

**Institute for Public Policy and Business Research
The University of Kansas**

Kansas Community Strategic Plans

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Kansas Inc.

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Executive Summary

Since the passage of the Community Strategic Planning Assistance Act by the Kansas Legislature in 1990, strategic planning in non-metropolitan Kansas has increased and Kansas communities have begun to assume responsibility for economic development planning. Currently, thirty-eight rural counties have developed a strategic plan and twenty-three of those counties have received funds from the state's planning grant program. Another twenty-nine counties are currently in the process of preparing a strategic plan and twenty-one of those counties have received a state planning grant.

The Kansas Center for Community Economic Development at the University of Kansas and Kansas State University engaged in a study of these county-wide strategic plans in Kansas. This study was commissioned by Kansas Inc. as part of the State of Kansas' effort to update the state's strategic plan. Thirty-six plans from forty-three counties were reviewed and analyzed with the aim of linking the results of community strategic planning to the statewide strategy program. The focus was not on an evaluation of the plans but rather a presentation of the information in the plans and the implications this has for the state's strategy.

This review of strategic plans in non-metropolitan Kansas revealed the following key points:

Critical Issues

- counties are the most concerned with business environment (100%), commitment capacity (86%) and quality of life (83%) issues;
- issues associated with technology/innovation (17%) and financial capital (25%) were least likely to be identified as critical;

Action Strategies

- under business environment, most counties are emphasizing strategies for business retention and expansion (88%), tourism and image promotion (81%) and industrial recruitment (78%);
- under commitment capacity (the provision of assistance and support for economic development activities), the plans discuss issues of communication/public awareness (67%), cooperation/coordination/partnerships (61%) as well as leadership development (61%);
- under quality of life, housing (50%) and recreational (50%) opportunities are the dominant issues;

Implementation

- the responsibility for implementing the plans falls mostly on the local leadership from the newly created task forces or committees (83%), the city/county governments (70%), the local chambers of commerce (64%) and the public/private partnerships (58%);
- local government, whether city or county, will play the key role in funding the economic development efforts developed in the strategic plans with 64 percent of the plans indicating them as a funding source;
- the steering or stakeholder's committee was the driving force behind the completion of the strategic planning process;
- while the strategic planning effort is a grassroots generated process, counties have used assistance from the outside in the form of state funding support and university and/or private consultants; and,

Economy

- the economies of the counties that have engaged in strategic planning are mostly based on employment in government, services and agriculture.

Because the plans alone do not indicate all the outcomes of the strategic planning process, further study was needed to clarify the plans reviewed. Community leaders from three counties in Kansas were interviewed. Key findings from the interviews were:

Leadership Commitment

- a county's ability to organize and carry out strategic planning relied heavily on the leadership of the local community economic development organizations and institutions and their commitment to the process;

Change and Partnerships

- the strategic planning process served as a vehicle for innovative change and new partnerships in the counties;

Understanding and Vision

- developing and enhancing the understanding of the environment in which counties and communities operate helped sharpen the vision for the county;

Implementation

- broad-based citizen involvement was critical to the successful implementation of the planning process;
- early success in securing funding sources for the action initiatives allowed the county to sustain the high level of activity outlined in the process; and,

Key Issues

- the key issues for the counties studied in the interviews included housing, tourism, retail and business retention and development.

The information gathered and generated by the study has implications for the state economic development strategy. Some areas of state assistance that emerged were:

Continuation and Accessibility

- to continue existing state programs (business retention and expansion, industrial recruitment, tourism, technology transfer, value-added and housing) and make them more accessible to rural counties;

Enhance Commitment Capacity

- to assist rural counties in enhancing their institutional capacity (organization, leadership, partnerships, cooperation) to meet the challenges of community economic development;
- to build on the creative efforts to involve young people in community economic development efforts;
- to facilitate the cooperation between communities, counties and regions;

Funding Resource

- to continue to provide funding information and support for community economic development efforts, particularly action grant funding; and,

Information and Network Linkage

- to assist in the development, maintenance and dissemination of information relevant to rural counties in their community economic development efforts.

In sum, the strategic planning effort in Kansas has been a partnership effort that has developed the interest and commitment of local leadership to economic development planning. It has increased public awareness about community economic development issues and provided a mechanism for communities to work together within the county and among counties to strengthen their position for a better future.

No other state has engaged in such an intensive, community-based strategic planning effort. And, for a first effort, most communities have made a good start. Implementation of the plans will provide further challenges for the communities. Strategic planning is not a one-time exercise, but rather it is an on-going process. As communities and counties implement, re-visit and update their plans, assistance and guidance will still be needed to enhance the chances for success.

Kansas Community Strategic Plans

In 1990, the Kansas Legislature adopted a three-year program of community strategic planning grants (CSPG) that provides funds to county-wide and multi-county economic development entities. As part of Kansas Inc.'s strategic plan development process for the State of Kansas, the Kansas Center for Community Economic Development (KCCED), a joint center of the University of Kansas and Kansas State University, was asked to gather, examine and analyze county-wide community strategic plans developed throughout non-metropolitan Kansas. The purpose of the study was to link the results of community strategic planning to the statewide strategy program; therefore, the examination of the strategic plans concentrated on issues and concerns at the grassroots level with particular emphasis on action elements and areas of potential state assistance.

Methodology

The KCCED was asked by Kansas Inc. to: 1) inventory the status of strategic planning at the county/multi-county level in Kansas; 2) compile the strategic plan documents already completed; and 3) perform a content analysis of the completed strategies. The key issues to be addressed included:

- common themes in the strategies,
- unique or innovative approaches suggested,
- identified needs that require state action or involvement, and
- patterns in the needs identification and strategic choices.

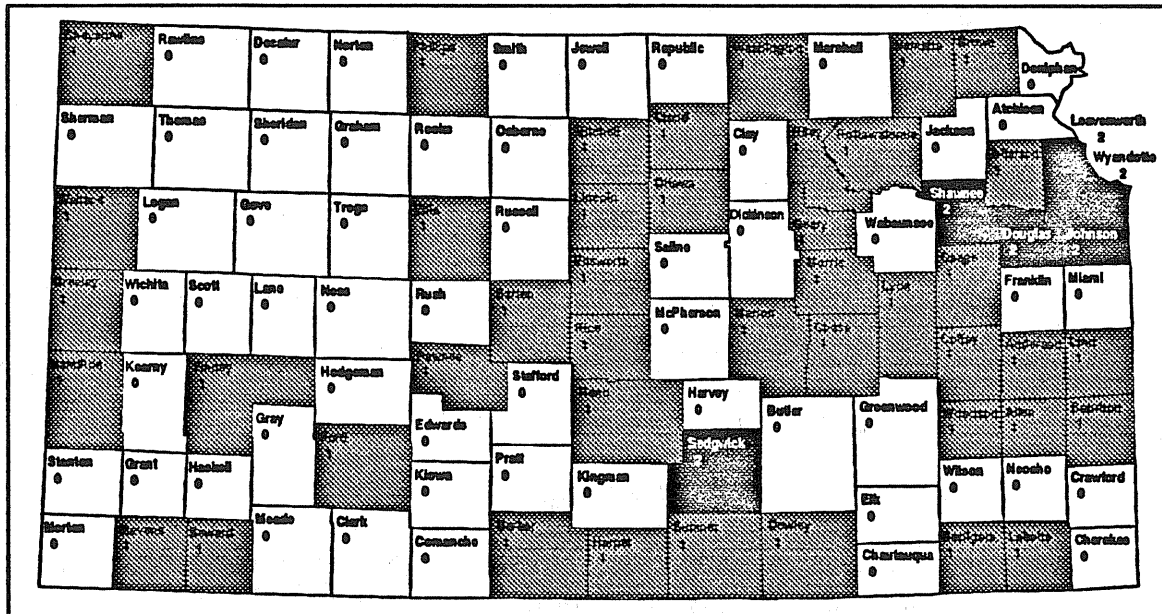
Plan Inventory and Gathering. In May 1992, a letter was sent to all non-metropolitan counties in Kansas asking their assistance in the study of county-wide strategic plans. The letter explained the purpose of the study and pointed out that the results of the study would be used by Kansas Inc. and the Kansas Department of Commerce and Housing to help set the state's strategy for economic development and create future programs of state assistance. Those counties which did not respond were contacted by phone in order to determine their strategic planning status. The Kansas Department of Commerce and Housing also provided assistance in obtaining copies of county-wide strategic plans. Appendix A illustrates the current strategic planning status of all counties in Kansas.

Thirty-six strategic plans were reviewed from forty-three counties in Kansas (see Figure 1)¹. Table 1 and Figure 2 indicate, however, that more than thirty-six counties

¹The Kansas Community Strategic Planning Act exempts six counties from participating in the community strategic planning programs; those counties classified as metropolitan for the purposes of this program are: Douglas, Johnson, Leavenworth, Sedgwick, Shawnee and Wyandotte. Therefore, for the

have an interest in strategic planning. It was found that an additional 29 rural counties are currently in the process of preparing a strategic plan.² In fact, only thirty-two rural counties in Kansas currently do not have a strategic plan or have not yet started the process of preparing one.

Figure 1
County Strategic Plans Reviewed³



Source: KCCED/IPPBR, University of Kansas, 1992.

- Legend:**
- 0 = County not reviewed, no county strategic plan
 - 1 = County strategic plan reviewed
 - 2 = County ineligible for CSPG program, county not reviewed

purpose of this study those counties were also excluded for analysis.

²Discrepancies exist in the totals because some counties' draft strategic plans were reviewed and analyzed. These counties would be classified as "plans in progress" for Table 1 and Figure 2. Those counties are: Barton, Barber/Harper and Chase/Lyon.

³Barton, Barber/Harper, and Lyon/Chase strategic plans reviewed were Draft plans. Osage County's plan reviewed was the county's OEDP (Overall Economic Development Plan). The Blank Page Economic Development Task Force's plan "Vision 20" was analyzed as the strategic plan for Riley County.

Table 1
Strategic Planning Status in Kansas

	<u>Number of Counties</u>		
	<u>Rural</u>	<u>Urban</u>	<u>Total</u>
Plan Completed:	38	3	41
Received a CSPG =23			
No CSPG =15			
Plan in Progress:	29	1	30
Received a CSPG =21			
No CSPG = 8			
No Plan:	32	2	34
Total:	99	6	105

Source: KCCED/IPPBR, University of Kansas, 1992.

The community strategic plans were analyzed and reviewed based on the following criteria:

- background characteristics of the county,
- critical issues identified in the plans,
- goals,
- action steps,
- implementation: who will implement and how it will be funded, and
- future evaluation plans.

These criteria are important for the following reasons:

- A review of the background characteristics of the counties provides a sketch of the population and economic structure. The assumption was made that this background information may affect the issues that counties identify as key to their future. For example, a county such as Reno with a dominant community of Hutchinson may have different key issues and strategies than Marion County who has more than seven incorporated cities with no dominant city.
- The critical issues identified in the plan give an overview of all of the pressing issues that counties face, not simply those that can be addressed through a 12 - 18 month planning process. For example, a county may identify 10 - 12 critical issues but reduce the list to six issues to be targeted in the strategic planning process. Critical issues document common themes for local, regional and state policy makers.

- **Goals for strategic planning, while varying a great deal, generally can point a direction to a future the county envisions.**
- **Action steps are direct indicators of what strategies the county wants to implement immediately, how they will be implemented, who will be responsible for implementation and at what date. These action steps were categorized according to the seven foundations of economic development (see Appendix B). What is important to state policy makers are those strategies that call for state assistance, support or action.**
- **The responsibility and funding element of an action step was also deemed as critical to understanding the functioning of local planning. Areas of interest were: development of new organizations or new groups, number of groups responsible for implementing the plan, development of partnerships, the funding sources identified -- local, state, federal and number and types, and reliance of implementation on state funds or local new sources of funds.**
- **Future evaluation is concerned with two areas: 1) whether it is necessary to look more closely at the plan, investigate and ask more questions and 2) whether or not the county plans to evaluate or review their efforts.**

Background Characteristics⁵

The majority of counties with strategic plans for Kansas are relatively small counties, with 63 percent of the counties having a population under 15,000 (see Table 2). The largest cities found in these counties are also relatively small with 63 percent of the counties having their largest city under 5,000 population (see Table 3). The number of incorporated cities varies for each county but the majority of counties, 51 percent, have seven or more incorporated cities (see Table 4). The counties under study come from all regions of the state with North Central Kansas being the most represented region (see Table 5).

Employment in the counties studied is mostly dependent upon three economic sectors: government, service and agriculture (see Table 6). Retail trade and manufacturing firms are also key employers for these counties.

⁵The background characteristics chosen for analysis are: county population, largest city population, number of incorporated cities, geographic location and employment. In choosing these characteristics it was assumed that they would have some influence on the strategic planning process. For example, the greater the number of cities within a county, the greater the complexity involved in developing a consensus. Also, when a county has a dominant city, the influence of that city will affect the outcome of the planning process.

**Table 2
Population of County**

<u>Population</u>	<u>Number</u>	<u>Percent of Total</u>
Under 4,999	7	16.3%
5,000 to 9,999	13	30.2
10,000 to 14,999	7	16.3
15,000 to 19,999	4	9.3
20,000 to 29,999	5	11.6
30,000 and over	7	16.3
TOTAL	43	100.0

Source: KCCED/IPPBR, University of Kansas, 1992.

**Table 3
Population of Largest City**

<u>Population</u>	<u>Number</u>	<u>Percent of Total</u>
Under 4,999	27	62.8%
5,000 to 9,999	4	9.3
10,000 to 14,999	3	7.0
15,000 to 19,999	3	7.0
20,000 to 29,999	4	9.3
30,000 and over	2	4.7
TOTAL	43	100.0

Source: KCCED/IPPBR, University of Kansas, 1992.

**Table 4
Number of Incorporated Cities**

<u>Incorporated Cities</u>	<u>Number</u>	<u>Percent of Total</u>
1-2	8	18.6%
3-4	4	9.3
5-6	9	20.9
7-9	17	39.5
10 +	5	11.6
TOTAL	43	100.0

Source: KCCED/IPPBR, University of Kansas, 1992.

Table 5
Geographic Location

<u>Region</u>	<u>Number</u>	<u>Percent of Total</u>
NW	4	9.3%
SW	9	20.9
NC	14	32.6
SC	4	9.3
NE	4	9.3
SE	8	18.6
TOTAL	43	100.0

Source: KCCED/IPPBR, University of Kansas, 1992.

Table 6
Top 3 Employment Sectors

<u>Economic Sector</u>	<u>Rank 1</u>	<u>Number of Counties</u>		<u>Total</u>
		<u>Rank 2</u>	<u>Rank 3</u>	
Farm	14	6	5	25
Manufacturing	4	2	3	9
Trans., Comm, Util.	0	1	0	1
Retail Trade	2	4	10	16
Services	10	13	15	38
Gov. and Gov. Serv.	13	17	10	40
TOTAL	43	43	43	129

Source: Calculations using KCCED County Database, BEA 1989 Employment, KCCED, University of Kansas, 1992.

Fifty-three percent of the plans reviewed were completed in 1992 (see Table 7). Twenty-one of the 36 plans studied received a state community strategic planning grant and 32 of the plans indicated that outside assistance or consultants were used to help develop the plan.⁶ In sum, the strategic planning effort at the county level, while a grassroots generated process, has been facilitated through outside assistance in the form of state funding support and university and private outside consultants. Outside consultants were used in the areas of facilitation, data analysis and community surveys.

⁶Totals based on data collected by KCCED/IPPBR, University of Kansas and KCCED/KCRI, Kansas State University, 1992.

Table 7
Date of the Plan

<u>Year</u>	<u>Number</u>	<u>Percent of Total</u>
1988 & Before	3	8.3%
1989	3	8.3
1990	4	11.1
1991	7	19.4
1992	19	52.8
TOTAL	36	100.0

Source: KCCED/IPPBR, University of Kansas, 1992.

Critical Issues Identified

Various methods were used to identify critical issues - community surveys, public meetings, community focus groups, data analysis, or a SWOT analysis (strengths, weaknesses, opportunities and threats). Some plans started with a long list of issues and prioritized that list down to only the most critical. For example, the Brown/Nemaha plan listed 13 issues and condensed and prioritized those into four issues: cooperation, collaboration, communication and commitment; quality of life; retention and expansion; and marketing and tourism (Joint Strategic Plan for the Economic Development of Brown and Nemaha Counties, February, 1992).

Twenty-two plans mentioned the use of a survey to gain input into the critical issues facing their county. Labette County, for example, used three different surveys to solicit input into its process - resident survey, business survey, and community survivability survey of key participants (Labette County Strategic Plan, March, 1992, Appendices A, B and C). Outside assistance was required by those communities conducting a county-wide survey and they sought this assistance from the universities⁷. Some surveys solicited responses from as few as 50 while others had response rates of over 600 residents.

While some communities sought input through community surveys as to the critical issues facing the county, others took it a step further and sought data-driven input to analyze key economic and social variables. Again, communities often used outside assistance for this stage of the process and the universities were again a major

⁷The top three resources used for surveys were KSU Extension, Kansas Center for Rural Initiatives at KSU, and the KCCED at the University of Kansas.

resource⁸. Based on the description of the planning process, around 81 percent of the plans utilized a data analysis.

Issues associated with the county's business environment were found in all thirty-six plans (see Table 8). Business environment refers to those programs that create businesses and business opportunities or improve business competitiveness. Also of great concern were issues dealing with the commitment capacity and the quality of life of the county. Commitment capacity of a county is the provision of assistance and support for businesses and economic development through programs such as small business assistance centers, leadership training, or organizing for economic development. Commitment capacity activities can also be initiatives that promote cooperation, coordination and partnerships for economic development and increase communication and public awareness. Quality of life issues are those concerned with cultural, artistic, recreational, environmental, educational and historical activities.

Issues associated with technology/innovation capital and financial capital were least likely to be identified as critical in the plans reviewed (see Table 8). Only six plans mentioned technology and innovation as an area of concern. Technology and innovation includes those programs that stimulate technology development, coordination, application and transfer. While this area has had emphasis at the state level, few county plans have identified this as a base point for action strategies. A possible explanation for this could be that technology is not viewed as locally controlled, but rather is controlled by the private sector and/or higher education.

Financial capital, the provision of capital to businesses in different stages of development, is another area that communities are reluctant to address. Only nine plans identified this as a critical (see Table 8). This could be because the provision of financial capital for business is traditionally viewed as a private sector concern.

Goals

Almost all of the plans reviewed had some type of mission or vision statements. Only five plans had neither. Outside assistance was again helpful in forming a mission or vision statement and counties often used facilitators at a public meeting to accomplish this portion of the strategic planning process. Most plans only listed a mission for the economic development group while a few others actually had a vision for the future.

⁸Data reports for Reno, Ford, and Bourbon counties prepared by the KCCED/University of Kansas are examples of data that assist in the identification of key issues. The reports consisted of data on regional and national trends, population and housing, employment, education, income and earnings, sectoral profile, tourism, business environment and quality of life.

**Table 8
Critical Issues Facing Counties**

<u>Seven Foundations</u>	<u>Identified Critical</u>	<u>Percent of Total</u>
Business Env.	36	100.0%
Commit. Capacity	31	86.1
Financial Capital	9	25.0
Human Capital	21	58.3
Infrastructure	24	66.7
Quality of Life	30	83.3
Technology/Innov.	6	16.7
TOTAL=N=36		

Source: KCCED/IPPBR, University of Kansas, 1992.

Mission. Hamilton County is a good example of a mission statement for the strategic planning group:

...to form a strategic direction for the community through progressive action which will improve the economic vitality of Hamilton County and positively influence the quality of life. (p. 3, Hamilton County: Action Plan for Strategic Economic Development, 1992)

Vision. Bourbon County had quite a lengthy vision. Some of the highlights of the vision statement developed after the first public forum follow:

...Ten to fifteen years from now we envision Bourbon County as a distinctive, rural county that has retained its rural character and values while being closely linked with metropolitan Kansas City...Fort Scott will be an attractive, distinctive place to work, emphasizing its history, architecture, good urban design, low crime rate, and neighbor caring for neighbor. (p. 3, Strategic Plan for Bourbon County Economic Development, 1992)

When talking about the economy, Bourbon County also had specifics in mind:

...Our vision for economic activity in the county will be that of a fairly diversified economic base, moving beyond the traditional businesses in manufacturing, retail service and agriculture, to a new economy built on these. Back office functions serving the Kansas City metropolitan market in particular, cottage industries, and professional small businesses will all play a part in this new economy. (p. 4, Strategic Plan for Bourbon County Economic Development, 1992)

Bourbon County set forth some challenges for their future that are worth noting:

We must set higher expectations for ourselves and work together...bring parties together in creative ways. We must encourage partnerships for progress whether they be in education, for social development, business development, residential development, or tourism development.

We must pursue quality and excellence through the things we do, especially during this period of slow growth...We must not compromise on our historic and architectural treasures, natural beauties, traditional small town life style, safety, security, and so on...we must maintain our high standards. (p. 5, Strategic Plan for Bourbon County Economic Development, 1992)

Ellsworth and Rice counties, in order to produce a multi-county plan, set forth the following in their vision statement:

...In looking forward, the strategic planning committee chose areas which they believe have the most potential for success, since the topics are non-competitive in nature. Members feel if participants from both Ellsworth and Rice can work out any difficulties that might arise in furthering these goals and objectives, then there will be a chance to address other more competitive issues in the future. The fundamental purpose of the strategic planning effort is to take the first step towards a cooperative future, not to simply initiate a few short term projects and then return to status quo. (p. 2, Strategic Plan for Ellsworth and Rice Counties, 1992)

The two counties recognized the importance of "cooperation" for rural America and wanted to ensure success in their first cooperative effort by limiting the scope of issues to non-competitive ones.

Twenty-two of the plans specifically listed goals in their strategic plans. The goals varied in detail, but the following themes emerged.

Business Environment:

- improvement of business environment
- increase in employment opportunities and income levels
- attraction and development of new industries
- improvement in marketing the resources of the community
- promotion and development of tourism

Commitment Capacity:

- enhancement of leadership and increase in community involvement
- promotion of efficiency in business and government

Education:

- improvement or maintenance of quality of education

Financial Environment:

- improvement of financial environment

Infrastructure:

- rehabilitation or maintenance of infrastructure

Technology and Innovation:

- promotion of technology and innovation

Quality of Life:

- enhancement of natural resources
- enhancement of recreational resources
- protection or maintenance of quality of natural environment
- improvement or maintenance of health care services
- increase or maintenance of availability and quality of housing

Several plans developed goals for each issue addressed in the action steps. The following cites goals developed by Hamilton County for its four critical issues:

- "...comprehensive health care community responsive to the needs of all ages."
- "...establish a strong community support system which encourages and promotes local leadership, welcomes newcomers, and emphasizes the value of volunteers and service to the community."
- "...create more jobs for Hamilton County."
- "...develop a community that is proactive in its planning and futuristic in its thinking" (pp. 4 - 17, Hamilton County: Action Plan for Strategic Economic Development, 1992).

Montgomery County's plan had simple and succinct goals:

- to develop marketable sites and facilities for growth,
- to increase economic development funding potential, and
- to increase the number of higher income level jobs (Montgomery County Strategic Plan, 1990).

Action Steps

Besides grassroots level participation, a major strength of the strategic planning process is the development of action steps. This stage in the process takes those issues most critical to the community and develops strategies for implementation. The action step identifies strategies and assigns responsibility, time and resources needed (who will be doing what, when and how.) Ideally, the community will have identified priorities and action steps will only be developed for the most critical issues. When reading the action steps in the plans, an attempt was made to put the action strategies into seven

categories - the seven foundations for economic development⁹. This was not always easy because many strategies blended into several areas. For example, several counties wanted to improve their outdoor recreational opportunities which would serve to address issues under quality of life as well as tourism issues under business environment. Therefore, in analyzing the plans both foundation areas would have been marked on the form.

Business Environment. Activities concerned with retaining or expanding existing businesses or industries were identified in 86 percent of the plans (see Table 9). Several counties identified the development of an existing industries program which involves surveying existing business as well as recognizing their accomplishments. The Brown/Nemaha plan went so far as establishing a goal to "ensure the existing firms receive the same treatment as any new firm recruited into the area" (p. 24, Joint Strategic Plan for the Economic Development of Brown and Nemaha Counties, 1992). Their action was to develop an area-wide policy of incentives that are available to existing firms and publicize this fact to firms.

Tourism and image promotion was considered in 81 percent of the plans. A large number of counties felt that they have a strategic advantage in the area of tourism by promoting their pioneer heritage as well as natural beauty. Many unique ideas were presented under this category:

- Heritage Community Trust for Tourism, a four member volunteer board funded by the community trust funds, banks, businesses and endowments, with the purpose to protect and develop the rural heritage (Cheyenne County Strategic Plan, 1991);
- Develop driving and walking tours through Cloud and Ottawa counties and develop a historic village along Highway 81 using old buildings from each county (Strategic Plan for Cloud and Ottawa Counties, 1992);
- Conduct a feasibility study for a theme park based on military hardware (Geary County Strategic Plan, 1992);
- Utilize local area farms as agricultural vacation farms (long-term Bed & Breakfast) and for tour groups and hunting (Geary County Strategic Plan, 1992);
- Work with the Glacial Hills Tourism Council to help promote and develop the Excursion Train and Pony Express Route from St. Joseph to Marysville and study the feasibility of developing Log Chain Cabin on the old Pony

⁹The seven foundations are defined in Appendix B, pp. 2, 4 - 6.

Express route (Brown/Nemaha Strategic Plan, 1992);

- Visitors' Information and Education Center off of U.S. 156 at the edge of Cheyenne Bottoms to provide education and information not only on the Bottoms and waterfowl but on wetlands ecology as well (Barton County Draft Plan, 1992);
- Promote the Santa Fe Trail and the American Discovery Trail, both of which traverse Barton County, by developing bus tours, driving tours and tourist trains (Barton County Draft Plan, 1992);
- Work with the American Railway Corporation to develop a twice a week rail trips from Council Grove to Dodge City (Barton County Draft Plan, 1992); and
- Record an oral history of the Lincoln and Mitchell counties which can be used to educate local school children and tourists on how the counties were settled and how the settlers lived (Strategic Plan for Lincoln and Mitchell Counties, 1992).

Counties also stressed image promotion for tourism purposes such as developing brochures, guidebooks, and maps. The development of tourism material also aids efforts to attract new industry to the region by showing what the community has to offer. Communities would like help in developing this promotional material and often mentioned working with the Kansas Department of Commerce and Housing's tourism program or industrial recruitment program.

Seventy-eight percent of the plans included some kind of strategy associated with attracting new industry. Many of the plans that address industry attraction recognize that it is necessary to target certain types of industry - ones that build on the existing economic base and on the skill levels of the local labor force. These counties would also like assistance in determining how to target recruitment of industry. The Kansas Department of Commerce and Housing (KDOC&H) was frequently mentioned as a resource to work with in this area. Counties talked about networking into existing KDOC&H efforts such as trade shows, Kansas Cavalry and regular meetings with state officials. The strategic plan for Cloud/Ottawa recommends creating a county-wide "cavalry similar to that operating at the state level out of the Kansas Department of Commerce" for industrial recruitment purposes (p.6, Strategic Plan for Cloud and Ottawa Counties, 1992). In Woodson County, a strategy to attract new business is to contact alumni encouraging them to return and bring their business with them (Woodson County Strategic Plan, 1992).

Table 9
ACTION STEPS
Business Environment

<u>Program Area</u>	<u>Identified Action</u>	<u>Percent of Total</u>
Business ret & expansion	31	86.1%
Tourism & image promot.	29	80.6
Industry recruitment	28	77.8
Local retail development	13	36.1
New bus start-ups./Entrepren	13	36.1
Youth entrepreneurship	5	13.9
Agriculture	4	11.1
Business export assistance	2	5.6
Property tax abatement	2	5.6
Mill levy for econ dev	2	5.6
Competitive tax structure	2	5.6
TOTAL=N=36		

Source: KCCED/IPPBR, University of Kansas, 1992.

Counties that consider themselves regional retail centers were developing strategies for local retail development. Often the strategies were quite basic, such as getting store owners to extend their hours or beautifying the downtown area. Marion County mentioned pursuing "first class restauranters to locate eating establishments in the county to improve dining opportunities" (Economic Development Strategic Plan for Marion County, 1991). Several counties also mentioned developing a "shop-at-home" attitude to help their sagging retail market. Geary County's plan talks about forming a committee to identify and record successful new retailing trends throughout the U.S. (Geary County Strategic Plan, 1992).

Actions concerned with new business growth or entrepreneurship were developed for 36 percent of the plans (see Table 9). Some innovative strategies in this area were:

- The strategic plan for Cloud and Ottawa counties calls for the creation of an entrepreneurial program at Cloud County Community College that contains elements of formal classroom education plus experimental learning (Strategic Plan for Cloud and Ottawa Counties, 1992).
- Bourbon County talks about developing an incentive program for youth start-up businesses called "Youth Entrepreneur Grant Program" (Strategic Plan for Bourbon County Economic Development, 1992).
- Labette County plans to investigate implementing a business entrepreneurship class at the secondary school level (Labette County Strategic Plan, 1992).

- Woodson County wants to encourage entrepreneurs to replace retiring merchants (Woodson County Strategic Plan, 1992).

Commitment Capacity. Action strategies that were concerned with communication and public awareness of economic development efforts were identified in 68 percent of the county strategic plans (see Table 10). Also of great importance are those actions associated with organizing or reorganizing for economic development and cooperation, coordination and partnerships in the county. Not surprisingly, many counties were concerned with developing leadership programs in order to facilitate commitment for economic development. In looking at the list of action activities in Table 10, it is interesting that those most frequently mentioned are more concerned with developing the commitment capacity for the community than for the individual businesses. Activities which are business specific, such as local small business assistance, developing directories or databases, and establishing a business incubator, were not as popular as activities that change the general attitude about economic development.

Innovative strategies developed by counties regarding commitment capacity include:

- Identify local citizens in Harper County interested in local government and form a Citizen Participation Organization (Draft Strategic Plan for Barber and Harper Counties, 1992);
- Inter-local government meeting in Harper County that would consist of monthly meetings between the county, city, school district, township, hospital districts, soil conservation, and county health to discuss shared concerns (Draft Strategic Plan for Barber and Harper Counties, 1992);
- Identify and cultivate the current and/or retired "superstars" of nationwide economic development corporation directors to form a super stars committee (Geary County Strategic Plan, 1992);
- Increase public awareness through a coordinated, theme-media campaign that will increase positive feelings, broaden the knowledge about the county, and improve cooperative efforts between the various factions in the county (Strategic Plan for Bourbon County Economic Development, 1992); and,
- Develop an award to be given to the individual and business who promote the Barton County community concept (Draft Barton County Strategic Plan, 1992).

Table 10
ACTION STEPS
Commitment Capacity

<u>Program Area</u>	<u>Identified Action</u>	<u>Percent of Total</u>
Communication/pub awareness	24	66.7%
Organize/re-organize econ dev	22	61.1
Cooperat/coordinat/ptrshps	22	61.1
Leadership training	19	52.8
Local small bus assistance	11	30.6
Local serv directories/databases	9	25.0
Business incubator	8	22.2
Regulator assistance & reform	6	16.7
Business assistance centers	4	11.1
Funding support for econ dev	4	11.1
TOTAL=N=36		

Source: KCCED/IPPBR, University of Kansas, 1992.

Several counties considered a regional approach to economic development:

- Pottawatomie County plans to promote regional cooperation by meeting with various area development organizations to consider a fully-integrated regional approach to economic development (Strategic Plan Pottawatomie County, 1990).
- Ellis County, as far back as 1988, was interested in developing a regional program for western Kansas by forming the Western Kansas Policy Development Board (Ellis County Strategic Plan, 1988).
- Allen County plans a feasibility study to establish a regional or statewide electronic bulletin board for the exchange of economic development information (Allen County Strategic Plan, 1992).
- Ellsworth and Rice counties want to increase county cooperation through administrative cooperation, combination of general services (road maintenance), combination of purchases and insurance pooling (Ellsworth and Rice Counties Strategic Plan, 1992).

Financial Capital. From Table 11 it can be seen that fewer counties are exploring options for financing economic development efforts in their strategic plans. The strategy of establishing a local venture or seed capital pools was mentioned in eleven of the plans reviewed. An innovative approach mentioned in two of the plans was the establishment of a community foundation to finance economic development

activities. The community foundation would act as a source of private funding for community projects. In Harper County the foundation would be established through the efforts of the KSU Extension, bankers, lawyers, local media and volunteer donations (Draft Plan for Barber and Harper Counties, 1992). Stevens County would also like to develop a funding source that would offer start-up capital at a reduced rate; they plan to investigate establishing a foundation or a SBIC for potential start-ups (Stevens County Strategic Plan, 1990).

Some other financial capital strategies found in the plans include:

- Finney County proposes forming a committee with representatives from the five area banks to research and submit recommendations on formation of a local investment capital club, creation of a local certified development company and involvement with venture capital organizations (Finney County Strategic Plan, 1991).
- Brown and Nemaha counties also seek bank involvement. Their plan proposes to set up a Lender Commitment Program with area financial institutions which commits loans for economic development purposes (Strategic Plan for Brown and Nemaha Counties, 1992).
- Cheyenne County sets out an aggressive approach to increase the availability of revenue funds. The county believes that with its present tax base, it is "unable to adequately care for the existing business in the county, let alone provide for the expansion of new services." The revenue-raising approach calls for: 1) a 1% county sales tax, 2) federal and state revenue sharing opportunities, 3) annexation of surrounding real estate to cities, 4) increased fees for solid waste users, and 5) instigation of a .5% mill from both the city and county for an economic development director (Cheyenne County Strategic Plan, 1991).
- Montgomery County also wants to increase its funding potential, by: 1) broadening participation in state grant and loan programs; 2) establishing a direct funding program of economic development planning and capital development projects; 3) broadening local government participation through a local mill levy, county low interest loan program, and county mill levy for economic development for capital asset development; and 4) expanding funding from the private sector by such measures as increased funding of local economic development organization and increased membership in the action council (Montgomery County Strategic Plan, 1990).

Table 11
ACTION STEPS
Financial Capital

<u>Program Area</u>	<u>Identified Action</u>	<u>Percent of Total</u>
Local venture/seed capital pools	11	30.6%
Local loans by banks	6	16.7
Loan/bond financing (RLFs)	6	16.7
Small business financing	5	13.9
Local mill levy for bus training	3	8.3
Community foundation	2	5.6
Local investment/capital club	2	5.6
TOTAL=N=36		

Source: KCCED/IPPBR, University of Kansas, 1992.

Human Capital. Given the great concern at the national and state levels, it was surprising to discover how few plans included strategies associated with human capital. The two most pressing areas for human capital were worker training and retraining and cooperation between business and education (see Table 12). Several counties mentioned the need to educate the adult population on the benefits of economic development and this initiative fell under the category "Adult education programs". Four plans posed the idea of "school consolidation". Marion County wants to consider a magnet school for the county that meets the expressed needs of employers for a work force with capabilities not now available (Economic Development Strategic Plan for Marion County, Kansas, 1991).

Innovative education strategies in the area of youth education include:

- Reno County's plan developed action activities for a youth mentoring program, tech-prep program, and industry internships. Reno County wants to expand the alliance between education and industry through these youth programs (Vision 2000: A Strategic Economic Development Plan for Reno County, 1991).
- Cowley County also wants greater partnership between business and education. Their approach includes "adopt a classroom", mentor program, shadow program, awareness seminars/mini conferences and establishing a business-education coordinator (Focus on the Future: Cowley County's Strategic Economic Development Plan, 1991).
- Bourbon County proposes to improve business and education alliances by creating a business and industry learning center at Fort Scott Community College. Their business/education partnership would involve a "building on campus to house

a two-way interactive telecommunications lab, downlink satellite, conference and seminar rooms and staff to teach TQM, Just In Time, SPC, and related new tools of high performance management" (Strategic Plan for Bourbon County Economic Development, 1992).

Table 12
ACTION STEPS
Human Capital

<u>Program Area</u>	<u>Identified Action</u>	<u>Percent of Total</u>
Worker training/retraining	12	36.1%
Business and education cooperation	12	36.1
Adult education programs	6	16.7
Youth/K-12 programs	5	13.9
Basic skills/literacy training	5	13.9
School district consolidation	4	11.1
Improve educational system	4	11.1
Recruit skilled workers	3	8.3
TOTAL=N=36		

Source: KCCED/IPPBR, University of Kansas, 1992.

Infrastructure Development/Assistance. Discussion of highways, roads and bridges was the top infrastructure concern for Kansas counties with 39 percent of the plans developing action steps in this area (see Table 13). Another area of concern was airports and access to airports with ten plans developing airport strategies.¹⁰ These counties were located in North Central or Western Kansas.

Given the great strides made in telecommunications and the remote location of many of the counties in this study, it is interesting that only nine plans, or 25 percent, mentioned telecommunications and fiber-optics. Some innovative telecommunications strategies found were:

- Bourbon County plans to create a business and industry learning center at Fort Scott Community College that would house an interactive telecommunications lab (Strategic Plan for Bourbon County Economic Development, 1992).

¹⁰Those plans are: Barton, Chase/Lyon (draft), Finney, Geary, Morris, Pottawatomie, Riley, Seward, Wallace and Washington.

- Ford County plans to expand an existing technology - a digitized service directory - to serve as a one-stop source of information in multiple languages on information about available health services, housing, new and small business support, child care, tourism and more (Ford County Strategic Plan, 1992).
- Phillips County recommends the county-wide development of interactive two-way fiber optics capabilities for their school systems (Strategies for Tomorrow: A Strategic Plan for Economic Development in Phillips County, 1992).

Table 13
ACTION STEPS
Infrastructure Development and Assistance

<u>Program Area</u>	<u>Identified Action</u>	<u>Percent of Total</u>
Roads/highways/bridges	14	38.9%
Airport	10	27.8
Telecommunications/Fiber-optics	9	25.0
Site dev/bus parks/spec buildgs	9	25.0
Water treatment/sewage	8	22.2
Cap improvement plan/funding	4	11.1
Railroads	3	8.3
Utilities	2	5.6
Public transportation	2	5.6
Inventory current infrastructure	2	5.6
TOTAL=N=36		

Source: KCCED/IPPBR, University of Kansas, 1992.

Quality of Life. Quality of life is a foundation of economic development that covers a wide variety of social issues which affect economic development. Some plans did not define quality of life but simply referred to maintaining that "small town quality". Other plans had more specific areas in mind - such as housing, senior citizens, youth retention, recreation opportunities (often tied to tourism efforts) or recycling programs. Action steps to further develop recreation and housing opportunities were found in half of the plans reviewed (see Table 14). This was followed closely by senior citizen issues and programs (44 percent), medical and health issues (44 percent), and land use and protecting land areas (42 percent).

Table 14
ACTION STEPS
Quality of Life

<u>Program Area</u>	<u>Identified Action</u>	<u>Percent of Total</u>
Recreation opportunities/outdoor	18	50.0%
Housing/inventory/loc authority	18	50.0
Senior issues/programs	16	44.4
Medical/health	16	44.4
Land use/protected land areas	15	41.7
Comm attitudes/positive image	12	33.3
Youth issues/programs	9	25.0
Recycling	9	25.0
Cultural events/ethnic programs	7	19.4
Beautification/attractiveness	6	16.7
Quality of life in general	5	13.9
Historic preservation	4	11.1
Community arts program	3	8.3
Safety/security	3	8.3
Low-income assistance	3	8.3
Child care program	2	5.6
Handicapped/disabilities reqs	2	5.6
TOTAL=N=36		

Source: KCCED/IPPBR, University of Kansas, 1992.

Youth was another area of concern; nine plans developed action strategies to address opportunities for youth and retaining youth. Youth strategies also found their way into the foundations of business environment (youth entrepreneurship), commitment capacity (leadership training), and human capital (K-12 education system). Examples have been given in those previous sections.

The importance of availability of health care professionals in rural areas was underscored by several strategies employed in plans from Phillips, Wallace and Greeley counties. They are:

- Phillips County is considering the expansion of a scholarship program to increase the health care work force (Phillips County Strategic Plan, 1992).
- Phillips is also considering a campus approach to health care with facilities and services in close proximity allowing for new services to be jointly developed and shared (i.e. swimming pool, exercise facilities, physical rehabilitation facilities) (Phillips County Strategic Plan, 1992).

- Wallace County plans to pay for the training of emergency medical technicians serving the county (Strategic Plan for Wallace and Greeley Counties, 1992).
- Recruitment of medical doctors is a key point of Greeley County's health care strategy (Strategic Plan for Wallace and Greeley Counties, 1992).
- Anderson County was also concerned about the availability of doctors and plans a recruitment and retention program aimed at medical doctors (p. 63, Anderson County Strategic Plan, 1992).

Technology/Innovation. Few plans talked about technology and innovation in any futuristic way. When it was mentioned, it was almost always in the context of value-added programs associated with agriculture (see Table 15). Labette County's plan has developed several interesting strategies involving the pecan industry and expanding and adding value to that industry. They propose to investigate the feasibility of black walnuts, sorghum, sunflower and nursery products industries (Labette County Strategic Plan, 1992).

Technology transfer and assistance strategies appeared in only nine plans. This could be because only a small percentage of the counties studied relied on manufacturing for jobs. Table 6 shows that manufacturing is the top employer in only four counties, the second highest employer in two counties, and the third highest employer in three counties. Cowley County, which relies on manufacturing for around 17 percent¹¹ of its employment, developed the following approach to modernize existing business:

...seek ties with KTEC's New Regional Centers for the Transfer of Manufacturing Technology...make efforts to tie aerospace focus with KTEC's federal grant to form an industry specific network among metal fabricators and other suppliers to the aerospace industry" (p. 9, Focus on the Future: Cowley County's Strategic Economic Development Plan, 1991).

In summary, business environment, commitment capacity and quality of life strategies are those strategies emphasized in the county strategic plans found in Kansas (see Table 16). The area not greatly emphasized is technology/innovation.

¹¹Based on 1989 BEA employment, Cowley County had a total employment of 20,193 and 3,424 came from the manufacturing sector.

Table 15
ACTION STEPS
Technology/Innovation

<u>Program Area</u>	<u>Identified Action</u>	<u>Percent of Total</u>
Value-added progs and assist	13	36.1%
Technical/technol assist transfer	9	25.0
TOTAL=N=36		

Source: KCCED/IPPBR, University of Kansas, 1992.

Table 16
Areas Emphasized/Not Emphasized in the Plans

<u>Seven Foundations</u>	<u>Emphasized</u>	<u>Percent of Total</u>
Business environment	35	97.2%
Commitment capacity	30	83.3
Quality of life	24	66.7
Infrastructure dev/assist	16	44.4
Human capital	12	33.3
Financial capital	8	22.2
Technology/innovation	4	11.1
TOTAL=N=34		

<u>Seven Foundations</u>	<u>NOT Emphasized</u>	<u>Percent of Total</u>
Technology/innovation	27	75.0%
Financial capital	17	47.2
Human capital	13	36.1
Infrastructure dev/assist	13	36.1
Quality of life	6	16.7
Commitment capacity	1	2.7
Business environment	0	0.0
TOTAL=N=36		

Source: KCCED/IPPBR, University of Kansas, 1992.

Implementation: Responsibility and Funding

Responsibility. A complete action plan will identify the responsible party to oversee implementation and funding of the activity. Seven of the 34 plans reviewed did not clearly assign responsible parties to implement the action element. Although the responsible parties were difficult to identify, Table 17 gives a general idea of who is responsible. Newly designated task forces or committees are the mechanism most heavily relied on by the counties to implement the plans as indicated by 83 percent of the plans. The city and county governments are mentioned as implementors in 70 percent of the plans. Chambers of commerce and public/private partnerships are also important players in the implementation phase.

Table 17
Parties Responsible for Implementation

<u>Parties</u>	<u>Plans</u>	<u>Percent Total</u>	<u>Rank 1</u>	<u>Rank 2</u>	<u>Rank 3</u>	<u>Total for Ranks</u>
Task forces/committees	30	83.3%	11	5	5	21
City/county government	25	69.4	1	3	10	14
Chamber of commerce	23	63.8		9	6	15
Pub/priv partnerships	21	58.3	15	1		16
Loc econ dev corp/org	16	44.4	4	2	1	7
Individuals	15	41.7	2	1	2	5
Coop extension service	13	36.1				
Volunteers	12	33.3		1	2	3
School district	9	25.0				
Comm college/AVTS	9	25.0		1		1
University	8	22.2				
Reg'l planning commissn	7	19.4				
Health Commun/hospitals	6	16.7				
Real estate community	3	8.3				
Libraries	3	8.3				
Banks	2	5.6				

Total=N=36

Source: KCCED/IPPBR, University of Kansas, 1992.

Note: For an explanation regarding "Ranks", refer to Appendix B, Section V.A.

What is encouraging about the assignment of responsibility is that counties are mostly relying on themselves to get the job done. They are taking on the responsibility themselves in often quite innovative partnerships. All the counties under review as well as those in the process of strategic planning recognize the importance of cooperation to their future and have taken steps to promote working together through strategic planning partnerships. Seventeen counties formed multi-county partnerships to compete eight of the strategic plans reviewed (see Appendix A). The development of the

individual county strategic plans also required new partnerships to be formed - those between communities within the county.

Labette County's plan makes good use of bringing people together to implement their strategies. For example, in the financial capital area, their plan proposes:

- establishing a new loan program using revolving loan funds by having members of the Business and Finance Task Force, Institute for Economic Development at Pittsburg State University, and the Labette County Economic Development Committee work together;
- establishing a seed capital fund through both public and private fund raising efforts of the Labette County Economic Development Committee in conjunction with the City of Parsons, Job, Inc., City of Oswego, Oswego Industries, and other cities and organizations in Labette County with economic development funds; and,
- developing a working relationship with Kansas Venture Capital, Inc. and the Labette County banking community (p.70, Labette County Strategic Plan, 1992).

Funding. While it was not always clear who was responsible for implementation of the action steps, even more confusing was how communities were going to fund the action. Seventeen, or 47 percent, of the plans reviewed did not specifically identify funding resources. A re-reading of some plans was necessary to determine if funding sources had been identified. It appears that 64 percent of the plans had actions steps that will rely on city and/or county funds to see them implemented (see Table 18). Another 44 percent will rely on existing local agencies or organizations (such as the Chamber of Commerce) or private donations to fund implementation. While some plans can serve as models for funding, many failed to mention this critical area at all.¹²

Areas of State Assistance. The review of the plans looked at the action elements to determine areas of state assistance necessary for implementing the plans (Appendix C). Those areas most frequently mentioned were: existing industry programs, industrial recruitment, and tourism development. These are well established programs within the Kansas Department of Commerce and Housing. Some other areas that may not be traditionally thought of but seem to be emerging in importance are leadership programs, youth programs (for both leadership and retention), and housing assistance. The environment is another issue that will play a bigger role in the future and it cuts across economic foundations to influence infrastructure (water sewage and treatment) and quality of life (recreation opportunities, recycling, land use protection) foundations.

¹²Some plans to look at as models include: Cheyenne, Ellis, Labette, Riley and Stevens.

Table 18
Funding Sources Listed for Actions

<u>Funding Source</u>	<u>Plans</u>	<u>Percent of Total</u>	<u>Rank 1</u>	<u>Rank 2</u>	<u>Rank 3</u>	<u>Total for Ranks</u>
City/County funds	23	63.8%	10	6		16
Existing loc agencies/org	16	44.4	3	3	3	9
Private donations	16	44.4		3	6	9
Local development corp	13	36.1	3	1		4
Pub/Priv Partnerships	12	33.3	1	2	2	5
Existing KDOC&H program	9	25.0		1	2	3
Action grant funds	8	22.2	4	2	2	8
Other State Programs	8	22.2			2	2
In-kind donations	7	19.4		1		1
Volunteers	7	19.4			2	2
Fees generated by action	3	8.3				
Existing KTEC program	2	5.6				
Total=N=36						

Source: KCCED/IPPBR, University of Kansas, 1992.

Note: For an explanation regarding "Ranks", refer to Appendix B, Section V.C.

Areas of potential state assistance can be summarized into the following categories based on the seven foundations of economic development (refer to Appendix C for specific strategies):

Business Environment

- New business creation
- Retention and expansion of existing industries
- Business and industry attraction
- Tourism/marketing and promotion

Commitment Capacity

- Cooperation
- Organization/leadership
- Information/networking

Education/Human Capital

- Educational programs
- Work force training/skills

Quality of Life

- Housing
- Recreation
- Environment
- Senior/retirement community

Financial Capital

- Seed and venture capital
- Inventory funding sources
- State economic development funds

Infrastructure Development Assistance

- Inventory current needs
- Development of sites/parks/buildings
- Transportation

Technology and Innovation

- Value-added programs/assistance
- Technology transfer/assistance

Future Evaluation

In all thirty-six plans reviewed, the planning process was guided by a steering or stakeholder's committee (see Table 19)¹³. In some cases, this committee developed the plan without much utilization of public input or outside resources. Task groups or committees also played a key role in the process at the county level with 86 percent of the plans utilizing this mechanism.

Eighty-three percent of the plans also had a vision or mission statement. In most cases, however, it was a mission statement of the economic development group guiding the process. Some counties, however, were quite visionary in their thinking and developed very future oriented statements.

The main weakness of the strategic planning process in Kansas is the lack of a mechanism for future evaluation of the strategic planning effort. Only one-third of the plans discussed either how they were going to evaluate their effort or the importance of evaluating the process. A unique element of strategic planning is that it is an on-going process. Therefore, those communities that mentioned updating the plan every year showed an understanding of the difference in this type of planning over traditional methods.

Table 19
Steps of the Process Utilized to Create the Strategic Plan

<u>Parties</u>	<u>Found in Plans</u>	<u>Percent of Total</u>
Steering/stakeholder's committee	36	100.0
Task/issue/study grps/committees	31	86.1
Mission/vision statement	30	83.3
Internal/external data analysis	29	80.6
Town/public meetings	26	72.2
Community survey/focus groups	22	61.1
SWOT Analysis	20	55.6
Future evaluation mechanism	12	33.3
TOTAL=N=36		

Source: KCCED/IPPBR, University of Kansas, 1992.

¹³Not all plans clearly identified the process used to develop the strategic plan. And, since the research methodology used the review of the plans as the information source, the information found in Table 19 has certain limitations. For example, if the plan did not mention using a survey to determine critical issues, "community survey" would not have been marked by the researcher.

A few examples of future evaluation of the strategic planning effort mentioned in the plans include:

- Reno County's plan mentions an evaluation of the strategic plan six months after adoption and a public meeting to report progress;
- Geary County's plan calls for an annual EDC retreat to review the plan;
- Labette County's plan seeks to establish a strategic planning community through bi-partisan leadership that will implement strategic planning on an ongoing basis;
- Ford County's plan calls for hiring staff to oversee implementation and to develop a means for continuous evaluation of the process through a "Plan Implementation Steering Committee;
- Cowley County's plan calls for the Focus on the Future Steering Committee to compile summary statistics to measure progress towards their goals and visions; and,
- Reno County's plan has also developed a strategy to consistently evaluate economic development programs, strategies and opportunities by establishing an objective database.

Observations on Community Plans

Since the passage of the Community Strategic Planning Assistance Act by the Kansas Legislature in 1990, strategic planning in non-metropolitan Kansas has greatly increased and Kansas communities have begun to assume responsibility for economic development planning. Currently, 38 rural counties have developed a strategic plan for community economic development with 23 counties receiving funds from the state's planning grant program. Another 29 counties are in the process of preparing a strategic plan and 21 of them are receiving planning assistance from the state's program.¹⁴

While the products of this effort vary in comprehensiveness and quality, the plans nonetheless represent a reasonable first effort. Some general observations based on a review of the plans include:

- *Focus on Existing Programs.* The community plans seem to focus on the areas in which they have experience and programs already exist (i.e., business retention

¹⁴The state's program also includes funds for implementation called action grants and 17 counties have received action grants.

and expansion, industrial recruitment, and tourism). An exception to this is the technology/innovation. Few plans identified this as critical. Those that did, however, plan to link into the state's technology transfer and assistance programs.

- ***Systematic Assessment.*** The strategic planning process has provided a mechanism for communities to systematically assess their strengths and weaknesses, establish goals, and identify priorities for local action.
- ***Partnerships.*** The strategic planning effort has facilitated the establishment of partnerships between towns and cities, city and county, county and county, public and private, citizens and governments, and business and education. These partnerships are new and not without difficulties.
- ***Leadership Development and Local Responsibility.*** The strategic planning process has developed local leadership for economic development issues and facilitated the emerging acceptance of local leaders that economic development is a local responsibility and communities must be proactive.
- ***Implementation of Priorities.*** Communities have identified priorities for local economic development action and are beginning to implement them. This will be a difficult phase of the process and many of the plans lack information on resources available for implementation.

No other state has engaged in such an extensive, community-based strategic planning effort. Strategic planning is an on-going process and, for a first effort, most communities have made a good start.

Areas of Further Study. Further study was needed to clarify the plans reviewed. KCCED conducted follow-up, on-site interviews with community leaders in September with that purpose in mind. The results of those interviews will be presented in the next section "Case Studies on County Strategic Planning".

***Case Studies on County Strategic Planning:
Marion County and Ellsworth/Rice Counties***

As the results of strategic planning were being publicized, it became clear that documentation and strategic planning reports could not give a complete view of the outcomes of the process. Therefore, in conjunction with the Kansas Inc. study, KCCED developed a case study strategic planning method and launched the study to understand why counties had varying experiences. The purposes of the case studies were:

- to assess the strategic planning process, county preparedness, and identify what did and did not work for counties;
- to focus on leadership and community involvement and examine how it evolved and collect perceptions of local participants regarding changes;
- to focus on economic/community development strategies and examine the outcomes and results of implementation;
- to review the affect of the context which the projects occurred - historical, political, social, and economical;
- to make future recommendations for project evaluation; and
- to solicit feedback from local leaders regarding future state programming and assistance.

Methodology

The method utilized for selecting the counties for additional contact to develop the case studies was fairly simple:

- identify counties with diverse economic backgrounds;
- identify counties with diverse community settings;
- select counties who identified different key issues;
- select counties who had different consultants;
- select at least one project with multi-county representation; and,
- select counties with different local leadership structures;

Many counties could have been chosen under these conditions. However, due to resource constraints, only two projects were chosen: Marion County and Ellsworth/Rice Counties.

To build the case study analysis the following existing information was utilized:

- the reports produced as a result of the strategic planning effort,
- news-clippings and articles about the county's planning process, and
- the Kansas Department of Commerce and Housing's reports filed by the universities who conducted the site visits and consultations with the counties.

New information and additional perspective were gained through interviews with key business and community leaders. The original planning grant application was reviewed to identify a group of leaders (7-12) from a county who could be interviewed for the cases. KCCED reviewed the list carefully and targeted a cross section of public and private, urban and rural, male and female leaders from across the county. A local county contact made additional suggestions of people who became involved in the planning process after the original group. The local contact also identified some key community leaders who had not been directly involved in the process. The county contact then assisted with scheduling of the interviews.

Keeping the main purposes of the study as the guide, the analysis was done according to the following questions or issues:

- Was the county ready for strategic planning?
- What was the strategic planning process? (Counties were compared to a generic strategic planning model.¹⁴)
- What have been the outcomes - new issues/strategies, changes in leadership/partnerships, citizen involvement?
- What lessons have been learned?
- What is expected in the future?
- What recommendations do leaders have for state policy-makers?

MARION COUNTY

Background

The drive to develop a strategic planning effort began under the auspices of the Marion County Economic Development Council. This council had become formalized as a regular meeting group of community and county representatives for the purpose of pursuing economic development efforts for the county in 1988. The Council has been sponsor for Leadership Marion County for several years.

Marion County, like so many other Kansas counties, is experiencing population decline, an increasing aging population, a deteriorating infrastructure system, a declining tax base, and dropping retail activity. The roughly 12,800 residents of the county are fairly well dispersed in twelve cities, three un-incorporated communities, and outlying rural areas. From 1980 to 1987, employment in Marion County declined by 16%, of

¹⁴The generic strategic planning model included the following steps: 1) getting organized and soliciting citizen participation; 2) developing a vision statement; 3) understanding the county (data analysis and surveys); 4) identifying critical issues; 5) developing an action plan; 6) implementing the plan; and 7) monitoring and evaluating the plan.

which the manufacturing sector accounted for more than half of that decline. (p. 15, Economic Development Plan for Marion County, 1991). According to 1988 data, the service sector was the leading employer (44.4%) followed by retail trade (22.2%) (p. 15, Economic Development Plan for Marion County, 1991).

The county finalized their strategic plan in February 1992 and the county was successful in obtaining an action grant fund to assist with implementation of strategic planning initiatives from the Kansas Department of Commerce and Housing.

Readiness

The strength this county had in determining whether or not it was ready was the Marion County Economic Development Council (MCEDC). County leaders report that from the beginning there was a deep commitment to the process and the outcomes to be identified.

County leaders also reported they were eager to hear from an outside consultant. They wanted to know the outside perspective compared to their own views and paradigms.

Emerging in many communities at the time of the development of the grant application were leaders who had wide latitude for community responsibilities. For example, Peabody had a Main Street Coordinator who had broad responsibilities for improving the beautification and economic viability of the community of Peabody. Several months later, the city of Marion created a Community Coordinator position that would also have broad responsibilities for overall community well-being. Also a strength to the county's efforts was leadership given by the Hillsboro Development Corporation Director and the work involved in applying for the grant, administering the funds, and organizing local participation.

The MCEDC had been working for a few years and had success in establishing a leadership program and working to network communities in the county. The strategic planning project seemed "at home" with the council as it was ready to assume a major project. As county leaders reported "they were ready for a project they could run with."

Planning Process

Getting Organized. In the beginning, more than fifty people from across the county had been identified as part of the strategic planning working group. These people included bankers, business owners, extension agents, city and county officials, media representatives, education officials, health and medical representatives, regional planning commission representatives, Kansas Department of Commerce field staff, and others. The majority of the people were identified with the Marion County Economic Development Council (MCEDC). The MCEDC was well organized and provided direct

access to all the communities in the county.

This group acted as a steering committee for the entire process. This group attended all of the meetings and presentations and then appointed an implementation team to develop recommendations about how to implement action plans (initiatives). The implementation team then made recommendations to the steering committee which gave approval to the plan of work or action plan.

Vision. Marion County developed a goal statement which responded: "This plan identifies priorities for future economic development programs that will reverse the downward economic trends in Marion County". (p.4, Economic Development Strategic Plan for Marion County, 1991).

Understanding the County. Marion County used a combination of a survey, town hall meetings, and focus groups with community and business leaders to gain a greater understanding of themselves. Also, social, economic, and demographic data was assembled and reviewed by the steering committee.

Critical Issues. Critical issues for the county were refined through the methods described above to "understand the county" and summarized into the following categories:

- Attraction of new residents to the county - work focusing on increasing availability of housing;
- Promotion of tourism, visitor, and recreation attractions;
- Maximizing retail and service opportunities;
- Improving the education system;
- Protect the land value and natural environment; and,
- Industrial attraction and retention.

The Action Plan. A team of community leaders developed recommendations for implementation of the strategic plan. The implementation team made recommendations to the steering committee which approved their findings as their plan of work or action plan.

According to the seven foundations this county addressed all seven areas and emphasized - business environment, quality of life, and infrastructure development. Below is a summary of the action plans and how they relate to the seven foundations.

- In the Business Environment, Marion County targeted three areas of the business environment - industrial attraction and retention, tourism, and retail development. For attraction and retention, the plan called for an inventory of sites and buildings, and identifying target industries. Tourism efforts emphasized large scale publicity efforts to emphasize local and regional attractions. Retail

development included improving local store hours and customer relations with local retailers, coordination with retailers on special events, developing a "shop at home" campaign, featuring local Kansas products, and encouraging the development of more restaurant and overnight accommodations in the county.

- Marion County identified several initiatives in the Commitment/Capacity area. The county, through its industrial attraction and retention efforts, called for encouragement of city and county policies for incentives. The plan also calls for the printing of brochure for prospective businesses and industries to outline the goals of MCEDC.
- For Human Capital the county identified increasing cooperation between school districts as a possibility for improving local education. Also, they surveyed residents and employers to identify unmet educational needs. Lastly, they continued their own leadership development program through Marion County Leadership to train future leaders for the county.
- Quality of Life issues were also addressed through tourism development efforts. For Marion County other areas related to enhancing the quality of life included working on housing inventories, marketing, and the development of housing for new residents. Protecting land values and the natural environment were also a part of quality of life. These initiatives included working with the newly formed Marion County Planning Commission, conducting transportation studies and monitoring the development of highway improvements.
- Marion County in the Technology and Innovation area identified the investigation of high tech and mobile communications as a possible industry for attraction and expansion. In community interviews, leaders reported the focus on technology was low because there was general lack of public awareness about how it would be a part of an overall strategic plan.
- The county worked on several initiatives in the Infrastructure Development/Assistance area. The initiatives included - industrial site development, exploration of telecommunications, highway studies and monitoring of development.
- Financial Capital was identified to encourage the availability of capital for start-up ventures in the county. In follow-up interviews, community leaders thought education for entrepreneurs and how to access capital may increase business start-ups.

Implementation (Who is Responsible). The Marion County Economic Development Council, coordinating with community and county leaders, will be the main organization responsible for implementation. Many organizations will be a part

of implementation - the development corporation, city and county officials, arts and museum organizations - among others.

Monitor and Evaluate. The county will be evaluating initiatives implemented and make adjustments for future needs in the next one to two years. Some ongoing evaluation mechanisms have been put in place to solicit feedback.

Outcomes

New Issues/Strategies. The development and distribution of materials and information is a direct result of action initiatives. This county launched into several large projects upon completion of their strategic plan.

▶ Tourism

A major project for tourism efforts was the development of Prairie Patchwork a regional promotion newsletter sponsored by MCEDC and Prairie People Association of Central Kansas. This attractive eight page newsletter is full of regional information on arts and culture, local restaurants, special events, and Christmas promotions. The first newsletter is only the beginning with three more newsletters scheduled this year.

The county conducted a familiarization tour as part of increasing understanding of county attractions and resources. The tour was conducted for museum, arts, chamber, tourism and other interested directors.

▶ Land Use

Marion County now has a County Planning Commission working on land use and zoning issues as a result of strategic planning efforts.

▶ Housing

The county is active in conducting housing inventories, marketing, and the development of housing available for new residents. A county grant application for housing will be resubmitted to the Kansas Department of Commerce and Housing to support local housing efforts, and other alternatives are being explored.

Communities such as Florence are active in renovating historic homes in the community and selling them to newcomers. Their goal is to maintain the heritage of the community and they hope this helps meet some of the demand for housing and bring new families into the community.

Changes in Leadership/Partnerships. The leadership of Marion County became more educated and committed as a result of the strategic planning process.

► **Educated Leadership**

Through the MCEDC there has been a group of committed leaders to county/ community projects. Local leaders reported they felt county leadership was "more aware" and "better prepared" to initiate and implement local projects. Some county leaders reported it was "fun to be apart of something happening".

► **Committed Leadership**

The community and business interviews demonstrated this clearly. The process created even a deeper level of understanding and togetherness among county leaders. For the county each person participating in the strategic planning process and a part of the MCEDC has a very special leadership role to fill . For example, the city of Marion has taken the leadership on a housing grant for the county and has even given preference to smaller communities to apply for funding first. The representatives from Peabody, Goessel and Hillsboro are working diligently on tourism initiatives. Leadership from Florence has put together the Marion County Business and Professional Directory. Everyone fills a very special leadership position to benefit the county as a whole.

Citizen Involvement. Citizens had opportunities to be involved through town hall meetings, community and business leader interviews, the surveys, and could attend regular MCEDC monthly meetings.

Lessons Learned

- Every town must be involved. The MCEDC has made an effort to involve every community as a representative on the council. Meeting sites are regularly rotated and news about community events is a regular agenda item for MCEDC. This has brought participants together and created a greater understanding about the county.
- The county must involve "new people" in the leadership process continuously. This is the reason for two term appointments to the MCEDC and the continuation of Leadership Marion County classes.
- Many people interviewed said the strategic planning process and the outside consultant gave the county a new perspective on itself and a mechanism to focus on the future together.

Future Expectations

The county expects to continue spin off projects which are resulting from the strategic plan. The county also feels there will be a need to evaluate initiatives

implemented and make adjustments for future needs in the next one to two years.

ELLSWORTH AND RICE COUNTIES

Background

Planning for economic development was not new for the counties of Ellsworth or Rice. Each county had a county-wide economic development organization. It was these two organizations and the North Central Regional Planning Commission which organized the effort for strategic planning in the counties.

The economy for both counties was best described in the Strategic Plan for Ellsworth and Rice Counties:

Ellsworth and Rice counties are located virtually in the center of Kansas, with a landscape of low, rolling hills in Ellsworth County shifting to relatively flat terraces in Rice County. While both counties have a sound agricultural base, ranching is dominant in Ellsworth County, while grain production is prominent in Rice County.

Another important player in the local economy is the mining industry, for both have strong salt mining operations and historically prominent oil and natural gas fields. Recent years have seen a decline in the production income of the latter, but its importance to the overall economic well-being of each county remains. (p. 1, Strategic Plan for Ellsworth and Rice Counties, 1992)

Ellsworth County is the small county in terms of population with 6,586 residents and five incorporated communities. Ellsworth has been fortunate to withstand great population loss during the 1980s with a slight decline of 0.8% (p.2, Strategic Plan for Ellsworth and Rice Counties, 1992). Rice County, the larger of the two, with 10,610 residents county-wide and 9 communities, was hard hit by population decline during the 1980's with a 10.0% loss. (p.2, Strategic Plan for Ellsworth and Rice Counties, 1992). The largest employers for both counties is government and the service industry according to Bureau of Economic Analysis 1989 statistics.

Ellsworth and Rice counties finished their strategic plan in early 1992 and did not obtain an action grant fund for implementation of their strategic planning initiatives from KDOC&H.

Readiness

Both counties had a long history of working in the area of economic development

with active county-wide economic development organizations, chamber organizations, emerging tourism groups, an active regional planning commission, supportive county and city government officials, business-persons and other groups.

The counties made commitments to rotate meetings between both counties and hold them in several communities in each county.

Each county seemed to approach the issue of involving people differently. Special invitations and recruitment efforts were carried out in Rice County as well as publicity efforts. In Ellsworth special invitations and efforts were made to involve the business community. Both counties expressed a great deal of frustration at the lack of citizen interest and involvement.

Exciting part about the response to the readiness question was the willingness of both counties to work together. The strategy by both counties was to identify areas where cooperation, not competition, was possible. Further, to identify key issues that can be addressed by both counties and that enough interest exists for implementation and continuance. Community leaders expressed the desire to find "common ground" to bring the counties together to compliment one another.

Each county felt that alone they would be unsuccessful in the grant application process, but together they would have a better chance of securing funds.

Planning Process

Getting Organized. In all, about thirty people began with the strategic planning process at the orientation meeting for the counties. Along with people identified in the application process for the funding these people then became both a steering committee and task force group members. Some leaders expressed difficulty using this type of structure because it "slowed down" the progress of task force groups. Although task force groups did begin meeting as groups to develop the action plans. Another challenge to the counties was the changes in sites that encouraged people to transition in and out of meetings. Only a small group of people could attend all of the meetings because of the distance.

Vision. Both the vision and mission focused on developing an atmosphere of cooperation among both counties. This was the focus of the strategic planning effort.

Understanding the County. The counties used a variety of means to understand themselves. The counties used very traditional methods of analyzing social, economic and demographic information. Unique was the use of a bi-county attitude survey utilizing telephone interviews for 384 households in Ellsworth County and 378 households in Rice County. The survey was a brief attitude survey of general questions about community and economic development. The brief survey may have been a result

of the expense related to telephone surveys. The SWOT analysis for the counties was used to develop a joint set of issues confronting both counties.

Critical Issues. The critical issues for these counties were selected with an emphasis on issues that would involve cooperation and not create competition among the counties.

Many critical issues were identified through a detailed Strength, Weakness, Opportunity, and Threat (SWOT) analysis. Some of the issues identified as weaknesses included: high wage jobs, location, housing, identity, financing, affordable goods and services, and leakage of money spent outside the communities. Those areas identified as opportunities included: tourism, telecommunications, retail and services.

The counties identified three areas to be developed into task force groups: government, tourism, and business and industry. These counties went the extra mile with each of the issues and developed mission statements, identified sub-issues for each major issue and then developed objectives and strategies or activities to meet the objectives.

A great deal of effort was devoted to this stage of the strategic planning. This was reflected in the personal interviews. Some leaders expressed frustration that progress was slowed because task force groups didn't have adequate direction to work independently. It is evident, given the amount of detail described by each task force groups report why there appeared to be frustration.

Again, the issues identified to be developed by task force groups were non-competitive issues. These were areas where the counties had some hope of collaboration.

The Action Plan. Each task force group developed a mission statement, a set of issues, and activities (strategies) to carry out the mission (goals). The North Central Regional Planning Commission developed in more detail the action plans.

According to the seven foundations, the action plans for the counties focused mainly on three areas: commitment and capacity development, business environment, and human capital. Below is a summary of the action plans and how they relate to the seven foundations and also there is some discussion of some of the other issues identified in the SWOT analysis and how they fit with the foundations.

- Ellsworth and Rice targeted the Business Environment for much of the business improvement efforts related to tourism and image promotion. Lack of affordable retail and retail development/services were identified as both weaknesses and opportunities for both counties.

- The two counties put a great deal of effort into Commitment and Capacity through the development of new partnerships between county governments. New partnerships emerged as a theme for these counties with business and industry partnerships, development of a Bi-County Calvary, and cooperation between schools and businesses.
- In the Human Capital area, Ellsworth and Rice counties identified cooperation between businesses and schools as a new initiative. This would be done through using local businesses to conduct seminars in the high schools.
- Quality of Life issues were addressed mainly through tourism development efforts and community enhancement projects. The focus was on exchange of information and touring each others resource and attraction areas. The lack of appropriate and available housing, perceptions about housing values, and lack of rental housing were identified in the SWOT analysis as weaknesses for the counties.

The foundations not directly addressed with action initiatives in the strategic plan included:

- Technology and Innovation did not receive a great deal of attention, although telecommunications growth was identified as an opportunity for rural areas. In follow-up interviews, leaders reported that this issue was important to their county but that priority for action items was given to those areas where cooperation could be successful in a short period of time.
- Infrastructure Development/ Assistance was identified as a strength by county leaders in the SWOT analysis. The taskforce group on county cooperation had spinoff projects that related to infrastructure development and assistance.
- The last area not directly targeted in the planning initiatives was financial capital. Financing, interstate banking, and local investment of capital were identified as weakness and threats to the counties. In interviews with county leaders they reported that financing for business needed to be addressed, especially in those communities wanting to replace lost retail.

Implementation (Who is Responsible). These counties did not identify in their strategic plan the responsible organizations for implementation. In county interviews, participants agreed that those groups responsible for implementation would include county and city commissions/councils, chambers, county economic development organizations, tourism committees, businesses, and schools.

Monitor and Evaluate. These two counties are now in the process of evaluating the work they have outlined in the strategic plan and organizing for implementation.

Leaders agreed that in one year to two years they will assess what has been accomplished and then focus on new initiatives.

Outcomes

Overall community and county leaders were pleased with the outcomes of the planning effort. But they realized that implementation of specific projects had slowed and that the process and group needed to refocus their efforts on their tasks. Specific outcomes the counties could point to included: new issues/strategies, changes in leadership/partnerships and citizen involvement.

New Issues/Strategies. As a result of the process a new approach to tourism was developed and new partnerships were formed for business and education.

▶ A New Tourism Approach

The cooperation for tourism has been well-received. Each county has unique features, history, natural resources, and attractions which compliment one another.

▶ Ready for Action with Education and Business

Although each county saw progress as being slow with the business and education initiatives they felt a good foundation for new partnerships was developed.

▶ Spinoff Projects Have Resulted

Many spinoff projects are underway and include: Ellsworth County is currently working on a housing project; Ellsworth County government is utilizing the expertise of Rice County to develop a 911 system; and, Ellsworth, the community, is currently working on a housing program.

Other new issues have emerged for the counties to address which include: solid waste management, leadership awareness, public transportation and future government cooperation.

Changes in Leadership/Partnerships. The strategic planning process brought out several changes in leadership and partnerships for the two counties. Those changes were:

▶ Development of New Leadership

Although this was not a major goal of either county, each county felt some new leaders had emerged and were becoming more active locally.

► **By-County Cooperation**

This was by far a major win for both counties. County governments continue to meet quarterly and work on projects for collaboration. Examples of those have included sharing equipment, technical assistance, and ideas and information. Ellsworth and Rice counties are providing a good role model for other counties to follow who are interested in county cooperation.

► **By-County Business and Industry Cooperation**

Businesses in the counties have been encouraged to make contacts with one another to explore joint ventures. Two industries are currently working together to make complimentary products to serve one another in product development.

► **A New Attitude**

Some of the new "attitude" has resulted from the relationships built between the counties. A great deal of information is being exchanged between both counties by tourism groups, government groups, and business development organizations. The joint effort for tourism uncovered the hidden assets of each county and served as an educating experience for residents of both counties.

Citizen Involvement. County leaders were unprepared for the number of participants who dropped out of the process after the initial orientation meeting. It was difficult to get people "re-involved" because the interest had not been generated. Leaders also found it difficult to "interest" the business community in the county projects. Both groups of county organizers extended personal invitations to citizens to improve participation. People recognized that the distance driving to meetings played a factor in making it more difficult to increase citizen involvement.

Lessons Learned

- That local leadership had to step forward to complete the work of the task force groups and not rely on outsiders to do the work for them.
- Cultural biases between public and private leaders existed. The problem solving-public participation approach used in strategic planning is not traditionally a part of the business culture. This inhibited some business persons from participating.
- Perseverance was a key for the process. The model used for strategic planning should be communicated in "common language" as one leader remarked. The process appeared complicated and overwhelming to some participants and communicating the information in simple, structured tasks and responsibilities was important. Also needed was step by step guidance on where the process

was going and how the counties would develop and implement the action plans.

- Both counties also experienced frustration as new people came into the process that caused a lot of backtracking to bring everyone up to the same level of information and understanding about where the county was in strategic planning and where they were going.
- Working together in a cooperating effort with another county improved county relations. A new understanding of each county has been a result of the cooperative effort.
- The county is working toward "regrouping" and beginning an effort of implementing the strategic plan. Those groups who will have primary responsibility for implementing the plan will include county commissioners and government, tourism organizations, and city/ county economic development organizations.
- The program worked as an educational tool and gave a focus to diversifying their economies. As an educational program it raised awareness.
- A new effort needs to be made to publicize the results of the plan and distribute it widely with citizens.
- Strategic planning gave the counties the opportunity to look at themselves with a new perspective.

Future Expectations

Community leaders expressed the need to begin meeting again with the strategic planning group to sort out the implementation responsibilities and begin working on projects. Leaders also agreed that in one to two years they will assess what has been accomplished and then focus on new initiatives.

Summary of the Case Studies

The following points summarize the key findings of the case study analysis:

- **Leadership.** The ability of a county to organize and carry out a strategic planning process relied heavily on the leadership of local economic development and community development organizations and institutions and their commitment to carry out the process. The more representative local leadership was of the county and community interests the better the process worked.
- **Understanding the Environment.** Developing and enhancing an understanding

of the environment in which counties and communities operate was beneficial to local leaders. This understanding helped sharpen the vision for a better tomorrow.

- **Key Issues.** Key issues for the counties studied in the interviews included: housing, tourism, retail and business and industry retention and development.
- **Implementation and Action Grant Funding.** Marion County is currently implementing programs with assistance of an action grant from the state while Ellsworth and Rice counties are not. This may explain, in part, the sustained high level of activity in Marion County. Ellsworth and Rice counties are at the stage of beginning to implement the action plan laid out in the strategic plan.
- **Partnerships.** The counties were able to utilize strategic planning as a vehicle to make innovative changes in the counties. Ellsworth and Rice counties were able to develop new partnerships between county governments, business and industry, and schools and businesses. Marion County worked regionally on a tourism promotion which features information on arts and culture, local restaurants, and special events and promotions. The development of the partnerships for the tourism effort made the project innovative.
- **Citizen Involvement.** Each project used different methods to involve citizens in the process. The structure of the leadership group for the Marion County Economic Development Council provided the county the ability to tap into every community represented, organize town hall meetings, and work with local business and community leaders. The structure for Ellsworth and Rice counties was more challenging for two reasons: 1) the bi-county participation; and, 2) limited representation of the steering group. The leaders initiating the process represented just a few organizations and therefore had to branch out to increase participation. There was no existing bi-county council or organization who had representation from public and private interests across both counties.

In sum, the interviews with community leaders involved in the strategic planning process gave insight into the dynamics of the planning process that a review of the plans could not accomplish. Themes that emerged and should be considered in the state strategy dealt mostly with institutional capacity issues: leadership, partnerships, citizen involvement, and an understanding of the environment in which decisions are made. The following section "Conclusions: Implications for the State Economic Development Strategy" will bring together the information gathered by the review of the plans and the interviews with community leaders to formulate options for the state strategy.

Conclusion: Implications for the State Economic Development Strategy

The following policy and program options have been developed as discussion points for revision of the state economic development strategy and for consideration of programmatic and policy revisions. The options have been developed based on needs identified in county strategic plans and suggestions by community leaders. The options have been categorized according to the seven foundations.

Business Environment (programs that create businesses and business opportunities or improve business competitiveness)

Business Retention and Expansion. Business retention and expansion was seen as a high priority among counties. Nearly every county referred to maintaining businesses and expanding with new opportunities. Retail development and retention of retail businesses was critical in many counties. Some implications for the state strategy as suggested by the communities include:

- Provide business assistance, education, and expertise to prevent or curb business failures in Kansas. Community leaders recommended a concerted effort be lead by the state to prevent business failure through a state educational program. In Ellsworth alone, six businesses have failed in the last year. It was speculated that with information and assistance from business experts some of these failures could have been avoided. The result is a dramatic decline of rural retail available and no new entrepreneurs ready to take on these types of businesses.
- Provide support for rural retail development and retention. The lack of retail has affected the quality of life in many rural communities and much of the loss has been through attrition of retired retailers. The other impacts on rural retail are the "shopping out of town" patterns used particularly by rural commuters and the impact of major discount stores.
- Consider the feasibility of establishing a retail business link program with new entrepreneurs to take over firms from retiring merchants. This may be able to mirror the farm transfer program offered through Farmers Assistance, Counseling and Training Service through the Board of Agriculture.
- Build on the success of the KDOC&H's business retention and expansion program. Many counties identified KDOC&H's business retention and expansion program as a next step. Under this program, assistance to communities would include: 1) developing and administering a county-wide business survey to identify the needs and concerns of local business; 2) funding programs that help existing industries, including job training programs; and 3) understanding regulatory impediments to expanding business.

- Provide technical and marketing assistance for export trade opportunities for products and services.

Industrial Attraction. This is an area where the state can play a major role due to the lack of professional industrial developers in rural areas. Rural communities would like to develop a program to attract business which includes inventorying sites and resources, building the necessary infrastructure, developing a marketing plan that targets certain industries, creating a sales team to meet with prospects, and developing a financial incentives package. To develop a recruitment program, the communities plan to work closely with the Kansas Department of Commerce and Housing. Two activities at the state level that communities seemed particularly interested in were the Kansas Cavalry and trade shows. Communities leaders suggest that the state strategy:

- Continue to support the industrial recruitment effort by the KDOC&H which includes working with communities to target industry, develop promotional materials, and create financial incentive packages.
- Consider utilizing state consultation/evaluation teams that will work with rural counties to inventory and evaluate buildings and sites for recruitment as well as provide assistance in establishing a targeted recruitment program.
- Develop rural industrial tours lead by the state. Rural communities expressed frustration that most tours are conducted for those larger communities who can afford the tour.

Entrepreneurship. Rural communities are quite interested in the creation of new business from within by assisting with entrepreneurs. Several counties expressed an interest for assistance from the state in exploring the feasibility of a business incubator for their county. Basically they would like assistance from the state in helping to create a supportive environment for new business growth. Implications for the state strategy include:

- Review public education programs for business assistance and development. Many counties expressed the need for public education awareness to help new businesses.
- Assist counties who need support for feasibility assessments for new firms. Several identified the need to conduct an assessment for new businesses (retail and service) to identify potential areas that could be developed in their county.
- Provide information and support for communities interested in developing a business incubator program.

- Build on the creative efforts to involve young people in entrepreneurial efforts. Several counties identified youth entrepreneurship and building partnerships with schools as a strategy to building homegrown entrepreneurs and retaining young people. Small entrepreneurship matching grants could be made available to help develop local programs promoting youth entrepreneurship through the schools.

Tourism. Local tourism efforts focus on promoting history, culture, special events, and recreation. Several counties want to promote experiential events (working farms and wagon trail experiences) for visitors to their county. The tourism strategy is based on bringing in new visitors and offering more local alternatives for residents - not a tourism development effort on a large scale like theme parks, sporting events, and hotel and lodging development. Areas of need for state assistance as indicated by the communities include:

- Develop a promotion and marketing strategy for rural areas of Kansas to give greater exposure to rural attractions. Many rural counties are developing tourism as a part of a county and regional strategy. State promotion which features rural areas could assist these efforts.
- Consider utilizing state consultation/evaluation teams to visit a county and conduct an assessment for future initiatives. These special teams would provide recommendations about county/community marketing efforts, tourism development, beautification, and business development and attraction. The cost for services could be shared through local support.
- Develop a tourism council of state agencies who have a stake in tourism initiatives to facilitate local access for developing tourism attractions. Historical preservation, the arts, and wildlife and parks are areas that also contribute to tourism development efforts.
- Expand grant funding for small tourism grants matched by local funding. This would be valuable for brochures, advertising, signs, and other marketing tools. A large majority of counties identified brochures and public information materials as outcomes.

Commitment/Capacity Capital (the provision of assistance and support for business and economic development)

Many plans referred to the need for more information and assistance primarily by state agencies, organizations, and educational institutions to assist in their local efforts. Cooperation, leadership, partnerships, organization and information networks are areas that communities would like to see state assistance. Some implications for the state strategy include:

- Facilitate the cooperation between communities, counties and regions. The state could become active in the promotion of sharing and networking of the programs and ideas which have resulted from strategic planning. Newsletters and conferences were suggestions by local leaders. One leader suggested a compilation of "strategic planning stories".
- Enhance leadership development efforts at the local level by providing assistance with developing leadership programs that promote "positive" attitudes by the citizens about their community, county, region and state.
- Provide educational sessions at the local level on resources available to rural communities. This could be done through publications, workshops, media and seminars. The program Operation Strongest Link was identified in many plans and is a good example of the type of program that should continue to deliver information to local county leaders.
- Disseminate information on KDOC&H programs to people who have regular contact with community and county economic development leaders, such as Extension and county agents, the university community, and planning commissions.
- Continue with strategic planning follow up efforts with counties. This can be done through the strategic planning program coordinator and the universities assisting with the Community Strategic Planning Grant program. Provide guidance on implementing strategic plans and updating the plans.
- Continue funding action grants for rural counties. A similar recommendation by a county was to award "Excellence Grants" for community and economic development implementation efforts for innovative and creative efforts which can be pilot programs to be shared with other counties and communities. A continuing theme among leaders was appreciation and thanks to the state of Kansas for having the "foresight and funding to support them and support to follow-up with them". Many leaders expressed gratitude that they state had allowed them flexibility to address local issues with assistance from state funding.
- Disseminate strategic planning initiatives among state agencies who can assist with local development efforts. State agencies that were named in plans include: the State Historical Society, Kansas Arts Commission, Kansas Department of Wildlife and Parks, and Kansas Department of Transportation.
- Regularly develop and publish, with university assistance and state agency assistance, local labor market information. Many counties documented a need for labor data and information.

- **Develop and maintain information on the business and economic development climate in Kansas. This information would include: a current "county profile" with KDOC&H; services available by local, state, regional and federal agencies; funding resources for economic development projects; and economic data that could be used to monitor and guide economic development.**

Human Capital (programs that address training, retraining and general education of the labor force as well as linkages between business and education)

Several counties identified youth entrepreneurship and building partnerships with schools as a strategy to build homegrown business and retain young people. Counties are also concerned with promoting cooperation between business and education by developing more formal links, such as establishing business/education advisory groups or creating a business/education coordinator position in the school systems. Options for the state strategy include:

- **Build on the creative efforts to involve young people in entrepreneurial efforts. Small entrepreneurship matching grants could be made available to help develop local programs promoting youth entrepreneurship through the schools.**
- **Facilitate the creation of business and education advisory groups or councils to help guide local education and training efforts at community colleges, technical schools, and secondary schools.**
- **Explore the feasibility of increasing educational outreach and/or telecommunication sites with educational institutions. The lack of educational opportunity and outreach for adult learners was identified by several plans.**
- **Provide assistance in determining the existing and future skill needs of the work force. Information about skill needs will assist educational institutions in developing education curriculum and training programs that will meet the needs of businesses.**

Quality of Life (programs concerned with cultural, artistic, recreational, environmental, and historical activities)

Housing. The availability of quality housing to buy and rent was identified again and again by rural counties. It is a vicious cycle of development that counties find themselves caught in. If they do attract an industry or firm to their county, oftentimes people have to live outside the county where housing is available and commute to their place of work. Ellsworth is a good example; with the new prison, a large group of people are commuting into the community rather than living in the community. Many plans identified declining quality in housing stock. Counties are hopeful that some

initiatives will come forward through the new housing division in KDOC&H. Some implications for the state strategy include:

- Assist communities in determining their housing needs and developing a local housing strategy.
- Explore the feasibility of additional tax incentives beyond the low income tax credit program by KDOC&H that assists in the development of rural housing. Also, determine whether tax incentives could be expanded for maintenance and upgrading of existing homes through weatherization and other upgrades.
- Explore additional possibilities for state investment in rural housing development.
- Encourage the development of local strategies through a reward system (i.e. housing innovation grants/awards).

Recreational Opportunities. This was a multi-dimensional issue. Some counties wanted to preserve the quality and quantity of their water supply. Other counties wanted to develop and promote natural resource areas of the county (rails to trails, hiking/fitness trails, etc). Many counties also wanted to enhance recreational opportunities in their county such as golf courses and parks. And some wanted to promote wildlife hunting as local natural resource. Residents viewed recreation as part of the quality of life and an opportunity to build on tourism.

- Identify areas of state assistance to provide financial resources to assist communities and counties with recreational projects.
- Identify and coordinate with local, regional, state and federal agencies to develop and promote the state's wildlife and scenic resources.

Technology and Innovation (programs related to stimulating technology development, coordination, application and transfer)

This seemed to be a complicated area for leaders to define strategies their county could be active in supporting. During community leader interviews, many leaders responded that they felt a need to work on basic issues of community economic development before moving on to larger issues such as technology. Those that did identify technology targeted adding value to local products, especially agriculture.

- Improve educational awareness for technology programs. County leaders felt there was a general lack of awareness about technology applications and how they could work to improve technology transfer. All of them recognized it as an important issue. One option is to educate those closest to business and

community leaders. This would involve KTEC, KDOC&H field representatives, SBDC staff, university and extension representatives, and community college staff.

- Provide assistance (technical or funding) for feasibility studies of value-added agricultural products. State assistance with exploring markets and identifying market openings for value-added products has been useful to rural communities and this should continue.

Infrastructure Development/Assistance (programs concerned with the development and maintenance of public infrastructure such as roads, utilities, and business/ industrial sites and parks)

Some counties identified infrastructure deterioration and maintenance as needs. For business and industry development, many counties were undertaking assessments to determine the quality and quantity of available space and facilities. Highways and roads were discussed in several plans by counties targeting tourism to improve signs and information available at road- stops and visitor centers.

- Expand the base level of funding for community improvement grants or provide additional low interest loans for maintenance and development.
- Recognize those counties who work cooperatively for maintenance and development of infrastructure. This could be modelled on successes found in Ellsworth and Rice Counties for cooperative ventures to maintain infrastructure.
- Explore the creation of a regulatory environment which encourages government cooperation. Additional work in identifying regulations for allowing greater government cooperation could be of great benefit.
- Assist rural counties in identifying available sources for infrastructure improvements and expansions.

Financial Capital (provision of available capital for businesses in different stages of development)

Financial strategies mentioned in the plans involved those that help the individual business develop or expand and those that help communities fund economic development activities and projects. In general, rural communities would like information regarding mechanisms available to increase the capital available. Some strategies they plan to explore include: community foundation, venture capital pool, revenue sharing, and state loan and grant programs. Options for the state strategy include:

- **Provide technical assistance to local leaders who want to start a local development corporation.**
- **Explore special rural financing needs and review where state venture capital programs and seed capital programs are being invested to determine if these programs are meeting rural needs.**
- **Continue state loan and grant programs that provide assistance to community economic development efforts.**

Summary of the Implications

The review of the county-wide community strategic plans and the interviews with community leaders involved in the planning process suggest the following implications for the state strategy:

- ***Continuation and Accessibility.*** Rural communities and counties are looking for the state to help them succeed in their community economic development efforts by continuing existing programs and making those programs more accessible to them. Those programs would include: business retention and expansion, industrial recruitment, tourism development, technology transfer and assistance, value-added assistance and housing.
- ***Enhance Commitment Capacity.*** The communities are seeking assistance from the state to enhance their institutional capacity - organizations, leadership and cooperation.
- ***Funding Resource.*** The state is viewed as an important player in funding economic development by supplying information regarding available resources and assisting in funding projects through the action grant program.
- ***Information and Network Linkage.*** The rural communities rely on the state to provide information relevant to their economic development efforts and they seek assistance from the state that will enable them to link into new technologies and international markets.
- ***Quality of Life.*** "Quality of Life" is very important to the rural communities; but, they are not relying on the state to maintain their "small town way of life". They do, however, want state assistance in promoting the high quality of life outside the state.

In sum, the rural counties are counting on the state to assist them in their community economic development effort but they increasingly realize that they are responsible for their success or failure.

Appendix A

COUNTY	CSPG91	CSPG92	STRATEGIC PLAN STATUS
Allen/Coffey/Woodson	yes	AG	has plan
Anderson	yes	AG	has plan
Atchison			underway
Barber/Harper	yes		draft plan
Barton	yes		draft plan
Bourbon	yes	AG	has plan
Brown/Nemaha	yes	AG	has plan
Butler	AG-Apld		no plan
Chase/Lyon	yes		draft plan
Chautauqua			no plan
Cherokee		PG-Apld	no plan
Cheyenne			has plan
Clark			no plan
Clay			no plan
Cloud/Ottawa	yes	AG-Apld	has plan
Coffey/Woodson/Allen	yes	AG	has plan
Comanche			no plan
Cowley	yes	AG	has plan
Crawford		yes	underway
Decatur			no plan
Dickinson			no plan
Doniphan	AG-Apld	yes	underway
Douglas			METRO - underway
Edwards			no plan
Elk		yes	underway
Ellis			has plan ('88); underway ('92)
Ellsworth/Rice	yes		has plan
Finney		AG	has plan
Ford	yes	AG	has plan
Franklin		yes	underway
Geary	yes	AG	has plan
Gove			no plan
Graham/Rooks		yes	underway
Grant			no plan
Gray/Haskell/Meade		yes	underway
Greeley/Wallace	yes		has plan
Greenwood			no plan
Hamilton		AG	has plan
Harper/Barber	yes		draft plan
Harvey			no plan
Haskell/Gray/Meade		yes	underway
Hodgeman			no plan
Jackson			underway
Jefferson	AG-apld		has plan
Jewell			no plan

Appendix A

<u>COUNTY</u>	<u>CSPG91</u>	<u>CSPG92</u>	<u>STRATEGIC PLAN STATUS</u>
Johnson			METRO - has plan
Kearny			underway
Kingman			underway
Kiowa			underway
Labette	yes		has plan
Lane			no plan
Leavenworth			METRO - no plan
Lincoln/Mitchell	yes	AG-Apld	has plan
Linn			has plan
Logan			no plan
Lyon/Chase	yes		draft plan
McPherson		yes	underway
Marion	yes	AG	has plan
Marshall			no plan
Meade/Gray/Haskell		yes	underway
Miami		yes	underway
Mitchell/Lincoln	yes		has plan
Montgomery	AG-Apld		has plan
Morris	AG		has plan
Morton		PG-Apld	no plan
Nemaha/Brown	yes	AG	has plan
Neosho/Wilson		yes	underway
Ness			no plan
Norton			no plan
Osage	AG-Apld		has plan (OEDP)
Osborne			underway
Ottawa/Cloud	yes		has plan
Pawnee			has plan
Phillips	yes		has plan
Pottawatomie			has plan
Pratt			underway
Rawlins			underway
Reno	yes	AG	has plan
Republic			no plan
Rice/Ellsworth	yes		has plan
Riley			has plan (Vision 20)
Rooks/Graham		yes	underway
Rush			no plan
Russell			no plan
Saline			no plan
Scott			no plan
Sedgwick			METRO - has plan
Seward	AG		has plan
Shawnee			METRO - no plan
Sheridan			no plan

Appendix A

<u>COUNTY</u>	<u>CSPG91</u>	<u>CSPG92</u>	<u>STRATEGIC PLAN STATUS</u>
Sherman		yes	underway
Smith			no plan
Stafford		yes	underway
Stanton			no plan
Stevens	AG		has plan
Sumner	yes		has plan
Thomas		yes	underway
Trego			no plan
Wabaunsee			no plan
Wallace/Greeley	yes		has plan
Washington			has plan
Wichita			no plan
Wilson/Neosho		yes	underway
Woodson/Allen/Coffey	yes	AG	has plan
Wyandotte			METRO - has plan

 Refers to counties which had plans reviewed.

Appendix B

Kansas Center for Community Economic Development

**COMMUNITY ECONOMIC DEVELOPMENT STRATEGIC PLANS:
SUMMARY OF ISSUES, GOALS, ACTION PLANS, AND IMPLEMENTATION**

County(ies): _____

Date: _____

Person(s) Summarizing: _____

Local Person Contacted
for More Information:

D. Number of incorporated cities in
county(ies):

____ 1-2 ____ 7-9
____ 3-4 ____ 10+
____ 5-6

E. Geographic Location: (*see Map for
regions - NE, SE, NC, SC, NW, SW*)

F. Sectoral Profile/Economic Base: (*rank
the top three with top = 1, using
KCCED Database BEA employment for
1989*)

I. BACKGROUND CHARACTERISTICS

A. Population of County(ies):

____ under 4,999
____ 5,000 to 9,999
____ 10,000 to 14,999
____ 15,000 to 19,999
____ 20,000 to 29,999
____ 30,000+

B. Population of Largest City(ies):

____ under 4,999
____ 5,000 to 9,999
____ 10,000 to 14,999
____ 15,000 to 19,999
____ 20,000 to 29,999
____ 30,000+

C. City Share of County Population:

____ % , share of largest city in
county(ies)
____ % , share of 2 largest cities in
county(ies)

____ Total _____
____ Farm _____
____ Agricultural services _____
____ Mining _____
____ Construction _____
____ Manufacturing _____
____ Trans, commun, other util _____
____ Wholesale trade _____
____ Retail trade _____
____ FIRE _____
____ Services _____
____ Gov't and Gov't Serv. _____

G. Strategic Plan Consultant(s):

H. Date of the Plan: (*month, year*)

I. Did the county(ies) receive a Community
Strategic Planning Grant?

____ Yes ____ No

II. ISSUES IDENTIFIED

A. What are the critical issues facing the county(ies) as identified in the strategic plan?

_____ 1. **Business Environment (the creation of businesses and business opportunities or the improvement of business competitiveness)**

_____ 2. **Commitment Capacity (the commitment to economic development expressed through agencies and organizations that provide assistance and support for businesses and economic development)**

_____ 3. **Financial Capital (the availability of capital to provide adequate capital to businesses in different stages of growth and development)**

_____ 4. **Human Capital (development of labor resources, such as training, retaining, and general education of the labor force, K-12 education)**

_____ 5. **Infrastructure (development and maintenance of public infrastructure systems including roads, utilities, business sites/parks, telecommunications)**

_____ 6. **Quality of Life (development and maintenance of a positive cultural milieu - cultural, artistic, recreational, environmental, educational and historical issues)**

_____ 7. **Technology/Innovation (stimulation of technology development, coordination, application and transfer)**

- B. If a county-wide citizen survey was conducted, what were the top issues identified in the survey?
(List no more than 5)

III. SHORT/LONG TERM GOALS

- A. Does the plan have a vision/mission statement? Yes No

1. If so, what is it? *(If lengthy, please summarize.)*

- B. Are any short- or long-term goals specifically listed in the strategic plan? Yes No

If yes, what goals are listed? If no (and if possible to determine) what goals can be identified based on the vision/mission statement or on the action steps? *(Please list or if lengthy please summarize.)* [Note: Categories should start to form as the plans are reviewed and these categories will be determined later. Examples of goals are: diversify local economy, create jobs, lower taxes, curb population decline, maintain our quality of life, maintain our small-town way of life, develop leadership.]

IV. ACTION STEPS

[*Note: Using the activities outlined in the action plan, check off the appropriate program area under the seven foundations*]

A. Business Environment (programs that create businesses, create business opportunities or improve business competitiveness)

- 1. Industry recruitment
- 2. Business export assistance
- 3. Business retention and expansion
- 4. Tourism and image promotion
- 5. Property tax abatements
- 6. Local retail development
- 7. Entrepreneurship
- 8. Youth Entrepreneurship
- 9. Other (*please specify*):

B. Commitment/Capacity (provision of assistance and support for businesses and economic development)

- 1. Local small business assistance
- 2. Local service directories/data bases
- 3. Business incubator
- 4. Organizational assistance
- 5. Business assistance centers
- 6. Regulatory assistance and reform
- 7. Leadership training
- 8. Org./Re-org. economic development
- 9. Cooperation/Coordination/Partnerships
- 10. Communication/Public Awareness
- 11. Other (*please specify*):

C. Financial Capital (provision of capital to businesses in different stages of development)

- _____ 1. Loan/bond financing (composite/umbrella)
- _____ 2. Local venture/seed capital pools
- _____ 3. Small business financing
- _____ 4. Local loans by banks
- _____ 5. Other (*please specify*):

D. Human Capital (programs that address training, retraining and general education of the labor force as well as linkages between business and education)

- _____ 1. Cooperation between civic/business/education
- _____ 2. School district consolidation
- _____ 3. Magnet school system
- _____ 4. Basic skills/literacy training for adults
- _____ 5. Worker training/retraining
- _____ 6. Other (*please specify*):

E. Infrastructure Development/Assistance (programs concerned with the development and maintenance of public infrastructure such as roads, utilities, and business/industrial sites/parks)

- _____ 1. Inventory current infrastructure needs
- _____ 2. Site development/business parks/spec buildings
- _____ 3. Airport
- _____ 4. Telecommunications/fiberoptics
- _____ 5. Roads/highways
- _____ 6. Water treatment/sewage
- _____ 7. Other (*please specify*):

F. Quality of Life (programs concerned with cultural, artistic, recreational, environmental, educational and historical activities)

- _____ 1. Community attitudes/positive image
- _____ 2. Community arts programs
- _____ 3. Cultural events/Ethnic programs
- _____ 4. Housing/housing inventory/local authority
- _____ 5. Historic preservation
- _____ 6. Senior issues
- _____ 7. Youth issues
- _____ 8. Low-income assistance
- _____ 9. Outdoor recreation opportunities
- _____ 10. Land-use/protected land areas
- _____ 11. Recycling
- _____ 12. Medical/health
- _____ 13. Safety/security
- _____ 14. Other (*please specify*):

G. Technology/Innovation (programs that stimulate technology development, coordination, application and transfer)

- _____ 1. Value-added programs and assistance
- _____ 2. Research/product assistance loans/grants
- _____ 3. Small business research loans/grants/assistance
- _____ 4. Inventor/royalty grants
- _____ 5. Patent information and assistance
- _____ 6. Technical/technology assistance; technology transfer; info/network
- _____ 7. Other (*please specify*):

H. Questions Related to Action Steps

1. Of those areas checked off above, what unique or innovative initiatives are proposed? *(Please list action plank(s) in detail.)*

2. According to the checklist, are the plans balanced across the seven foundations?

___ Yes ___ No

3. According to the checklist (and the content of the report), what particular areas are emphasized?

What areas appear to not be considered?

V. IMPLEMENTATION: RESOURCES AND FUNDING

A. Who are the parties responsible for the plans' implementation? (Check all that apply and then rank the top 3 with top = 1)

- Individuals
- Local Chamber of Commerce
- Community College/AVTS
- City/County Government
- School District
- Local Economic Development Corp./Org.
- University
- Regional Planning Comm.
- Cooperative Extension Service
- Volunteers
- Libraries
- Newly/Specifically Created Task Forces/Committees
- Public/Private Partnerships (please specify):
- Other (please specify):

B. Are any novel, innovative partnerships created? Please list

C. What sources of funding were listed for specific activities? (Check all that apply and rank the 3 most relied on sources with top = 1)

- Action Grant Funds
- Existing KDOC Programs
- Existing KTEC Programs
- City/County Funds
- Local Development Corporation
- Existing Local Agencies/Organizations
- In-kind Donations
- Volunteers
- Private Donations
- Other State Programs
- Public/Private Partnerships (please specify):
- Other (please specify):

D. Are any innovative funding sources proposed? Please list.

G. From the activities listed in the Action Plan, what areas appear to require state assistance? (*Please asterick* those areas in which state assistance is specifically mentioned in the Plan.*) [Note: Type of assistance would include: funding, technical assistance, research/market feasibility, program/activity support.]

Action:

Type of Assistance:

VI. FUTURE EVALUATION

A. Overall, does this plan look comprehensive? Yes No

If no, what is missing?

B. Does it describe the process used in creating the plan? Yes No

If yes, which of the following were used?

- Steering/Stakeholder's Committee
- Town/Public Meetings
- Mission/Vision Statement
- Internal/External Data Analysis
- Community Survey
- Community Focus Groups
- SWOT Analysis
- Task/Issue/Study Groups/Committees
- Future Evaluation

D. Does this plan warrant further study? Yes No

Appendix C

Areas of State Assistance

Summary of activities listed in the action strategies from the county strategic plans that appear to require state assistance. Two lists were created: 1) those activities that specifically identified a state agency, program or university; and 2) those activities that state assistance may be available but the plan did not identify a state agency or program. These lists do not identify all the activities that state assistance may be available. That would require that the community leaders who write the plans and researchers who reviewed the plans had full knowledge of all state assistance programs available. However, the first list does show what knowledge the counties have about state programs and agencies. Both lists have implications for new program areas along with support for existing programs.

Specifically mentioned in the Plan:

Action

GROWTH STRATEGIES

New Business Creation:

- action grant for public education awareness to help new businesses (Coffey)
- develop newspaper spots that educate the public on available resources to help new and existing business (Stevens - KDOC&H)
- coordinate effort with state of Kansas to provide technical and marketing assistance for export trade opportunities for products and services (Pottawatomie - KDOC&H)
- feasibility of developing speculative buildings (Marion - KDOC&H)
- create new business from within by assisting entrepreneurs (Allen - KDOC&H)
- local advisory team to help create new businesses from within (Woodson - KDOC&H)
- create new business from within by assisting entrepreneurs (Anderson - KDOC&H)
- feasibility study for new businesses - retail and service (Anderson - KDOC&H)
- determine retail and service business needs and feasibility (Linn - KSU Ext)
- education programs for entrepreneurs; small business assistance resource list (Coffey - KDOC&H)
- maintain and promote a life of small business assistance resources (Allen/Coffey/Woodson - KDOC&H)
- business incubator to start, grow and expand (Barber - KDOC&H outside resource)

New Business Creation (cont):

- explore the possibility of a business incubator (Allen - KDOC&H)
- explore the possibility of a business incubator (Allen/Coffey/Woodson - KDOC&H)
- create a business incubator program (Linn - KDOC&H, KSU Ext)

Retention and Expansion of Existing Industries:

- improve the R & E program (Allen - KDOC&H)
- work with existing companies and businesses to keep them in area and help them expand their operations (Brown/Nemaha - KDOC&H)
- enroll in KDOC R & E program (Hamilton - KDOC&H)
- work with KDOC, Division of Existing Industry, in developing an intensive county-wide business survey (Labette - KDOC&H)
- utilize KDOC and KSU Extension to establish a R & E program (Stevens - KDOC&H, KSU Extension)
- develop a R & E program (Woodson - KDOC&H)
- utilize assistance available from KDOC in developing a R & E program (Coffey - KDOC&H)
- develop a R & E program for county industries (Morris - KDOC&H)
- develop a R & E program (Linn - KDOC&H)

Retention and Expansion (cont):

- enhance the existing R & E program (KDOC&H)
- coordinate the R & E programs within the counties (Allen/Coffey/Woodson - KDOC&H)
- identify existing economic development incentives including job training programs (Allen/Coffey/Woodson - KDOC&H, KU, KSU, KTEC, Kansas Inc.)
- identify needs of existing businesses (Allen/Coffey/Woodson - KDOC&H)
- further development of movie industry with Kansas Film Commission (Chase/Lyon - KAC)

Business and Industry Attraction:

- develop a program to attract business which includes inventorying sites and resources, marketing plan, financial incentives package, building necessary infrastructure, targeting industry and creating a sales team (Linn - KDOC&H)
- enhance existing business recruitment program (Anderson - KDOC&H action grant)
- marketing plan that targets specific industry: brochure, trade books, advertising (Ellis - KDOC&H)
- target industry for industrial recruitment (Geary - KDOC&H)
- attract new business to locate within the county (Woodson - KDOC&H)
- industrial development marketing program; target recruitment to link to existing business; labor inventory (Coffey - KDOC&H)
- develop a business recruitment program (Allen - KDOC&H)
- develop a business recruitment program that targets recreation and tourism (Allen/Coffey/Woodson - KDOC&H)
- target needed businesses through linkages of existing businesses (Allen/Coffey/Woodson - KDOC&H)
- seek out manufacturers to hold factory sales in county (Woodson - KDOC&H)
- recruit retail and service businesses (Linn - KDOC&H, SBA)

Business and Industry Attraction (cont):

- use regional and state assistance to create a tri-county program to market the counties and recruit new businesses (Allen/Coffey/Woodson - KDOC&H)
- develop marketing program that targets industries for industrial recruitment (Montgomery - KDOC&H)
- marketing materials (brochure, mail campaign, video) for recruitment, Kansas Cavalry industrial tours, and KDOC trade shows (Labette - KDOC&H action grant)
- develop a recruitment program that includes promotional brochure, targets key industries, and trains a sales teams (Morris - KDOC&H)
- obtain mailing list for direct mail campaign and develop a Stevens County promotional booth (Stevens - KDOC&H)
- produce a trade show booth in conjunction with KDOC at several regional or national shows (Labette - KDOC&H)
- continue recruiting in cooperation with SCKEDD and Kansas Cavalry (Reno - KDOC&H)
- continue industrial prospect travel to include Kansas Cavalry tours, trade shows, KIDA and SIDC meetings (Reno - KDOC&H)
- review by KDOC of host team used for recruitment and attraction (Seward - KDOC&H)
- maintain and improve contacts with KDOC - meet monthly with industrial development staff (Pottawatomie - KDOC&H)
- meet with KDOC officials to familiarize them with Seward County and Liberal for industrial recruitment (Seward - KDOC&H)
- inventory existing buildings and sites, explore and develop sites (Stevens - KDOC&H)
- inventory existing building and sites for potential marketing (Morris - KDOC&H)

Tourism/Marketing and Promotion:

- cooperate in state tourism program (Pawnee - KDOC&H)
- develop new tourism opportunities (Chase/Lyon - KDOC&H)
- identify and coordinate with other regional and state tourism agencies (Allen - KDOC&H)

Tourism/Marketing and Promotion (cont):

- develop a tourism marketing community plan for Ford County (Ford - KDOC&H)
- start new and expanding business (Barber - KDOC&H outside resource)
- develop a coordinated year-around schedule of events along the Santa Fe Trail from Franklin, MO to Santa Fe, NM (Barton Draft - Tourism, KDOC&H)
- develop Regional Canoe Trail and American Heritage Trail (Hamilton - KDWP/Tourism, KDOC&H)
- ascertain assistance from KDOC Tourism director and developing Big Hill Reservoir (Labette - KDOC&H)
- evaluate opportunities for marketing/promotional programs with other communities and tourist attractions (Ford - KDOC&H)
- restore Temple Theater (Woodson - Kansas Arts Commission)
- market and develop historic sites and attractions; i.e., civil war battlefield (Linn - KDOC&H, Kansas Historical Society)
- inventory local resources for tourism and develop organize tours (Woodson - KDOC&H, Tourism)
- explore needs of highway travelers and improve efforts to capture their business (Woodson - KDOC&H)
- improve directional signs to and in Osage County (Osage - KDOT)
- promote Labette County (Labette - KDOC&H action grant)
- action grant for tourism promotion - video for bus tours (Anderson - KDOC&H)
- develop a brochure/tourism promotion (Barber - KDOC&H funding source)
- county brochure to market and promote (Greeley - KDOC&H)
- work with Tourism to inventory sites and attractions and promotion (Coffey - KDOC&H)
- inventory and promote tourism and recreation (Allen/Coffey/Woodson - KDOC&H action grant, KDWP)
- create and implement an effective marketing strategy (Chase/Lyon - KDOC&H)

COMMITMENT/CAPACITY

Cooperation:

- county-wide cooperation - continue regular monthly meetings (Barber - KDOC&H as an outside resource)
- develop a yearly meeting schedule for inter-local governmental meetings (Harper - state agencies as outside resource)
- joint quarterly meetings of county, city and school elected officials (Coffey - KDOC&H)
- continue regular monthly meetings to prompt all areas of economic development (Harper - KDOC&H outside resource)
- establish county-wide economic development incentives (Harper - state agencies as outside resources)
- provide office space and secretarial support for either Secretary of Commerce or the Southwest Development Corporation (Seward - KDOC&H)
- conduct research on the potential consolidation of government expenditures (Ford - KSU/FHSU/WSU/KU)

Organization/Leadership:

- promote and start a county-wide chamber (Harper - KDOC&H outside resource)
- organize a local economic development corporation (Woodson - KDOC&H)
- hire office staff for economic development (Cheyenne - funding from state grants)
- create a leadership program patterned after the Leadership Kansas program (Woodson - KDOC&H)
- develop a county-wide leadership training program (Morris - KSU Extension)
- develop a county-wide leadership program that promotes a "positive attitude" (Linn - KSU Ext)
- obtain information on programs involving youth in planning (Allen - KDOC&H, KSU Extension, KCRI)
- KDOC for information on leadership recognition programs (Anderson - KDOC&H)
- establish an organized effort to enhance local leadership - community issues forum (Anderson - KU or KSU planning)

Information/Networking:

- community assessments in northwest Kansas (Ellis - KDOC&H)
- encourage each community to have a current "community profile" on record with the Department of Commerce (Jefferson - KDOC&H)
- update community profile (Stevens - KDOC&H)
- information support (Ford - KDOC&H)
- identify existing economic development incentives, including job training programs (Allen - KDOC&H)
- better access to environmental information (Ford - KDHE)
- develop a better working relationship with KDOC (Geary - KDOC&H)
- quarterly contact with KDOC, KDOT, state representatives and state senators (Washington - KDOC&H, KDOT)
- obtain information from KDOC with regards to business and economic development climate in Kansas (Seward - KDOC&H)
- conduct a county-wide business inventory (Stevens - KDOC&H)
- develop a directory of information which includes local and regional agencies (Labette - KDOC&H action grant)
- clearinghouse for finance, licenses and other pertinent material to assist local entrepreneur (Linn - KDOC&H, SBA)
- explore the feasibility of a regional business access and referral network - Mid-American Manufacturers Association (Labette - KDOC&H action grant)
- pecan growers' network facilitation (Labette - KDOC&H action grant)
- database to monitor and guide economic development (Reno - KU/KSU/WSU)
- organize educational meetings on R & E, new business (Stevens - KDOC&H)
- prepare educational packet that demonstrates the costs and benefits of an economic development effort; educational seminars for county commissioners (Stevens - KDOC&H)
- inform public about enterprise zones and potential benefit (Woodson - KDOC&H)
- network sharing of economic development information and explore the feasibility of an electronic bulletin board (Allen - KDOC&H)

EDUCATION/HUMAN CAPITAL

Educational Programs:

- consolidation of education resources (Labette - KDOC&H action grant)
- work with the Northeast PIC for implementation of JTPA for firms expanding or relocating to the area (Pottawatomie - KDOC&H, KDHR)
- develop promotional/educational program on labor force (Stevens - KDOC&H)
- develop seminars for business on customer relations, retail salesmanship, and "Getting the Most from Your \$" (Stevens - KDOC&H, KSU Extension)
- conduct educational programs for business (Allen - KSU Extension)

Work Force Training/Skills:

- determine existing and future skill needs of the workforce (Ford - KDHR)
- educational needs study (Chase/Lyon - ESU)
- determine the need for a labor market survey and employee qualifications database (Allen - KDOC&H, KDHR)
- determine the need for a labor market survey and employee qualifications database (Allen/Coffey/Woodson - KDHR)
- recruit skilled workers from areas in the U.S. with high unemployment (Ford - KDHR)

QUALITY OF LIFE

Environment:

- assistance with recycling (Ford - Extension)
- establish a public education program on recycling and curbside recycling feasibility study (Allen - KDHE)
- recycling and solid waste management monitoring activities (Chase/Lyon - ESU)

Housing:

- funding for first time home buyer program - bond issue, financing packages (Coffey - KDOC&H)
- promote the availability of community improvement grants (Ford - KDOC&H, HUD)

Housing (cont):

- invite KDOC officials to describe on-going programs which address downtown redevelopment (Lincoln/Mitchell - KDOC&H)
- develop architectural landscape plan (Lincoln/Mitchell - KSU students)
- prepare a housing plan which can be a modification of KDOC's comprehensive Housing Affordability Study (Lincoln/Mitchell - KDOC&H)
- determine housing needs and engage in a comprehensive housing study (Stevens - KSU/KU)
- develop family rental units (Stevens - KDOC&H)
- develop a housing program/authority; explore possible funding for a rental rehab program; document housing need (Coffey - KDOC&H)
- work with city and county boards to enhance new housing development (Anderson - KDOC&H)

Recreation:

- identify and coordinate with all local, state and federal agencies to develop and promote the county's wildlife and scenic resources (Coffey - KDWP, KDOC&H Tourism)
- work with Ks. Depart. of Wildlife and Parks to develop a lease hunting and fishing program (Reno - KDWP)
- develop a fishing tournament; utilize water resources to promote camping; develop nature trails (Woodson - KDWP)
- work with KDWP and Quivera National Wildlife Refuge to utilize our natural resource areas (Reno - KDWP)
- support the "Rails to Trails" project (Anderson - KDWP)
- action grant to help develop and promote wildlife and scenic refuge (Coffey - KDOC&H action grant)
- feasibility study of the outdoor recreation potential of Big Hill (KDOC&H - action grant)
- work with the KDWP and Corps in an effort to promote hiking, nature trails, etc. around Tuttle Creek (Pottawatomic - KDWP)

Recreation (cont):

- inventory and promote the county's scenic and wildlife assets (Allen - KDOC&H, KDWP)
- target marketing program to promote the county's wildlife and scenic resources (Linn - KDWP)
- develop a list of recreational programs to attract outside users (Anderson - KSWP)

Seniors/Retirement Community:

- develop a program to recruit retirees includes brochure (Anderson - KDOC&H action grant)
- develop a program to recruit retirees (Woodson - KSU Extension)
- explore financing sources for senior assisted living centers (Coffey - KDOC&H, HUD)
- feasibility study for long-term handicapped care and intermediate care of elderly post-hospital care (Allen - KDHE, KDOC&H, SRS)

Other Quality of Life Issues:

- feasibility study for a community/civic center (Finney - Kansas Arts Commission grant)
- consolidation of law enforcement (Labette - KDOC&H action grant)
- increase the pool of trained, professional interpreters to address the language barrier (Ford - SRS)
- inventory quality of life assets (Coffey - KDOC&H, KU, KSU)
- mechanism for public input about quality of life issues; residents survey (Coffey - KDOC&H, KSU Extension)
- inventory and promote the quality of life assets for the region (Allen/Coffey/Woodson - KDOC&H)
- KDOC for information on programs to retain and recruit physicians (Anderson - KDOC&H)
- work to improve and maintain existing medical facilities (Morris - SRS, KU Medical School)

FINANCIAL

- action grant for feasibility studies (Allen)
- action grant to fund business promotion and entrepreneurial assistance (Anderson)
- create a favorable financial environment for entrepreneurs (Linn - KDOC&H)
- secure "gap" financing (Barton Draft - KDOC&H)
- develop a working relationship with Kansas Venture Inc. (Labette - Kansas Venture Capital Inc.)
- create a Venture Capital Pool by selling stock (Washington - KVC, Inc./Kansas Securities Commission)
- contact state tax authority for regulations (Cheyenne - technical assistance from the Tax Department)
- investigate establishing a foundation or SBIC for potential start-up capital
- availability of revenue sharing from state and federal agencies (Cheyenne - information from state agencies)
- Community Block Grants (Cheyenne - KDOC&H funding and assistance in applying)
- recommend and explore mechanisms to increase capital available (Osage - KDOC&H)
- list available grants, loans, etc. available through KDOC and other state programs (Stevens - KDOC&H)
- inventory funding sources for local projects and businesses (Anderson - KDOC&H, PSU)
- explore funding for business expansion (Woodson - KDOC&H)
- investigate state loan and grant programs (Stevens - KDOC&H)
- work with KIDA, KDOC, area legislators and Kansas Inc. to initiate specific proposals to increase economic development funding (Montgomery - KDOC&H, Kansas Inc.)
- initiate and promote a county mill levy for economic development (Stevens County - KDOC&H)

INFRASTRUCTURE

- utilize regional agencies to research and identify available funding sources for infrastructure improvements and expansion (Coffey - KDOC&H, KDHE, KDOT, KU, KSU)
- funding to make US 24 four lanes (Pottawatomie - KDOT)
- county airport (Washington - KDOT)

TECHNOLOGY/INNOVATION

Technology Transfer/Assistance:

- seek ties with KTEC's New Regional Centers for Transfer of Manufacturing Technology (Cowley - KTEC)
- Western Technology Corporation - continue the Kansas Industrial Liaison Program (Barton Draft - KTEC)
- encourage and support technology applications and quality management programs for existing industries and businesses (Brown/Nemaha - KDOC&H, KTEC)
- install a telecommunications center - computer with modems, fax and other technology (Cheyenne - state grant/funding)
- compare the level of technology used locally to the most advanced levels in the industry (Chase/Lyon - MAMTEC or KTEC)
- technology assistance and education (Chase/Lyon - ESU)
- inventor's fair and educational program (Linn - KDOC, KSU Ext)

Value-Added Programs/Assistance:

- assistance with value added for ethanol plants and production/alfalfa/beef processing (Ford - Extension, KSU Value-Added Center)
- develop markets for value-added agricultural products (Labette - KDOC&H, KSU Agricultural Department)
- feasibility study of value-added agriculture products (Labette - KDOC&H action grant)
- explore which products or raw material could have value added within the county (Allen - KDOC&H, KSU Extension)

Value-Added (cont)

- explore which products could value added within the region and get assistance (Allen/Coffey/Woodson - Kansas Value Added Center, KSU Extension, Kansas Inc., KDOC&H, KCCED/KCRI)
- explore the potential of value-added agriculture products and educate potential developers (Linn - KTEC, Kansas Board of Ag, KSU Ext)
- establish a working relationship with state agencies with the understanding of exploring markets and identifying market openings for value-added products (Lincoln/Mitchell - KDOC&H, Kansas Board of Agriculture)
- establish communication with state university libraries regarding value-added research (Lincoln/Mitchell - universities, state library system)

Activities that state assistance is available, but not specifically identified in the Plan:

Action

GROWTH STRATEGIES

Business and Industry Attraction:

- help with diversifying local economy (Coffey)
- assistance in exporting products or services (Pawnee)
- participate in travel shows with promotional booths (Jefferson)
- contract database operations to attract new business (Cowley)
- attract new business (Bourbon)
- funding to support industrial recruitment (Allen)
- marketing and promotion for industrial recruitment (Anderson)
- marketing campaign (Marion)
- assistance in target marketing for recruitment (Finney)
- identify target industry studies available for SE Kansas (Montgomery)
- recruiting skilled manufacturing and service industry (Washington)
- brochure development for marketing and promotion (Jefferson)

Business and Industry Attraction (cont):

- explore potential industry (Cheyenne)
- county-wide cavalry (Cloud/Ottawa)

Retention and Expansion of Existing Industries:

- business retention and expansion round-table (Bourbon)
- expansion of existing industries - metal fabrication, fiberglass and plastics - by targeting companies (Barton Draft)
- survey existing businesses for their needs and concerns (Finney)
- improve the influences throughout the state and in Washington, D.C., for maintaining a division size force at Fort Riley (Geary)
- maintain and enhance economic impact of Fort Riley (Riley)
- develop an existing industries program (Jefferson)
- develop an R & E program (Pawnee)
- provide assistance with regulatory impediments to starting and expanding business as part of the business retention and expansion program (Reno)
- funding/grant writing/technical assistance for R & E (Brown/Nemaha)

Tourism/Marketing and Promotion:

- tourism network, inventory, document tourist attractions, publicity campaign (Ellsworth/Rice)
- feasibility of a working farm (Marion)
- agricultural vacation farms (Geary)
- tourism (Bourbon)
- feasibility study for a museum in Ellinwood on underground railroad (Barton Draft)
- develop new and expand existing attractions and market attractions (Brown/Nemaha)
- develop a county-wide tourism committee (Cloud/Ottawa)
- list of private and public funding sources for tourism (Cloud/Ottawa)
- visitors information center visible from I-70 (Geary)
- tourist welcome center at Hwys 27 & 40 (Wallace)
- establish a county-wide tourism effort (Sumner)
- increased development of tourism (Phillips)
- tourism marketing and promotion (Allen)
- tourism marketing and promotion (Wallace/Greeley)
- tourism promotion (Reno)
- funding/grant writing/technical assistance for marketing and promotion (Brown/Nemaha)
- promotion campaign (Cloud/Ottawa)
- marketing and promotion for tourism (Anderson)
- promotion of Santa Fe Trail and American Heritage Trail (Barton Draft)
- educate farmers to modern marketing tools (Cheyenne)
- image promotion (Cloud/Ottawa)
- develop promotional material and marketing studies (Osage)

COMMITMENT/CAPACITY

Cooperation:

- develop mechanism which encourages interaction between business and industry and education in both counties (Ellsworth/Rice)
- governmental cooperation (Ellsworth/Rice)
- establish a vehicle to enhance communication between county governments (Wallace/Greeley)

Organization/Leadership:

- creation of county economic development corporation (Bourbon)
- development of a county-wide economic development office (Phillips)
- develop community support/hospitality training (Brown/Nemaha)
- leadership training (Hamilton)
- regional approach to economic development (Geary)
- development of leadership skills in both public and private agencies (Phillips)

Information/Networking:

- surveys of residents, commuters, and former residents (Bourbon)
- employers survey (Sumner)
- develop regional communication linkages (Cloud/Ottawa)
- publicizing economic development success, expansion and announcement (Finney)
- regional database (Geary)
- develop a database of county businesses (Reno)
- develop of a resource file on economic development to be placed in the library (Phillips)
- provide existing companies with information on understanding legislative actions and working with regulatory agencies (Reno)
- coordination with state and regional economic development efforts (Osage)

EDUCATION/HUMAN CAPITAL

Educational Program:

- educational programs for employee training (Cheyenne)
- adult education through interactive television (Wallace/Greeley)
- promote the development of non-traditional adult education programs (Geary)
- adult education program on economic development (Washington)
- design a program to increase knowledge about economy and interdependence of local economic sectors
- develop entrepreneurial support at Cloud County Community College (Cloud/Ottawa)

Educational Programs (cont):

- Business/Education coordinator (Cowley)
- county-wide educational coordinator (Cheyenne)
- promote strong educational system: encourage the creation of coalitions of business and labor groups to enhance education (Geary)
- county-wide achievement standards (Barton Draft)
- develop curriculum changes (Cheyenne)
- recruiting qualified teachers (Cheyenne)
- teacher competency (Barton Draft)
- keep the children program (Brown/Nemaha)
- assistance in identifying and training interpreters (Ford)

Work Force Training/Skills:

- survey of education needs of residents and employers (Marion)
- know the area work force (Geary)
- conduct a job skill survey for businesses throughout the county (Anderson)
- provide trained/trainable work force for business and industry (Brown/Nemaha)
- Tech Prep 2+2 (Reno)

QUALITY OF LIFE

Environment:

- recycling as an alternative to dumping (Barton Draft)
- build a recycling plan (Cheyenne)
- recycling (Geary)
- recycling program (Wallace)
- create a system of recycling which meets needs and capabilities; develop educational material (Lincoln/Mitchell)
- water quality of wells (Barton Draft)
- education regarding water issues and regulations (Finney)
- community land use regulation education (Brown/Nemaha)
- establish a state certified low hazardous waste disposal well in Barton County (Barton Draft)
- soils farm where contaminated soils can be spread, treated and recycled (Barton Draft)

Environment (cont):

- Cheyenne Bottoms wetland and waterfowl ecology at the information and education center (Barton Draft)
- determine the feasibility of Milford Lake as a waterfowl breeding ground (Geary)

Housing:

- housing inventory (Marion)
- conduct housing survey (Brown/Nemaha)
- assessment of housing needs (Cloud/Ottawa)
- housing improvements (Barton Draft)
- improve housing (Geary)
- improve housing (Sumner)
- increase housing units (Jefferson)
- rental housing/develop lease agreements - funds for attorney services and advertising (Cheyenne)
- funding for rental rehab program (Coffey)
- establish financial programs which address housing needs (Lincoln/Mitchell)
- Main Street improvement (Geary)
- downtown revitalization (Osage)
- improve appearance and revitalize business areas (Pawnee)

Recreation:

- inventory recreation opportunities (Sumner)
- continued development of recreational opportunities (Phillips)

Seniors:

- Elder care hotline (Barton Draft)
- feasibility study for elderly day care center (Hamilton)

Other Issues:

- juvenile detention center (Geary)
- funding for community improvement and beautification (Wallace/Greeley)

FINANCIAL

- capital for start-up ventures (Marion)
- panel of financial advisors (Bourbon)
- incentive program for youth start-up business - grant program (Bourbon)
- seed and venture capital pool (Barton Draft)
- involvement with venture capital organization (Finney)

FINANCIAL (cont)

- establish and promote Kaw Valley Seed Capital, Inc. (Riley)
- funding sources for small and home based businesses (Barton Draft)
- education of businesses regarding sources of funding and information (Phillips)
- invite "outside" financial experts to help educate EDC, local financial institutions and general public on private funding methods (Jefferson)
- research grants for projects (Cheyenne)
- create a community foundation (Hamilton)

INFRASTRUCTURE

Inventory Current Needs:

- inventory industrial sites (Marion)
- inventory sites for industry attraction (Sumner)
- industrial site analysis (Finney)
- inventory of building available (Geary)

Development of Sites/Industrial Parks/Spec Buildings:

- develop retail site and building availability catalog (Seward)
- identify necessary outside resources to develop industrial parks and sites (Montgomery)
- construction and financing of a spec building (Reno)
- ensure community resources and infrastructure are available for economic development (Brown/Nemaha)

Transportation:

- monitor new highway program (Marion)
- survey school routes (Cheyenne)
- funding for machinery, engineer for roads (Cheyenne)
- research other airport authority situations across the state and nation (Finney)
- provide an airport sufficient in size to satisfy U.S. Army deployment needs (Riley)
- support I-66 project (Finney)
- improvement of US 54 (Seward)
- funding for transportation and highway signs (Wallace/Greeley)

TECHNOLOGY/INNOVATION:

Technology Transfer/Assistance:

- develop methods for supporting technical application among existing industry (Pottawatomie)

Value-Added Programs/Assistance:

- feasibility analysis of value-added projects (Lincoln/Mitchell)
- help with agricultural diversification - research and value added (Phillips)
- encourage and promote value-added industries through KSU/KSU Ext (Riley)