>1008 MA hours</i>
Technical Assistance Clients Counseled	194 <i>83% Priority Population</i>		
Technical Assistance Hours Delivered	485 Total Hours (<i>194 TA meeting hours</i>) (<i>291 MA hours</i>)		

Commissioner Cook asked how much funding GO Topeka receives from JEDO. He expressed concern with the return investment JEDO is receiving from GO Topeka services and noted the EMBD program resulted in only 42.5 total jobs in 2012.

Doug Kinsinger reported GO Topeka receives \$500,000 annually from JEDO.

Councilmember Hiller stated there is a full array of different capital that is needed to make the program successful. She asked what should be the next steps to help improve program efforts.

Mr. Kinsinger reported the microloan program is the most helpful; however, they lack sufficient equity and venture capital.

Maureen Collins-Williams, Entrepreneurial Communities Director and Entrepreneurship Outreach, University of Northern Iowa, stated the most important capital is the microloan option which is already in place. She reported Crowd funding sites have become very successful and provide sufficient resources to start a business. She noted these types of businesses are very difficult to start and tend to grow slowly in the beginning; therefore, the industry is working on an effective matrix that measures the true effect these types of businesses have on the community.

Commissioner Cook requested they research the return investment JEDO is receiving as a result of the program.

Ms. Williams reported that one full-time job generates two or three sub-contractor jobs, a statistic that is not reflected in the current matrix.

Councilmember De La Isla asked how much of the \$500,000 was used to directly market the minority population.

Mr. Kinsinger reported approximately \$20,000 was used for marketing purposes; however, they are aware they are lacking in this area and are currently researching ways to improve.

Councilmember De La Isla asked what groups were used to provide outreach to the minority community.

Mr. Kinsinger stated he would provide the list to the Board.

DISCUSSION regarding the refocus of community vision and the setting of priorities for the Heartland Visioning Project

Gina Millsap, Heartland Visioning Co-chair, reported Heartland Visioning is entering its fifth year with many successes and milestones to celebrate including the creation of the NOTO Arts District and the revitalization of Downtown Topeka. She stated Heartland Visioning works to promote community successes through multiple channels including social media, a report to the community, as well as, monthly and quarterly electronic newsletters. She also stated Heartland Visioning works to help

Topeka and Shawnee County reach the community-wide vision by supporting collaborations, developing community leaders, facilitating meetings and helping the community work together better and communicating and celebrating successes.

William Beteta, Heartland Visioning Executive Director, stated the purpose of refocusing efforts is to determine if the visioning plan that was established still holds true and remains on track; to discuss and define ideas; and to provide opportunity to facilitate smaller community meetings in all neighborhood districts to gather input from all areas of the city. He reported they plan to facilitate the first of 20 meetings on August 22, 2013, with the last meeting scheduled in November of this year. He stated they believe the smaller meetings will generate improved discussion between neighborhood residents and Heartland Visioning facilitators.

Councilmember De La Isla commended Heartland Visioning for taking the initiative to progress the community vision and she understands projects of this nature do not move forward without the help of facilitators.

Councilmember Hiller asked where the community could access or view the 2012 Heartland Visioning Year in Review Report.

Mr. Beteta stated the report could be viewed online at heartlandvisioning.com or at the Topeka-Shawnee County Library, as well as, citizens could call and request a copy from the Heartland Visioning office at (785) 231-6006.

Commissioner Archer stated he believes that if the Heartland Visioning Organization needs to ask for guidance from the community on how to progress operations then it is time to withdraw the tax money that supports Heartland Vision efforts.

Commissioner Cook questioned how much of the Organization's funding comes from private contributions and how much is contributed from tax payers.

Mr. Beteta reported Heartland Visioning received a total of \$750,000 last year in contributions with the City and County contributing \$30,000 each totaling \$60,000 annually for the past four years.

Commissioner Cook stated he concurs with Commissioner Archer and questions if the City and County should continue to invest in Heartland Visioning.

Mr. Beteta stressed the importance of maintaining a public/private sector partnership in regards to the visioning process.

Councilmember Ortiz requested a financial breakdown of all the funding sources of Heartland Visioning.

Councilmember Manspeaker noted that eight of the 43 funding partners listed in the 2012 Report distributed by Heartland Visioning were tax funded entities. He stated he concurs with Commissioners

Archer and Cook, and believes at some point, the visioning process needs to turn into action. He stated he is not clear on what Heartland Visioning does or what JEDO is getting in return for their services.

Councilmember Hiller spoke in support of the Heartland Visioning process. She noted in her opinion the process has brought the community together through facilitation and leadership, communications and marketing, education, quality of life, economic development, infrastructure, government and private sector leadership. She stated she believes it is time to review what was missing from the process six years ago when it began and determine the outcome. She also stated there is a lot of information in the report and asked Board members to review the six foundations identified and determine if they have contributed to the process.

Councilmember Ortiz stated that the visioning process has been successful in many communities because they have used a facilitator that has the capability to connect people and create a united vision. She stated she believes there has been a breakdown in communication between Heartland Visioning and the community. She stated that she looks forward to seeing a change in the visioning process in the upcoming year; however, it may be time to make a change and cease the funding of Heartland Visioning.

Mayor Wolgast commended Heartland Visioning for their efforts in the revitalization of downtown and the establishment of the NOTO Arts District. He expressed the importance of making sure the visioning process is still moving in the right direction.

Mayor Wolgast announced that the next JEDO Board meeting would be scheduled in October. He asked the Board to provide him feedback on the new meeting location.

Councilmember Manspeaker encouraged the Board to set the direction of GO Topeka and begin establishing an economic development plan to discuss at the year-end meeting in December.

Councilmember De La Isla commended Mr. Beteta for his comments on the visioning process. She stated that it is important for them to know what economic development means and create a hub for microenterprises, as well as, review how they are investing dollars so they are successful in attracting new businesses.

Earl Williams, Economic Development Board Chair, National Association for the Advancement of Colored People (NAACP), invited all Board members and staff members of GO Topeka and the Joint Economic Development Organization to attend their upcoming meeting. He stated if they want see change they have to work as partners with the community or there will be no change.

Lazone Grays provided a handout on employment diversity in the Topeka-Shawnee County area. He reported the diversity workforce training numbers are very low and noted that each community has different needs in regards of diversity and the needs must be addressed if they want to see positive change. He asked when the Board is going to stop talking about change and take action to improve the situation.

No further business appearing the meeting was adjourned at 7:48 p.m.

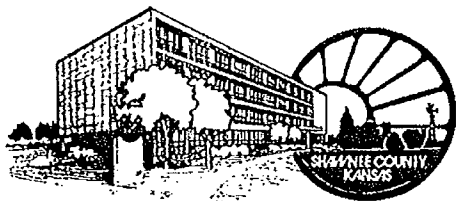
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City of Topeka & Shawnee County



Agenda Item No. 3

A Service Contract for JEDO 2013 Audit



Shawnee County
AUDIT-FINANCE OFFICE
Suite 201, Courthouse
200 SE 7th Street
Topeka, KS 66603-3903

To: Joint Economic Development Organization
From: Betty Greiner, Shawnee County Financial Administrator
Date: October 23, 2013 *BPG*
RE: 2013 JEDO External Audit

I am requesting approval to engage the services of Cochran Head Vick & Co., P.A. to perform the audit for the Joint Economic Development Organization for the year ending December 31, 2013. The engagement letter is attached. The Shawnee County Financial Administrator holds the position of JEDO treasurer for 2013. As such, it is my responsibility to coordinate the independent audit for 2013.

Cochran Head Vick & Co., P.A. was engaged for the 2012 JEDO audit. I feel that it is advantageous to remain with the same auditor this year. This will provide continuity as well as efficiencies.

Timing – The audit will be completed by June 30, 2014 with fieldwork beginning in May.

Fees – The fee for this audit is \$4,235 which is the same as for the 2012 audit.

Funding – Funding for this audit comes from the Joint Economic Development Organization.

The County Counselor's office has reviewed this engagement letter for legality and form. I will be happy to provide any additional information and answer any questions.



COCHRAN HEAD VICK & CO., P.A.

& Co

Certified Public Accountants

October 10, 2013

1333 Meadowlark Lane
Kansas City, KS 66102
(913) 287-4433
(913) 287-0010 FAX

Ms. Betty Greiner, Financial Administrator
Joint Economic Development Organization
c/o Shawnee County, Kansas
200 SE 7th, Suite 201
Topeka, Kansas 66603-3903

Dear Ms. Greiner and Members of JEDO:

We are pleased to confirm our understanding of the services we are to provide the Joint Economic Development Organization (JEDO), a joint venture of the City of Topeka, Kansas and Shawnee County, Kansas, for the year ending December 31, 2013. We will audit the statement(s) of assets and liabilities and statement(s) of changes in assets and liabilities, including the related notes to the financial statements, which collectively comprise the basic financial statements of JEDO as of and for the year ending December 31, 2013. Accounting standards generally accepted in the United States of America provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement JEDO's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to JEDO's RSI in accordance with auditing standards generally accepted in the United States of America. These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. The following RSI is required by generally accepted accounting principles and will be subjected to certain limited procedures, but will not be audited:

- Management's Discussion and Analysis (if presented).

Other Offices

1251 NW Briarcliff Pkwy
Suite 125
Kansas City, MO 64116
(816) 453-7014
(816) 453-7016 FAX

400 Jules Street
Suite 415
St. Joseph, MO 64501
(816) 384-1118
(816) 384-6144 FAX

6700 Antloch Rd, Suite 460
Merriam, Kansas 66204
(913) 378-1100
(913) 378-1177 FAX

Audit Objectives

The objective of our audit is the expression of opinions as to whether your basic financial statements are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America. Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America, the Kansas Municipal Audit Guide, and the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and will include tests of the accounting records of JEDO and other procedures we consider necessary to enable us to

express such opinions. We cannot provide assurance that unmodified opinions will be expressed. Circumstances may arise in which it is necessary for us to modify our opinions or add emphasis-of-matter or other-matter paragraphs. If our opinions on the financial statements are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or to issue a report as a result of this engagement.

We will also provide a report (that does not include an opinion) on internal control related to the financial statements and compliance with the provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements as required by *Government Auditing Standards*. The reports on internal control and compliance will each include a paragraph that states that the purpose of the report is solely to describe the scope of testing of internal control over financial reporting and compliance, and the result of that testing, and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance, and that the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering internal control over financial reporting and compliance. The paragraph will also state that the report is not suitable for any other purpose. If during our audit we become aware that JEDO is subject to an audit requirement that is not encompassed in the terms of this engagement, we will communicate to management and those charged with governance that an audit in accordance with auditing standards generally accepted in the United States of America and the standards for financial audits contained in *Government Auditing Standards* may not satisfy the relevant legal, regulatory, or contractual requirements.

Management Responsibilities

Management is responsible for the basic financial statements and all accompanying information as well as all representations contained therein. As part of the audit, we will assist with preparation of your financial statements and related notes. You will be required to acknowledge in the written representation letter our assistance with preparation of the financial statements and that you have reviewed and approved the financial statements and related notes prior to their issuance and have accepted responsibility for them. You agree to assume all management responsibilities for any nonaudit services we provide; oversee the services by designating an individual, preferably from senior management, who possesses suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

Management is responsible for establishing and maintaining effective internal controls, including evaluating and monitoring ongoing activities, to help ensure that appropriate goals and objectives are met; for the selection and application of accounting principles; and for the preparation and fair presentation of the financial statements in conformity with accounting principles generally accepted in the United States of America.

Management is also responsible for making all financial records and related information available to us and for ensuring that management is reliable and financial information is reliable and properly recorded. You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence.

Your responsibilities include adjusting the financial statements to correct material misstatements and for confirming to us in the written representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us

of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the entity complies with applicable laws, regulations, contracts, agreements, and grants for taking timely and appropriate steps to remedy any fraud, violations of contracts or grant agreements, or abuse that we may report.

You are responsible for the preparation of the supplementary information in conformity with accounting principles generally accepted in the United States of America. You agree to include our report on the supplementary information in any document that contains and indicates that we have reported on the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the supplementary information in accordance with accounting principles generally accepted in the United States of America; (2) that you believe the supplementary information, including its form and content, is fairly presented in accordance with accounting principles generally accepted in the United States of America; (3) that the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying for us previous financial audits, attestation engagements, performance audits or other studies related to the objectives discussed in the Audit Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or other studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

Audit Procedures—General

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us, even though the audit is properly planned and performed in accordance with auditing standards generally accepted in the United States of America and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and may include tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

Audit Procedures—Internal Control

Our audit will include obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards and *Government Auditing Standards*.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of JEDO's compliance with the provisions of applicable laws, regulations, contracts, agreements, and grants. However, the objective of our audit will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

Engagement Administration, Fees, and Other

We understand that your employees will prepare all cash or other confirmations we request and will locate any documents selected by us for testing.

We will provide copies of our reports to JEDO; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Cochran Head Vick & Co., P.A. and constitutes confidential information. However, pursuant to authority given by law or regulation, we may be requested to make certain audit documentation available to a Regulator or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Cochran Head Vick & Co., P.A. personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by the Regulator. If we are aware that a federal awarding agency or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

We expect to begin our audit fieldwork in May 2014 and to issue our reports no later than June 30, 2014. Mr. David L. Cochran, CPA, is the engagement partner and is responsible for supervising the engagement and signing the reports or authorizing another individual to sign them.

Our fee for the above services will be at our standard hourly rates plus out-of-pocket costs (such as report reproduction, word processing, postage, travel, copies, telephone, etc.) except that we agree that our gross fee, including expenses, will not exceed \$4,235. Our standard hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. The above fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

We appreciate the opportunity to be of service to JEDO and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very truly yours,
COCHRAN HEAD VICK & CO., P.A.


David L. Cochran, CPA
For the Firm

RESPONSE:

This letter correctly sets forth the understanding of the Joint Economic Development Organization.

By: _____

Title: _____

Date: _____

Approved as to Legality
and Form: Date 10-25-13
1.13
SST. CO. CO.

BMG**Certified Public Accountants, LLP**

211 South 84th Street
Suite 100
Lincoln, NE 68510

Phone: 402-483-7781
Fax: 402-483-5198
1-800-747-0081

Email:
info@BMGCPAs.com

www.BMGCPAs.com

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System Review Report

To the Shareholders
Cochran Head Vick & Co., P.C.
and the Peer Review Committee of the Missouri Society of CPAs

We have reviewed the system of quality control for the accounting and auditing practice of **Cochran Head Vick & Co., P.C.** (the firm) in effect for the year ended July 31, 2011. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants. The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review. The nature, objectives, scope, limitations of, and the procedures performed in a System Review are described in the standards at www.aicpa.org/prsummary.

As required by the standards, engagements selected for review included engagements performed under the *Government Auditing Standards* and an audit of an employee benefit plan.

In our opinion, the system of quality control for the accounting and auditing practice of **Cochran Head Vick & Co., P.C.** in effect for the year ended July 31, 2011, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. **Cochran Head Vick & Co., P.C.** has received a peer review rating of *pass*.

BMG Certified Public Accountants, LLP



Lincoln, Nebraska
November 30, 2011



Agenda Item No. 4

A PowerPoint Presentation will be provided by GO Topeka Staff members presenting an overview of program results of 2013 activities.



Agenda Item No. 5

Discussion of Economic Development Priorities
for the coming year: GO Topeka Board and
Staff and JEDO Board

November 7, 2013

Joint Economic Development Organization
City of Topeka / Shawnee County

Re: Request to allocate extended ½ Cent Sales-Tax Funds for 2014 and beyond

1)

Dedicate **\$80,000 for youth employment** (ages 14-15)* to include structured year-round service learning activities that promote skill development in information technology, trade, and enterprise development.

*Summer youth employment program for youth residing in the City of Topeka and those living in Shawnee County, but outside of the City of Topeka

(see CLASP Report)

+ Youth that experience employment early in life have a higher tendency to not drop out of high school, graduate, attend secondary education, and not become involved in criminal delinquent behavior.

2)

Dedicate **\$150,000 for a structured transitional jobs program** that focus efforts on occupational skill training; to include the establishment of skill trade center(s) in low to-moderate income neighborhoods that effectively meets the needs of the city, county, neighborhoods and the industries facing shortages due to the mass retirement of baby-boomers.

(see Topeka Neighborhood Summit I & II priorities)

(see Big Ideas for Jobs Report)

Relevant Poverty Data on Shawnee County (out of 105 counties)

Ranked 101st = High School Dropouts

Ranked 96th = Children Raised in Poverty

Ranked 82nd = Parental Unemployment

Issue Request for Proposals (competitive bidding) that requires some sort of methodology, collaboration of relevant stakeholders and performance measures based on a noticeable reduction of unemployment for minority and disadvantaged youth, adults and women living in poverty

Prepared By:

Lazone Grays Jr
Concerned Citizen of Topeka

Item NO 6.- Public Comment
Handout L. Grays

Topeka/Shawnee County Unemployment Rates By Race & Gender: 2000 - 2011

% of Total Civilian Labor Pool

Male

Unemployment Rate:

Year	White*	African Descent**	Hispanic	Nat. American
2011	7.0% <u>41.9%</u>	17.5% <u>3.8%</u>	8.7% <u>4.9</u>	7.9% <u>0.6</u>
2010	6.5% <u>41.8%</u>	19.1% <u>4.0%</u>	9.9% <u>4.8%</u>	17.3% <u>0.6%</u>
2009	5.8%	17.4%	10.5%	5.0%
2008	4.3%	13.5%	7.9%	3.8%
2007	5.5%	17.1%	10.1%	4.7%
2006	5.5% <u>45.5%</u>	17.1% <u>3.8%</u>	10.1% <u>3.7%</u>	4.7% <u>0.5%</u>
2005	5.5%	17.1%	10.1%	4.7%
2004	5.5%	17.1%	10.1%	4.7%
2003				
2002	4.3% <u>46.6%</u>	9.5% <u>3.3%</u>	5.4% <u>2.3%</u>	6.5% <u>0.5%</u>
2001	4.0%	8.8%	5.0%	6.0%
2000	3.8% <u>46.6%</u>	8.3% <u>3.3%</u>	4.7% <u>2.3%</u>	4.9% <u>0.5%</u>

Female

Unemployment Rate:

Year	White*	African Descent**	Hispanic	Nat. American
2011	5.7% <u>41.9%</u>	12.6% <u>4.0%</u>	8.3% <u>4.1%</u>	9.5% <u>0.6%</u>
2010	5.2% <u>41.5%</u>	16.2% <u>4.0%</u>	7.8% <u>4.8%</u>	1.7% <u>0.5%</u>
2009	4.9%	12.9%	9.8%	15.7%
2008	3.6%	9.8%	7.4%	12.1%
2007	4.6%	12.5%	9.4%	15.4%
2006	4.6% <u>43.4%</u>	12.5% <u>4.1%</u>	9.4% <u>3.9%</u>	15.4% <u>0.5%</u>
2005	4.6%	12.5%	9.4%	15.4%
2004	4.6%	12.5%	9.4%	15.4%
2003				
2002	3.5% <u>42.9%</u>	10.5% <u>3.3%</u>	9.6% <u>2.0%</u>	4.7% <u>0.5%</u>
2001	3.2%	9.8%	8.9%	4.3%
2000	3.0% <u>43.0%</u>	9.3% <u>3.3%</u>	8.4% <u>1.9%</u>	4.1% <u>0.5%</u>

Comments:

2011 Population Breakdown

White*	African Descent**	Hispanic	Nat. American
81.0 % of Population	8.7 % of Population	10.5 % of Population	1.1 % of Population

2005 Population Breakdown

White*	African Descent**	Hispanic	Nat. American
82.6 % of Population	9.0 % of Population	7.2 % of Population	1.2 % of Population

* = historically less than 7 % unemployment rate

** = historically less than 5 % of total labor pool population

Source: Kansas Department of Labor

City of Topeka Procurement Disparity: 2012 - 2013

2012	???	\$386,537	\$ 10,336	\$ 350.00
Total Spent Procuring Goods and Services: <u>\$91, 053.354</u>				

Source: City of Topeka, Division of Contracts & Procurement

WHAT IS ONE THING YOU WOULD **FIX** TO MAKE TOPEKA NEIGHBORHOODS GREAT?

The Votes

✕	Bike lanes	12
	Skills training center	10
	Infrastructure General Category	9
	Economic Development General Category	8
✕	Property Maintenance General Category	8
	Neighborhood Activities General Category	7
✕	Public Safety General Category	7
	Parks General Category	7
	Tear down old dilapidated houses, for drug possibly	5
✕	Communication with NIAs	5
	Revise/Improve City Ordinances Regarding Neighborhoods	5
	Require all vehicles on a property to be tagged	4
	Involve the faith based community in planning at the beginning	4
	Fix old houses, like broken bricks	3
	Streets	3
	Get the youth involved in planning for each neighborhood	3
	Lack of enforcement of code compliance violations	2
	Landlord ordinance to make sure codes are enforced. (Lien on title if not done)	2
	Park beautification	2
	Repair existing sidewalks	2
	Encourage neighborhood interaction with mailings for block parties and appreciation of positive growth	2
	Improve neighbor connections	2
+	Code Compliance General Category	2
	Work WITH property owners to help the find support for renovations and energy efficiency	1
	Absentee landlords--inability to contact	1
	More partnerships with Habitat for Humanity to assist with neighborhood repairs to homes	1
	Work for felons	1
	Resources (Money/Food) are easily accessible	1
	Have activities/places for young people to get together and do activities	1
	Make green space more attractive and safe	1
	Update park equipment for the kids	1
	Increased communication at all levels	1
	Neighborhood group walks to show trust and safety	1
	Excessive speed on neighborhood streets	1
	Improve safety for youth and families	1
	Offer more free activities for families; i.e., free admission to zoo, concerts	1
	Promote Topeka history to encourage Topeka pride	1
	Develop a sense of community with social events to bring people together	1
	Property code enforcement	
	Parks: It is not what you have, it is what you take care of	

Neighborhood Summit 2—The Results

Category	Solution	Votes
Other Ideas	Training centers in LMI communities/neighborhoods. Use all funding sources, partner with Washburn Tech, local businesses	19
Property Maintenance/Housing	Provide more funding for code enforcement	18
Property Maintenance/Housing	Develop code compliance committee	17
Property Maintenance/Housing	Consistent enforcement	13
Property Maintenance/Housing	Rental certification	11
Property Maintenance/Housing	All dilapidated housing identified w/ solutions to turn them around	9
Public Safety	Longer stays in each neighborhood for community officers	9
Other Ideas	Grow our tax base. Stop spending money on urban sprawl	9
Communications	Establish Neighborhood Position out of City Manager's office	8
Parks	Incentives for neighborhoods/priority funding	8
Public Safety	Educate neighbors on fighting crime, e.g., Turn on your lights!	8
Public Safety	Building relationships among neighbors	8
Other Ideas	Increase transportation options for low-income residents	7
Property Maintenance/Housing	More flexible City workforce	7
Communications	Recognize neighborhoods publically-City Council meetings	6
Communications	City staff return phone calls (24 hours)	6
Communications	Use water bills to communicate with neighborhoods	6
Parks	Neighborhoods adopt a park/residents become partners in process	6
Other Ideas	Host youth citizens academy	6
Other Ideas	Coordination between City, utility companies, and within City departments (coordinate/time infrastructure improvement projects).	6
Parks	Single point of contact to coordinate park maintenance	5
Public Safety	Work with Westar for reduced electricity rates/solar power (for streetlights)	5
Property Maintenance/Housing	Better/more training of code enforcement officers (and mentoring)	4
Property Maintenance/Housing	Earlier intervention with deteriorating houses	4
Public Safety	Developers install streetlights in neighborhoods	4
Public Safety	Increased public education on public safety departments	4
Other Ideas	Increase bus routes	4
Other Ideas	Listen to neighbors	4
Property Maintenance/Housing	Reach out to faith-based community for volunteers to help with property maintenance	2
Communications	Work with senior centers, AmeriCorps VISTA (WU), Other agencies	2
Communications	NIA boundaries redrawn	2
Property Maintenance/Housing	Communicate with residents of dilapidated homes	1
Communications	Use QR codes- water bills, website	1
Property Maintenance/Housing	Prohibiting boarded-up houses- address ordinances	0
Communications	Website development	0
Communications	Facebook- Topeka Neighborhoods; Topeka Neighborhood Associations	0
Public Safety	Grants for (street) lighting	0
Public Safety	Increase communication of quarterly crime meetings	0

Innovative City and State Funding Approaches to Supporting Subsidized Employment and Transitional Jobs

**A Joint Paper by the National Transitional Jobs Network at Heartland Alliance
and the Center for Law and Social Policy (CLASP)**

**By Chris Warland and Melissa Young, National Transitional Jobs Network
and Elizabeth Lower-Basch, CLASP**

Introduction

The national unemployment rate hovers around 8 percent. Nearly 23 million Americans are unemployed or underemployed. Of these, 4.8 million have been unemployed for more than 26 weeks.¹ Even if the economy were to add 208,000 jobs per month — the average monthly rate for the best year of job creation in the 2000s — it would take until March 2020—eight years—to close the current jobs gap.² As sobering as these statistics are, the unemployment picture is graver for youth; minorities; individuals with disabilities; those without a high school diploma or equivalent; or with other barriers to employment, such as a criminal record. Many of these job seekers were chronically unemployed long before the recent recession and face challenges to getting and keeping a job even when the economy is healthy.

At various times in American history, dating back to the Great Depression, we have implemented large-scale publicly funded programs to provide real wage-paying work opportunities to job seekers. Although not on the same scale as the Works Progress Administration and Civilian Conservation Corps of the 1930s or the Public Service Employment program authorized by the Comprehensive Employment and Training Act (CETA) of the 1970s, the subsidized employment programs operated in 2009 and 2010 under the TANF Emergency Fund reached more than a quarter million workers. Some have called for even larger scale initiatives to fill the jobs deficit in today's economy.³

On a smaller scale, subsidized jobs programs have also been used as a way to provide low-income individuals with barriers to employment with real world work experience, earned income, and connections to unsubsidized jobs.⁴ Modern iterations of these approaches have been called “transitional jobs” and “subsidized employment.” They share a structure in which disadvantaged or unemployed participants are put to work and paid wages, with some or all of the wage costs

bring to the table, they should consider partnering with established organizations that could fill these holes. For example, under the TANF Emergency Fund, many state TANF agencies partnered with workforce investment agencies or nonprofits to undertake the employer outreach component of their subsidized jobs programs. In some cases, such entities served as the employer of record, as the human service agency did not have the capacity to manage payroll. Such partnerships may also make it more possible for subsidized jobs programs to access new funding streams, without existing grantees under those programs feeling crowded out or otherwise threatened.

Public Leadership

Subsidized employment and Transitional Jobs initiatives need champions in order to secure funding and be successfully implemented. Public sector leaders can support subsidized employment and Transitional Jobs in a number of ways that leverage their unique influence, infrastructure, and authority. For example, leaders can publicly pronounce their support for subsidized employment in a variety of public venues such as public speeches and statements to the press; they can offer subsidized employment as a solution to problems such as high unemployment among returning citizens or disconnected youth; and they can include subsidized employment in policy agendas and position papers, advocate for the allocation of discretionary funds to subsidized employment, and otherwise leverage their influence among fellow decision-makers and the public.

Non-Financial Strategies for Supporting Subsidized Employment and Transitional Jobs

States and cities play a major role in supporting subsidized employment and Transitional Jobs initiatives; much of this support does not involve direct funding but rather indirect and in-kind support. Strategies for indirect support include:

- *Collaboration:* There are many opportunities for public-sector entities to support subsidized employment through public-private partnerships with community-based organizations, such as offering referral services through public agencies including child support enforcement, parole, or TANF programs; offering in-kind support such as office space; co-locating staff in order to coordinate supportive services; collaborating in the preparation of funding proposals; and sharing data.
- *Contracts:* As noted above, many subsidized employment and Transitional Jobs initiatives operate revenue-generating social enterprises that both bring in funds and provide a venue for work experience to take place. Often, these enterprises offer services such as neighborhood cleanup, landscaping, building maintenance, and vacant property

Introduction

The situation for young people in many of our nation's communities of high poverty and high youth distress is a tragic one. Exposed to a tremendous number of risks and negative environmental factors, their passage to adult success is often impeded. For a significant proportion of these youth, academic failure and detachment from school predominate the middle school years culminating in high dropout rates in high school. Without the academic skills and credentials and with few options in the labor force, so many of these youth spiral downward resulting in increasing involvement in gang or criminal activity, involvement with drugs, and early childbearing. This describes the landscape for youth in many of the high poverty urban communities across the country.

Across the nation, only about 7 in 10 young people graduate from high school on time. In many distressed communities, less than half of students who begin the 9th grade will graduate 4 years later.ⁱ For African American and Hispanic youth, the scenario is much the same. It is estimated that 8% of teens ages 16-19, or 1.4 million youth, are not working and not in school, with no education credential and few skills.ⁱⁱ There is no question that young people want to work judging from the millions of youth who sign up for employment programs in the summer, though many are turned away due to lack of sufficient resources. The question is whether the subset of youth who have dropped out of school and lack the skills to be viable in the labor market, can be better served if that summer job served as a portal to a range of education, training and support services that would prepare them for adult success as civically engaged community residents, responsible parents and skilled workers.

Many communities have shown a tremendous commitment to youth employment as evidenced by their quick response in implementing a high quality jobs program in the summer of 2009, extending service to older out of school youth. The return on that investment and effort, however, can be greatly multiplied if summer funding is used in tandem with other federal youth funds, discretionary funding, resources from other youth serving systems, and community resources to build a comprehensive youth employment support system for those youth in more vulnerable situations for which a summer job alone is simply not enough.

A comprehensive youth employment delivery system pulls together the resources and funding streams - public, private, and foundation - in a strategic way and draws on the strength of public systems and community providers to create supported pathways that provide youth with the education, skills, and access to good jobs and successful careers. Many communities have some good programs, effective youth practitioners, and well-intentioned efforts scattered throughout the city. The challenge is that when dealing with a situation at the scale and complexity of the youth problem seen in many low-income communities, the solution lies beyond a group of independently operated programs each doing its own thing for youth. If the landscape of education and labor market outcomes is to be substantially altered for youth who are disconnected or at high risk, all of a community's sectors, systems, and resources must come together in a more strategic way to form a youth employment service delivery system of considerable comprehension and scale.

Such a system must have a broad range of options, considerable depth in support services, and the nimbleness and flexibility to connect youth to the most appropriate set of services, including integrated education, skills training, and work experience leading to secondary and/or occupational credentials; postsecondary education and training opportunities;

applied skills such as teamwork, leadership, oral and written communication, and ethical responsibility. Several urban communities have worked for a number of years to develop such a cross-system approach to the youth challenge. Drawing from their experience, CLASP has identified some of the common elements of a successful youth employment services delivery system. They include:

- I. **A strong convening entity** to amass stakeholders, shape a community vision, maximize resource sharing, and hold systems accountable to that vision.
- II. **An effective administrative agent** to work in partnership with the education system, other youth systems, and community providers to assure that the vision of the convening entity is effectively implemented.
- III. **A well-trained case management arm** which is responsible for engaging youth by identifying and meeting needs in the areas of education, employment, basic skills, and wrap-around supports.
- IV. **Strong partnerships across systems that serve youth**, such as education, juvenile justice and child welfare systems, to share resources and provide additional support to very vulnerable youth.
- V. **High quality work experience and career exposure components** which provide hands-on exposure to the work place, instill appropriate work behaviors and ethics, and allow for exploration of various occupations and career options.

Methodology

CLASP was tasked with identifying and documenting effective practices in youth

employment service delivery from communities across the country, with particular focus on the function and effectiveness of the workforce investment system and its collaborative relationship with other systems that serve at-risk and disconnected youth. CLASP first defined the components of an effective youth service delivery system, which are discussed in detail throughout this report. CLASP then developed an assessment tool that identified communities where these effective practices exist. Once the communities were identified, CLASP conducted comprehensive site visits, telephone interviews and internet-based research to gather relevant information. The findings from these activities are presented in this section of the report. The profiles and examples presented in this report are based on visits and interviews with program administrators and providers in Baltimore, Boston, Hartford, Los Angeles, New York, Philadelphia, Portland and San Diego.

I. Convening Entity

When we speak of a convening entity, we mean a strong and credible coordinating body that assembles the key stakeholders and focuses attention on a collective vision and approach to the development of a comprehensive and high quality youth delivery system. Creating and sustaining such a system is dependent on the strength and integrity of the convening process, which generates the community's strategy for youth employment and establishes many of the partnerships necessary for the system to function and be sustained. An effective convening process requires the buy-in from the community's elected officials, corporate leadership, youth serving-systems, and community providers. Moving a community-wide agenda requires that the Mayor or chief elected official, Workforce Investment Board and corporate leaders,

and school superintendents carry the message and signal to all involved that this agenda has priority. Without engagement of public agencies, the process would most likely not leverage sufficient agency buy-in to alter the way they do business. Coordinated efforts among just the public agencies miss the richness of the experience and resources that the larger community can bring to the table. Those representing respective agencies should be in positions that have the authority to make decisions on behalf of the organization. The leadership level of the person delegated to represent the agency or organizations sends an important message about how the agency has prioritized the effort.

One of the key outcomes of the convening process is the building of relationships across agencies to institutionalize programming. The only way to sustain progress when administrations and leadership change is to assure that the commitment to the efforts permeates beyond just the upper echelons of leadership. Thus, conscious efforts should be built into the process to bring along the broader community and those within the various systems, agencies, and organizations to be part of this shift in vision, and more importantly, shift in paradigms about how youth are served.

The role of the convening entity is to move the group forward in planning and implementing a comprehensive youth employment service delivery system and setting the stage in the community for collective action and mutual accountability. The Workforce Investment Act of 1998 mandated youth councils with the intention that they would play this role. However, there has been an uneven evolution of youth councils across the country as it relates to performing this function. Some have seized the opportunity to be more strategic in their efforts related to high risk youth; others have focused more narrowly on WIA oversight. It has been suggested that WIA Youth Councils can serve as “the architect of a comprehensive youth service delivery system,

bringing together the multiple and fragmented funding streams and agencies that currently deliver some piece of the whole”ⁱⁱⁱ. It is important that the leaders from education (secondary and postsecondary), workforce, child welfare, justice, community and faith-based sector, and business and industry be assembled to craft a sustained approach to the successful re-engagement of youth and structuring of pathways to put them on track for labor market success.

Whether this function is vested in a youth council or some other appropriately constituted entity, the important functions are to:

- ***Serve as the neutral table***
Provide a space where leadership from different agencies and sectors, each with their own cultures and priorities, come together to forge a common vision and action agenda around youth.
- ***Help to shape a collective vision***
All stakeholders should identify their niche and how they can contribute to moving the vision.
- ***Catalyze changes in the way systems and agencies provide services***
Play a strong role in creating comprehensive and coordinated strategic partnerships across sectors that allow for alignment in resources, policies and practice.
- ***Assure collective accountability***
Assemble data from various systems to set priorities, goals, and benchmarks that are anchored in solid data analysis and an understanding of the need for multi-pronged interventions.

Building a Comprehensive Youth Employment Delivery System:

Examples of Effective Practice

SARA HASTINGS
Policy Analyst

RHONDA TSOI-A-FATT
Senior Policy Analyst

LINDA HARRIS
Director of Youth Policy

Feb. 2010

GO TOPEKA receives 5 million a year for economic development and in 2 years Topeka lost 2,416 jobs

Business	2007	2009	ADDED/LOSS
Stormont Vail	3500	3666	166 jobs ADDED
State of Ks	8436	8074	362 jobs LOSS
US GOV.	2548	2283	265 jobs LOSS * North Topeka Postal Facility since closed Loss of 130 plus jobs
USD 501	2300	2269	31 jobs LOSS
Washburn Un.	2001	2100	99 jobs ADDED
St Francis Hosp	1944	1978	34 jobs ADDED
Goodyear Tire	1600	1600	Same
Blue Cross	1603	1362	241 jobs LOSS
Walmart	1245	1109	136 jobs LOSS
BNSF	1100	1100	same
Auburn Washburn	1100	1100	same
Shawnee Co Gov	1019	1000	19 jobs LOSS
Hills Pet	884	919	35 jobs ADDED
Westar	821	881	60 jobs ADDED
Frito -Lay	840	840	Same
Jostens	950	703	249 jobs LOSS * Jostens since closed down Loss of 372 plus jobs
Reser's Fine Food	900	700	200 job LOSS
Hallmark Cards	720	680	40 job LOSS *Hallmark since closed down Loss of 300 plus jobs
Seaman # 345	624	652	28 jobs ADDED
Alorica	1100	600	500 jobs LOSS
Security Benefit	690	600	90 job LOSS
Collective Brands/Payless	1700	810	890 job LOSS
*Dillions	885	1170	285 job ADDED * Dillions took over Price Chopper and added their employees

**In 2009 we added 607 jobs (including Dillions) but we lost 3023 jobs for a net loss of 2416 Jobs or if we exclude Dillions we have a net Job LOSS OF 2601*

Approx. 40 million dollars over the last 8 years and GO TOPEKA has developed the below jobs

Target Dist.	600	600	same *was to be 650 with several more hundred to be added the next 5 years --hasn't happened
Bimbo Bakery			50 jobs added
Home Depot Dist			203 people hired in 2012 expected to hire 300
Mars			200 expected to hire

Item No. 6

Handout: Joseph Ledbetter - Public Comment

League of Women Voters of Topeka-Shawnee County
Statement to the Joint Economic Development Commission
November 7, 2013

I am Shelley Bulkley, President Elect of the Topeka-Shawnee County League of Women Voters, representing 125 members. The League supports well-planned comprehensive economic development for the City of Topeka and Shawnee County with adequate governmental funding.

We have three concerns which relate to our 2002 study and consensus on the issue of local economic development. First, we ask that the city and county governments establish an area-wide planning process which includes a comprehensive economic development plan. We support a plan that includes property acquisition and utility installation in areas desirable to existing, as well as new business, industries and non-profits, consistent with good environmental, land use and zoning concepts. The comprehensive plan would include projects such as downtown redevelopment and riverfront development. Comprehensive planning should have a basis in active citizen participation from wide sectors of our community. It should include goals of training or re-training for employment. Economic development planning should relate to the community's housing, schools, parks and recreation plans among others.

Second, meetings, assessments and reports of economic development decisions and expenditures should be transparent and available to the public.

Third, we ask that when property tax exemption is offered to a proposed development, the developer pays user fees to the appropriate governmental entity for fire and police/sheriff services.

The League believes that "Go Topeka" should be financially and structurally supported by the City Council and County Commission. We recommend the continuation of the ¼ cent sales tax when the tax expires in 2014.

Item No 6 - Public Comment

Handout: S. Bulkley