



Providing & Creating Opportunity

Vision

Career Street is a comprehensive program that helps Erie County youth consider their career interests, explore various careers, and understand what is necessary to pursue, obtain and maintain careers in which they are interested.

To carry out its mission, Career Street provides career-focused resources and activities to educators, employers, nonprofit organizations and youth to help young people prepare for their future – whether that means successful completion of post-secondary education or training.

Erie businesses understand the importance of offering insights into their needs and creating opportunities for the emerging student workforce to explore and learn necessary skills before graduating high school. Erie educators and nonprofits recognize the importance of connecting youth to high quality career exploration opportunities so they can be best prepared for life after high school.

And that's why we're here.

Career Street offers the vehicle to help match educators and nonprofits with employers to provide quality career

exploration opportunities for youth, and help connect employers to their potential future workforce. Through Career Street, we can work together to ensure that students understand what it takes to be successful in their desired careers, and that businesses can ultimately have access to talented, qualified workers.

5 Key Deliverables

1. Youth who understand the value of work, have clear career aspirations and plans, and are better prepared for success in the workplace.
2. Youth with strong career acquisition, retention and advancement skills.
3. Local businesses with access to adequately prepared candidates to join their workforce as reliable, productive employees.
4. Ongoing, constructive relationships between educators, nonprofits, and employers to help guide youth career awareness, exploration and preparedness activities across Erie County.
5. Greater participation in high quality career exploration opportunities throughout Erie County.



Students

Your future is on the horizon.
Let's meet it together.



Employers/Organizations

Shape the Employees
You're Looking For



Educators

Match Students with
Opportunities for Success

What Is Career Street?

Career Street is a comprehensive career exploration program linking businesses, nonprofits and schools together to create and share opportunities for students to shadow, intern, or attend workshops and career fairs, etc.

Students are vital to our community and we want to prepare them for future careers right in Erie County.

Our goal is to unite employers, schools and nonprofits in the pursuit of a well-prepared future workforce and healthy economy by building a shared understanding of what the business community is looking for, and preparing students for the careers they want.



Who Are the Stakeholders?

Career Street is made possible by members of the Erie community dedicated to uniting education and employment in the pursuit of a vibrant economy.

Stakeholders include: Erie County businesses and industry; K-12 and post-secondary schools; public service agencies; non-profit organizations; industry associations; students and their parents.

Strategies for Achieving Results

1. Career Street will connect youth to quality career exploration opportunities in Erie County so they can understand their options, take appropriate courses, and otherwise better prepare for life after high school, whether that means post-secondary education or training or entry into the workforce.
2. Career Street will connect and manage ongoing relationships of local educators, nonprofits and employers so those working with youth in Erie County can provide them better guidance.
3. Career Street will provide career-focused resources and activities to educators, employers, nonprofit organizations and youth.
4. Career Street includes an interactive, searchable database (www.careerstreeterie.org) of career exploration opportunities in Erie County that helps match educators and nonprofits with employers to provide quality career exploration opportunities for youth, and helps connect employers to their potential future workforce.
5. Career Street has defined a number of indicators to track progress and help determine if programmatic changes are warranted. An important project goal is that 80% of Erie County 8th graders will have participated in a variety of career exploration opportunities by the end of their 8th grade year. Examples of initial indicators include, but are not limited to the following. Longer-term outcome-based measures will also be identified.
 - a. # of business-posted career exploration opportunities on www.careerstreeterie.org
 - b. # of businesses participating in school- or nonprofit-sponsored career exploration opportunities
 - c. # of matches made by Career Street
 - d. % of 8th graders participating in 3 or more career exploration opportunities by end of 8th grade



Advisory Board

Confirmed

1. Dr. Jay Badams, Superintendent, City of Erie School District
2. Ms. Mary Bula, Vice President, Collective Impact, United Way of Erie County
3. Mr. John Cline, President and CEO, Bliley Technologies
4. Mr. John Flanagan, Senior Program Officer, NWPA CareerLink
5. Dr. Aldo Jackson, Director, Erie County Technical School
6. Dr. William Jeffress, Executive Director, Booker T. Washington Center
7. Mr. Bruce Kern, President, C.A. Curtze Co.
8. Ms. Vickie Lampe, Vice President and Manager, The PNC Financial Services Group
9. Mr. Dale McBrier, Principal, Little Caesars
10. Ms. Sandra Myers, Superintendent, Union City Area School District
11. Ms. Ann Scott, Vice President, Community Outreach, Erie Insurance
12. Mr. Chris Scott, Vice President, Scott Enterprises
13. Ms. Judy Stear, Human Resources Manager, Saint Vincent Hospital

To Be Confirmed

14. Father Nicholas Rouch, Vicar for Education, Catholic Diocese of Erie
15. Ms. Gail Whitney, Executive Director, Junior Achievement Western PA
16. Erie Regional Chamber and Growth Partnership Representative

Career Street Financial Responsibilities

1. Annual audit performed on Foundation
2. Process, create, record and reconcile 200+ checks
3. Create invoices and record payments (15-45) for Career Street
4. Monitor and project cash flow due to various funding sources
5. Provide prior approval for purchases
6. Make required purchases for Career Street
7. Set up new vendor relationships under the Foundation separate from ECTS
8. Verify and process payment requests for grants, reimbursements
9. Collect W-9s for all vendors of the Foundation
10. Process 1099s for all advertising, accountants, legal, consultant, printing, and other professional services for the Foundation
11. File appropriate 990 form with the IRS and all annual reporting requirements
12. Obtain a sales tax exempt certificate for Foundation and provide to all vendors
13. Build a new chart of accounts, vendor profiles, and accounting procedures in a separate financial system allowing for the tracking of revenues and expenditure by funding source
14. Keep Foundation and Career Street related revenues and expenses separate
15. Produce monthly check listing, balance sheet and payment reports, and bank reconciliations for treasurer to approve
16. Obtain liability insurance and appropriate bonds for the Foundation
17. Request insurance certificates for events of Career Street
18. Monitor and perform all banking activity for Career Street
19. Provide appropriate documentation for contribution from individual for tax purposes
20. Apply for EITC (Educational Improvement Tax Credit Program (July 1st)) and maintain proper documentations and filings
21. Track grant expenses and revenues needed to maintain compliance and final expenditure reports
22. Set up tracking for 21 schools to ensure payments and reimbursements are made evenly
23. Be point of contact for financial questions related to Career Street
24. Set up new banking relationship for Career Street
25. Create procedures for approvals, payment frequency, ect for Career Street
26. Communication with the Director of Career Street, Advisory Board, Foundation Board
27. Budget Development
28. Transfer all Foundation transaction from July 1, 2013 to new accounting software
29. Prepare banking deposits

Career Street Financial Responsibilities

One Time Occurrences

- Set up new vendor relationships under the Foundation separate from ECTS
- Obtain a sales tax exempt certificate for the Foundation and provide to vendors
- Build a new chart of accounts, enter vendor profiles, and create accounting procedures and controls in separate financial system allowing for tracking of revenues and expenditures by funding source
- Apply for EITC (Educational Improvement Tax Credit) Program
- Annual report on accomplishments as required by the EITC Program
- Set up tracking for 21[AJ1] schools to ensure payments and reimbursements are made evenly
- Create procedures for approvals, payment frequency, ect. for Career Street
- Transfer all Foundation transaction from July 1, 2013 to new accounting software
- Establish new banking relationship, order checks, set up online banking

Annual Responsibilities

- Review annual audit conducted on Foundation
- Create invoices to schools for district contributions
- Process 1099s for all advertizing, accounting, legal, consultant, printing and other professional services for the Foundation and file summary with the IRS
- File appropriate 990 Form with the IRS and all annual reporting requirements
- Obtain/renew general liability insurance and bonds for Foundation
- Request liability insurance certificate from Consultant
- Send verification of contributions to appropriate parties for tax purposes
- Renewal application submitted to the State for the EITC Program
- Develop annual budget
- Complete financial sections for all grant final expenditure reports

Monthly Responsibilities

- Monitor and project cash flow due to various funding sources
- Make required purchases for Career Street
- Add new vendors to accounting software
- Verify and process payments for grants and reimbursements
- Ensure Foundation and Career Street related revenues and expenses are properly separated
- Produce monthly check listing, balance sheet, payment reports, and bank reconciliation for treasurer to approve
- Provide written acknowledgments to business donating under the EITC program
- Track per school reimbursements and payments to ensure funds are distributed evenly
- Monitor budget and make necessary budget adjustments
- Provide approval for expenditures to ensure there are adequate revenues

Weekly/Daily Responsibilities

- Process, create, and record checks for Career Street (estimate of 15-20 [AJ2] per month)

Career Street Financial Responsibilities

- Record payments/contributions for Career Street
- Prepare bank deposits, transfers, and monitor accounts
- Point of contact for financial questions related to Career Street
- Maintain communication between Career Street Consultant/Director, Advisory Board, and Foundation Board

Other

- Obtain certificates of insurance [A13] for Career Street events

Career Street Financial Responsibilities

Intermediate Unit 5—Email regarding financial activities for 2012-2013

Hi – It will depend upon what the schools are able to bill you for, how many schools join, and if they take advantage of all the services you provide. Tues-Friday, 7:00-8:30 AM are best.

In 2012-13 there were:

8 entries for revenue from the 8 member schools

8 entries for purchased services – used this category for Integrated Learning Conference registrations, to reimburse schools for sub teachers, and mini-grants

7 entries for postage and printing (\$147 total)

25 entries for travel – Integrated Learning Conf and field trips, mini-grant Union City field trips and about \$200 total for travel for Molly and me

9 entries for supplies (Career cruising, ink, magazines for students, mini-grant (McDowell))

4 entries for gasoline when using IU car (\$33.00 total)

12 entries for meals and refreshments (workshops, student field trips, annual meeting)

None for salaries, benefits, or indirect cost.

Hope this helps. Our Finance Department did not charge the project for their services. Let me know when you would like to meet. Thanks. Sheri

CAREER STREET ANNUAL OPERATING BUDGET (EXPENSES) - YEAR ONE

21 "SCHOOLS" IS A MEASURE TO DEVELOP BUDGET -- IT DOES NOT MEAN THAT ONLY HIGH SCHOOL CONTENT IS ADDRESSED

EXPENSE	Amount	Description / Calculation
Executive Director 12 months, full time	50,000.00	
Admn. Asst	4,500.00	5 hours per week (shared cost with ECTS)
Benefits	15,000.00	
Facility Cost, space, utilities share	0.00	housed within ECTS - in kind contribution
Technology Maintenance	3,000.00	WEBSITE
Technology	500.00	copier usage - ECTS copier use gets coded
School District Facilitators Stipend	31,500.00	21 high schools @ \$1500 each - named facilitator in each district,
Office Supplies	1,000.00	file folders, paper, etc.
Misc. supplies/other	0.00	covered in other line items
Phone, postage	1,000.00	
Career Cruising (ccSpringboard)	11,550.00	All high schools including 3 non-public \$550 per school
Educator in the Workplace	0.00	Don't start until Year 2 - Banquet,mailing, supplies, orientation
Marketing and Communications	20,000.00	Advertising, printing, communications, etc.
Transportation (for schools)	0.00	2 events, field trips @ 21 schools @ 1 bus * \$150 average cost of local trip
Executive Director Transportation	0.00	Transportation to local schools; conferences, etc.
Substitute teachers	3,200.00	2 events, 2 teachers per event, 21 high schools, \$100 per sub teacher
Career Fair @ Bayfront, etc	0.00	This is an example of a new event that could be instituted.
Career Projects	0.00	Starts in Year 2
Workshops, staff development, training	4,000.00	This is for the schools to get training, etc. - - Career Pathways training, etc.
Integrated Learning Conference	0.00	
ADMIN EXPENSE @ 5%	6,000.00	overhead to fiscal agent
Total	151,250.00	

	1	2	3	Total
Personnel	69,500	75,950	77,959	223,409
Schools	50,250	62,750	62,750	175,750
Marketing	20,000	7,500	7,500	35,000
Tech	3,500	2,520	2,541	8,561
Supplie	2,000	2,080	2,164	6,244
Admin	6,000	6,000	6,000	18,000
Special Projects		39,000	39,000	78,000
	151,250	195,800	197,914	544,964

CAREER STREET ANNUAL OPERATING BUDGET (EXPENSES) - YEAR TWO

21 "SCHOOLS" IS A MEASURE TO DEVELOP BUDGET -- IT DOES NOT MEAN THAT ONLY HIGH SCHOOL CONTENT IS ADDRESSED

EXPENSE	Amount	Description / Calculation
Executive Director 12 months, full time	51,500.00	3% increase over prior year
Admn. Asst	9,000.00	10 hours per week (shared cost with ECTS)
Benefits	15,450.00	3% increase over prior year
Facility Cost, space, utilities share	0.00	housed within ECTS - in kind contribution
Technology Maintenance	2,000.00	WEBSITE
Technology	520.00	copier usage - ECTS copier use gets coded - 4% increase over prior year
School District Facilitators Stipend	31,500.00	year 2 - 21 high schools @ \$1500 each - named facilitator in each district,
Office Supplies	1,040.00	file folders, paper, etc - 4% increase over prior year
Phone, postage	1,040.00	4% increase over prior year
Career Cruising (ccSpringboard)	11,550.00	All high schools including 3 non-public, \$550 per school
Educator in the Workplace	4,000.00	Banquet, mailing, supplies, orientation
Marketing and Communication	7,500.00	Advertising, printing, communications, etc.
Transportation (for schools)	6,300.00	2 events, field trips @ 21 schools @ 1 bus * \$150 average cost of local trip
Executive Director Transportation	0.00	Transportation to local schools; conferences, etc.
Substitute teachers	8,400.00	2 events, 2 teachers per event, 21 high schools, \$100 per sub teacher
Career Fair @ Bayfront, etc	10,000.00	Optional event - should we decide to do this
Career Projects	25,000.00	Competitive grant - 21 "schools" plus opportunities for 6 partnering agencies Mini-grants up to \$1,500; for a larger project - groups could submit together
Workshops, staff development, training	5,000.00	This is for the <u>schools</u> to get training, etc. - - Career Pathways training, etc.
Integrated Learning Conference	0.00	
ADMIN EXPENSE @ 5%	6,000.00	administrative overhead
TOTAL	195,800.00	
Personnel	75,950.00	
Schools	62,750.00	
Total	7,500.00	
Technology	2,520.00	
Supplies	2,080.00	
Admin	6,000.00	
Special Projects	39,000.00	
	195,800.00	

CAREER STREET ANNUAL OPERATING BUDGET (EXPENSES) - YEAR THREE

21 "SCHOOLS" IS A MEASURE TO DEVELOP BUDGET -- IT DOES NOT MEAN THAT ONLY HIGH SCHOOL CONTENT IS ADDRESSED

EXPENSE	Amount	Description / Calculation
Executive Director 12 months, full time	53,045.00	3% increase over prior year
Admn. Asst	9,000.00	10 hours per week (shared cost with fiscal agency)
Benefits	15,914.00	3% increase over prior year
Facility Cost, space, utilities share	0.00	housed within ECTS - in kind contribution
Technology Maintenance	2,000.00	WEBSITE
Technology	541.00	Copier usage -- 4% increase over prior year
School District Facilitators Stipend	31,500.00	21 high schools @ \$1500 each - named facilitator in each district,
Office Supplies	1,082.00	file folders, paper, etc - 4% increase over prior year
Phone, postage	1,082.00	4% increase over prior year
Career Cruising (ccSpringboard)	11,550.00	All high schools including 3 non-public, \$550 per school
Educator in the Workplace	4,000.00	Banquet,mailing, supplies, orientation
Marketing and Communication	7,500.00	Advertising, printing, communications, etc.
Transportation	6,300.00	2 events, field trips @ 21 schools @ 1 bus * \$150 average cost of local trip
Executive Director Transportation	0.00	Transportation to local schools; conferences, etc.
Substitute teachers	8,400.00	2 events, 2 teachers per event, 21 high schools, \$100 per sub teacher
Career Fair @ Bayfront, etc	10,000.00	Optional event - should we decide to do this
Career Projects	25,000.00	Competitive grant - 21 "schools" plus opportunities for 6 partnering agencies Mini-grants up to \$1,500; for a larger project - groups could submit together
Workshops, staff development, training	5,000.00	This is for the <u>schools</u> to get training, etc. - - Career Pathways training, etc.
Integrated Learning Conference	0.00	
ADMIN EXPENSE @ 5%	6,000.00	administrative overhead
TOTAL	197,914.00	
Personnel	77,959.00	
Schools	62,750.00	
Total	7,500.00	
Technology	2,541.00	
Supplies	2,164.00	
Admin	6,000.00	
Special Projects	39,000.00	
	197,914.00	

RESOLUTION

RESOLVED the Board of the Erie County Technical School does hereby authorize the director, business manager, and office personnel to provide financial, clerical, administrative and other assistance and provide the use of a fully furnished office including phone, computer and necessary equipment for the Erie County Technical School Foundation to be used for the Career Street Program which benefits students of the school districts comprising the Erie County Technical School.

1413336.v1

RESOLUTIONS

1. RESOLVED by the Board of the Erie County Technical School Foundation that the Career Street Program is authorized to proceed forward. In addition, the following tasks are approved including acquisition of appropriate sales tax exemption certificate, bulk postage permit, accounting software, general liability insurance policy, financial insurance or surety bonds for appropriate Foundation staff.

2. RESOLVED by the Board of the Erie County Technical School Foundation that the Erie County Technical School Foundation is hereby authorized to enter into an Independent Contractor-Consultant Agreement with _____, a copy of which is attached hereto to serve as the Consultant to the Career Street Program.

3. RESOLVED by the Board of Directors of the Erie County Technical School Foundation that the firms of Felix & Gloekler and Knox, McLaughlin, Gornall & Sennett, P.C. are authorized to provide accounting and legal services to the Erie County Technical School Foundation pursuant to engagement letters filed of record with the Erie County Technical School Foundation office.

INDEPENDENT CONTRACTOR-CONSULTANT AGREEMENT

This Independent Contractor-Consultant Agreement is made this ____ day of _____, 2013, by and between:

ERIE COUNTY VOCATIONAL SCHOOL FOUNDATION, a tax exempt non-profit corporation organizing and existing under the laws of the Commonwealth of Pennsylvania with the principal place of business at 8500 Oliver Road, Erie, Pennsylvania 16509, hereinafter referred to as "Foundation";

AND

_____, an individual residing at _____, Erie, Pennsylvania _____, hereinafter referred to as "Consultant";

WHEREAS, Consultant has the professional experience and knowledge in regard to educational programs, web portal administration, marketing and outreach, career exploration business management, strategic planning, and budgets;

WHEREAS, Foundation is in need for a consultant for these areas of expertise for the Career Street Program;

WHEREAS, Foundation and Consultant wish to enter into this Independent Contractor-Consultant Agreement (the "Agreement") in order to retain the professional services of Consultant pursuant to the following terms.

NOW THEREFORE, in consideration of the fees to be paid by the Foundation to the Consultant and the performance by both parties hereto of all the duties and obligations set forth herein, intending to be legally bound hereby, the parties agree as follows:

1. Term. The term of this Agreement shall commence on _____ and continue on an annual basis unless terminated by either party pursuant to written notice as provided in this Agreement.
2. Consultant Services. Consultant will provide professional services related to the establishment and operation of Career Street Program in accordance with the laws of the Commonwealth of Pennsylvania as requested by the Foundation as generally outlined on Exhibit A (the "Professional Services").
3. Fee. For the above referenced Professional Services the Foundation agrees to pay Consultant an annual fee of **\$68,959** to be invoiced on a monthly basis by the Consultant. The invoice shall provide a summary of Professional Services rendered during the month.
4. Means and Methods. Consultant will determine his/her own hours, days of service and means and methods in regard to the performance of the Professional Services.

5. Taxes and Other Deductions. Consultant will be responsible for the payment of all federal, state, local taxes and other deductions from the Consultant's fees paid by the Foundation to the Consultant.

6. Insurance. The Consultant will provide his/her own liability insurance for the Professional Services provided to the Foundation and provide a copy of the Certificate of Insurance to the Foundation.

7. Indemnification. Consultant will indemnify and hold harmless the Foundation from any and all claims, expenses and liabilities arising out of the performance of his/her Professional Services as set forth in this Agreement.

8. Expenses. Consultant will be responsible for his/her own cellular telephone, transportation and other necessary expenses in regard to the Professional Services.

9. Assignment. Neither the Consultant nor Foundation shall have the privilege of assigning this Agreement to any other entity without prior written consent of the Consultant or the Foundation.

10. Worker's Compensation. Consultant will be responsible for his/her own worker's compensation and other insurance which Consultant deems necessary in regard to the providing of the Professional Services.

11. Independent Contractor. Consultant shall not be considered an employee of the Foundation. Consultant shall be considered an independent contractor for the Professional Services in regard to this Agreement with the Foundation.

12. Notices. Any notice from one party to another shall be in writing and shall be deemed to be fully given if personally delivered or mailed, postage pre-paid envelope addressed to the respective addresses stated below:

Erie County Vocational School Foundation
8500 Oliver Road
Erie, PA 16509

13. Law. This Agreement shall be determined and governed by the laws of the Commonwealth of Pennsylvania.

14. Termination. This Agreement may be terminated by either party providing a thirty (30) day written notice of the termination of this Agreement in writing in accordance with the notice provision set forth in Paragraph 12.

15. Entire Agreement. This Agreement supersedes any and all other agreements, either oral or written between the parties hereto with respect to this subject and no other

agreement, statement or promise relating to the subject matter of this Agreement that is not contained in this Agreement shall be valid or binding.

IN WITNESS WHEREOF, the parties hereto have set their hands and seals on the day and year first written above.

ERIE COUNTY VOCATIONAL SCHOOL
FOUNDATION

CONSULTANT

1412950.v1

Exhibit A
Career Street Professional Services

Administrative Services

1. Direct activities of any Career Street-related professional staff, outside support and/or volunteers.
2. Plan and administer Career Street budget.
3. Establish and oversee administrative procedures to meet objectives set by Career Street governing body.
4. Establish and maintain relationships with other agencies and organizations in community to meet community needs and to ensure that services are not duplicated.

Career Street Web Portal Administration and Maintenance Services

5. Serve as the primary administrator for the Career Street web portal (interactive database) to ensure the posting of accurate and timely:
 - a. Corporate or agency profiles and their offer of industry-sponsored experiences
 - b. Youth-related requests to participate in industry-sponsored experiences
 - c. School or organization requests for business professional participation in school or organization sponsored experiences
6. Review and approve (when warranted) website registrations/postings in a timely manner.
7. Track website analytics to monitor visitation, utilization, and the popularity and utility of site features, change content, and improve functionality as warranted.
8. Monitor site responsiveness to ensure appropriate follow-up by all stakeholder groups utilizing the web portal.
9. Provide personal assistance when needed to further facilitate connections made through the web portal.
10. Leverage the involvement of companies, school districts, and organizations offering career exploration activities to build a pool of diverse sponsored experiences that expands the career awareness of Erie County youth.

Marketing and Outreach Services

11. Implement a strategic marketing communications plan to inform and engage the various target audiences (employers, nonprofits, post-secondary education and training institutions, K-12 students and parents, and K-12 teachers and administrators) on the

Career Street Program, use of the Career Street web portal, and the importance of career exploration activities for youth. Conduct additional outreach with other groups (civic, faith-based, etc.) to help reach and engage the target audiences. Utilize print and broadcast media, website, social media, and other channels as appropriate.

12. Represent Career Street in relations with governmental agencies and media.
13. Attend and participate in other organization and community events related to career exploration for local youth as warranted.

Relationship Building and Program Support Services

14. Offer information and training on best practices in career exploration activities through workshops, shared materials, the Career Street web portal, and other delivery channels.
15. Manage the Erie Together annual 8th grade Career Readiness Survey to include questionnaire maintenance, data collection and compilation, and report generation at the county, district and school levels.
16. Staff and administer activities formerly delivered through the local School-to-Career Partnership including regularly-scheduled networking meetings and other career exploration activities and projects such as: Trolley Tours, Educator in the Workplace, Career Affect Days, mini-grants, and Career Cruising software availability for interested school districts. Evaluate these activities on an annual or as-needed basis to assess relevance to participants and programmatic impact. Make adjustments to programming as indicated.
17. Research and analyze participant and community needs to determine and recommend to the governing body future programmatic directions and goals.
18. Direct and implement fundraising activities and the preparation of marketing communications materials.

1412950.v1

**KNOX
McLAUGHLIN
GORNALL
& SENNETT**

April 28, 1997

A Professional Corporation

120 West Tenth Street
Erie, Pennsylvania 16501-1461
814-459-2800
Fax 814-453-4530
Attorneys & Counselors

Internal Revenue Service
P.O. Box 192
Covington, KY 41012-0192

RE: The Erie County Vocational-Technical School Foundation
EIN: 23-2894500

Gentlemen/Ladies:

Enclosed please find the following documents applicable to the above-referenced organization's application for recognition of tax exemption:

- (1) Form 8718 and the accompanying user fee of \$150.00;
- (2) Form 1023 complete with conformed copies of the Articles of Incorporation and bylaws for the applicant entity;
- (3) Duplicate Forms 872-C Consent to Fixing the Period of Limitation upon Assessment of Tax; and
- (4) Form 2848 Power of Attorney designating the undersigned as the authorized representative with respect to this organization.

If you have any questions with respect to the application or need any additional information, please contact the undersigned. Thank you for your cooperation.

Very truly yours,

KNOX McLAUGHLIN GORNALL &
SENNETT, P.C.

BY: David M. Mosier
David M. Mosier, Esquire

WILLIAM C. SENNETT
JOHN W. BEATTY
EDWIN L.R. McKEAN
WALLACE J. KNOX II
RICHARD H. ZAMBOLDI
RICHARD A. LEVICK
JACK M. GORNALL
HARRY K. THOMAS
MICHAEL A. FETZNER
JAMES T. MARNEN
DONALD E. WRIGHT, JR.
RICHARD W. PERHACS
ROBERT G. DWYER
MARK E. MIODUSZEWSKI
CARL N. MOORE
DAVID M. MOSIER
THOMAS A. TUPITZA
GUY C. FUSTINE
RICHARD E. BORDONARO
BRIAN GLOWACKI
JOHN O. DODICK
TIMOTHY M. SENNETT
WILLIAM C. WAGNER
PATRICIA K. SMITH
MARK T. WASSELL
RICHARD A. LANZILLO
JOANNA K. BUDDE
PETER A. PENTZ
MARK G. CLAYPOOL
ALBERT W. ZENNER
THOMAS C. HOFFMAN II
MARK J. KUJAR
CHRISTOPHER J. SINNOTT
TIMOTHY M. ZIEZIULA
GREGORY W. BRESKI
ALEXANDRE C. HALOW
W. JOHN KNOX III
ROBIN A. GOWER
JENNIFER E. GORNALL

JOHN M. McLAUGHLIN (Retired)
M. FLETCHER GORNALL (Retired)
JOSEPH F. MacKRELL (Retired)

DMM/dmk
Enclosures
DMMI204077

cc: Sandra K. Huffman, President

Form **8718**

(Rev. January 1996)

Department of the Treasury
Internal Revenue Service**User Fee for Exempt Organization
Determination Letter Request**➤ Attach this form to determination letter application.
(Form 8718 is NOT a determination letter application.)

For IRS Use Only

Control number _____
Amount paid _____
User fee screener _____

1 Name of organization

The Erie County Vocational-Technical School Foundation

2 Employer identification number

2312894500

Caution: Do not attach Form 8718 to an application for a pension plan determination letter. Use Form 8717 instead.**3 Type of request**a ☒ Initial request for a determination letter for:

Fee

- An exempt organization that has had annual gross receipts averaging not more than \$10,000 during the preceding 4 years, or
- A new organization that anticipates gross receipts averaging not more than \$10,000 during its first 4 years ➤ **\$150**

Note: If you checked box 3a, you must complete the Certification below.**Certification**I certify that the annual gross receipts of The Erie County Vocational-Technical School Foundation

name of organization

have averaged (or are expected to average) not more than \$10,000 during the preceding 4 (or the first 4) years of operation.

Signature ➤ Andrew K. Huffman Title ➤ Presidentb ☐ Initial request for a determination letter for:

- An exempt organization that has had annual gross receipts averaging not more than \$10,000 during the preceding 4 years, or
- A new organization that anticipates gross receipts averaging more than \$10,000 during its first 4 years ➤ **\$465**

c ☐ Group exemption letters ➤ **\$500****Instructions**

The law requires payment of a user fee with each application for a determination letter. The user fees are listed on line 3 above. For more information, see Rev. Proc. 96-8, 1996-1 I.R.B. 187.

Check the box on line 3 for the type of application you are submitting. If you check box 3a, you must complete and sign the certification statement that appears under line 3a.

Attach to Form 8718 a check or money order payable to the Internal Revenue Service for the full amount of the user fee. If you do not include the full amount, your application will be returned. Attach Form 8718 to your determination letter application.

To avoid further delays, send the determination letter application and

Form 8718 to the applicable IRS address shown below. Use the address below even if a different address appears in another form or publication.

If the organization
is inSend fee and request
for determination
letter toConnecticut, Maine,
Massachusetts, New
Hampshire, New York,
Rhode Island, VermontInternal Revenue Service
EP/EO Division
P.O. Box 1680, GPO
Brooklyn, NY 11202Delaware, District of
Columbia, Maryland,
New Jersey,
Pennsylvania, Virginia,
any U.S. possession or
foreign countryInternal Revenue Service
EP/EO Division
P.O. Box 17010
Baltimore, MD 21203Indiana, Kentucky,
Michigan, Ohio,
West VirginiaInternal Revenue Service
P.O. Box 192
Covington, KY
41012-0192Arizona, Colorado,
Kansas, Oklahoma,
New Mexico, Texas,
Utah, WyomingInternal Revenue Service
EP/EO Division
Mail Code 4950 DAL
1100 Commerce Street
Dallas, TX 75242Alabama, Arkansas,
Florida, Georgia,
Louisiana, Mississippi,
North Carolina, South
Carolina, TennesseeInternal Revenue Service
EP/EO Division
P.O. Box 941
Atlanta, GA 30370Alaska, California,
Hawaii, Idaho, Nevada,
Oregon, WashingtonInternal Revenue Service
EO Application
EP/EO Division
McCaslin Industrial Park
2 Cupania Circle
Monterey Park, CA
91755-7406Illinois, Iowa, Minnesota,
Missouri, Montana,
Nebraska, North Dakota,
South Dakota, WisconsinInternal Revenue Service
EP/EO Division
230 S. Dearborn,
DPN 20-5
Chicago, IL 60604

Attach Check or Money Order Here

**Application for Recognition of Exemption
Under Section 501(c)(3) of the Internal Revenue Code**

OMB No. 1545-0056
Expires 5-31-96
If exempt status is
approved, this
application will be open
for public inspection.

Read the Instructions for each Part carefully.

A User Fee must be attached to this application.

If the required information and appropriate documents are not submitted along with Form 8718 (with payment of the appropriate user fee), the application may be returned to you.

Complete the Procedural Checklist on page 7 of the Instructions.

Part I Identification of Applicant

1a Full name of corporation (as shown in organizing document) The Erie County Vocational-Technical School Foundation		2 Employer identification number (If none, see instructions.) 23-2894500	
1b c/o Name (if applicable)		3 Name and telephone number of person to be contacted if additional information is needed Sandra Huffman (814) 864-0641	
1c Address (number, street, and room or suite no.) 8500 Oliver Road		4 Month the annual accounting period ends June	
1d City or town, state, and Zip Code Erie, Pennsylvania 16509		5 Date incorporated or formed 043 59 317	
6 Activity codes (See instructions.)		7 Check here if applying under section: a ☐ 501(e) b ☐ 501(f) c ☐ 501(k)	
8 Did the organization previously apply for recognition of exemption under this Code section or under any other section of the Code? ☐ Yes ☒ No If "Yes," attach an explanation			
9 Is the organization required to file Form 990 (or Form 990-EZ)? ☒ N/A ☐ Yes ☐ No If "No," attach an explanation (see page 3 of the specific instructions).			
10 Has the organization filed Federal income tax returns or exempt organization information returns? ☐ Yes ☒ No If "Yes," state the form numbers, years filed, and Internal Revenue office where filed.			

11 Check the box for the type of organization. ATTACH A CONFORMED COPY OF THE CORRESPONDING DOCUMENTS TO THE APPLICATION BEFORE MAILING (See Specific Instructions, Part I, Line 11.) Get Pub. 557, Tax-Exempt Status for Your Organization, for examples of organizational documents.)

- a ☒ Corporation - Attach a copy of the Articles of Incorporation (including amendments and restatements) showing approval by the appropriate state official; also include a copy of the bylaws.
- b ☐ Trust - Attach a copy of the Trust Indenture or Agreement, including all appropriate signatures and dates.
- c ☐ Association - Attach a copy of the Articles of Association, Constitution, or other creating document, with a declaration (see instructions) or other evidence the organization was formed by adoption of the document by more than one person; also include a copy of the bylaws.

If the organization is a corporation or an unincorporated association that has not yet adopted bylaws, check here ☐

I declare that under the penalties of perjury that I am authorized to sign this application on behalf of the above organization and that I have examined this application, including the accompanying schedules and attachments and to the best of my knowledge it is true, correct, and complete.

**PLEASE
SIGN
HERE**

Signature *Sandra Huffman*
Sandra Huffman

PRESIDENT
(Title or authority of signer) President

4/28/97
Date

Part II Activities and Operational Information

- 1 Provide a detailed narrative description of all the activities of the organization -- past, present, and planned. Do not merely refer to or repeat the language in the organizational document. List each activity separately in the order of importance based on the relative time and other resources devoted to the activity. Indicate the percentage of time for each activity. Each description should include, as a minimum, the following: (a) a detailed description of the activity including its purpose; (b) when the activity was or will be initiated; and (c) where and by whom the activity will be conducted.

The Erie County Vocational-Technical School Foundation's purpose will be the support, promotion, development, and enhancement of educational opportunities for students of the Erie County, Pennsylvania Area School District. The purpose includes providing funds for the improvement of the Erie County Technical School, and funds for educational programs, staff development, student scholarships, development projects and educational research. The Erie County Vocational-Technical School Foundation will provide funding to benefit the students of the Erie County Technical School. The Erie County Technical School is a separate entity maintained by the various public school districts within the geographic territory of Erie County, Pennsylvania.

- 2 What are or will be the organizational sources of financial support? List in order of size.

Individual and business donations, testamentary bequests. The order of magnitude is not known at this time.

- 3 Describe the organization's fundraising program, both actual and planned, and explain to what extent it has been put into effect. Include details of fundraising activities such as selective mailings, formation of fundraising committees, use of volunteers or professional fundraisers, etc. Attach representative copies of solicitations for financial support.

No fund raising has begun and none is planned until a favorable response to this application is received. It is anticipated that the fund raising activities will include selective mailings (no proposed draft letters exist); and breakfast or lunch programs for industry, business and other groups related to or affiliated with trade education.

Part II Activities and Operational Information *(Continued)***4** Give the following information about the organization's governing body:

a Names, addresses, and titles of officers, directors, trustees, etc.

b Annual compensation

See Exhibit No. 2

None

c Do any of the above persons serve as members of the governing body by reason of being public officials or being appointed by public officials?.....

☒ Yes ☐ No

If "Yes," name those persons and explain the basis of their selection or appointment.

See Exhibit No. 2

d Are any members of the organization's governing body "disqualified persons" with respect to the organization (other than by reason of being a member of the government body) or do any of the members have either a business or family relationship with "disqualified persons"? (See Specific Instructions, Part II, Line 4d on page 3.).....

☐ Yes ☒ No

If "Yes," explain.

5 Does the organization control or is it controlled by any other organization?.....

☒ Yes ☐ No

Is the organization the outgrowth of (or successor to) another organization, or does it have a special relationship with another organization by reason of interlocking directorates or other factors?.....

☒ Yes ☐ No

If either of these questions is answered "Yes," explain.

The Erie County Vocational-Technical School Foundation is controlled by the various school districts in Erie County, Pennsylvania. A majority of the Foundation's Directors are selected by the school districts.

6 Does or will the organization directly or indirectly engage in any of the following transactions with any political organization or other exempt organization (other than a 501(c)(3) organization): (a) grants; (b) purchases or sales of assets; (c) rental of facilities or equipment; (d) loans or loan guarantees; (e) reimbursement arrangements; (f) performance of service, membership, or fundraising solicitations; or (g) sharing of facilities, equipment, mailing lists or other assets or paid employees?.....

☐ Yes ☒ No

If "Yes," explain fully and identify the other organizations involved.

7 Is the organization financially accountable to any other organization?.....

☐ Yes ☒ No

If "Yes," explain and identify the other organization. Include details concerning accountability or attach copies of reports if any have been submitted.

Part II Activities and Operational Information (Continued)

- 8 What assets does the organization have that are used in the performance of its exempt function? (Do not include property producing investment income.) If any assets are not fully operational, explain their status, what additional steps remain to be completed, and when such final steps will be taken. If "None," indicate "N/A."

The Erie County Vocational-Technical School Foundation will have no assets of its own but will utilize Erie County Technical School offices, equipment and assets.

- 9 Will the organization be the beneficiary of tax-exempt bond financing within the next 2 years? ☐ Yes ☒ No

- 10a Will any of the organization's facilities or operations be managed by another organization or individual under a contractual agreement? ☐ Yes ☒ No

- b Is the organization a party to any leases? ☐ Yes ☒ No

If either of these questions is answered "Yes," attach a copy of the contracts and explain the relationship between the applicant and the other parties.

- 11 Is the organization a membership organization? ☒ Yes ☐ No

If "Yes," complete the following:

- a Describe the organization's membership requirements, and attach a schedule of membership fees and dues.

There are no individual members. Only school districts are eligible for membership. There are no fees for membership. The school districts that have established the Erie County Technical School comprise the membership.

- b Describe the organization's present and proposed efforts to attract members, and attach a copy of any descriptive literature or promotional material used for this purpose. New members are not being sought. Any school district which desires to participate would enhance the opportunities for its students by improving the Erie County Technical School and its programs.

- c What benefits do (or will) the members receive in exchange for their payment of dues?

There are no dues. Member school districts have organized and operate the Erie County Technical School.

- 12a If the organization provides benefits, services, or products, are the recipients required, or will they be required, to pay for them? ☐ N/A ☐ Yes ☒ No

If "Yes," explain how the charges are determined, and attach a copy of the current fee schedule.

- b Does or will the organization limit its benefits, services or products to specific individuals or classes of individuals? ☐ N/A ☐ Yes ☒ No

If "Yes," explain how the recipients or beneficiaries are or will be selected.

The beneficiaries of the organization are all students in the various school districts within Erie County, Pennsylvania, simply by virtue of their being students in the public school district. Some programs such as evening or continuing educational programs may also be offered for non-traditional students (e.g. graduates, job training).

- 13 Does or will the organization attempt to influence legislation? ☐ Yes ☒ No

If "Yes," explain. Also, give an estimate of the percentage of the organization's time and funds that it devotes or plans to devote to this activity.

- 14 Does or will the organization intervene in any way in political campaigns, including the publication or distribution of statements? ☐ Yes ☒ No

If "Yes," explain fully.

Part III Technical Requirements

- 1 Are you filing Form 1023 within 15 months from the end of the month in which your organization was created or formed? ☒ Yes ☐ No
- If you answer "Yes," do not answer questions on lines 2 through 7.

- 2 If one of the exceptions to the 15-month filing requirement shown below applies, check the appropriate box and proceed to question 8.

Exceptions - You are not required to file an exemption application within 15 months if the organization:

- ☐ a Is a church, interchurch organization of local units of a church, a convention or association of churches, or an integrated auxiliary of a church (see instructions);
- ☐ b Is not a private foundation and normally has gross receipts of not more than \$5,000 in each tax year; or
- ☐ c Is a subordinate organization covered by a group exemption letter, but only if the parent or supervisory organization timely submitted a notice covering the subordinate.

- 3 If the organization does not meet any of the exceptions on line 2, are you filing Form 1023 within 27 months from the end of the month in which the organization was created or formed? ☐ Yes ☐ No
- If "Yes," your organization qualifies under section 4.01 of Rev. Proc. 92-85, 1992-2 C.B. 490, for an automatic 12-month extension of the 15-month filing requirement. Do not answer questions 4 through 7.

If "No," answer question 4.

- 4 If you answer "No" to question 3, has the organization been contacted by the IRS regarding its failure to file Form 1023 within 27 months from the end of the month in which the organization was created or formed? ☐ Yes ☐ No
- If "No," your organization qualifies for an extension of time to apply under the "reasonable action and good faith" requirements of section 5.01 of Rev. Proc. 92-85. Do not answer questions 5 through 7.

If "Yes," answer question 5.

- 5 If you answer "Yes" to question 4, does the organization wish to request relief from the 15-month filing requirement? ☐ Yes ☐ No
- If "Yes," give the reasons for not filing this application prior to being contacted by the IRS. See Specific Instructions, Line 5 on page 4, before completing this item. Do not answer questions 6 and 7.

If "Yes," answer question 6.

- 6 If you answer "No" to question 5, your organization's qualification as a section 501(c)(3) organization can be recognized only from the date this application is filed with your Key District Director. Therefore, do you want us to consider the application as a result for recognition of exemption as a section 501(c)(3) organization from the date the application is received and not retroactively to the date the organization was created or formed? ☐ Yes ☐ No

- 7 If you answer "Yes" to the question 6 above and wish to request recognition of section 501(c)(4) status for the period beginning with the date the organization was formed and ending with the date the Form 1023 application was received (the effective date of the organization's section 501(c)(3) status), check here ☐ and attach a completed page 1 of Form 1024 to this application.

Part III Technical Requirements (Continued)

8 Is the organization a private foundation?

☐ Yes (Answer question on line 9.)☒ No (Answer question on line 10 and proceed as instructed.)

9 If you answer "Yes" to the question on line 8, does the organization claim to be a private operating foundation?

☐ Yes (Complete Schedule E.)☐ No

After answering the question on this line, go to line 15 on page 7.

10 If you answer "No" to the question 8, indicate the public charity classification the organization is requesting by checking the box below that most appropriately applies:

THE ORGANIZATION IS NOT A PRIVATE FOUNDATION BECAUSE IT QUALIFIES:

a ☐ As a church or a convention or association of churches
(CHURCHES MUST COMPLETE SCHEDULE A.) Sections 509(a)(1)
and 170(b)(1)(A)(i)

b ☐ As a school (MUST COMPLETE SCHEDULE B.) Sections 509(a)(1)
and 170(b)(1)(A)(ii)

c ☐ As a hospital or a cooperative hospital service organization, or a
medical research organization operated in conjunction with a
hospital (MUST COMPLETE SCHEDULE C.) Sections 509(a)(1)
and 170(b)(1)(A)(v)

d ☐ As a governmental unit described in section 170(c)(1). Sections 509(a)(1)
and 170(b)(1)(A)(v)

e ☐ As being operated solely for the benefit of, or in connection with,
one or more of the organizations described in a through d, g, h, or i
(MUST COMPLETE SCHEDULE D.) Section 509(a)(3)

f ☐ As being organized and operated exclusively for testing for public
safety. Section 509(a)(4)

g ☐ As being operated for the benefit of a college or university that is
owned or operated by a governmental unit. Sections 509(a)(1)
and 170(b)(1)(A)(iv)

h ☒ As receiving a substantial part of its support in the form of
contributions from publicly supported organizations, from a
governmental unit, or from the general public. Sections 509(a)(1)
and 170(b)(1)(A)(vi)

i ☒ As normally receiving not more than one-third of its support from
gross investment income and more than one-third of its support from
contributions, membership fees, and gross receipts from activities
related to its exempt functions (subject to certain exceptions). Section 509(a)(2)

j ☐ The organization is a publicly supported organization but is not sure
whether it meets the public support test of block h or block i. The
organization would like the IRS to decide the proper classification. Sections 509(a)(1)
and 170(b)(1)(A)(vi)
or Section 509(a)(2)

If you checked one of the boxes a through f in question 10, go to question

15. If you checked box g in question 10, go to questions 12 and 13.

If you checked box h, i, or j in question 10, go to question 11.

Part III Technical Requirements (Continued)

11 If you checked box h, i, or j in question 10, has the organization completed a tax year of at least 8 months?

☐ Yes - Indicate whether you are requesting:

☐ A definitive ruling (Answer questions on lines 12 through 15.)

☐ An advance ruling (Answer questions on lines 12 and 15 and attach two Forms 872-C completed and signed.)

☒ No - You must request an advance ruling by completing and signing two Forms 872-C and attaching them to the application.

12 If the organization received any unusual grants during any of the tax years shown in Part IV-A, attach a list for each year showing the name of the contributor; the date and the amount of the grant; and a brief description of the nature of the grant.

NONE

13 If you are requesting a definitive ruling under section 170(b)(1)(A)(iv), check here ☐ and:

a Enter 2% of line 8, column (e) of Part IV-A.

b Attach a list showing the name and amount contributed by each person (other than a governmental unit or "publicly supported" organization) whose total gifts, grants, contributions, etc., were more than the amount entered on line 13a above.

14 If you are requesting a definitive ruling under section 509(a)(2), check here ☐ and:

a For each of the years included on lines 1, 2, and 9 of Part IV-A, attach a list showing the name of and amount received from each "disqualified person." (For a definition of "disqualified person," see Specific Instructions, Part II, Line 4d on page 3.)

b For each of the years included on line 9 of Part IV-A, attach a list showing the name of and amount received from each payer (other than a "disqualified person") whose payments to the organization were more than \$5,000. For this purpose, "payer" includes, but is not limited to, any organization described in sections 170(b)(1)(A)(i) through (vi) and any governmental agency or bureau.

15 Indicate if your organization is one of the following. If so complete the required schedule. (Submit only those schedules that apply to your organization. Do not submit blank schedules.)

Is the organization a church?

Is the organization, or any part of it, a school?
.....

Is the organization, or any part of it, a hospital or medical research organization?

Is the organization a section 509(a)(3) supporting organization?.....

Is the organization a private operating foundation?

Is the organization, or any part of it, a home for the aged or handicapped?.....

Is the organization, or any part of it, a child care organization?.....

Does the organization provide or administer any scholarship benefits, student aid, etc.?.....

Has the organization taken over, or will it take over, the facilities of a "for profit" institution?.....

Yes	No	If "Yes," complete Schedule:
		A
		B
		C
		D
		E
		F
		G
X		H
		I

Part IV Financial Data

Complete the financial statements for the current year and for each of the 3 years immediately before it. If in existence less than 4 years, complete the statements for each year in existence. If in existence less than 1 year, also provide proposed budgets for the 2 years following the current year.

A. Statement of Revenue and Expenses

		Current tax year	3 prior tax years or proposed budget for 2 years			
		(a) From 5/1/97 to 6/30/97	(b) 1998	(c) 1999	(d) 2000	(e) TOTAL
R E V E N U E	1 Gifts, grants, and contributions received (not including unusual grants - see pages 5 and 6 of instructions)	2,000	9,000	10,000	10,000	31,000
	2 Membership fees received	0				0
	3 Gross investment income (see instructions for definition)					
	4 Net income from organization's unrelated business activities not included on line 3					
	5 Tax revenues levied for and either paid to or spent on behalf of the organization.					
	6 Value of services or facilities furnished by a governmental unit to the organization without charge (not including the value of services or facilities generally furnished the public without charge)					
	7 Other income (not including gain or loss from sale of capital assets) (attach schedule)					
	8 Total (add lines 1 through 7)	2,000	9,000	10,000	10,000	31,000
	9 Gross receipts from admissions, sales of merchandise or services, or furnishing of facilities in any activity that is not an unrelated business within the meaning of section 513. Include related cost of sales on line 22.		1,000	1,000	1,000	3,000
	10 Total (add lines 8 and 9)	2,000	10,000	11,000	11,000	34,000
	11 Gain or loss from sale of capital assets (attach schedule)					
	12 Unusual grants					
	13 Total revenue (add lines 10 through 12)	2,000	10,000	11,000	11,000	34,000
E X P E N S E S	14 Fundraising expenses					
	15 Contributions, gifts, grants, and similar amounts paid (attach schedule)	0	10,000	10,000	10,000	
	16 Disbursements to or for benefit of members (attach schedule)					
	17 Compensation of officers, directors, and trustees (attach schedule)					
	18 Other salaries and wages					
	19 Interest					
	20 Occupancy (rent, utilities, etc.)					
	21 Depreciation and depletion					
	22 Other (attach schedule)					
	23 Total expenses (add lines 14 through 22)					
	24 Excess of revenue over expenses (line 13 minus line 23)	2,000	0	1,000	1,000	

THE ERIE COUNTY VOCATIONAL-TECHNICAL SCHOOL FOUNDATION

Form 1023, Part IV Financial Data, Expenses No. 15, Schedule of Contributions, Gifts, Grants and Similar Amounts Projected to be paid:

	5/01/97 to 6/30/97	7/01/97 to 6/30/98	7/01/98 to 6/30/99	7/01/99 to 6/30/00
Scholarships	0	\$4,000	\$4,000	\$4,000
Technical Software	0	\$3,000	\$3,000	\$3,000
Equipment	<u>0</u>	<u>\$3,000</u>	<u>\$3,000</u>	<u>\$3,000</u>
TOTAL	0	\$10,000	\$10,000	\$10,000

Part IV Financial Data (Continued)

Estimate

B. Balance Sheet (at the end of the period shown)

Current tax year
Date 6/30/97

Assets		
1	Cash	1 2,000
2	Accounts receivable, net	2
3	Inventories	3
4	Bonds and notes receivable (attach schedule)	4
5	Corporate stocks (attach schedule)	5
6	Mortgage loans (attach schedule)	6
7	Other investments (attach schedule)	7
8	Depreciable and depletable assets (attach schedule)	8
9	Land	9
10	Other assets (attach schedule)	10
11	Total assets (add lines 1 through 10)	11 2,000
Liabilities		
12	Accounts payable	12
13	Contributions, gifts, grants, etc., payable	13
14	Mortgages and notes payable (attach schedule)	14
15	Other liabilities (attach schedule)	15
16	Total liabilities (add lines 12 through 15)	16 0
Fund Balances or Net Assets		
17	Total fund balances or net assets	17 2,000
18	Total liabilities and fund balances or net assets (add line 16 and line 17)	18 2,000

If there has been any substantial change in any aspect of the organization's financial activities since the end of the period shown above, check the box and attach a detailed explanation.....



Schedule H. Organizations Providing Scholarship Benefits, Student Aid, Etc., to Individuals

- 1a** Describe the nature and the amount of the scholarship benefit, student aid, etc., including the terms and conditions governing its use, whether a gift or a loan, and how the availability of the scholarship is publicized. If the organization has established or will establish several categories of scholarship benefits, identify each kind of benefit and explain how the organization determines the recipients for each category. Attach a sample copy of any application the organization requires individuals to complete to be considered for scholarship grants, loans, or similar benefits. (Private foundations that make grants for travel, study, or other similar purposes are required to obtain advance approval of scholarship procedures. See Regulations sections 53.4945-4(c) and (d).)

The benefit may be one time or may continue for more than one semester. The amounts will be determined year to year by the Board of Directors. The selection criteria will include academic record, extracurricular activities, community service, teacher/counselor recommendations, interview with the selection committee. The benefit may be made for technical or trade education/training at the Erie County Technical School.

- b** If you want this application considered as a request for approval of grant procedures in the event we determine that the organization is a private foundation, check here ☐ **►** ☐

- c** If you checked the box in 1b above, indicate the sections for which you wish the organization to be considered.

☐ 4945(g)(1)

☐ 4945(g)(2)

☐ 4945(g)(3)

- 2** What limitations or restrictions are there on the class of individuals who are eligible recipients? Specifically explain whether there are, or will be, any restrictions or limitations in the selection procedures based upon race or the employment status of the prospective recipient or any relative of the prospective recipient. Also indicate the approximate number of eligible individuals.

All students in various school districts in Erie County, Pennsylvania will be eligible. There are no restrictions or limitations based upon gender, race, religion, creed, color, nationality, ethnic origin or any other classification.

- 3** Indicate the number of grants the organization anticipates making annually **►**

3 to 5

- 4** If the organization bases its selections in any way on the employment status of the applicant or any relative of the applicant, indicate whether there is or has been any direct or indirect relationship between the members of the selection committee and the employer. Also indicate whether relatives of the members of the selection committee are possible recipients or have been recipients.

The selection committee will be appointed by the Board of Directors and will include representatives of the Erie County Technical School and representatives of various school districts. Relatives of members of the selection committee will not be eligible recipients.

- 5** Describe any procedures the organization has for supervising grants (such as obtaining reports or transcripts) that it awards, and any procedures it has for taking action if the terms of the grant are violated.

The scholarships will be paid to the educational institution. To the extent that a recipient reneges on his/her attendance, the institution would return any unused scholarship funds to the foundation.

EXHIBIT NO. 1 in response to Part I No. 11(a).

Following is a conformed copy of the Articles of Incorporation and Bylaws of the applicant corporation.

THIS IS AN ATTACHMENT TO THE 1023 APPLICATION OF
THE ERIE COUNTY VOCATIONAL-TECHNICAL SCHOOL FOUNDATION

Microfilm Number

Entity Number

2748523

Filed with the Department of State on APR 07 1997

Secretary of the Commonwealth

JK

ARTICLES OF INCORPORATION-DOMESTIC NONPROFIT CORPORATION
DSCB: 15-5306 (Rev 91)

In compliance with the requirements of 15 Pa.C.S. § 5306 (relating to articles of incorporation), the undersigned desiring to incorporate a nonprofit corporation, hereby state(s) that:

1. The name of the corporation is: The Erie County Vocational-Technical School Foundation

2. The (a) address of this corporation's initial registered office in this Commonwealth or (b) name of its commercial registered office provider and the county of venue is:

(a)	<u>8500 Oliver Road</u>	<u>Erie</u>	<u>PA</u>	<u>16509</u>	<u>Erie</u>
	Number and Street	City	State	Zip	County

(b) c/o: _____
Name of Commercial Registered Office Provider County

For a corporation represented by a commercial registered office provider, the county in (b) shall be deemed the county in which the corporation is located for venue and official publication purposes.

3. The corporation is incorporated under the Nonprofit Corporation Law of 1988 for the following purpose or purposes:
SEE ATTACHED

4. The corporation is one which does not contemplate pecuniary gain or profit, incidental or otherwise.

5. The corporation is organized upon a nonstock basis.

6. The corporation shall have members.

7. (Strike out if inapplicable):

8. The name and address, including street and number, if any, of each incorporator is:

Name	Address
<u>David M. Mosier</u>	<u>120 West Tenth Street, Erie, PA 16501-1461</u>

9. The specified effective date, if any, is: _____
month day year hour, if any

10. Additional provisions of the articles, if any, attach an 8 1/2 x 11 sheet. SEE ATTACHED

IN TESTIMONY WHEREOF, the incorporator(s) has (have) signed these Articles of Incorporation this 3rd day of April, 1997.

David M. Muen
(Signature)

(Signature)

(Signature)

dmmpa11116

Attachment to Articles of Incorporation
The Erie County Vocational-Technical School Foundation

3. The corporation is incorporated under the Nonprofit Corporation Law of 1988 of the Commonwealth of Pennsylvania for the following purposes:

The Corporation is organized exclusively for charitable educational purposes and is organized to benefit the students of the Erie County Area School Districts. This purpose includes providing funds for the improvement of the Erie County Technical School, and programs through capital improvements, staff development, student scholarships, development projects, and educational research to improve educational programs at and for the Erie County Technical School. ~~The purposes of the corporation are to be charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 as amended.~~ The purposes are to be such as will enable the corporation to be a public charitable organization within the meaning of Section 509(a) of the Internal Revenue Code of 1986, as amended.

10. No part of the earnings of this corporation shall inure to the benefit of any director, member, trustee or officer of this corporation or any private individual; and no such person shall be entitled to share in the distribution of any of the corporate assets of this corporation upon dissolution.

11. This corporation shall not engage in any act which would (i) be construed as propaganda or an attempt to influence legislation or to intervene in any political campaign on behalf of any candidate for public office; (ii) not be permitted to be carried on by a corporation exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 as amended, or by a corporation, contributions to which are deductible under Section 170(c)(1) or Section 170(c)(2) of the Internal Revenue Code of 1986 as amended.

12. Upon dissolution of this corporation, its remaining assets shall be distributed to the various School Districts of Erie County or such organizations organized and operated exclusively for educational purposes as shall at that time qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1986 as amended, as the Board of Directors shall determine.

13. This corporation shall not discriminate on the basis or gender, race, color and national or ethnic origin. All rights, privileges, programs and activities generally accorded or made available to beneficiaries shall be administered in a non-discriminatory fashion.

CORPORATE RECORDS
OF
THE ERIE COUNTY VOCATIONAL-TECHNICAL SCHOOL FOUNDATION

INCORPORATED UNDER THE LAWS
OF THE
COMMONWEALTH OF PENNSYLVANIA

LAW OFFICES OF
KNOX McLAUGHLIN GORNALL & SENNETT, P.C.
120 WEST TENTH STREET
ERIE, PENNSYLVANIA 16501

BYLAWS

ARTICLE I - OFFICES

1. The registered office of the Corporation shall be at 8500 Oliver Road, Erie, Pennsylvania 16509.
2. The Corporation may also have offices at such other places as the Board of Directors may from time to time appoint or the business of the Corporation require.

ARTICLE II - SEAL

1. The corporate seal shall have inscribed thereon the name of the Corporation, the year of its organization and the words "Corporate Seal, Pennsylvania."

ARTICLE III - MEMBERS

1. This Corporation shall have no individual members. Only School Districts of the Commonwealth of Pennsylvania may be members or apply for membership in the Corporation.
2. No authority shall be conferred upon the members except as otherwise specifically provided for in these Bylaws.
3. The initial members of the Corporation shall be those School Districts identified in Article IV.4 below.

4. New members may be added with the approval of the Board of Directors.
5. There shall be no annual, special or other meetings of the Members.
6. Membership in this Corporation is nontransferable and non-assignable.
7. Members of the Corporation shall have only those powers or privileges which are expressly set forth in these Bylaws and shall have no power of responsibility to vote on amendments to the Articles of Incorporation, Bylaws, liquidation, dissolution or other fundamental changes as described by the Nonprofit Corporation Law. All action with regard to such matters shall be effective if taken by the Board of Directors.

ARTICLE IV. - DIRECTORS

1. The business and affairs of this Corporation shall be managed by a Board of Directors.
2. Each Director shall be a natural person of full age who need not be a resident of this Commonwealth.
3. The initial Directors of this Corporation will be ten (10) in number.

4. The initial membership of the Board shall be determined by each of the following School Districts appointing one (1) person to serve on the Board of Directors of the Corporation:

Fairview School District
Fort LeBoeuf School District
General McLane School District
Girard School District
Harbor Creek School District
Iroquois School District
Millcreek Township School District
North East School District
Northwestern School District
Wattsburg Area School District

The School District appointing a representative to serve on the Board may, at the discretion of that School District from time to time, remove its representative, cancel the appointment and designate a successor representative to the Board. Any vacancy on the Board of Directors occurring as a result of a vacancy in the representation of any of the above positions shall be filled by appointment of the School district which has lost representation by reason of the vacancy. Each representative appointed to the Board shall serve for a term of one (1) year or until a successor is appointed.

5. From time to time, at the discretion of the Board of Directors, new School Districts may become members. School Districts will appoint one (1) person to serve on the Board.

6. A new Director, selected to fill the vacancy shall serve for the unexpired term of the predecessor in office.

7. Meetings of the Board of Directors, regular or special, shall be held at the registered office of this Corporation or at any other place within or without the Commonwealth of Pennsylvania, as provided, or such place or places as the Board of Directors designates by resolution duly adopted.

8. Regular meetings of the Board shall be held without notice at the registered office of the Corporation, at such time as shall be determined by the Board.

9. Special meetings of the Board may be called by the President without prior notice to each Director, either personally or by mail or by telegram or by telephone; special meetings shall be called by the President or Secretary in like manner and on like notice on the written request of a majority of the Directors in office.

10. A majority of the Directors in office shall be necessary to constitute a quorum for the transaction of business, and the acts of a majority of the Directors present at a meeting at which a quorum is present shall be the acts of the Board of Directors. Any action which may be taken at a meeting of the Directors may be taken without a meeting if a consent or consents in writing, setting forth the action so taken, shall be signed by all of the Directors and shall be filed with the Secretary of the Corporation.

11. Directors as such, shall not receive any stated salary for their services, but by resolution of the Board, a fixed sum and expenses of attendance, if any, may be allowed for attendance at such regular or special meeting of the Board PROVIDED, that nothing herein contained shall be construed to preclude any Director from serving the Corporation in any other capacity and receiving compensation therefor.

ARTICLE V - OFFICERS

1. The officers of this Corporation shall consist of a President, Secretary and Treasurer. The Board of Directors may also choose a Chairperson of the Board and/or a Vice-President and such other officers and agents as it shall deem necessary, who shall hold their offices for such terms and shall have such authority and shall perform such duties as from time to time shall be prescribed by the Board. Any number of offices may be held by the same person. It shall not be necessary for the officers to be Directors.
2. All officers and agents of the Corporation shall serve without salary.
3. Any officer or agent may be removed by the Board of Directors whenever in its judgment the best interests of the Corporation will be served thereby. The officers of the Corporation shall hold office for one (1) year and until their successors are chosen and have qualified.
4. The President shall be the chief executive officer of the Corporation unless such authority is conferred by the Directors upon a Chairperson of the Board; shall preside at all meetings of the Directors; shall have general and active management of the business of the Corporation, shall see that all orders and resolutions of the Board are carried into effect, subject, however, to the right of the Directors to delegate any specific powers, except such as may be by statute exclusively conferred on the President, to any other officer or officers of the Corporation. The President shall execute

all contracts requiring a seal, under the seal of the Corporation. The President shall be EX-OFFICIO a member of all committees, and shall have the general powers and duties of supervision and management usually vested in the office of the President of a corporation.

5. The Secretary shall attend all sessions of the Board and act as clerk thereof, and record all the votes of the Corporation and the minutes of all its transactions in a book to be kept for that purpose; and shall perform like duties for all committees of the Board of Directors when required. The Secretary shall give, or cause to be given, notice of all meetings of the Board of Directors, and shall perform such other duties as may be prescribed by the Board of Directors or President, and under whose supervision the Secretary shall serve. The Secretary shall keep in safe custody the corporate seal of the Corporation, and when authorized by the Board, affix the same to any instrument requiring it.

6. The Treasurer shall have custody of the corporate funds and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Corporation, and shall keep the monies of the Corporation in a separate account to the credit of the Corporation. The Treasurer shall disburse the funds of the Corporation as may be ordered by the Board, taking proper vouchers for such disbursements, and shall render to the President and Directors, at the regular meetings of the Board, or whenever they may require it, an account of all transactions as Treasurer and of the financial condition of the Corporation.

7. If the office of any officer or agent, one or more, becomes vacant for any reason, the Board of Directors may choose a successor or successors, who shall hold office for the unexpired term in respect of which such vacancy occurred.

ARTICLE VI - INFORMAL ACTION

1. Whenever any notice whatever is required to be given under the provisions of the Nonprofit Corporation Law of 1988, the Articles of Incorporation of this Corporation, or these Bylaws a waiver of such notice in writing signed by the person or persons entitled to notice, whether before or after the time stated in such waiver, shall be deemed equivalent to the giving of such notice. Such waiver must, in the case of a special meeting of Members, specify the general nature of the business to be transacted.

2. Any action required by law or under the Articles of Incorporation of this Corporation or these Bylaws, or any action which otherwise may be taken at a meeting of the Board of Directors may be taken without a meeting if a consent in writing, setting forth the action so taken, is signed by all of the persons entitled to vote with respect to the subject matter of such consent, or all Directors in office, and filed with the Secretary of the Corporation.

ARTICLE VII - OPERATIONS

1. The fiscal year of this Corporation shall extend from July 1 to June 30.
2. There shall be kept at the registered office or principal place of business of the Corporation an original or duplicate record of the proceedings of the Directors, and the original or a copy of its Bylaws, including all amendments or alterations thereto to date, certified by the Secretary of the Corporation.
3. Every Member shall, upon written demand under oath stating the purpose thereof, have a right to examine, in person or by agent or attorney, during the usual hours for business for any proper purpose, the membership register, books or records of account, and records of the proceedings of the members and Directors, and make copies or extract therefrom. A proper purpose shall mean a purpose reasonably related to such School District's interest as a Member. In every instance where an attorney or other agent shall be the person who seeks the right to inspection, the demand under oath shall be accompanied by a power of attorney or such other writing which authorizes the attorney or other agent to so act on behalf of the Member. The demand under oath shall be directed to the Corporation at its registered office in this Commonwealth or at its principal place of business.
4. This Corporation shall not have or issue shares of stock. No dividend shall be paid, and no part of the income of this Corporation shall be distributed to its Members, Directors or officers. However, the Corporation may pay compensation in a reasonable amount to Members, officers or Directors for services rendered in a capacity other than as Member, officer or Director.

ARTICLE VIII - COMMITTEES

1. This Corporation may have Committees, each of which will consist of one or more Directors, which Directorial Committees will have and exercise some prescribed authority of the Board of Directors, in the management of this Corporation. However, no such Committee will have the authority of the Board in reference to affecting any of the following:

- (a) Admission of Members.
- (b) Filling of vacancies of the Board.
- (c) Adoption, amendment or repeal of Bylaws.
- (d) Amendment or repeal of any resolution of the Board.
- (e) Action on matters committed by Bylaws or resolution of the Board to another Committee of the Board.

2. The Board of Directors, by resolution duly adopted by a majority of the Directors in office, may designate and appoint one or more Directorial Committees and delegate to such Committees specific and prescribed authority of the Board of Directors to exercise in the management of this Corporation.

ARTICLE IX - MISCELLANEOUS PROVISIONS

1. All checks or demands for money and notes of the Corporation shall be signed by such officer or officers as the Board of Directors may from time to time designate.
2. One or more Directors or Members may participate in a meeting of the Board, or of a committee of the Board by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other.
3. Any payments made to an officer or employee of the Corporation such as a salary, commission, bonus, interest, rent, or entertainment expense incurred, which shall be disallowed in whole or in part as a deductible expense by the Internal Revenue Service, shall be reimbursed by such officer or employee to the Corporation to the full extent of such disallowance. It shall be the duty of the Directors, as a Board, to enforce payment of each such amount disallowed. In lieu of payment by the officer or employee, subject to the determination of Directors, proportionate amounts may be withheld from future compensation payments until the amount owed to the Corporation has been recovered.

ARTICLE X - ANNUAL STATEMENT

The Board of Directors shall present annually to the Member representatives on the Board a report, verified by the President and Treasurer, or by a majority of the Directors, showing in appropriate detail:

- (1) The assets and liabilities, including the trust funds, of the Corporation as of the end of the fiscal year immediately preceding the date of the report.
- (2) The principal changes in assets and liabilities including trust funds, during the year immediately preceding the date of the report.
- (3) The revenue or receipts of the Corporation, both unrestricted and restricted to particular purposes, for the year immediately preceding the date of the report, including separate data with respect to each trust fund held by or for the Corporation.
- (4) The expenses or disbursements of the Corporation, for both general and restricted purposes, during the year immediately preceding the date of the report, including separate data with respect to each trust fund held by or for the Corporation.
- (5) The number of Members of the Corporation as of the date of the report, together with a statement of increase or decrease in such number during the year immediately preceding the date of the report, and a statement of the place where the names and addresses of the current Members may be found.

ARTICLE XI - AMENDMENTS

The power to amend and/or repeal these Bylaws is expressly vested in the Board of Directors. These Bylaws may be amended or repealed by a majority vote of the Board of Directors, at any regular or special meeting of Directors.

ARTICLE XII - INDEMNIFICATION OF DIRECTORS, OFFICERS AND OTHER AUTHORIZED REPRESENTATIVES

1. The Corporation shall indemnify to the full extent required by law, and may indemnify or agree to indemnify to the full extent permitted by law (to such extent and upon such conditions as the board of Directors shall, in its sole discretion, deem appropriate), any person who was or is a party, or is threatened to be made a party, to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative or investigative, by reason of that person's being or having been a Director, officer, employee or agent of the Corporation or of any other enterprise at the request of the Corporation.

2. Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the Corporation in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of the person to repay such amount if it shall ultimately be determined that said person is entitled to be indemnified by the Corporation.

3. To further effect, satisfy or secure the indemnification provided herein or otherwise, the Corporation may maintain insurance, obtain a letter of credit, act as self-insurer, create a reserve, trust, escrow, cash collateral or other fund or account,

enter into indemnification agreements, pledge or grant a security interest in any assets or properties of the Corporation, or use any other mechanism or arrangement whatsoever in such amounts, at such costs, and upon such other terms and conditions as the Board of Directors shall deem appropriate. Absent fraud, the determination of the Board of Directors with respect to such amounts, costs, terms and conditions shall be conclusive against all security holders, officers and Directors and shall not be subject to voidability.

4. Any rights granted pursuant to the provisions of this Article shall not be deemed exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled under any statute, agreement, vote of shareholders or disinterested Directors or otherwise both as to action in an indemnified capacity and as to action in any other capacity.

ARTICLE XIII - OPERATING POLICY

It shall be the operating policy of the Corporation that gifts or contributions to the Corporation shall not relate to, alter, modify, adjust or in any manner affect the bidding process conducted by the any School District participating in the management or operation of the Corporation's affairs. The Corporation has been established to provide the Erie County Technical School with finances for charitable educational projects that may not normally be funded through participating School District operating budgets.

DMMPF11116

EXHIBIT NO. 2 in response to Part II No. 4(a) and 4(b).

The members of the Board of Directors and the officers are as follows:

Mr. James Carstater - director, Fairview School District
Mr. John Ogden - director, Fort LeBoeuf School District
Mr. James Bucksbee - director, General McLane School District
Mrs. Marilyn Vargulich - director, Girard School District
Mrs. Claudette Terrill - director, HarborCreek School District
Mrs. Sandra Huffman - director, Iroquois School District
Mrs. Jayne McDowell - director, Millcreek Township School District
Mr. Douglas Tuttle - director, North East School District
Mr. James Mitchell - director, Northwestern School District
Mrs. Charlotte Kolesar - director, Wattsburg Area School District

All Directors listed above may be contacted at the following address and telephone number:

The Erie County Vocational-Technical School Foundation
8500 Oliver Road
Erie, PA 16509

(814) 864-0641

DMMpb14077

THIS IS AN ATTACHMENT TO THE 1023 APPLICATION OF
THE ERIE COUNTY VOCATIONAL-TECHNICAL SCHOOL FOUNDATION

**Consent Fixing Period of Limitation Upon
Assessment of Tax Under Section 4940 of the
Internal Revenue Code**

OMB No. 1545-0056

(Rev. April 1996)

**Department of the Treasury
Internal Revenue Service**

(See instructions on reverse side.)

To be used with
Form 1023. Submit
in duplicate.

Under section 6501(c)(4) of the Internal Revenue Code, and as part of a request filed with Form 1023 that the organization named below be treated as a publicly supported organization under section 170(b)(1)(A)(vi) or section 509(a)(2) during an advance ruling period.

The Erie County Vocational-Technical School Foundation

(Exact legal name of organization as shown in organizing document)

8500 Oliver Road, Erie, Pennsylvania 16509

(Number, street city or town, state, and zip code)

District Director of
Internal Revenue, or
Assistant
Commissioner
(Employee Plans and
Exempt Organizations)

Consent and agree that the period for assessing tax (imposed under section 4940 of the Code) for any of the 5 tax years in the advance ruling period will extend 8 years, 4 months, and 15 days beyond the end of the first tax year.

However, if a notice of deficiency in tax for any of these years is sent to the organization before the period expires, the time for making an assessment will be further extended by the number of days the assessment is prohibited, plus 60 days.

Ending date of first tax year June 30, 1997

(Month, day, and year)

Name of organization (as shown in organizing document)

The Erie County Vocational-Technical School Foundation

Date

4/28/97

Officer or trustee having authority to sign

 Sandra Huffman

Title > President

FOR IRS USE ONLY

District Director or Assistant Commissioner (Employee Plans and Exempt Organizations)

Date

By >

For Paperwork Reduction Act Notice, see page 1 of the Form 1023 Instructions.

Department of the Treasury
Internal Revenue Service**Consent Fixing Period of Limitation Upon
Assessment of Tax Under Section 4940 of the
Internal Revenue Code**

(See instructions on reverse side.)

OMB No. 1545-0056

To be used with
Form 1023. Submit
in duplicate.

Under section 6501(c)(4) of the Internal Revenue Code, and as part of a request filed with Form 1023 that the organization named below be treated as a publicly supported organization under section 170(b)(1)(A)(vi) or section 509(a)(2) during an advance ruling period.

The Erie County Vocational-Technical School Foundation

(Exact legal name of organization as shown in organizing document)

8500 Oliver Road, Erie, Pennsylvania 16509

(Number, street city or town, state, and zip code)

} and the
District Director of
Internal Revenue, or
Assistant
Commissioner
(Employee Plans and
Exempt Organizations)

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(Month, day, and year)

Name of organization (as shown in organizing document)

The Erie County Vocational-Technical School Foundation

Date

4/28/97

Officer or trustee having authority to sign

 Sandra Huffman

Title > President

FOR IRS USE ONLY

District Director or Assistant Commissioner (Employee Plans and Exempt Organizations)

Date

By >

**POWER OF ATTORNEY
and DECLARATION OF REPRESENTATIVE**

➤ For Paperwork Reduction and Privacy Act Notice, See the instructions

OMB NO. 1545-0150

For IRS Use Only

Received by:

Name _____

Telephone () _____

Function _____

Date / /

Part I Power of Attorney (Please type or print).**1. Taxpayer Information (Taxpayer(s) must sign and date this form on page 2, line 9).**

Taxpayer name(s) and address

The Erie County Vocational-Technical School Foundation
8500 Oliver Road
Erie Pennsylvania 16509

Social security number(s)

_____Employer identification
number

23 2894500

Daytime telephone number
(814) 864-0641

Plan number (if applicable)

hereby appoints the following representative as attorney-in-fact:

2. Representative(s) (Representative(s) must and date this form on page 2, Part II.)

Name and address

David M. Mosier
120 West Tenth Street
Erie, PA 16501-1461

CAF No: 2605-18095R

Telephone No. (814) 459-2800

Fax No. (814) 453-45330

Check if new: Address ☐Telephone No. ☐

Name and address

CAF No.

Telephone No. ()

Fax No. ()

Check if new: Address ☐Telephone No. ☐

Name and address

CAF No.

Telephone No. ()

Fax No. ()

Check if new: Address ☐Telephone No. ☐

to represent the taxpayer(s) before the Internal Revenue Service for the following tax matters:

3. Tax Matters

Type of Tax (Income, Employment, Excise, etc.)	Tax Form Number (1040, 941, 720, etc.)	Year(s) or Period(s)
Application for Recognition of Exemption	1023	1997 and all applicable

4. Specific Use Not Recorded on Centralized Authorization File (CAF). - If the power of attorney is for a specific use not recorded on CAF, check this box. (See Line 4-Specific uses not recorded on CAF on page 3.) ➤ ☐**5. Acts Authorized.** - The representatives are authorized to receive and inspect confidential tax information and to perform any and all acts that I (we) can perform with respect to the tax matters described on line 3, for example, the authority to sign any agreements, consents, or other documents. The authority does not include the power to receive refund checks (see line 6 below), the power to substitute another representative unless specifically added below, or the power to sign certain returns (see Line 5-Acts Authorized on page 4)

List any specific additions or deletions to the acts otherwise authorized in this power of attorney:

*Note: In general, an unenrolled preparer of tax returns cannot sign any document for a taxpayer. See Revenue Procedure 81-38, printed as Pub. 470, for more information.**Note: The tax matters partner/person of a partnership or S corporation is not permitted to authorize representatives to perform certain acts. See the instructions for more information.***6. Receipt of Refund Checks.** - If you want to authorize a representative names on line 2 to receive, **BUT NOT TO ENDORSE OR CASH**, refund checks, initial here _____ and list the name of that representative below.

Name of representative to receive refund check(s) ➤ _____

7. **Notices and Communications.** - Original notices and other written communications will be sent to you and a copy to the first representative listed on line 2 unless you check one or more of the boxes below.

- a. If you want the first representative listed on line 2 to receive the original, and yourself a copy, of such notices or communications, check this box:..... ☐
- b. If you also want the second representative listed to receive a copy of such notices and communications, check this box:..... ☐
- c. If you do not want any notices or communications sent to your representative, check this box..... ☐

8. **Retention/Revocation of Prior Power(s) of Attorney.** - The filing of this power of attorney automatically revokes all earlier power(s) of attorney on file with the Internal Revenue Service for the same tax matters and years or periods covered by this document. If you do not want to revoke a prior power of attorney, check here. ☐
YOU MUST ATTACH A COPY OF ANY POWER OF ATTORNEY YOU WANT TO REMAIN IN EFFECT.

9. **Signature of Taxpayer(s).** - If a tax matter concerns a joint return, both husband and wife must sign if joint representation is requested, otherwise, see the instructions. If signed by a corporate officer, partner, guardian, tax matters partner/person, executor, receiver, administrator, or trustee on behalf of the taxpayer, I certify that I have the authority to execute this form on behalf of the taxpayer.

➤ **IF NOT SIGNED AND DATED, THIS POWER OF ATTORNEY WILL BE RETURNED**

Sandra H. Huffman 4/28/97 President
 Signature Date Title (if applicable)

Sandra Huffman
 Print Name

 Signature Date Title (if applicable)

 Print Name

Part II Declaration of Representative

Under penalties of perjury, I declare that:

- I am not currently under suspension or disbarment from practice before the Internal Revenue Service;
- I am aware of regulations contained in Treasury Department Circular No. 230 (31 CFR, Part 10), as amended, concerning the practice of attorneys, certified public accountants, enrolled agents, enrolled actuaries, and others;
- I am authorized to represent the taxpayer(s) identified in Part I for the tax matter(s) specified there; and
- I am one of the following:
 - a Attorney - a member in good standing of the bar of the highest court of the jurisdiction shown below.
 - b Certified Public Accountant - duly qualified to practice as a certified public accountant in the jurisdiction shown below.
 - c Enrolled Agent - enrolled as an agent under the requirements of Treasury Department Circular No. 230.
 - d Officer - a bona fide officer of the taxpayer's organization.
 - e Full-Time Employee - a full-time employee of the taxpayer.
 - f Family Member - a member of the taxpayer's immediate family (i.e., spouse, parent, child, brother, or sister).
 - g Enrolled Actuary - enrolled as an actuary by the Joint Board for the Enrollment Actuaries under 29 U.S.C. 1242 (the authority to practice before the Service is limited by section 10.3(d)(1) of Treasury Department Circular No. 230).
 - h Unenrolled Return Preparer - an unenrolled return preparer under section 10.7(a)(7) of Treasury Department Circular No. 230.

➤ **IF THIS DECLARATION OF REPRESENTATIVE IS NOT SIGNED AND DATED, THE POWER OF ATTORNEY WILL BE RETURNED.**

Designation - Insert above letter (a-h)	Jurisdiction (state) or Enrollment Card No.	Signature	Date
A	Penna 34903	David M. Mosier	4/28/97

CAREER STREET

— Marketing Communications Plan —

A strategic marketing communications plan for the Career Street Program

I. GOALS & INTENDED OUTCOMES

- To build *awareness* of the Career Street Program, online tool (www.careerstreeterie.org), and career exploration opportunities across Erie County.
- To build significant *understanding* of the value of work, career exploration, the Career Street online tool and how to use it.
- To encourage, promote and increase *participation* in career exploration and the opportunities that exist in Erie County.

Notes/Recommended Updates:

CAREER STREET

— Marketing Communications Plan —

II. TARGET AUDIENCE IDENTIFICATION

Target Audience Identification

Reaching the following audiences with relevant messaging is critical to the success of the project and enables Career Street to grow its base of support to build awareness, increase understanding of the value, and boost participation in career exploration opportunities that exist in Erie County.

Key Audiences Include:

- Employers
- Nonprofits (with career exploration opportunities)
- Post-Secondary Education and/or Training Institutions
- Students (K-12)
 - Parents of K-12 Students
- Teachers and Administrators (K-12)

Notes/Recommended Updates:

CAREER STREET

— Marketing Communications Plan —

Audience Mapping

The following audience map identifies and tracks the level of awareness, understanding and/or participation of each group using a numeric 1-5 scale. This audience map will be updated each June by the project team to track the impact of the communications strategy relative to the awareness, understanding and participation goals.

Not at All *Slightly* *Moderately* *Very* *Extremely*
1 *2* *3* *4* *5*

EMPLOYERS			
	<i>Awareness</i>	<i>Understanding</i>	<i>Participation</i>
Manufacturing Industry			
Service Industry			
Healthcare Industry			
Other			
NONPROFITS WITH CAREER EXPLORATION OPPORTUNITIES			
	<i>Awareness</i>	<i>Understanding</i>	<i>Participation</i>
Nonprofit Organizations			
POST-SECONDARY EDUCATION/TRAINING INSTITUTIONS			
	<i>Awareness</i>	<i>Understanding</i>	<i>Participation</i>
Four-Year Institutions			
Proprietary Training Institutions			
Other			
STUDENTS (K-12)			
	<i>Awareness</i>	<i>Understanding</i>	<i>Participation</i>
K-5 Students			
6-8 Students			
9-12 Students			
PARENTS OF K-12 STUDENTS			
	<i>Awareness</i>	<i>Understanding</i>	<i>Participation</i>
Parents of K-5 Students			
Parents of 6-8 Students			
Parents of 9-12 Students			
TEACHERS AND ADMINISTRATORS (K-12)			
	<i>Awareness</i>	<i>Understanding</i>	<i>Participation</i>
Teachers			
Administrators			
Career Street Liaisons			

CAREER STREET

— Marketing Communications Plan —

Notes/Recommended Updates:

CAREER STREET

— Marketing Communications Plan —

III. OVERALL MESSAGING

While communications efforts will be ongoing and likely evolve over time, Career Street has identified a number of key, core messages – the “key three.”

Key Three (Overall) — Why

- Career Street helps connect youth to quality career exploration opportunities in Erie County so they can better prepare for life after high school, whether that means successful completion of post-secondary education or training or entry into the workforce.
- Career Street helps connect, and manages ongoing relationships of local educators, nonprofits and employers so those working with youth in Erie County can provide them better guidance.
- Through Career Street participation, students will have better understanding of their options for life after high school, the courses they need to take, how well they need to perform, and employer expectations.

Key Three (Overall) — What

- Career Street is a comprehensive program that helps youth consider their career interests, explore various careers, and understand what is necessary to pursue, successfully obtain and maintain career(s) in which they are interested.
- Career Street provides career-focused resources and activities to educators, employers, nonprofit organizations and youth.
- Career Street includes an interactive, searchable database (www.careerstreeterie.org) of career exploration opportunities in Erie County that helps match educators and nonprofits with employers to provide quality career exploration opportunities for youth and help connect employers to their potential future workforce.

Notes/Recommended Updates:

CAREER STREET

— Marketing Communications Plan —

IV. TARGETED MESSAGING

While the above messages communicate the project's value and attributes, the following targeted messages can be used for individual groups to provide increased relevance and impact:

Key Three (Employers)

- Career Street provides an easy way for you to connect with educators, nonprofits and motivated youth to share information about your company and employment opportunities.
- Career Street provides a vehicle for you to increase awareness of your company and the path to employment in your company.
- Career Street will help students graduate from high school with the knowledge and skills necessary for success in your company.

Key Three (Nonprofits)

- Career Street will provide you with unprecedented access to local business professionals so you can help youth learn about careers and local employment opportunities.
- Career Street will make connecting with local business professionals easier than it ever has been by helping develop and manage ongoing relationships, and providing access to an online database of opportunities (www.careerstreeterie.org).
- By introducing youth to possible career opportunities, they will be more focused on future success.

Key Three (Post-Secondary Education and/or Training Institutions)

- Career Street will help youth stay motivated and perform better in school, so they will come to your institution requiring less remediation to successfully complete degree requirements.
- Career Street will help students graduate from high school with the knowledge and skills necessary for success in higher education.
- Career Street will help provide added visibility to your institution and the programs you offer.

Key Three (Students and Parents)

- Career Street will give you a better understanding of careers and local employment opportunities.
- Through Career Street, you will meet local businesses professionals and learn what it takes to be successful in various careers and work settings.
- The Career Street online tool (www.careerstreeterie.org) is easy to use and will introduce you to opportunities you may have never considered.

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Key Three (Teachers and Administrators)

- Career Street will provide you with unprecedented access to local business professionals so you can help your students learn about careers and local employment opportunities.
- Career Street will make connecting with local business professionals easier than it ever has been by helping develop and manage ongoing relationships, and providing access to an online database of opportunities (www.careerstreeterie.org).
- Career Street is aligned with and supports the state standards for career education. By introducing students to possible career opportunities, Career Street will help students be more focused on academic achievement.

Notes/Recommended Updates:

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V. COMMUNICATIONS TACTICS

The Career Street marketing communications approach will leverage a wide range of earned, paid, owned and shared media to reach the target audiences identified above and deliver the key messages outlined.

Earned Media/Public Relations

Due to budget limitations, the majority of communications activities outlined herein will be focused on earning media through a variety of events, activities and proactive media relations.

School Events/Activities

- Identify school-based liaisons/key communicators (school boards, superintendents, PTAs, Career Street liaisons, etc).
- Offer to conduct and assist liaisons and/or principals with Career Street-related presentations during relevant school events.
- Identify strategic partnership opportunities with like-minded community based education programs (i.e. Junior Achievement, ACES, etc.)
- Seek opportunities for mentions and visibility at scholastic athletic events (i.e. announcements, signage, take-one opportunities at football and basketball games).

Community Events

- Seek out complimentary community event opportunities such as local career or college fairs, back to school expos, etc. for visibility and/or demonstration(s).

Business Events/Engagement Opportunities

- Seek out complimentary business events or engagement opportunities such as one-on-one meetings, small groups and/or other speaking engagements.
- Strengthen partnership with like-minded business organizations to reach their membership (Erie Regional Chamber and Growth Partnership, Manufacturer and Business Association, etc.).
- Develop customizable “road show” PowerPoint presentation for business speaking opportunities.

Media Relations

- Maintain consistent outreach to local press covering business and education and pitch stories highlighting Career Street’s impact on local students and the future workforce.
- Pitch one story each quarter on the progress of the initiative in both print and broadcast (when a visual component is present).
- Request editorial board meeting of the *Erie Times-News* to discuss Career Street and ask for editorial support on the project.
- Share stories with community/niche publications (i.e. *Panorama Hispano*, *Erie Voice*, *Erie Reader*, *Marketplace Gazette*).

Opinion/Editorial

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- Identify key external business and education influencers who can take the lead in authoring or signing opinion pieces in support of Career Street's value.
- Submit amplifying op-ed(s) from influencers (respected teachers, school administrators, or parents) in support Career Street with a focus on how the project is positively impacting them.

Paid Media/Advertising

Paid media will be used on a limited basis, but opportunities for trade or in-kind media donations and partnerships will be explored.

Television

- Leverage relationships to identify television (donated/low-cost broadcast or cable) advertising or public service announcement opportunities:
 - WICU/WSEE/CW
 - WJET/WFXP
 - Time Warner Cable (various networks)
- Utilize parent or student testimonials/VOC to communicate the importance of the project for the success of our kids, our schools, our businesses and our community.

Radio

- Leverage relationships to identify radio (donated/low-cost local or syndicated) advertising or public service announcement opportunities:
 - Connoisseur Media, LLC Ads/PSAs
 - Cumulus Media Ads/PSAs
 - WERG-FM (Gannon University)
 - WMCE-FM (Mercyhurst University)
 - WPSE-AM (Penn State Erie, The Behrend College)
 - WFSE-FM (Edinboro University)
- Utilize parent or student testimonials/VOC to communicate the importance of the project for the success of our kids, our schools, our businesses and our community.

Digital/Social

- Leverage relationships to identify digital/social (donated/low-cost local) advertising or public service placement opportunities:
 - GoErie.com
 - YourErie.com
 - ErieTVNews.com
 - ErieBlogs.com
 - Erie Reader
- Utilize parent or student testimonials/VOC to communicate the importance of the project for the success of our kids, our schools, our businesses and our community.

Print

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- Leverage relationships to identify print (donated/low-cost local) advertising or public service announcement opportunities:
 - *Erie Times-News*
 - *Erie Reader*
 - *Erie Voice*
 - *Panorama Hispano*
 - *Great Lakes Life Magazine*
 - *InCommunity* magazines
 - *Lake Erie Lifestyles*
 - *Marketplace Gazette*
- Utilize parent or student testimonials/VOC to communicate the importance of the project for the success of our kids, our schools, our businesses and our community.

Owned Media/New Media/Publications

Career Street Website (www.careerstreeterie.org)

- Provide easy-to-understand instructions on how to use the Career Street website and information on how to access additional career exploration opportunities.
- Utilize embedded career-related videos of local employers on program's website to communicate the value of work and illustrate local job opportunities.
- Include links to employers' HR information and resources, and higher education and training institutions:
 - Explore link reciprocity with employers, higher education and training institutions and non-profit organizations that offer career exploration opportunities.

District Educational Access Channels

- Provide career-related videos of local employers to school districts for use on their educational access channels. Tag videos with Career Street logo and URL.
- Encourage school districts to use video and their educational access channel to share parent or student testimonials/VOC of Career Street participation.
- Provide copy and logo to school districts to use for rotating educational access cable access bulletin boards.

Print

- Develop and produce classroom/hallway posters on career paths, courses of study, local job opportunities, earning potential, value of work, etc. — all integrating Career Street logo and URL.
- Develop and produce tri-fold brochure on the program — all integrating Career Street logo and URL — that can be distributed to the target audiences and throughout the broader community.
- Develop and produce black and white “book bag stuffer” flier for students to take home.
- Develop and produce high-level one-sheet on the program — integrating Career Street logo and URL — that can be shared with potential and current funders.

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Social Media

- Develop and manage Career Street Facebook page and provide regular updates with a focus on sharable and engaging content.
- Develop and manage Career Street Twitter account and provide regular updates.
- Develop and manage Career Street YouTube channel to host career-related video content.

Shared Media

Collateral Materials

- Encourage program partners and stakeholders to share Career Street logo, URL and promotional language in their collateral materials.

Social Media

- Encourage program partners and stakeholders to share Career Street Facebook, Twitter and YouTube content to extend reach.

Notes/Recommended Updates:

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VII. MEASUREMENT & EVALUATION

The Career Street Program will measure exposure, awareness and understanding of the messages among the key target audiences. These measurements will help the initiative adjust the plan to devote more time and resources to the activities that are having the greatest impact.

Strategic Effectiveness Debriefs and Audience Map Analysis/Update

At key stages of the project, conduct strategic debriefs with program implementation team to update the audience map (see page 3), revise the plan accordingly to ensure the marketing communications effort is moving in the right direction.

Track Program Awareness

Build an awareness-related question into the annual 8th Grade Career Readiness Survey. Measure annual changes in student awareness of the Career Street Program.

Track Understanding

Build program understanding-related questions into the annual 8th Grade Career Readiness Survey. Measure annual changes in student understanding of the value of work, career exploration and the Career Street online tool and how to use it.

Track Participation

Marketing communications effectiveness will also be measured alongside the effectiveness of the overall program in terms of

- number of youth participating
- number of employers participating
- number of nonprofits participating

Tracking Earned Media

Monitor, clip and archive media impressions to determine penetration and traction of key messages. Report significant media coverage internally and/or share with external stakeholders to extend reach and impact.

Web Presence Tracking

Utilize *Google Analytics* metrics to identify how visitors use the Career Street site, how they arrived on the site and how the program can keep them coming back. Focus on content analytics to determine which parts of the website are performing well, which pages are most popular, and adjust/add content accordingly.

Communicate Results

Communicate the above outcomes with supporters and the internal implementation team to demonstrate that their investment in the Career Street Program is paying dividends.

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Notes/Recommended Updates:



SUSTAINABILITY PLAN

A Blueprint for Long-Term Continuation
of Positive Results for the Community

August 13, 2013

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Introduction

Purpose of this Plan

This document is a blueprint for how Career Street will work to ensure the long-term sustainability of its positive effects on Erie County youth, employers, schools and organizations.

Career Street is a comprehensive program that helps Erie County youth consider their career interests, explore various careers, and understand what is necessary to pursue, obtain and maintain careers in which they are interested.

To carry out its mission, Career Street provides career-focused resources and activities to educators, employers, nonprofit organizations and youth to help young people prepare for their future – whether that means successful completion of post-secondary education or training, or entry into the workforce.

The Career Street program includes an interactive database (www.careerstreeterie.org) that helps match educators and nonprofits with employers to provide quality career exploration opportunities for youth, and to help connect employers to their potential future workforce.

Career Street is a missing, but much needed element in Erie County. Quality career exploration opportunities in Kindergarten through 12th grade are so important to an individual's future success. These experiences help youth make more informed career choices, choose appropriate courses, and understand how well they have to perform in those courses to pursue and succeed in desired careers.

Eighth grade is a particularly critical juncture, because as students enter 9th grade, they must make decisions about whether to pursue an academic route, or a career and technical education option. Without the benefit of participating in a variety of career exploration opportunities, those decisions become very

difficult, and are often ill-informed or made with little or no rationale behind them.

The 2013 Erie Together Career Readiness Survey collected data from over 1,830 Erie County 8th graders. The data showed that of the total respondents:

- 40.5% had not participated in any career exploration opportunities;
- 31.9% had participated in only one;
- 14.9% had participated in two; and
- Only 12.7% had participated in three or more career exploration activities.

This trend must change, not only for the sake of our local youth, but also for local employers who need access to a workforce with a strong educational foundation. To that end, Erie Together has set a goal that 80% of local 8th graders participate in three or more career exploration activities by the end of their 8th grade year.

What is "Sustainability"?

As used in this plan, the term "sustainability" is defined as *the continuation of benefit to the Erie County community over time*. Long-term sustainability is about ensuring that the positive results that Career Street achieves for local stakeholders are continued for years to come, despite changes that may occur in the environment in which the initiative is operating.

This plan addresses several essential elements to sustaining community initiatives, including:

1. **VISION**
2. **RESULTS ORIENTATION**
3. **BROAD BASED COMMUNITY SUPPORT**
4. **STRATEGIC FINANCING**

Vision and Desired Results

The two most fundamental elements of sustainability are Vision and a Results Orientation. This section of the plan addresses these critical components.

Vision

Our vision is that all Erie County youth become successful adults.

To accomplish this vision, Career Street will help local youth shape their career aspirations and align their current and future studies with their career goals.

Additionally, Career Street will foster unprecedented relationships between educators, employers, nonprofits and others to help ensure high quality career exploration activities leading to a better prepared workforce and stronger local economy.

Desired Results

1. Youth who understand the value of work, have clear career aspirations and plans, and are better prepared for success in the workplace.
2. Youth with strong career acquisition, retention and advancement skills.
3. Local businesses with access to adequately prepared candidates to join their workforce as reliable, productive employees.
4. Ongoing, constructive relationships between educators, nonprofits, and employers to help guide youth career awareness, exploration and preparedness activities across Erie County.
5. Greater participation from both youth and employers in high quality career exploration opportunities throughout Erie County.

Strategies for Achieving Results

1. Career Street will connect youth to quality career exploration opportunities in Erie County so they can understand their options, take appropriate courses, and otherwise better prepare for life after high school, whether that means post-secondary education or training or entry into the workforce.
2. Career Street will connect and manage ongoing relationships of local educators, nonprofits and employers so those working with youth in Erie County can provide them better guidance.
3. Career Street will provide career-focused resources and activities to educators, employers, nonprofit organizations and youth.
4. Career Street includes an interactive, searchable database (www.careerstreeterie.org) of career exploration opportunities in Erie County that helps match educators and nonprofits with employers to provide quality career exploration opportunities for youth, and helps connect employers to their potential future workforce.
5. Career Street has defined a number of indicators to track progress and help determine if programmatic changes are warranted. An important project goal is that 80% of Erie County 8th graders will have participated in a variety of career exploration opportunities by the end of their 8th grade year. Examples of initial indicators include, but are not limited to the following. Longer-term outcome-based measures will also be identified.
 - a. # of business-posted career exploration opportunities on www.careerstreet.org
 - b. # of businesses participating in school- or nonprofit-sponsored career exploration opportunities
 - c. # of matches made by Career Street
 - d. % of 8th graders participating in 3 or more career exploration opportunities by end of 8th grade

Community Relationships

This portion of the plan addresses two essential elements of sustainability, the need to build and sustain broad-based community support and the importance of cultivating key champions both as leaders within Career Street and as visible outside advocates.

Building Community Support

Career Street has built broad-based community support from the private sector, nonprofits, school districts, higher education/training institutions and other community stakeholders. This was initially evidenced through letters of support garnered to enhance funding requests for project planning, start-up and implementation, and also through commitments from many community stakeholders to help shape the project and guide it over time.

To help further grow community support and engage the target audiences, Career Street developed a strategic Marketing Communications Plan intended to build awareness of the Career Street Program, online interactive database (www.careerstreeterie.org) and career exploration opportunities across Erie County. Additionally, the plan is intended to build significant understanding of the value of work, career exploration, and the Career Street online tool and how to use it. Finally, the plan is intended to encourage, promote and increase participation in career exploration and the opportunities that exist in Erie County.

Key Champions

There are a number of important champions in place to serve as Career Street advocates in the community, and we expect local support to continue to grow as the project matures over time. Career Street has the backing of Erie Together, United Way of Erie County, the Erie County Technical School, local school districts, employers, and the Erie Regional Chamber and

Growth Partnership, to name a few key supporters.

An advisory board of 15 local leaders will help guide Career Street's efforts over time and ensure program effectiveness. Initial advisory board members include representatives from local school districts (public and parochial), the business community, healthcare, and additional key non-profit stakeholders.

Also, Career Street liaisons within schools in each of the districts will be invaluable resources for the initiative. They will play a significant role in helping to achieve the desired results shown on page 2 of this document.

Strategic Partnerships

The following bullets illustrate strategic partnerships and collaborations supporting Career Street's efforts:

- Local employers (participation and funding)
- Local nonprofits (participation; information dissemination and outreach to constituents/clients; and in some cases, funding)
- Local school districts (participation (liaisons, teachers, administrators); information dissemination at facilities; outreach to parents and students; student involvement; active learning re: employers and local jobs to inform lesson planning, etc.)
- Media – information dissemination
- Higher education/training institutions (participation; data re: student performance)

Strategic Financing

This portion of the plan defines how Career Street will ensure that it has sufficient financial resources in the years to come to achieve its goals. Financial strategies are defined for how costs will be managed as well as how revenue sources will be expanded and diversified over time.

Resource Requirements

Career Street has established a detailed annual budget for each of the first three years of its operations. The budget assumes hiring an executive director on a contractual basis for the first year, with the possibility of that position transitioning to become an employee of one of the organizations leading the effort after the first year, if warranted.

The liaisons within each of the school districts will be very important to the success of Career Street, and the operating budget includes annual stipends for individuals serving in that capacity.

The budget also provides for website maintenance and other technology needs; administrative assistance; office supplies; marketing and communications expenses; transportation; and support for services previously provided through the local School To Career Partnership, among other things.

The first year operating budget is \$151,250; the second year budget is \$195,800; and the third year budget is \$197,914. These budget projections assume a 3% increase in salary/benefits for the executive director each year, and additional programming in years two and three.

It's important to note that the Erie County Technical School is providing significant in-kind overhead support by providing free office space, and in-kind subsidies of administrative assistance, office supplies, and copier use, etc.

Cost Management

The Career Street executive director will be responsible for administering the annual operating budget, and for providing regular reports to the Advisory Board as directed. The goal will always be to keep downward pressure on spending while providing high quality service to the community.

Revenue Sources

Revenue sources are anticipated to include school districts, employers, and non-profit/philanthropic organizations. We anticipate that each of these sectors will contribute roughly one-third of the first year's annual operating budget, but that the funding mix will change over time. Funding requests will be made to:

- Local school districts (public / parochial)
- Workforce Investment Board
- The Erie Community Foundation
- Erie Women's Fund
- United Way of Erie County
- Erie Regional Chamber & Growth Partnership
- Local employers, including:
 - Erie Insurance
 - Little Caesar's
 - GE
 - Eriez Magnetics
 - C.A. Curtze Company
 - UPMC Hamot
 - Saint Vincent
 - Scott Enterprises
 - Don Jon
 - Sunburst/Bliley
 - Great Lakes Building and Construction Trades
- Other entities deemed appropriate

Career Street will take measures to reduce dependency on local philanthropic agencies, by exploring sponsorships, outside grant funding, and greater support from users, etc. as time progresses.