



**Executive Committee
Meeting Agenda
1:30 PM, October 26, 2012**
Workforce Alliance Administrative Offices
Commissioner Dave Unruh, Chairman

1. Welcome: *Commissioner Dave Unruh*

2. REAP 2012 3rd Quarter Treasurer's Report: *Joe Yager*

The Executive Committee is charged to serve as the treasury for REAP, collect all REAP revenues, make disbursements in accord with the budget adopted by REAP, and conduct financial management of REAP assets in accord with REAP fiscal procedures. Staff will recommend making 3rd Quarter payments in accord with REAP annual budgets.

Recommended Actions: *Approve payments per staff recommendation for the third quarter of 2012.*

3. Staffing Update and Discussion: *Joe Yager*

An update will be provided on the recent changes with staffing at the Hugo Wall School.

4. REAP Staff Review: *Dr. Nancy McCarthy Snyder*

The Committee is asked to review the performance of staff.

5. 2011-13 Strategic Plan and 2012 Work Plan Review: *Joe Yager*

The Committee is asked to review the 2011-13 Strategic Plan and the results of the 2012 Work Plan.

6. REAP Work Plan Activities and Legislative Agenda for 2013: *Commissioner Dave Unruh*

The Committee is asked to discuss activities identified to be focused on for 2013. Due to timing of the other committee meetings, this item will be provided at the Executive Committee meeting.

Recommended Action: *The REAP Executive Committee recommend adoption of the proposed REAP work plan and legislative agenda to REAP for calendar year 2013.*

7. REAP Budget Proposal for 2013: *Joe Yager*

The REAP Executive Committee has responsibility for reviewing and recommending the REAP operating and Water Resources Committee budgets. The Chief Executive Officer has prepared a 2013 budget proposal for presentation to the Committee.

Recommended action: *The REAP Executive Committee recommend adoption of the proposed REAP budget to REAP for calendar year 2013.*

8. REAP Meeting Schedule for 2013: *Joe Yager*

Staff has prepared a proposed meeting schedule for REAP for 2013.

Recommended Action: *Approve meeting schedule for 2013.*

9. Committee Updates: *Joe Yager*

The Committee will be provided an update on various standing items.

- A. Kansas Affordable Airfares Program
- B. HUD Sustainable Communities Grant
- C. Lessons from Omaha

Recommended Action: *Receive and file.*

10. Other Business

Committee members are encouraged to provide updates or request discussion on issues that may be relevant to REAP.

11. Adjourn

Item

REAP 2012 3rd Quarter Treasurer’s Report

Background

The Executive Committee is charged to serve as the treasury for REAP, collect all REAP revenues, make disbursements in accord with the budget adopted by REAP, and conduct financial management of REAP assets in accord with REAP fiscal procedures.

REAP Budget for 3rd Quarter, 2012

REAP Operating

Under the agreement approved December 9, 2011 with the Center for Urban Studies, Hugo Wall School of Urban and Public Affairs, Wichita State University, staff support and assistance is provided to REAP in calendar year 2012.

This support includes, but is not limited to:

- Secretariat functions;
- Assistance and advice on financial management;
- Assistance and advice in administration of the Kansas Affordable Airfares Program;
- Consultation and technical assistance in addressing work plan priorities and conducting research in support of these priorities;
- Consultation and technical assistance for the Local Elected Officials Board; and
- Maintaining the website.

In addition, under the agreement approved February 13, 2012 with H. Edward Flentje, consultation and assistance is provided to REAP in the capacity of Senior Consultant in calendar year 2012.

In accordance with these agreements, REAP will make payments on a quarterly basis to Wichita State University and H. Edward Flentje for this support.

REAP Operating 3rd Quarter Payments

WSU – Staffing	\$23,017.25
HWS – Operations	\$5,001.99
H. Edward Flentje – Senior Consultant	\$1,250.00
Total 3 rd Quarter Expenditures	\$29,269.24

REAP Water Resources

In addition, under another agreement approved December 9, 2011 with the Center for Urban Studies, Hugo Wall School of Urban and Public Affairs, Wichita State University, staff support and assistance is provided to the REAP Water Resources Committee in calendar year 2012.

This support includes, but is not limited to:

- Secretariat functions;
- Consultation and technical assistance in addressing work plan priorities and conducting research in support of these priorities;
- Development and distribution of information pertaining to water related meetings, activities, and projects;
- Identification and monitoring of water related legislative issues;
- Development and coordination of educational forums;
- Identification of grant opportunities; and
- Attending and reporting on the meetings and activities of water related committees and agencies as necessary.

In addition, under the agreement approved February 13, 2012 with H. Edward Flentje, consultation and assistance is provided to REAP WRC in the capacity of Senior Consultant in calendar year 2012.

In accordance with this agreement, REAP will make payments on a quarterly basis to Wichita State University for this support.

REAP WRC 3rd Quarter Payments

WSU – Staffing	\$17,767.00
HWS – Operations	\$5,887.25
H Edward Flentje – Senior Consultant	<u>\$1,250.00</u>
Total 3 rd Quarter Expenditures	\$24,904.25

Staff Recommendation

That the REAP Executive Committee approve payments for the third quarter of 2011 to

- 1) Wichita State University in the amount of \$23,017.25 for REAP staffing and \$17,767.00 for Water Resources staffing;
- 2) Hugo Wall School in the amount of \$5,001.99 for REAP Operating expenses and \$5,887.25 for Water Resources Operating expenses; and
- 3) H. Edward Flentje in the amount of \$2,500.00 for Senior Consulting Services, with \$1,250 from the REAP Operating account and \$1,250 from the Water Resources account.

REAP Treasurer's Report

REAP Expenditures by Quarter, 2012

Expenditures	Adopted	1st Quarter Jan-Mar	2nd Quarter Apr-Jun	3rd Quarter Jul-Sep	4th Quarter Oct-Dec	2012 Year End Totals	Percentage Expended	Description
Staffing								
Executive Officer	\$76,019.00	\$19,004.75	\$19,004.75	\$19,004.75		\$57,014.25	75%	Compensation and benefits
Graduate assistant	\$16,050.00	\$4,012.50	\$4,012.50	\$4,012.50		\$12,037.50	75%	Compensation and benefits
<i>Staffing Subtotal</i>	<i>\$92,069.00</i>	<i>\$23,017.25</i>	<i>\$23,017.25</i>	<i>\$23,017.25</i>	<i>\$0.00</i>	<i>\$69,051.75</i>	<i>75%</i>	
Operating								
Current office expense	\$9,210.00	\$2,302.50	\$2,302.50	\$2,302.50		\$6,907.50	75%	Computing, telephone, fax, equipment, etc.
Consultation and technical assistance*	\$10,000.00	\$833.50	\$1,250.00	\$1,250.00		\$3,333.50	33%	Additional assistance through WSU/other
Other operating—general	\$4,000.00	\$1,254.95	\$1,761.21	\$1,199.49		\$4,215.65	105%	Meeting expense, memberships, travel, etc.
Other operating—KAAP	\$5,000.00	\$0.00	\$0.00	\$0.00		\$0.00	0%	Accounting, auditing, reporting, legal counsel
Legislative liaison^	\$26,000.00	\$3,303.18	\$3,000.00	\$0.00		\$6,303.18	24%	Topeka-based representation, receptions, travel
Project funds	\$1,580.00	\$0.00	\$0.00	\$1,500.00		\$1,500.00	95%	
<i>Operating Subtotal</i>	<i>\$55,790.00</i>	<i>\$7,694.13</i>	<i>\$8,313.71</i>	<i>\$6,251.99</i>	<i>\$0.00</i>	<i>\$22,259.83</i>	<i>40%</i>	
Total	\$147,859.00	\$30,711.38	\$31,330.96	\$29,269.24	\$0.00	\$91,311.58	62%	

* REAP entered into an independent contract for Senior Consultant assistance on 2-13-12, initial quarter expenditures are pro-rated.

^ REAP expenditures for the Legislative Liaison were not captured in the 3rd quarter and will be reflected in the 4th quarter.

REAP Treasurer's Report

Revenues to Date, 2012

Revenues	Projected	Received	Percentage	Description
Annual membership assessments	\$103,831	\$101,725	98%	Membership dues
Special assessments	\$0	\$0	n/a	Special assessments
Workforce oversight agreement	\$16,000	\$5,450	34%	CEOB oversight duties
Kansas Affordable Airfares Program	\$25,000	\$0	0%	KAAP administration
Other revenues received	\$1,200	\$115	n/a	Other revenues received
Carryover funds	\$1,828	\$1,316	72%	Prior-year carryover
Total	\$147,859	\$108,606	73%	

Notes:

Other revenues received accounts for interest through 9/30/12.

Workforce agreement runs on fiscal year, July 1 to June 30.

2012 REAP Available Funds

	Total Revenues	Total Expenditures	Total Encumbrances	Total Available Funds	Percentage Available
2012 to Date (6/29/12)	\$108,606.11	\$91,311.58	\$0.00	\$17,294.53	16%

REAP Banking Account Balances

	Operating	KAAP	Water Resources
2012 to Date (6/29/12)	\$46,365.52	\$4,314,015.56	\$96,004.17

** Balances include interest through 9/30/12.*

REAP Treasurers Report

Assessments of REAP Members for Calendar-Year 2012 (as of 9/30/12)

Jurisdiction	Population	Assessment	Paid Assessment
Andover	11,791	\$3,766	\$3,766
Augusta	9,274	\$1,603	\$1,603
Bel Aire	6,769	\$1,440	\$1,440
Bentley	530	\$234	\$234
Benton	880	\$257	\$257
Butler County	65,880	\$4,647	\$4,647
Cheney	2,094	\$336	\$336
Clearwater	2,481	\$361	\$361
Colwich	1,327	\$286	\$286
Conway Springs	1,272	\$283	\$283
Derby	22,158	\$4,440	\$4,440
El Dorado	13,021	\$3,846	\$3,846
Garden Plain	849	\$255	\$255
Goddard	4,344	\$1,282	\$1,282
Halstead	2,085	\$336	\$336
Harvey County	34,684	\$2,367	\$2,367
Haysville	10,826	\$3,704	\$3,704
Hesston	3,709	\$1,241	\$1,241
Hutchinson	42,080	\$5,735	\$5,735
Kechi	1,909	\$324	\$324
Kingman County	7,858	\$1,696	\$1,696
Maize	3,420	\$1,222	\$1,222
McPherson County	29,180	\$2,230	\$2,230
Mount Hope	813	\$253	\$253
Mulvane	6,111	\$1,397	\$1,397
Newton	19,132	\$4,244	\$4,244
Park City	7,297	\$1,474	\$1,474
Reno County	64,511	\$4,613	\$4,613
Rose Hill	3,931	\$1,256	\$1,256
Sedgwick	1,695	\$310	\$310
Sedgwick County	498,365	\$15,459	\$15,459
Sumner County	24,132	\$2,103	\$0
Valley Center	6,822	\$1,443	\$1,443
Wellington	8,172	\$1,531	\$1,531
Wichita	382,368	\$27,854	\$27,854
Total		\$103,831	\$101,725

REAP Treasurer's Report

Water Resources Expenditures by Quarter, 2012

Expenditures	Adopted	1st Quarter Jan-Mar	2nd Quarter Apr-Jun	3rd Quarter Jul-Sep	4th Quarter Oct-Dec	2011 Year End Totals	Percentage Expended Description
Staffing							
Executive Officer	\$55,018.00	\$13,754.50	\$13,754.50	\$13,754.50		\$41,263.50	75% Compensation and benefits
Graduate assistant	\$16,050.00	\$4,012.50	\$4,012.50	\$4,012.50		\$12,037.50	75% Compensation and benefits
<i>Staffing Subtotal</i>	<i>\$71,068.00</i>	<i>\$17,767.00</i>	<i>\$17,767.00</i>	<i>\$17,767.00</i>	<i>\$0.00</i>	<i>\$53,301.00</i>	<i>75%</i>
Operating							
Current office expense	\$7,110.00	\$1,777.50	\$1,777.50	\$1,777.50		\$5,332.50	75% Computing, telephone, fax, equipment, etc.
Consultation and technical assistance*	\$5,000.00	\$833.50	\$1,250.00	\$1,250.00		\$3,333.50	67% Additional assistance through WSU/other
Other operating—general	\$8,000.00	\$874.91	\$799.98	\$806.56		\$2,481.45	31% Meeting expense, memberships, travel, etc.
Legislative liaison	\$5,000.00	\$0.00	\$3,000.00	\$0.00		\$3,000.00	60% Topeka representation, receptions, travel
Project funds	\$15,000.00	\$1,967.00	\$2,689.88	\$3,303.19		\$7,960.07	53%
<i>Operating Subtotal</i>	<i>\$40,110.00</i>	<i>\$5,452.91</i>	<i>\$9,517.36</i>	<i>\$7,137.25</i>	<i>\$0.00</i>	<i>\$22,107.52</i>	<i>55%</i>
Total	\$111,178.00	\$23,219.91	\$27,284.36	\$24,904.25	\$0.00	\$75,408.52	68%

* REAP entered into an independent contract for Senior Consultant assistance on 2-13-12, initial quarter expenditures are pro-rated.

^ REAP expenditures for the Legislative Liaison were not captured in the 3rd quarter and will be reflected in the 4th quarter.

REAP Treasurer's Report

Water Resources Revenues to Date, 2012

Revenues	Projected	Received	Percentage Description
Annual membership assessments	\$81,692	\$76,045	93% Membership dues
Special assessments	\$0	\$0	n/a Special assessments
Other revenues received	\$4,000	\$3,255	81% Other revenues received
Carryover funds	\$127,214	\$80,944	64% Prior-year carryover
Total	\$212,906	\$160,244	75%

Notes:

The other revenues denotes interest earned on the account through 9/30/12 and \$3000 in conference registration and sponsorships.

2012 REAP Water Resources Available Funds

	Total Revenues	Total Expenditures	Total Encumbrances	Total Available Funds	Percentage Available
2012 to Date (9/30/12)	\$160,244.00	\$75,408.52	\$0.00	\$84,835.48	53%

REAP Treasurers Report

Assessments of Water Resources Committee for Calendar-Year 2012

(as of 9/30/12)

Jurisdiction	Population	Assessment	Paid Assessment
Andover	11,791	\$3,884	\$3,884
Augusta	9,274	\$1,696	\$1,696
Bel Aire	6,769	\$1,508	\$1,508
Benton	880	\$366	\$366
Butler Co.	65,880	\$800	\$800
Clearwater	2,481	\$486	\$486
Conway Springs*	1,272	\$395	\$395
Derby	22,158	\$5,662	\$5,662
El Dorado	13,021	\$3,977	\$3,977
Goddard	4,344	\$1,326	\$1,326
Harvey Co.	34,684	\$800	\$800
Hesston	3,709	\$1,278	\$1,278
Hutchinson	42,080	\$7,156	\$7,156
Kechi	1,909	\$443	\$443
Kingman Co.	7,858	\$800	\$800
Maize	3,420	\$1,257	\$0
McPherson	13,155	\$3,987	\$0
McPherson Co.	29,180	\$800	\$800
Mount Hope	813	\$361	\$361
Newton	19,132	\$4,435	\$4,435
Park City	7,297	\$1,547	\$1,547
Rose Hill	3,931	\$1,295	\$1,295
Sedgwick	1,695	\$427	\$427
Sedgwick Co.	498,365	\$800	\$800
Sumner Co.	24,132	\$800	\$0
Valley Center	6,822	\$1,512	\$1,512
Wellington	8,172	\$1,613	\$1,613
Wichita	382,368	\$32,678	\$32,678
Total		\$82,087	\$76,045

* The City of Conway Springs became a member for 2012 and was not originally accounted for in previous assessments.

October 10, 2012

TO: REAP Executive Committee
FR: Joe Yager, Chief Executive Officer
RE: REAP-Staff Transition Plan

As you know, effective July 9, 2012, Dane Baxa, REAP Executive Officer of Water Resources, transitioned into the role of Assistant Project Director for the REAP Sustainable Communities Grant. With this transition it created a vacancy for the REAP Water Resources Committee (WRC) and I am covering those duties in the short term.

In addition, the REAP Executive Committee has been evaluating the overall structure of REAP personnel for the past year and with this vacancy the Committee directed staff to consolidate responsibilities of the two existing positions (Chief Executive Officer and Executive Officer of Water Resources) into a more cohesive and efficient structure that would not delineate Water as a separate position. In other words, the REAP structure would now include an Executive Director and Assistant Director that would be responsible for all REAP activities, including the Water Resources Committee and Technical Sub Committee.

This request prompted Dr. Ed Flentje, Dr. Nancy McCarthy Snyder, and me to consider the potential structure of the two positions as well as funding. We have discussed this possibility and we propose REAP should consider changing the titles of the existing positions to reflect organizational changes per the discussions of the Executive Committee and the need for more efficient operations. We ask that you consider the following proposal:

Executive Director:

REAP proposes the creation of an Executive Director position with the responsibility of directing the day to day operations for all REAP activities, including those of the Water Resources Committee.

Through a proposed contract with REAP, this position will be contracted with the Hugo Wall School (HWS). This position will be responsible for designing, developing and implementing strategic plans for the organization. The Executive Director will also be responsible for the day-to-day operation of the organization, including managing committees and staff and developing work plans in collaboration with the Board.

The Executive Director will report jointly to the Board and Director of the HWS, and is responsible for the organization's consistent achievement of its mission and financial objectives.

In program development and administration, the Executive Director will:

1. Assure that the organization has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.
2. Provide leadership in developing program, organizational and financial plans with the board and staff, and carry out plans and policies authorized by the board.
3. Maintain official records and documents, and ensure compliance with federal, state and local regulations.
4. Maintain a working knowledge of significant developments and trends in the field.

In communications, the Executive Director will:

1. See that the board is kept fully informed on the condition of the organization and all important factors influencing it.
2. Publicize the activities of the organization, its programs and goals.

3. Establish sound working relationships and cooperative arrangements with community groups and organizations.
4. Represent the programs and point of view of the organization to agencies, organizations, and the general public.

In financial management, the Executive Director will:

1. Be responsible for developing and maintaining sound financial practices.
2. Work with the staff, Executive Committee, and the board in preparing a budget; see that the organization operates within budget guidelines.
3. Ensure that adequate funds are available to permit the organization to carry out its work.
4. Jointly, with the chairman of the board, conduct official correspondence of the organization, and jointly, with designated officers, execute legal documents.

Assistant Director:

In conjunction with the creation of the Executive Director, REAP proposes the creation of an Assistant Director position to support the Executive Director and REAP as a whole.

Through a proposed contract with REAP, this position will be contracted with the HWS. This position will be responsible for assisting the Executive Director with the program development, communication and administrative support for the broad implementation of the organizations operations and ensuring the goals of the organization are achieved. The Assistant Director will report directly to the Executive Director and will be responsible for the daily operation of the organization, including but not limited to:

- Assist in program development and administration of the organization's long-range strategy.
- Assist in maintaining official records and documents, and ensure compliance with federal, state and local regulations.
- Assist with development and distribution of communication and progress reports for the REAP board and committees.
- Assist in the coordination of the public relations of the activities of the organization, its programs and goals.
- Assist in establishing working relationships with partner organizations and groups.
- Assist with the development, documentation and communication of performance requirements.

Joint Responsibilities:

It will be the responsibility of both the Executive Director and Assistant Director to provide staff assistance for the following specific duties:

1. Performing a secretariat function for REAP, that is, preparing agenda and organizing regular meetings and all committee or subcommittee meetings of REAP, scheduling invited guests, disseminating meeting agenda and materials, recording minutes of meetings, keeping official records of REAP, executing official communications, and assisting REAP governing board in identifying regional issues and conducting research on those regional issues.
2. Assisting and advising the Executive Committee and Treasurer of REAP on financial management of REAP, including budgeting, collecting revenues, investing, accounting, and reporting on REAP finances.
3. Assisting and advising the Executive Committee in administering the Kansas Affordable Airfare Program, including specifically: 1) performing financial management of the program; 2) reporting on program performance; and 3) serving as liaison with state and local officials in implementation of the program.
4. Providing consultation and technical assistance in addressing priorities identified in the annual REAP work plan, specifically staffing the Executive Committee, Legislative Committee,

Economic Development Committee, Water Resources Committee, Technical Subcommittee, and any short-term special purpose committees or taskforces and conducting research in support of the issues before those committees.

5. Providing consultation and technical assistance to the Local Elected Officials Board in fulfilling its duties in implementation of Workforce Investment Act of 1998; and serving as liaison between Local Elected Officials Board and Workforce Alliance of South Central Kansas.
6. Identifying, monitoring and updating members on any legislative issues or initiatives.
7. Developing and coordinating ongoing educational forums.
8. Identifying additional grant opportunities.
9. Attending and reporting on the meetings and activities of identified committees and agencies as necessary.
10. Maintaining the REAP website.

Oversight, Supervision and Funding:

The Executive Director and Assistant Director would serve at the pleasure of REAP and the Director of the Hugo Wall School, and be subject to annual performance reviews by both the Executive Committee of REAP and the Director of the Hugo Wall School. Please note that as employees of WSU, the Executive Director and Assistant Director are responsible to the Director of the HWS.

It is expected that REAP would continue to request additional research assistance through the Center for Urban Studies.

The Executive Director and Assistant Director Positions would be funded initially by both REAP and the REAP WRC. However, the budgets for REAP operations and the WRC would be combined into a single operating budget.

The Executive Director and Assistant Director would be located in shared office space with the Center for Urban Studies in the Hugo Wall School at Wichita State University.

Future Evaluation:

In addition, I would suggest that the REAP Executive Committee evaluate the current operations of REAP, including:

1. Development of a single assessment model for funding operations.
2. Identification of other revenue sources to offset potential changes in assessment funding.
3. Evaluation of shifting of the operation of REAP out of Wichita State University.

These additional items can be included in the 2013 work plan for the Executive Committee and do not require immediate action.

REAP Three Year Strategic Plan: 2011-2013

Adopted February 14, 2011

The Regional Economic Area Partnership (REAP) is comprised of thirty-seven city and county governments in nine counties of South Central Kansas, which include Butler, Cowley, Harper, Harvey, Kingman, McPherson, Reno, Sedgwick and Sumner counties. Since its inception, REAP has been guided by the following mission:

To guide state and national actions that affect economic development in the region, and to adopt joint actions among member governments that enhance the regional economy.

In order to meet this mission, REAP has assigned several ongoing elements of its annual work plans to the four standing committees. The four committees and their ongoing commitments as defined through actions of REAP are detailed below:

The **REAP Executive Committee** (EC) assists the Chair in developing agenda items, policy issues, or administrative matters to be presented to REAP; handling special tasks, as determined by the Chair, which require action between regular meetings of REAP; and monitoring adherence to the fiscal procedures of REAP by serving as the treasury for REAP, collecting all REAP revenues, making disbursements in accord with the budget adopted by REAP, and conducting financial management of REAP assets in accord with REAP fiscal procedures. In addition, in 2006 the Executive Committee was assigned the task of administering the Kansas Affordable Airfares Program by assuring that all statutory requirements for programming, evaluation, accounting and auditing, financial management, and reporting are met.

The **REAP Economic Development Committee** (EDC) identifies regional economic development issues and recommends action on those issues to REAP. In addition, since 2000 through an agreement entered into by counties in Local Area IV as defined by the State of Kansas, the EDC has been designated to serve as the Chief Elected Officials Board (CEOB), as defined in the Workforce Investment Act of 1998 in Local Area IV, which includes Butler, Cowley, Kingman, Harper, Sedgwick and Sumner counties. In performing duties as Chief Elected Officials Board under the Workforce Investment Act of 1998 the EDC ensures regional representation of the Local Workforce Investment Board and is generally responsible for conducting oversight and evaluation activities for all WIA programs.

The **Legislative Committee** (LC) identifies legislative issues of regional concern and recommends to REAP legislative action at the state or federal level. In particular the LC monitors the progress on the annual legislative priorities and since 2000 has provided guidance to the legislative liaison as issues arise. The LC also develops and recommends legislative priorities to REAP for the following year.

The **Water Resources Committee** (WRC) identifies and coordinates collaborative efforts on regional issues of water quality and supply in South Central Kansas. In May of 2007 REAP created the WRC to serve as a regional conduit for dissemination to members of information and education while providing a regional voice on behalf of the members before federal, state, regional and local agencies and organize member involvement in the activities of those agencies.

Based on the discussions at the REAP retreat, Committee meetings, and survey results the following five goals were identified for REAP to work towards in the next 3 years. Each goal is followed by objectives that will then have action steps (work plans associated with them that will be specific and measurable).

REAP Three Year Strategic Plan: 2011-2013

Mission: To guide state and national actions that affect economic development in the region, and to adopt joint actions among member governments that enhance the regional economy.

- 1) **Provide a unified voice** to promote regional economic development.
 - a) Collaborate with private, non-profit, and public sector stakeholders on regional economic issues.
 - b) Strengthen relationships with existing partners.
 - c) Encourage dialogue on regional economic development.
 - d) Instill regional identity through coordinated branding.
- 2) **Guide state and national policies** that impact regional economic development.
 - a) Engage local leadership to represent the region at the state and national level.
 - b) Develop relationships with state and federal governmental officials.
 - c) Establish a process to identify policies affecting specific industries.
 - d) Coordinate a unified agenda for regional economic development.
- 3) **Engage stakeholders** on issues shaping our regional economy.
 - a) Provide regional forums that connect REAP membership with private, non-profit, and public sector stakeholders.
 - b) Conduct outreach on the purpose and accomplishments of REAP.
 - c) Involve REAP membership in educational opportunities.
- 4) **Support inter-jurisdictional planning** on issues affecting economic development.
 - a) Promote the benefits of a sustainable regional economy.
 - b) Determine REAP's role in regional planning.
 - c) Engage professional staff in multiple jurisdictions for sustainable planning.
- 5) **Lead the region** in addressing future economic needs.
 - a) Create a vision for regional economic development through REAP.
 - b) Determine the organizational capacity to support the future structure and needs of REAP.
 - c) Be proactive in identifying and discussing emerging issues.



ANDOVER, AUGUSTA, BEL AIRE, BENTLEY, BENTON, BUTLER COUNTY, CHENEY, CLEARWATER, COLWICH, CONWAY SPRINGS, DERBY, EL DORADO, GARDEN PLAIN, GODDARD, HALSTEAD, HARVEY COUNTY, HAYSVILLE, HESSTON, HUTCHINSON, KECHI, KINGMAN COUNTY, MAIZE, MCPHERSON, MCPHERSON COUNTY, MOUNT HOPE, MULVANE, NEWTON, PARK CITY, RENO COUNTY, ROSE HILL, SEDGWICK, SEDGWICK COUNTY, SUMNER COUNTY, VALLEY CENTER, WELLINGTON, WICHITA

REAP 2012 Work Plan
Adopted December 8, 2011

The Regional Economic Area Partnership (REAP) is comprised of thirty-six city and county governments in nine counties of South Central Kansas, which include Butler, Cowley, Harper, Harvey, Kingman, McPherson, Reno, Sedgwick and Sumner counties. Since its inception, REAP has been guided by the following mission:

To guide state and national actions that affect economic development in the region, and to adopt joint actions among member governments that enhance the regional economy.

The following is the REAP adopted work plan for 2012, it assigns elements of the plan to the four standing committees: Executive, Economic Development, Legislative, and Water Resources.

Executive Committee

- Administer the Kansas Affordable Airfares Program and assure that all statutory requirements for programming, evaluation, accounting and auditing, financial management, and reporting are met.
- Administer the Fiscal Year 2011 HUD Sustainable Communities Regional Planning Grant program and assure that all requirements for programming, evaluation, accounting and auditing, financial management, and reporting are met.
- Serve as the treasury for REAP, collect all REAP revenues, make disbursements in accord with the budget adopted by REAP, and conduct financial management of REAP assets in accord with REAP fiscal procedures.
- Determine the organizational capacity to support the future structure and needs of REAP.
- Examine available resources for REAP and recommend sustainable funding sources to provide REAP necessary operating resources for the future.
- Carry out public relations and communication strategies about REAP activities to local governments and citizens in South Central Kansas.
- Engage Topeka-based representation.
- Assure representation by REAP in regional organizations concerned with economic development, including:
 - Greater Wichita Economic Development Coalition;
 - Mid-Continent Airport Advisory Board;
 - KansasBio;
 - Visioneering Wichita;
 - Wichita Area Metropolitan Planning Organization; and
 - Workforce Alliance of South Central Kansas.

Economic Development Committee

- Perform duties as Chief Elected Officials Board under the Workforce Investment Act of 1998.

Strengthening the economy of South Central Kansas through joint action of cities and counties.

REAP 2012 Work Plan

- Review the current purpose of the REAP Economic Development Committee and develop a Committee mission/purpose statement.
- Evaluate the role of the REAP Economic Development Committee to serve as the Chief Elected Officials Board.
- Compile and evaluate the impact of local, state, and federal incentives and regulations on the region.
- Conduct education for local officials on economic and community development through promotion of existing opportunities and guidelines.
- Create an alternative energy taskforce with a clear purpose and objectives.

Legislative Committee

- Expand the composition of the Legislative Committee to include representation from various industries and groups.
- Evaluate process for determining legislative priorities to increase participation.
- Conduct an annual regional legislative policy summit that includes relevant speakers and topics.
- Conduct a “Listening” Tour to identify issues of importance.
- Conduct on-going community visitations to provide updates to councils and commissions on the purpose, goals, and status of REAP.
- Identify and make REAP members aware of legislative issues of significance to South Central Kansas and promote engagement.
- Monitor progress on legislative priorities for 2012 and give guidance to legislative liaison as issues arise.
- Recommend legislative priorities to REAP for the 2013 legislative session.

Water Resources Committee

- Utilize the Water Resources Technical Sub-Committee to begin working through the "Regional Water Planning Research Guide."
- Research water, wastewater, and stormwater rate information in the region
- Provide other research as requested by WRC member communities
- Expand the composition of the Water Resources Committee membership on special assignments to include representation from various public water supplies and interest groups.
- Evaluate process for determining legislative priorities to increase participation.
- Conduct an annual Regional Water Conference that includes relevant speakers and topics.
- Assist in the REAP “Listening” Tour to identify water issues of importance.
- Conduct on-going community visitations to provide updates to councils and commissions on the purpose, goals, and status the REAP WRC.
- Identify and make WRC members aware of legislative issues affecting public water supplies in South Central Kansas and recommend legislative priorities to the REAP Legislative Committee.
- Monitor progress on water related legislative priorities for 2012 and give guidance to legislative liaison as issues arise.

Item

REAP Budget Proposal for 2013

Background

REAP has assigned the Executive Committee responsibility for recommending annual operating budgets to REAP. In performing this assignment the Executive Committee has the benefit of a draft budget proposal from the Chief Executive Officer.

2013 REAP Operating Budget

The 2013 operating budget proposal is based on the following assumptions:

1) REAP consolidates budgets for calendar year 2013.

2) Revenues available to REAP for calendar year 2013 are projected at \$147,859. The revenue projections for calendar year 2012 are based on the following assumptions: a) REAP will receive assessments of \$103,170 from the current REAP membership and \$76,222 from the current WRC membership (see attached assessments); b) REAP will apply an administrative fee on the Kansas Affordable Airfares Program fund of \$25,000 for administration of KAAP; c) REAP will receive funding of \$16,000 for performing oversight duties with respect to implementation of the Workforce Investment Act; d) interest and other earnings projected at \$5,200; and e) 2012 carryover projected at \$95,000, primarily from unused salary and funds from the WRC.

3) REAP continues to administer the Kansas Affordable Airfares Program in calendar year 2013. This includes the requirement for external review to be paid for by REAP and the continuance of an administrative fee to cover these expenses.

4) REAP continues to serve as the CEOB for implementation of the Workforce Investment Act and perform oversight duties in calendar year 2013.

5) The Center for Urban Studies, Wichita State University, provide staff support to REAP in calendar year 2013, with a position for Executive Director and Assistant Director.

6) Topeka-based representation is engaged by REAP in calendar year 2013.

REAP Revenues

Annual fees for membership in REAP are assessed each calendar year, in accord with REAP Bylaws as follows:

Cities

- *Cities with population above 10,000: \$3,000 plus \$.065 per capita.*
- *Cities with population between 3,000 and 10,000: \$1,000 plus \$.065 per capita.*
- *Cities with population under 3,000: \$200 plus \$.065 per capita.*

Counties

- *Counties with population above 50,000: \$3,000 plus \$.025 per capita*
- *Counties with population less than 50,000: \$1,500 plus \$.025 per capita*

Annual fees for membership in the REAP WRC are assessed each calendar year, in accord with REAP Bylaws as follows:

Cities

- *Cities with population above 20,000: \$4,000 plus \$.075 per capita.*
- *Cities with population between 10,000 and 20,000: \$3,000 plus \$.075 per capita.*
- *Cities with population between 3,000 and 10,000: \$1,000 plus \$.075 per capita.*
- *Cities with population under 3,000: \$300 plus \$.075 per capita.*

Counties

- *Counties: \$800 flat base assessment*

REAP will also receive funding of \$16,000 for performing oversight duties with respect to implementation of the Workforce Investment Act and apply interest earnings of \$25,000 to administration of the Kansas Affordable Airfares Program.

Projected Revenues for 2012

Revenues	Amount	Description
Annual Membership Assessments	\$103,170	Membership dues
Annual WRC Assessments	\$76,222	Membership dues
Workforce Agreement	\$16,000	CEOB oversight duties
Kansas Affordable Airfares Program	\$25,000	KAAP administration
Other Revenues Received	\$5,200	Interest and other revenues received (estimated)
Carryover Funds*	\$95,000	Prior-year carryover (estimated)
Total	\$320,592	

** Due to estimates on the contract with Wichita State University for the position of Executive Officer of Water Resources, there will be substantial carryover in the Fund balances for staffing. These funds will have already been expended by REAP, but they will be available to be used in 2013 in place of new funds.*

Note: The calendar year 2013 annual membership assessment tables are attached to this report.

REAP Expenditures

OPTION 1: Proposed REAP Operating Budget for 2013

Expenditures	Amount	Description
Staffing		
Executive Director (0.95)	\$76,076	Compensation and benefits
Assistant Director (0.90)	\$53,978	Compensation and benefits
Graduate assistant (2)	\$32,978	Compensation and benefits
<i>Staffing Subtotal</i>	<i>\$163,032</i>	
Operating		
Current office expense	\$16,300	Computing, telephone, fax, equipment, etc.
Consultation and technical assistance	\$10,000	Addtl assistance through WSU or other sources
Other operating—general	\$10,000	Meeting expense, memberships, travel, etc.
Other operating—KAAP	\$25,000	Accounting, auditing, reporting, legal counsel
Legislative liaison	\$31,000	Topeka-based representation, receptions, travel
Project funds	\$15,000	
<i>Operating Subtotal</i>	<i>\$107,300</i>	
Total	\$270,332	

Total Proposed REAP Operating Budget for 2013

Total Revenues	Total Expenditures	Total Remaining Balance
\$320,592	\$270,332	\$50,260

OPTION 2: Proposed REAP Operating Budget for 2013

Expenditures	Amount	Description
Staffing		
Executive Director (1.0)	\$80,020	Compensation and benefits
Assistant Director (1.0)	\$59,976	Compensation and benefits
Graduate assistant (2)	\$32,978	Compensation and benefits
<i>Staffing Subtotal</i>	<i>\$172,974</i>	
Operating		
Current office expense	\$17,300	Computing, telephone, fax, equipment, etc.
Consultation and technical assistance	\$10,000	Addtl assistance through WSU or other sources
Other operating—general	\$10,000	Meeting expense, memberships, travel, etc.
Other operating—KAAP	\$25,000	Accounting, auditing, reporting, legal counsel
Legislative expenses	\$31,000	Topeka-based representation, receptions, travel
Project funds	\$15,000	
<i>Operating Subtotal</i>	<i>\$108,300</i>	
Total	\$281,274	

Total Proposed REAP Operating Budget for 2013

Total Revenues	Total Expenditures	Total Remaining Balance
\$320,592	\$281,274	\$39,318

Staff Recommendation

That the REAP Executive Committee recommend consolidation and adoption of the proposed REAP budget to REAP for calendar year 2013.

REAP 2013 Membership Assessments

Member Jurisdiction	2011 Certified Population	2012 Certified Population	Population Percent Change	2012 Assessment	2013 Assessment	Percent Change
Andover	11,791	11,779	-0.10%	\$3,766	\$3,766	-0.01%
Augusta	9,274	9,265	-0.10%	\$1,603	\$1,602	-0.05%
Bel Aire	6,769	6,806	0.55%	\$1,440	\$1,442	0.17%
Bentley	530	534	0.75%	\$234	\$235	0.30%
Benton	880	879	-0.11%	\$257	\$257	0.05%
Butler County	65,880	65,817	-0.10%	\$4,647	\$4,645	-0.03%
Cheney	2,094	2,106	0.57%	\$336	\$337	0.26%
Clearwater	2,481	2,496	0.60%	\$361	\$362	0.34%
Colwich	1,327	1,334	0.53%	\$286	\$287	0.25%
Conway Springs	1,272	1,252	-1.57%	\$283	\$281	-0.57%
Derby	22,158	22,279	0.55%	\$4,440	\$4,448	0.18%
El Dorado	13,021	13,008	-0.10%	\$3,846	\$3,846	-0.01%
Garden Plain	849	853	0.47%	\$255	\$255	0.17%
Goddard	4,344	4,367	0.53%	\$1,282	\$1,284	0.14%
Halstead	2,085	2,095	0.48%	\$336	\$336	0.05%
Harvey County	34,684	34,846	0.47%	\$2,367	\$2,371	0.18%
Haysville	10,826	10,883	0.53%	\$3,704	\$3,707	0.09%
Hesston	3,709	3,725	0.43%	\$1,241	\$1,242	0.09%
Hutchinson	42,080	42,142	0.15%	\$5,735	\$5,739	0.07%
Kechi	1,909	1,919	0.52%	\$324	\$325	0.23%
Kingman City	3,177	3,176	-0.03%	\$1,207	\$1,206	-0.05%
Kingman County	7,858	7,853	-0.06%	\$1,696	\$1,696	0.02%
Maize	3,420	3,437	0.50%	\$1,222	\$1,223	0.11%
McPherson County	29,180	29,241	0.21%	\$2,230	\$2,231	0.05%
Mount Hope	813	816	0.37%	\$253	\$253	0.02%
Mulvane	6,111	6,127	0.26%	\$1,397	\$1,398	0.09%
Newton	19,132	19,230	0.51%	\$4,244	\$4,250	0.14%
Park City	7,297	7,336	0.53%	\$1,474	\$1,477	0.19%
Reno County	64,511	64,607	0.15%	\$4,613	\$4,615	0.05%
Rose Hill	3,931	3,928	-0.08%	\$1,256	\$1,255	-0.05%
Sedgwick	1,695	1,703	0.47%	\$310	\$311	0.22%
Sedgwick County	498,365	501,076	0.54%	\$15,459	\$15,527	0.44%
Valley Center	6,822	6,861	0.57%	\$1,443	\$1,446	0.21%
Wellington	8,172	8,057	-1.41%	\$1,531	\$1,524	-0.48%
Wichita	382,368	384,445	0.54%	\$27,854	\$27,989	0.48%
Total			8.13%	\$102,932	\$103,170	0.23%

Water Resources 2013 Membership Assessments

Member Jurisdiction	2011 Certified Population	2012 Certified Population	Population Percent Change	2012 Assessment	2013 Assessment	Percent Change
Andover	11,791	11,779	-0.10%	\$3,884	\$3,883	-0.01%
Augusta	9,274	9,265	-0.10%	\$1,696	\$1,695	-0.07%
Bel Aire	6,769	6,806	0.55%	\$1,508	\$1,510	0.16%
Benton	880	879	-0.11%	\$366	\$366	-0.02%
Butler County	65,880	65,817	-0.10%	\$800	\$800	0.00%
Clearwater	2,481	2,496	0.60%	\$486	\$487	0.25%
Conway Springs	1,272	1,252	-1.57%	\$395	\$394	-0.28%
Derby	22,158	22,279	0.55%	\$5,662	\$5,671	0.16%
El Dorado	13,021	13,008	-0.10%	\$3,977	\$3,976	-0.04%
Goddard	4,344	4,367	0.53%	\$1,326	\$1,328	0.12%
Harvey County	34,684	34,846	0.47%	\$800	\$800	0.00%
Hesston	3,709	3,725	0.43%	\$1,278	\$1,279	0.11%
Hutchinson	42,080	42,142	0.15%	\$7,156	\$7,161	0.06%
Kechi	1,909	1,919	0.52%	\$443	\$444	0.21%
Kingman County	7,858	7,853	-0.06%	\$800	\$800	0.00%
McPherson County	29,180	29,241	0.21%	\$800	\$800	0.00%
Mount Hope	813	816	0.37%	\$361	\$361	0.06%
Newton	19,132	19,230	0.51%	\$4,435	\$4,442	0.16%
Park City	7,297	7,336	0.53%	\$1,547	\$1,550	0.21%
Rose Hill	3,931	3,928	-0.08%	\$1,295	\$1,295	-0.03%
Sedgwick	1,695	1,703	0.47%	\$427	\$428	0.17%
Sedgwick County	498,365	501,076	0.54%	\$800	\$800	0.00%
Valley Center	6,822	6,861	0.57%	\$1,512	\$1,515	0.17%
Wellington	8,172	8,057	-1.41%	\$1,613	\$1,604	-0.54%
Wichita	382,368	384,445	0.54%	\$32,678	\$32,833	0.48%
Total			3.92%	\$76,045	\$76,222	0.23%

REAP
Cities
 Over 10k= \$3000 + \$.065/pc
 3-10k= \$1000+ \$0.065/pc
 Under 3k= \$200+ \$0.065/pc
Counties
 Over 50k= \$3000 + \$.025/pc
 Under 50k= \$1500+ \$0.025/pc

Water Resources
Cities
 Over 20k=\$4000 + \$0.075/pc
 10-20k= \$3000 + \$0.075/pc
 3-10k= \$1000+ \$0.075/pc
 Under 3k= \$300+ \$0.075/pc
Counties
 \$800/each



ANDOVER, AUGUSTA, BEL AIRE, BENTLEY, BENTON, BUTLER COUNTY, CHENEY, CLEARWATER, COLWICH, CONWAY SPRINGS, DERBY, EL DORADO, GARDEN PLAIN, GODDARD, HALSTEAD, HARVEY COUNTY, HAYSVILLE, HESSTON, HUTCHINSON, KECHI, KINGMAN COUNTY, MAIZE, MCPHERSON COUNTY, MOUNT HOPE, MULVANE, NEWTON, PARK CITY, RENO COUNTY, ROSE HILL, SEDGWICK, SEDGWICK COUNTY, VALLEY CENTER, WELLINGTON, WICHITA

2013 Calendar of Events

REAP Board of Directors:

*8:00 a.m., Hughes Metropolitan Complex
5015 E. 29th St Wichita, Kansas*

Monday, January 14, 2013
Monday, February 11, 2013
Monday, March 11, 2013
Monday, April 8, 2013
Monday, May 13, 2013
Monday, June 10, 2013
Monday, July 8, 2013
Monday, September 9, 2013
Monday, October 7, 2013
Monday, November 4, 2013

Economic Development Committee:

*12:00 p.m., Workforce Alliance
150 N. Main St Wichita, Kansas*

Thursday, January 31, 2013
Thursday, February 28, 2013
Thursday, March 28, 2013
Thursday, April 25, 2013
Thursday, May 30, 2013
Thursday, June 27, 2013
Thursday, July 25, 2013
Thursday, August 22, 2013
Thursday, September 26, 2013
Thursday, October 24, 2013
Thursday, November 21, 2013
Thursday, December 19, 2013

Executive Committee:

Time & Location TBD

Tuesday, January 8, 2013
Tuesday, April 2, 2013
Tuesday, July 2, 2013
Wednesday, September 25, 2013
Tuesday, December 3, 2013

Legislative Committee:

*12:00 p.m., Workforce Alliance
150 N. Main St Wichita, Kansas*

Friday, January 25, 2013
Friday, February 22, 2013
Friday, March 29, 2013
Friday, April 26, 2013
Friday, May 24, 2013
Friday, June 21, 2013
Friday, October 25, 2013
Friday, November 22, 2013
Friday, December 20, 2013

Water Resources Committee:

*9:30 a.m., Hughes Metropolitan Complex
5015 E. 29th St Wichita, Kansas*

Monday, January 14, 2013
Monday, March 11, 2013
Monday, July 8, 2013
Monday, September 9, 2013
Monday, November 4, 2013

REAP Events:

Regional Water Conference
Thursday, May 23, 2013

Legislative Policy Summit & Year-End
Celebration
December 2013

Item

REAP Sustainable Communities Grant Report

Background

By entering into the Fiscal Year 2011 Sustainable Communities cooperative agreement REAP officially began the 36 month (February 15, 2012 to February 14, 2015) grant performance period making funds available for the purposes of the grant.

Work Plan Development Update

- HUD has approved the work plan and Gantt chart (project schedule document)
- Logic Model that addresses activities, measures and outcomes for the grant, was submitted with our semi-annual reports. We are waiting for feedback from HUD.
- The budget document will be updated and submitted to HUD to better reflect how funds will be spent during the project. This document will be formally updated at the end-of-year reporting period, January 2013.

Financial Oversight Update

- Sedgwick County has completed three (3) draw down requests for expenses. The draw down's were sent and Sedgwick County has provided reimbursement to WSU Hugo Wall School.
- There is currently a reimbursement request being prepared for expenses ending September and October 2012.
- Expenses moving forward will be sent to Sedgwick County on a monthly basis.

Grant Workshop Session

- HUD has announced that the annual convening of grant teams in Washington, DC will be held December 3 – 5. We made airline and hotel reservations. An agenda has been received. This was a planned expense incorporated into the Budget.

Semi-Annual Reporting

- HUD requires semi-annual reporting which consists of completing nine documents that addresses performance, goals and progress on the grant. Reports were submitted to HUD prior to the July 31st deadlines.
- Our GTR has provided feedback on the reports and those updates were made and resubmitted.
- The annual reports will be completed in January 2013.

Consortium Leadership Team

- The governance of the grant sets out that REAP will appoint a Consortium Leadership Team (CLT). John Waltner, Harvey County Administrator, was appointed as the CLT chair.
- The CLT had its first meeting on September 27, 2012. There were several items on the agenda that the team moved forward on. Meeting minutes will be attached to the meeting agenda for November 8th.
- CLT meetings will be held on the 2nd Thursday of each month, beginning November 8th. Meetings will be held at the MetroPlex from 9:00 – 10:30. The November 8th meeting will be held at the Wichita Metro Chamber of Commerce at 350 W. Douglas.
- The CLT will begin putting together a kick-off event to be scheduled in January, 2013.
- The CLT will determine Work Team chairs and members at the November 8th meeting. The Project Team will then issue invitations to work team members to attend an initial meeting.

Website Design/Set-Up

- A purchase order was issued to 360Wichita to develop and host a website in order to provide information about the planning effort. They are building the technical portion of the website.
- A preliminary URL has been secured and we are preparing information to place on the website when it goes “live”.
- Further information will be provided when we have a “go live” date scheduled.

Request for Proposals

- The planning effort will require consultant assistance in the areas of; overall plan preparation, community engagement, and communications. The RFP’s will follow Sedgwick County (grant fiscal agent) processes.
- The Communication RFP has been reviewed by CLT members and approved by HUD. The RFP has been provided to Sedgwick County and will be issued the week of October 29th.
- The Planning RFP has been reviewed by CLT members and sent to HUD for review and approval. Once returned, it will be forwarded to Sedgwick County to be issued the week of November 5th.
- Consultants will work with the CLT, Work Teams, and the Project Team to develop information necessary to successfully complete the regional plan.

Item

Lessons from Omaha

Background

Approximately 50 business, academic, civic and government leaders participated in a three-day Visioneering Wichita city-to-city visit to Omaha, NE September 26-28. The focus of the trip was to examine the dynamics and leadership involved in community investment and development. REAP and local government was represented by Council Member Janet Miller and Allen Bell of Wichita; Ron Holt and Kristi Zukovich, Sedgwick County; and REAP CEO Joe Yager. Several REAP partners also attended, including Keith Lawing and Katie Baker, WA; Scott Knebel, Wichita-Sedgwick County MAPD; Jeff Fluhr, WDDC; and Karla Fisher and Dr. Roberto Rodriguez of Butler Community College.

Although there has not been a debriefing from the trip to determine next steps, the following are a few observations:

- **Size:** Omaha has a city population of 409,000 (Wichita – 382,000), but an 8-county MSA population of 865,000 (4-county Wichita MSA – 623,000).
- **Governance:** There is no County structure, the City of Omaha encompasses all of the land and all the services. They also operate with a non-partisan Unicameral Legislature located in Lincoln (approximately 45 minutes to the west).
- **Strong Leadership:** The Greater Omaha Chamber is comprised of strong business leaders who work closely with the elected officials and are willing to put skin in the game themselves for infrastructure and community development.
- **Godfathers of Omaha:** Omaha has numerous philanthropic people who give significantly to community projects.
- **We and Us:** All the presenters used “we.” It was apparent that they have a culture of looking at issues at a best for the community level rather than as individual groups.
- **Greater Omaha:** The use of GO was very prevalent and seemed to unify the different groups in their focus.
- **Private-Public:** They have very strong collaboration and cooperation between the private and public sectors. They use Private first because it leads the charge on the issues.
- **Business-driven:** Their leaders (especially through foundations and businesses) are extremely involved in community investment.
- **Entrepreneurship:** Through Gallup Inc., the community has an emphasis on helping entrepreneurs grow. Gallup is using Nebraska as a pilot location for its programs, including the Entrepreneur Acceleration System.
- **Youth Focus:** They are making a conscious and dedicated effort to keep younger generations there through education, job creation, and a serious investment in the cultural arts. They focus on livability and connectivity.
- **Change:** Omaha embraces change, they do not settle and are constantly working to make things better while evaluating failures and celebrating successes alike.