

**KANSAS CENTER FOR COMMUNITY ECONOMIC DEVELOPMENT
INSTITUTE FOR PUBLIC POLICY AND BUSINESS RESEARCH
THE UNIVERSITY OF KANSAS**

***Strategic Planning in Kansas:
Survey Results***

**Prepared for:
Kansas, Inc.**

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**December 1997
Report No. 242**

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Foreword

The Kansas Center for Community Economic Development (KCCED) is funded by a grant from the Economic Development Administration of the U.S. Department of Commerce. KCCED is a joint center of the Institute for Public Policy and Business Research at the University of Kansas and the Kansas Center for Rural Initiatives at Kansas State University. The statements, findings and conclusions of this report are those of the author and do not necessarily reflect the views of the U.S. Government, the University of Kansas, Kansas State University, Kansas, Inc., the Kansas Department of Commerce and Housing, or any other individual or organization.

Special thanks goes to the staff of the Institute for Public Policy and Business Research at the University of Kansas who provided assistance with this study: Charles Krider, Director of IPPBR; Kevin Nelson, Director of the Survey Research Center; Lynne Crabtree and Matt Waddill, IPPBR; and the staff of the Survey Research Center. The KCCED would also like to thank the community leaders and participants who generously gave their time to participate in the survey.

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Executive Summary

Strategic Planning in Kansas

In 1990, the Kansas Legislature passed the Community Strategic Planning Assistance Act (CSPA), a program that provided funds to non-metropolitan counties in Kansas to develop strategic plans for economic development and to finance strategies in those plans. This program, which was administered by the Kansas Department of Commerce and Housing (KDOC&H), has been utilized by over 90 percent of the counties in Kansas. The legislation calls for Kansas, Inc. to evaluate the program two years after the last planning grant was awarded (July 1991). As one component of their evaluation effort, Kansas, Inc. contracted with the Kansas Center for Community Economic Development (KCCED) at the University of Kansas to conduct a survey of nonmetropolitan counties in Kansas. The survey asked local leaders and participants about their strategic planning efforts with regards to economic development.

During August and September of 1997, the Survey Research Center at the University of Kansas surveyed 275 local leaders and participants from 93 counties in Kansas. Two surveys were conducted: Leaders and Participants. A leader was defined as “the person most knowledgeable about the economic development strategic planning process” for the county. A participant was classified as a person “involved with the economic development efforts” of a community or county. Participant names were generated from published lists, such as chambers of commerce, economic development organizations, county commissioners, and city managers. Local leaders were also asked to submit names for potential participants in the study.

Leaders were asked questions about 1) the planning process followed by the county, 2) implementation of the plan, and 3) opinions regarding strategic planning. Participants were asked about their opinions regarding strategic planning. Community leaders and participants come from both the public and private sectors and held high level professional positions within the community such as executive director/president of the local economic development organization (includes chambers of commerce), city manager, county commissioner, city mayor, and director of economic development.

The results of the survey show that the strategic planning for economic development has been a popular and useful exercise for Kansas’ counties. Almost all the counties in Kansas have developed plans and most of the plans have been approved or adopted by a local government entity. The majority of plans are also being implemented and local government and economic development organizations are accepting responsibility, including financial responsibility, for implementation. The plans are also being updated, supporting the notion that strategic planning is an on going process.

Strategic planning in Kansas has been a highly successful effort. It has involved leadership from both the public and private sector and has forged partnerships between city, county, and state governments along with private sources to finance the efforts. In general, those counties that have developed a strategic plan say that the planning process was “a useful exercise” for the county and that the plans are addressing important issues. They say that the county has improved capacity to shape its economic future and that the local economy is better off as a result of the planning effort.

Forty-nine counties in the Leaders Survey said they had updated their strategic plans and about one-third of those said they used state dollars to do so. However, only two counties indicated that the availability of state money was their main reason or incentive for updating their plan. Fifty-one percent said their main reason for updating was the need to have a current plan for eligibility for state programs, such as Enterprise Zone status, action grants and tax incentives.

It is important that the state continue to provide assistance that will enhance economic development at the local level through programs like the CSPA program. Forty-eight percent of the leaders and participants surveyed said that state assistance was “very important, would not plan without it.” Another thirty-four percent indicated that it was “important, helps us have a better plan.” Only seven percent said that state assistance was “not important, would continue without it.” The kinds of assistance that are considered important by leaders and participants include both financial and technical assistance.

Strategic Planning in Kansas

Introduction

In 1990, the Kansas Legislature passed the Community Strategic Planning Assistance Act (CSPA), a three-year program for non-metropolitan counties in Kansas. The CSPA program provided funds to countywide and multi-county economic development entities to develop strategic plans and finance action elements of those plans. In 1993, the Kansas Legislature renewed the program for three years and in 1994 eligibility was extended to include grant awards to neighborhood organizations for blighted areas in metropolitan counties. This program has been utilized by over 90 percent of the counties in Kansas.

The legislation called for Kansas, Inc. to evaluate the program two years after the last planning grant was awarded (July 1997). Kansas, Inc. contracted with the Kansas Center for Community Economic Development (KCCED) at the University of Kansas to assist with their evaluation of the CSPA Program. Specifically, the KCCED was asked to gather information and data on strategic planning in Kansas by conducting a survey of nonmetropolitan counties in Kansas and asking them questions about their strategic planning efforts with regards to economic development.

The methodology and results of the survey follows, which will show that strategic planning for economic development in Kansas has been enhanced by the CSPA program. Other state programs have also provided strong incentives to plan, such as the eligibility for Enterprise Zone designation. The results will show that almost all of the counties in Kansas have developed a plan for economic development and that most of these plans have been adopted or approved by a government entity within the county. The majority of counties are also implementing these plans and it is local governments and organizations that are stepping up and taking the responsibility for implementation. Strategic planning is intended to be an on going process and most of the counties have recognized this and have updated their plan.

The results will also show that, in general, those counties that engaged in the planning process felt it was a “useful exercise.” Both leaders and participants from counties with plans believe that the plan has produced other outcomes that just the written plan. Those outcomes include the views that

- economic development is a local responsibility,
- economic development is more a priority now,
- the county has improved capacity to shape its economic future,
- the local economy is better off as a result of the planning effort, and
- the community now takes a longer-term approach towards economic development.

Figure 1
Strategic Planning Survey: Combined Responses
Respondents by County ^a



^a The metropolitan counties of Douglas, Johnson, Leavenworth, Sedgwick, Shawnee and Wyandotte not included in the study.

Source: KCCED/IPPBR, the University of Kansas, 1997.

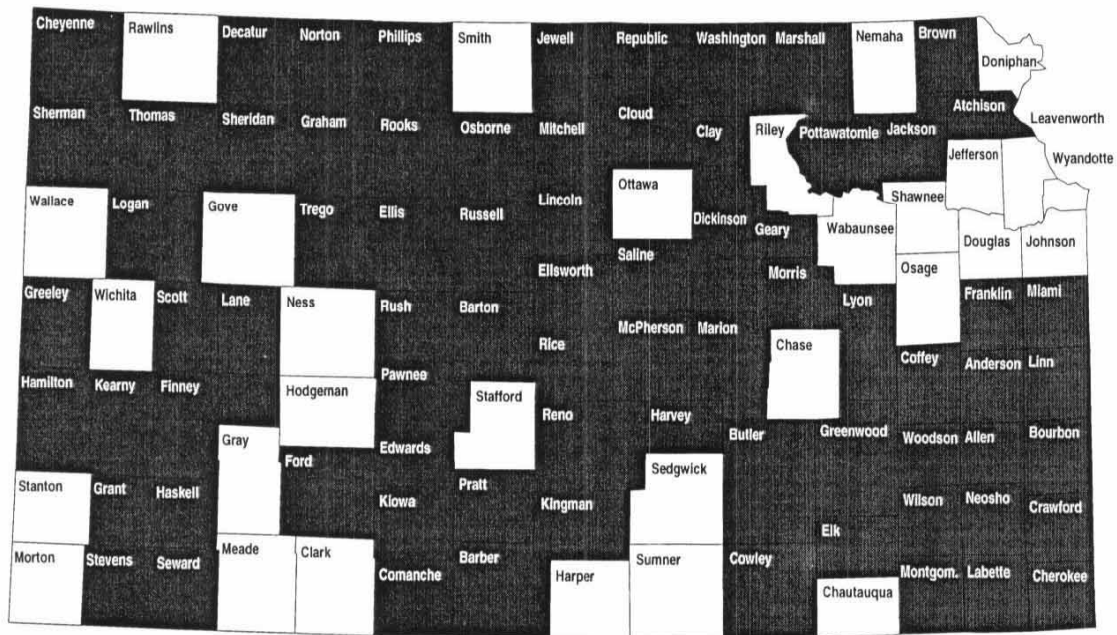
Methodology

Survey Population

All 99 designated non-metropolitan counties in Kansas were considered potential survey participants.¹ These 99 counties included counties that received planning and action grants through the CSPA program as well as counties that developed plans without CSPA assistance. It also included counties that did not have a strategic plan for economic development. The purpose of including all the nonmetropolitan counties was to ascertain how important state funds were to each county's strategic planning effort. **Figure 1** illustrates 93 counties participated in the study; it also shows the number of participants from each of the counties.

¹ The survey population did not include the metropolitan counties of Douglas, Johnson, Shawnee, Sedgwick and Wyandotte, which were originally excluded from the state's strategic planning program.

Figure 2
Strategic Planning Survey: Long Version (Leaders) Responses
Respondents by County



Source: KCCED/IPPBR, the University of Kansas, 1997.

Survey Development and Administration

Two surveys were developed and conducted: the Economic Development Leaders Survey (Leaders) and the Community Leaders Survey (Participants). KCCED developed the surveys in cooperation with Kansas, Inc. and the Kansas Department of Commerce and Housing (KDOC&H), who administers the CSPA program. The surveys were administered by the Survey Research Center at the University of Kansas.

The Leaders Survey gathered information about 1) the process followed by the county in developing their plan, 2) the implementation of the plans, and 3) the leaders' opinions regarding strategic planning for economic development. For this study, a leader was defined as "the person most knowledgeable about the economic development strategic planning process" for the county. Only one leader could be interviewed for each county and the interview consisted of a 15 to 20 minute telephone interview. **Figure 2** shows the 75 counties that participated in the Leaders Survey, which was conducted in August and September of 1997.

Figure 3
Strategic Planning Survey: Short Version (Participants) Responses
Respondents by County



Source: KCCED/IPPBR, the University of Kansas, 1997.

The second, shorter survey, called the Participants Survey, sought the opinions of a cross-section of community leaders (city managers, county and city commissioners, chamber executives, economic development professionals, and community volunteers) about strategic planning. It consisted of a 5 to 10 minute telephone interview and was conducted in conjunction with the Leaders Survey during August and September of 1997. **Figure 3** shows the 79 counties that participated in the Participants Survey as well as the number of participants from the individual counties.

The results of the surveys follow and are organized under the following sections: 1) background information, 2) the planning process, 3) implementation of the plan, and 4) opinions about strategic planning. When applicable, the results of the 1997 survey are compared with the 1994 survey on strategic planning, also conducted by KCCED.²

² Refers to Ott, Genna M. and Charles Krider, *Strategic Planning for Economic Development in Kansas from a Local Perspective*, Kansas Center for Community Economic Development, Institute for Public Policy and Business Research, the University of Kansas, Report Number 224, September 1995.

Results³

Background Information

Economic Development Leaders

Community leaders and participants in the strategic planning process in Kansas come from both the public and private sectors (**Table 1**). Seventy-five leaders participated in the study. The majority of leaders surveyed (53 percent) are executive directors or presidents of the organization responsible for economic development in the county. Twenty-one percent have the title of director of economic development, many of which work for city or county government. The majority of leaders surveyed (55 percent) work for the public sector, working for city government, county government or a multi-government agency.

Economic Development Participants

A participant, for the purpose of the study, is a person “involved with the economic development efforts” of a community or county. Participant names were generated from published lists, such as chambers of commerce, economic development organizations, county commissioners, and city managers or administrators. Local leaders were also asked to submit names for potential participants in the study. Two hundred participants completed the Participants Survey (**Table 1**). A large number of participants (64 percent) responded that they worked for the public sector, such as city government, county government, or a multi-government agency. This is not surprising given the lists used to generate names of potential participants. However, the large number of public sector participants is also indicative of the increased interest and involvement of the public sector in local economic development.

County Has a Plan

Eighty-seven percent of those surveyed said that their county has a strategic plan for economic development (**Table 1**). If a leader or participant responded that their county did not have a strategic plan for economic development, they were asked a different set of questions concerned with why the county had not engaged in strategic planning for economic development.⁴ A summary of their responses can be found in **Appendix D**. In

³ For detailed results of surveys see **Appendix A** (Leaders), **Appendix B** (Participants), and **Appendix C** (Combined Leaders and Participants).

⁴ Thirty-five of the respondents from 20 different counties responded “no” plan. However, a closer look at the counties for those leaders and participants indicates that *only* 5 of the 20 counties did *not* have what the study would have defined as a strategic plan for economic development. The respondents may have considered their plan outdated and consequently responded no. Or, their county may have done a plan in conjunction with one or more counties and they, therefore, did not consider that they had their own county plan. For whatever reason, their “no” response was taken at face value and they were not asked the full survey.

general, they contribute their absence of planning to the lack of leadership and initiative at the local level, most particularly at the county level.

Main Role in Strategic Planning Process

Survey respondents from counties with plans were asked to name their main role in the strategic planning process (**Table 1**). The top three roles of leaders in the strategic planning process were

- 1) facilitator for the process (28 percent),
- 2) local coordinator (27 percent) and
- 3) chaired steering committee (10 percent).

The top three roles for participants were

- 1) general participants only (23 percent),
- 2) member of task group or committee (20 percent), and
- 3) facilitator for the process (13 percent).

The Planning Process⁵

County Has a Plan

Sixty-eight of the 75 leaders responding to the survey indicated that their county has a strategic plan (**Table 2**). The plans were completed as early as 1986 and as recent as 1997. Ninety-one percent of the leaders said that their county's plan had been formally approved or adopted. Ninety-two percent of the plans adopted were done so by county government, followed by city government (65 percent), local economic development organization (45 percent), and local chamber of commerce (42 percent).

Using Outside Assistance

For those counties with strategic plans, 84 percent said that an outside organization assisted the county with their strategic planning process (**Table 3**). Ninety percent of the leaders considered outside assistance important or very important in completing the process. The most important role of the outside expert was facilitating the process (44 percent) followed by providing technical assistance not available locally (39 percent).

⁵ This section reflects the responses from the Leaders Survey *only*. The Participants Survey did not ask questions dealing with the planning process.

Table 1
Background Information on Survey Participants
Leaders and Participants Surveys

<i>Title of Respondent:</i>	Leaders	Participants	Combined
Executive Director/President	53.3%	22.0%	30.5%
City Manager/Administrator	8.0	27.5	22.2
Director of Economic Development	21.3	5.5	9.8
County Commissioner	1.3	11.5	8.7
City Commissioner/City Council Member	1.3	8.5	6.5
Executive Vice President/Vice President	8.0	5.0	5.8
EDO Board Member/Staff	0.0	7.0	5.1
Other	6.7	13.0	11.3
<i>N=</i>	75	200	275
<i>Organization Respondent Works for:</i>	Leaders	Participants	Combined
City Government	21.3%	37.5%	33.1%
County Government	20.0	21.0	20.7
Chamber of Commerce	18.7	9.5	12.0
Public/Private Corporation	20.0	10.5	13.1
Multi-Government Agency	13.3	5.0	6.9
Private Sector	4.0	12.5	10.2
Other	2.7	4.0	4.0
<i>N=</i>	75	200	275
<i>County Has a Strategic Plan:</i>	Leaders	Participants	Combined
Yes	90.7%	86.0%	87.3%
<i>N=</i>	75	200	275
<i>Main Role in Strategic Plan:</i>	Leaders	Participants	Combined
Member of Steering Committee	8.8%	12.8%	11.7%
Chaired Steering Committee	10.3	8.1	8.8
Member of Task Group or Committee	4.4	20.3	15.8
Chaired Task Group or Committee	4.4	7.0	6.3
Local Coordinator	26.5	5.8	11.7
Facilitator for the Process	27.9	13.4	17.5
General Participant only	5.9	23.3	18.3
Staff/Part of Job	8.8	8.1	8.3
Other	2.9	1.2	1.7
<i>N=</i>	68	172	240

Source: Strategic Planning Survey, KCCED/IPPBR, the University of Kansas, 1997.

Table 2
The Planning Process: County Has a Plan
Leaders Survey

<i>County Plan:</i>			<i>Formally Approved or Adopted the Plan:</i>		
	Number	Percent		Number	Percent
Yes	68	90.7	Yes	62	91.2
No	7	9.3	No	6	8.8
<i>N=75</i>			<i>N=68</i>		
<i>Year Completed:</i>					
Range: 1986 - 1997 Median: 1994					
Year	Frequency	Percent	<i>Organization which Formally Approved or Adopted Plan:</i>		
1986	3	4.4	Organization	Number	Percent
1989	3	4.4	City government	40	64.5
1990	4	5.9	County government	57	91.9
1991	9	13.2	Chamber	26	41.9
1992	9	13.2	Local EDO	34	45.3
1993	5	7.4	Other	5	6.7
1994	12	17.6	<i>N=62</i>		
1995	7	10.3			
1996	7	10.3			
1997	8	11.8			
Don't Know	1	1.5			
<i>N=68</i>					

Source: Strategic Planning Survey, KCCED/IPBPR, the University of Kansas, 1997.

Updating the Plan

When asked if their county strategic plan had been updated, 49 leaders, or 72 percent, responded “yes” (**Table 4**). The majority of those updating their plans (74 percent) had done so in the last two years (1996 and 1997). Most leaders also responded that their county updated its strategic plan every three years or sooner (65 percent).

The process is more likely to be a short, informal process rather than a long, full-blown process with 67 percent indicating “short process”⁶ or “no formal process”⁷ compared to 33 percent indicating “full-blown”⁸ process (**Table 4**). The cost of updating the plan

⁶ Short process was defined during the survey as “revision by a committee, may have included outside facilitation of a retreat/workshop, took less than one month to revise the plan.”

⁷ No formal process defined as “staff, such as the chamber or EDO, looked over and updated, may have included a day retreat of a board/committee—not open to the public.”

⁸ Full-blown process defined as “several months to update, formed steering committee, held public meetings, formed task groups, formal approval/adoption by government, etc.”

ranged from \$0 to \$50,000 with over half of the updates (61 percent) costing less than \$1,000. The majority of counties (53 percent) did not use outside assistance to update their plan. For those that did use outside assistance, assistance was sought from the university, private consultants, and regional organizations.

Incentives for Updating Plans

Fifteen leaders, or 31 percent, whose counties have updated their strategic plans responded that state dollars were used to refine/update the county's plan (**Table 5**). Those leaders were then asked about the importance of state dollars to the updating process. One-third of those leaders said that it was "very likely" that their county would have updated their plan without state funds or technical assistance. Only eight leaders responded that it was "not likely at all" that their plan would have been updated without state assistance. When this is considered with the number already responding that their plans were updated without state dollars, the survey results show that for *only* 16 percent of the counties were state dollars critical to their county updating its plan. Most counties did *not* rely on state assistance in updating their strategic plan.

Table 3
The Planning Process: Outside Assistance
Leaders Survey

<i>Outside Organization Assisted in the Process:</i>			<i>Importance of Outside Assistance:</i>		
	Number	Percent		Number	Percent
Yes	57	83.8	Very important	28	49.1
No	11	16.2	Important	23	40.4
<i>N=68</i>			Neutral	4	7.0
			Not important at all	2	3.5
			<i>N=57</i>		
<i>Most Critical/Important Role Played by the Outside Expert:</i>					
	Number	Percent			
Facilitated the process	25	43.9			
Provided technical assistance	22	38.6			
Provided outside/objective viewpoint	9	15.8			
Other	1	1.8			
<i>N=57</i>					

Source: Strategic Planning Survey, KCCED/IPPBR, the University of Kansas, 1997.

Table 4
The Planning Process: Updating the Plan
Leaders Survey

County-wide Plan

Updated:	Number	Percent
Yes	49	72.1
No	19	27.9

N=68

Year of Most Recent Update:

Year	Frequency	Percent
1994	1	2.0
1995	9	18.4
1996	14	28.6
1997	22	44.9
Don't Know	3	6.1

N=49

How Often Updated:

Frequency	Number	Percent
Annually	7	14.3
Every 2 years	12	24.5
Every 3 years	13	26.5
4 - 6 years	5	10.2
6 - 10 years	1	2.0
Only once	4	8.2
Varies	2	4.1
Don't know	5	10.2

N=49

Process Used for Most Recent Update:

	Number	Percent
Full-blown process	16	32.7
Short process	22	44.9
No formal process	11	22.4

N=49

Cost to Update the Plan (estimate \$):
Range: \$0 to \$50,000
Average: \$3,562

Value	Frequency	Percent
\$0	12	24.5
\$1 - \$1000	18	36.7
\$1001 - \$5000	13	26.5
\$5000 - \$10,000	2	4.1
Over \$10,000	4	8.2

N=49

Outside Assistance Used to Update Plan:

	Number	Percent
Yes	23	46.9
No	26	53.1

N=49

Provided Outside Assistance:

Organization	Number	Percent
University	9	39.1
Private consultant	7	30.4
Coop. Extension	1	4.3
Regional	6	26.1

N=23

Source: Strategic Planning Survey, KCCED/IPPBR, the University of Kansas, 1997.

Table 5
The Planning Process: Importance of State Assistance
Leaders Survey

State Dollars Used to

<i>Update Plan:</i>	Number	Percent
Yes	15	30.6
No	34	69.4

N=49

Likelihood Would Update without State Funds:

	Frequency	Percent
Not likely at all	8	53.3
Don't know/unsure	2	13.3
Very likely	5	33.3

N=15

Main Incentive/Reason for Updating:

	Frequency	Percent
Need current plan eligibility for state programs, such as EZ status, action grants, tax incentives.....	25	51.0
View planning as on-going/part of our economic development effort	14	28.6
Current plan out of date/new issues that Needed to be addressed	4	8.2
State money available/got a grant.....	2	4.1
Chamber or EDO wanted it.....	1	2.0
Local leadership wanted it.....	1	2.0
Original planning process such a success	2	4.1

N=49

Source: Strategic Planning Survey, KCCED/IPPBR, the University of Kansas, 1997.

However, the state provided other incentives that have motivated counties to update their plans with the main incentive being the need to have a current plan for eligibility for state programs, such as Enterprise Zone status, actions grants, and tax incentives (**Table 5**). Over half the counties that have updated their plan list eligibility for state programs as their main reason for updating. Twenty-nine percent of the leaders view planning as on going—part of their economic development effort—and list that as their main reason for updating. Only two leaders say that the main reason they updated was because “state planning dollars were available and we go a grant to update the plan.”

Implementation of the Plan

Strategies Being Implemented

The overwhelming majority of counties with plans (88 percent) are implementing strategies from the plans—it's the degree of implementation that varies (**Table 6**). Forty percent of the leaders indicated that “about half” was being implemented and 27 percent said that “substantially all” of the strategies developed were being implemented. Twenty-two percent of those surveyed said that their plan was being implemented but in “only a few areas.” Less than five percent of the leaders and participants surveyed indicated that “virtually none” of their plan was being implemented.

Less than half of the respondents (48 percent) knew if their county had a progress report that tells what strategies are being implemented (**Table 6**). For those counties with progress reports, 72 percent responded that the report was available to the public. A large number of participants (22 percent) did not know if the progress report was available to the public.

Table 6
Implementation of the Plan: Strategies Being Implemented
Leaders and Participants Surveys

<i>Degree of Implementation:</i>	Leaders	Participants	Combined
No, virtually none	2.9%	4.5%	4.6%
Yes, only a few areas	19.1	22.7	21.7
Yes, about half	44.1	37.8	39.6
Yes, substantially all	30.9	25.0	26.7
Don't know/have any idea	2.9	9.3	7.5
N=	68	172	240

<i>Progress Report:</i>	Leaders	Participants	Combined
Yes	44.1%	49.4%	47.9%
No	54.4	36.6	41.7
Don't know	1.5	14.0	10.4
N=	68	172	240

<i>Report Available to the Public:</i>	Leaders	Participants	Combined
Yes	86.7%	67.9%	71.9%
No	10.0	4.6	5.8
Don't know	3.3	27.5	22.3
N=	30	109	139

Source: Strategic Planning Survey, KCCED/IPBPR, the University of Kansas, 1997.

Responsibility for Implementation

Implementation of strategic plans is viewed as a local responsibility. When leaders were asked to indicate the three most important organizations to implementation of the strategic plan, they clearly chose county government, the local economic development organization, and city government (**Table 7**).

When asked to indicate the three major contributors to financing economic development, the leaders' responses shows the importance of public sector financial support to implementing economic development strategies (**Table 7**). The majority of leaders list county government, city government, and state government as the three major contributors to financing economic development. County government was named by 72 percent of the leaders.

Table 7
Implementation of the Plan: Responsibility
Leaders Survey

Organizations Having Responsibility for Implementation:*

Organization	Frequency	Percent
County government	39	60.9
Local EDO	38	59.4
City government	36	56.3
Community college	7	10.9
Regional planning commission	7	10.9
Newly created task force	11	17.2
Other	3	4.7

N=64

Organizations Having Financial Responsibility for Implementation:*

Organization	Frequency	Percent
County government	46	71.9
City government	37	57.8
State government	33	51.6
Local EDO	24	37.5
Chamber of Commerce	12	18.8
Private sector	8	12.5
Federal government	2	3.1
Existing local agencies	1	1.3

N=64

*Respondents were asked to indicate the three most important organizations having responsibility.

Source: Strategic Planning Survey, KCCED/IPPBR, the University of Kansas, 1997.

Outcomes

Plans have been implemented, local officials have taken action, and new organizations have emerged as a result of the strategic planning effort in Kansas. Ninety-four percent of the leaders from counties with strategic plans said that their plans were being implemented (**Tables 8**). Twenty-six leaders said that local government officials have taken specific action to implement strategies in the plan. Twenty-five leaders said that new organizations emerged in their county as a result of the strategic planning process.

Most Success

Strategies that utilize established business and economic development programs have been implemented most successfully according to both the leaders and participants surveyed (**Table 9**). Established business programs include business retention and expansion and business recruitment. Other strategies implemented successfully (in order) include forming an economic development organization, traditional government services (infrastructure development), education and work force training, quality of life areas, and housing.

Table 8
Implementation of the Plan: Outcomes
Leaders Survey

Implementing Plan:

64 “yes” responses or 94.1%

N=68

Specific Action by Local Officials to

Implement Strategies*:

26 “yes” responses or 86.7%

N=30

New Economic Development Organizations Emerged as a
Result of the Strategic Planning Process:

25 “yes” responses or 36.8%

N=68

*Note the small number responding to the question (N); missing data=38.

Source: Strategic Planning Survey, KCCED/IPPBR, the University of Kansas, 1997.

Table 9
Implementation of the Plan: Most Success
Leaders and Participants Surveys

<i>Area of the Plan Most Successfully Implemented:</i>	Leaders*	Participants	Combined
Established business/economic development programs	43.3%	34.3%	35.6%
Capacity building areas	6.7	4.7	5.0
Forming an organizational structure for economic development	13.3	13.4	13.4
Traditional government services	3.3	14.0	12.4
Tourism.....	6.7	2.9	3.5
Education and work force training....	10.0	9.9	9.9
Housing.....	10.0	8.7	8.9
Quality of life areas	6.7	9.7	9.4
Other	0.0	2.3	2.0
N=	30	172	202

*Note the small number responding to the question (N); missing data=38.

Source: Strategic Planning Survey, KCCED/IPBPR, the University of Kansas, 1997.

Opinions about Strategic Planning

The Planning Process – A Useful Exercise

Leaders and participants were very positive about the usefulness of strategic planning (**Tables 10, 11, and 12**). Over 83 percent “agreed”⁹ with the statement that “the strategic planning process was a useful exercise for the county.” This was also the case in 1994, when 75 percent of those surveyed agreed with the same statement (**Table 13**).

The Strategic Plan – Addressed Important Issues

Around 90 percent of those surveyed agreed that “the issues addressed in the plan were of importance to the county (**Tables 10, 11, and 12**). In 1994, an overwhelming majority of those surveyed (87 percent) also agreed that important issues were addressed in the plans (**Table 13**). Leaders and participants in 1997 also agreed that their “strategic plan did a good job of identifying strategies consistent with local needs” with 80 percent “agreeing” with the statement (**Tables 10, 11, and 12**).

⁹ “Agree” is used to signify the combined “agree” and “strongly agree” responses throughout the written analysis.

Outcomes – Economic Development a Local Responsibility

Leaders and participants were asked to indicate their level of agreement with a number of statements regarding potential outcomes of strategic planning. The results are listed in **Tables 10, 11, and 12**. Chi square analysis was used to test the significance in responses between the two groups (leaders and participants). No statistically meaningful different responses were found between the two groups (using .05 level of significance).

Respondents agreed most strongly (81 percent agreed) that their “county/community views economic development as a local responsibility with some assistance from the state as needed” (**Table 10**). The majority of those surveyed were also in agreement that “economic development is more a priority now than in was in the past” and that the “county has improved capacity to shape its economic future as a result of the strategic planning process.”

The top five statements that the leaders most agreed with are (**Tables 10 and 11**):

- 1) Views economic development as a local responsibility (84 percent);
- 2) Improved capacity to shape economic future (77 percent);
- 3) Organization consults plan for economic decision-making (71 percent);
- 4) Economic development is more a priority now (68 percent); and,
- 5) Community takes a longer-term approach (68 percent).

The top five statements that the participants most agreed with are (**Tables 10 and 12**):

- 1) Views economic development as a local responsibility (80 percent);
- 2) Economic development is more a priority now (75 percent);
- 3) Improved capacity to shape economic future (70 percent);
- 4) Process produced other outcomes than just the plan (66 percent); and,
- 5) Local economy better off as a result of planning (64 percent).

As shown in **Table 10**, the majority of leaders and participants agreed with all the statements on outcomes except for two: new leadership development and more awareness of economic development issues. Only 44 percent of those surveyed agreed that “new leadership was developed as a result of strategic planning.” This was also the opinion expressed in the earlier 1994 survey, with only 45 percent agreeing then (**Table 13**). A statistically meaningful difference was found between the 1994 and 1997 surveys regarding more awareness of economic development issues.¹⁰ Respondents in 1994 were more positive about the increased awareness of economic development as a result of strategic planning than those surveyed in 1997.

Results also vary significantly between the two surveys for the statement regarding that the process produced “other outcomes than just the written plan.” While the majority of respondents from both surveys agreed with the statement, respondents in 1997 were more positive that it produced other outcomes than were the respondents in 1994 (**Table 13**).

¹⁰ Phrasing varies between the studies. Please refer to **Table 13**.

Table 10
Opinions about Strategic Planning: Combined "Strongly Agree"/"Agree"
Response^a
Leaders versus Participants^b

Statement	Leader	Participant	Combined
<i>The Planning Process</i>			
Overall, useful exercise	85.3%	83.1%	83.8%
<i>The Strategic Plan</i>			
Important issues addressed	88.3	90.1	89.6
Good job identifying strategies consistent with local needs	79.4	79.6	79.6
<i>Outcomes</i>			
More awareness of economic development issues.....	44.1	43.6	43.8
Organization consults plan for decision-making that will effect the county's economic growth.....	70.6	56.4	60.4
Other outcomes than plan	66.2	66.2	66.3
New leadership developed.....	41.2	50.5	47.9
Economic development is more a priority now	67.7	75.0	72.9
Community now takes a longer- term approach towards economic development	67.7	61.0	62.9
Views economic development as a local responsibility with assistance from the state as needed.....	83.8	79.7	80.8
Local economy better off as a result of planning effort	64.7	64.0	64.2
County has improved capacity to shape its economic future as a result of planning	76.5	69.2	71.3
N=	68	172	240

Source: Strategic Planning Survey, KCCED/IPPBR, the University of Kansas, 1997.

^aResponse code: 5=strongly agree; 4=agree; 3=unsure; 2=disagree; 1=strongly disagree. Strongly agree and agree responses combined for the percentages exhibited in the table.

^bChi square analysis used to test the significance in responses between the two groups. No statistically meaningful different responses between leaders and participants were found at the .05 level: the probability that this would have occurred through strictly random variation is less than 5 times out of 100.

Table 11
Opinions about Strategic Planning:
Leaders Survey

<i>N=68</i>					
Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
<i>The Planning Process</i>					
Overall, process a useful exercise.....	48.5%	36.8%	8.8%	4.4%	1.5%
<i>The Strategic Plan</i>					
Issues addressed in plan of importance to county	51.5	36.8	5.9	5.9	0.0
Plan did a good job identifying strategies consistent with local need.....	38.2	41.2	13.2	5.9	1.5
<i>Planning Outcomes</i>					
More awareness by public of economic development issues	16.2	27.9	33.8	14.7	7.4
Organization consults the plan when making decisions that will effect the county's future economic growth.....	33.8	36.8	16.2	7.4	5.9
Other outcomes than just the written plan	35.3	30.9	17.6	13.2	2.9
New leadership developed as a result.....	25.0	16.2	27.9	20.6	10.3
Economic development is more a priority now than it was in the past	36.8	30.9	14.7	10.3	7.4
Community takes a longer-term approach towards economic development	30.9	36.8	16.2	10.3	5.9
Views economic development as a local responsibility with assistance from the state as needed.....	42.6	41.2	10.3	4.4	1.5
Local economy better off as a result.....	30.9	33.8	23.5	8.8	2.9
County has improved capacity to shape its economic future as a result.....	25.0	51.5	14.7	7.4	1.5

Source: Strategic Planning Survey, KCCED/IPPBR, the University of Kansas, 1997.

Table 12
Opinions about Strategic Planning:
Participants Survey

N=172

Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
<i>The Planning Process</i>					
Overall, process a useful exercise.....	40.1%	43.0%	14.0%	1.7%	1.2%
<i>The Strategic Plan</i>					
Issues addressed in plan of importance to county	48.8	41.3	8.1	0.6	1.2
Plan did a good job identifying strategies consistent with local need.....	37.2	42.4	18.6	1.2	0.6
<i>Planning Outcomes</i>					
More awareness by public of economic development issues	14.5	29.1	34.9	18.6	2.9
Organization consults the plan when making decisions that will effect the county's future economic growth.....	19.2	37.2	29.7	9.9	4.1
Other outcomes than just the written plan	26.7	39.5	25.0	7.0	1.7
New leadership developed as a result	17.4	33.1	28.5	14.0	7.0
Economic development is more a priority now than it was in the past	45.3	29.7	15.1	8.7	1.2
Community takes a longer-term approach towards economic development	23.8	37.2	28.5	8.1	2.3
Views economic development as a local responsibility with assistance from the state as needed.....	29.7	50.0	15.7	2.9	1.7
Local economy better off as a result.....	25.0	39.0	29.7	4.7	1.7
County has improved capacity to shape its economic future as a result.....	23.3	45.9	23.3	5.8	1.7

Source: Strategic Planning Survey, KCCED/IPPBR, the University of Kansas, 1997.

Table 13
Opinions about Strategic Planning: 1994 vs. 1997 Surveys
“Strongly Agree”/“Agree” Response^a
Comparison of Combined (Leaders and Participants) Response^b

Statement	1994 Survey ¹¹	1997 Survey
<i>The Planning Process</i>		
Overall, useful exercise	75.3%	83.8%
<i>The Strategic Plan</i>		
Important issues addressed	86.6	89.6
<i>Outcomes</i>		
*More awareness of economic development issues ^c	60.6	43.8
*Other outcomes than plan	60.6	66.3
New leadership developed	45.1	47.9
N=	142	240

Source: Strategic Planning Survey, KCCED/IPBPR, the University of Kansas, 1994 and 1997.

^aResponse code: 5=strongly agree; 4=agree; 3=unsure; 2=disagree; 1=strongly disagree. Strongly agree and agree responses combined for the percentages exhibited in the table.

^bChi square analysis used to test the significance in responses between the two groups. A "*" indicates a statistically meaningful different response between leaders and participants: the probability that this would have occurred through strictly random variation is less than 5 times out of 100. A "" indicates significance with the probability less than 1 time out of 100.

^cPhrasing varies between studies. 1994: "The strategic planning process worked as an educational tool and raised awareness about economic development." 1997: "As a result of strategic planning, the public is more aware of issues associated with economic development."

State Assistance Important

For about half of the counties with plans, state assistance is very important for the counties to continue with strategic planning (**Table 14**). While it appears that the participants responded more frequently that state assistance was "very important, would not plan without it," no statistically meaningful difference was found using chi square analysis. Only 7 percent of the respondents said that state assistance was "not important, would continue without it."

¹¹ Ott, Genna M. and Charles Krider, *Strategic Planning for Economic Development in Kansas*, Kansas Center for Community Economic Development, Institute for Public Policy and Business Research, Report No. 224, September 1995.

However, when asked the likelihood that their county would “continue to plan without state funding or other incentives,” the majority of respondents (62 percent) believe that their county “would continue” (**Table 14**). Nineteen percent of the participants did not know if their county would continue and another 19 percent believed that their county “would not continue to plan” without continued state funding or incentives.

For those responding that state assistance had some level of importance, surveyors asked them what kind of state assistance was important. The most important kind of state assistance for strategic planning was the financial assistance for action grants, with 82 percent saying “yes, important” (**Table 14**). The majority of respondents also considered technical assistance as needed, financial assistance for planning grants, and bonus points for community development block grants as important kinds of state assistance for strategic planning.

Conclusions

Success of the strategic planning program in Kansas can be measured in a number of ways—both quantitative and qualitative:

- number of plans completed and adopted,
- number of plans being implemented and the degree of implementation,
- number of plans being updated,
- level of involvement and responsibility of local leaders with planning,
- opinion of local leadership about the value of the process and the outcomes produced.

The survey results show that strategic planning in Kansas has been a successful, well-utilized economic development tool. Almost all the counties in Kansas have participated in the strategic planning process.¹² Eighty-seven percent of the county leaders surveyed indicated that their county had developed a plan. For those counties with plans, 91 percent of the leaders indicated that their plans have been adopted or approved. Eighty-eight percent of leaders said that their plans were being implemented with the majority indicating that over half of the strategies were being implemented. Strategic planning is intended to be an on going process and most of the counties follow that notion with 72 percent of the leaders saying their county plan has been updated.

Strategic planning is viewed as a local responsibility with local organizations and governments having the responsibility for implementing the plans and looking for local financial resources to do so, most particularly county government. Counties and communities have established new local economic development organizations to address economic development and consider the economic development organization as one of their most successful economic development efforts.

¹² CSPA program records with the Kansas Department of Commerce and Housing, as of November 1997, show that 97 of the 99 nonmetropolitan counties in Kansas have participated in the strategic planning process.

Table 14
Opinions about Strategic Planning:
Importance of State Assistance
Leaders and Participants Surveys

Importance of State Assistance to Continue with Strategic Planning:

Level of Importance^a	Leaders	Participants	Combined
Very important, would not plan without it.....	36.8%	51.7%	47.5%
Important, helps us have a better plan.....	39.7	32.0	34.2
Somewhat important.....	11.8	8.7	9.6
Not important, would continue without it	7.4	6.4	6.7
Don't know	4.4	1.2	2.1
N=	68	172	240

Kind of State Assistance that is Important:

Assistance	Leaders	Participants	Combined
Financial assistance for planning grants	60.0%	76.1%	71.7%
Financial assistance for action grants	81.7	82.4	82.2
Technical assistance as needed	58.3	81.8	75.3
Bonus points for CDBG grants ...	41.7	67.3	60.3
Other	0.0	2.5	1.8
N=	60	159	219

Likelihood that County Would Continue to Plan without State Funding or Incentives:

Likelihood^a	Leaders	Participants	Combined
Would continue	60.3%	62.2%	61.7%
Don't know	22.1	18.0	19.2
Not very likely	17.6	19.8	19.2
N=	68	172	240

Source: Strategic Planning Survey, KCCED/IPPBR, the University of Kansas, 1997.

^aChi square analysis used to test the significance in responses between the two groups. No statistically meaningful different response between leaders and participants at the .05 level: the probability that this would have occurred through strictly random variation is less than 5 times out of 100.

Local leaders and participants are also very positive about the usefulness of strategic planning. The majority of those surveyed believe that “the county has improved capacity to shape its economic future” and that “the local economy is better off” as a result of the strategic planning effort. They also believe that economic development is more of a priority and the community now takes a longer-term approach towards economic development. The results also show that plans are addressing important issues and are identifying strategies consistent with local needs.

Another way to measure the success of the CSPA program is to look at the purpose of the program and see what has been accomplished. The purposes of the CSPA program, as stated in the original legislation, were:

- 1) to build and enhance economic development capacity at the local and regional levels;
- 2) to develop and sustain long-term commitments for local development efforts;
- 3) to encourage broad-based local and multi-county development strategies that build on local strengths and to complement and reinforce statewide economic development strategy;
- 4) to maximize state investments in economic development through more efficient implementation of limited resources; and
- 5) to provide recognition for successful communities to motivate other communities.¹³

A comparison of the survey results with the statutory purposes of the CSPA program follows:

Enhance Capacity

The majority surveyed agreed that the “county has improved capacity to shape its economic future as a result of planning.” New economic development organizations have emerged as a result of the planning process, which serves to enhance economic development capacity at the local level.

Long-term Commitments

Economic development is viewed as “a local responsibility with assistance from the state as needed.” It is more a priority now than in the past. Those surveyed also believe that the “community now takes a longer term approach towards economic development.” The number of city and county governments accepting financial responsibility for implementing economic development strategies also illustrates longer-term commitment to local development efforts.

Strategies that Build on Local Strengths and Reinforces the State’s Strategy

The majority of those surveyed believe that the plans did a “good job identifying strategies consistent with local needs.” When looking at the kinds of strategies being implemented most successfully, those surveyed named established business/economic development program. These established programs are ones that are statewide programs that reinforce the state’s overall economic development efforts, such as business retention and expansion and business recruitment.

¹³ Substitute HB2603, Kansas Legislature, 1990.

Maximize the State Investment

By tying eligibility for other state programs to having a strategic plan, the state is addressing its need to maximize state investment with limited resources. Those counties that are organized and motivated enough to plan have an advantage when it comes to certain other state programs. This is one way the state has to direct their limited resources to counties that will be successful. The action grant element of the CSPA program also directs state dollars to strategies that are more likely to be successful because they have been developed by a community-based planning process.

Recognize Successful Communities to Motivate Other Communities

The survey did not specifically ask about the awareness of the successful efforts of other communities and counties. However, given the number of counties that have developed plans and implemented them without state assistance, it could be argued that communities have been motivated by other communities' successes.

Strategic planning in Kansas has been a highly successful program. It has involved leadership from both the public and private sector and has forged partnerships between city, county, and state governments along with private sources to finance the efforts. People involved in the process, in general, believe that it was a useful exercise and that the plans are addressing important issues. The majority of the plans are being implemented and new organizations are emerging at the local level to address economic development. Strategic planning is also viewed as an on going effort with a large number of counties updating their plans on a regular basis. It has improved the capacity of the county to shape its economic future. And, the majority of those surveyed agreed with the statement that the "local economy is better off as a result of the planning effort." It is important that the state continue to provide assistance that will enhance economic development at the local level through programs like the CSPA program.

Appendix A
Frequency Tables: Long (Leaders) Survey

COUNTY of Economic Development Leader responding to survey:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Allen	1	1	1.3	1.3	1.3
Anderson	2	1	1.3	1.3	2.7
Atchison	3	1	1.3	1.3	4.0
Barber	4	1	1.3	1.3	5.3
Barton	5	1	1.3	1.3	6.7
Bourbon	6	1	1.3	1.3	8.0
Brown	7	1	1.3	1.3	9.3
Butler	8	1	1.3	1.3	10.7
Cherokee	11	1	1.3	1.3	12.0
Cheyenne	12	1	1.3	1.3	13.3
Clay	14	1	1.3	1.3	14.7
Cloud	15	1	1.3	1.3	16.0
Coffey	16	1	1.3	1.3	17.3
Comanche	17	1	1.3	1.3	18.7
Cowley	18	1	1.3	1.3	20.0
Crawford	19	1	1.3	1.3	21.3
Decatur	20	1	1.3	1.3	22.7
Dickinson	21	1	1.3	1.3	24.0
Edwards	24	1	1.3	1.3	25.3
Elk	25	1	1.3	1.3	26.7
Ellis	26	1	1.3	1.3	28.0
Ellsworth	27	1	1.3	1.3	29.3
Finney	28	1	1.3	1.3	30.7
Ford	29	1	1.3	1.3	32.0
Franklin	30	1	1.3	1.3	33.3
Geary	31	1	1.3	1.3	34.7
Graham	33	1	1.3	1.3	36.0
Grant	34	1	1.3	1.3	37.3
Greeley	36	1	1.3	1.3	38.7
Greenwood	37	1	1.3	1.3	40.0
Hamilton	38	1	1.3	1.3	41.3
Harvey	40	1	1.3	1.3	42.7
Haskell	41	1	1.3	1.3	44.0
Jackson	43	1	1.3	1.3	45.3
Jewell	45	1	1.3	1.3	46.7
Kearny	47	1	1.3	1.3	48.0
Kingman	48	1	1.3	1.3	49.3
Kiowa	49	1	1.3	1.3	50.7
Labette	50	1	1.3	1.3	52.0
Lane	51	1	1.3	1.3	53.3
Lincoln	53	1	1.3	1.3	54.7
Linn	54	1	1.3	1.3	56.0

COUNTY		(continued)			
Logan	55	1	1.3	1.3	57.3
Lyon	56	1	1.3	1.3	58.7
Marion	57	1	1.3	1.3	60.0
Marshall	58	1	1.3	1.3	61.3
McPherson	59	1	1.3	1.3	62.7
Miami	61	1	1.3	1.3	64.0
Mitchell	62	1	1.3	1.3	65.3
Montgomery	63	1	1.3	1.3	66.7
Morris	64	1	1.3	1.3	68.0
Neosho	67	1	1.3	1.3	69.3
Norton	69	1	1.3	1.3	70.7
Osborne	71	1	1.3	1.3	72.0
Pawnee	73	1	1.3	1.3	73.3
Phillips	74	1	1.3	1.3	74.7
Pottawatomie	75	1	1.3	1.3	76.0
Pratt	76	1	1.3	1.3	77.3
Reno	78	1	1.3	1.3	78.7
Republic	79	1	1.3	1.3	80.0
Rice	80	1	1.3	1.3	81.3
Rooks	82	1	1.3	1.3	82.7
Rush	83	1	1.3	1.3	84.0
Russell	84	1	1.3	1.3	85.3
Saline	85	1	1.3	1.3	86.7
Scott	86	1	1.3	1.3	88.0
Seward	88	1	1.3	1.3	89.3
Sheridan	90	1	1.3	1.3	90.7
Sherman	91	1	1.3	1.3	92.0
Stevens	95	1	1.3	1.3	93.3
Thomas	97	1	1.3	1.3	94.7
Trego	98	1	1.3	1.3	96.0
Washington	101	1	1.3	1.3	97.3
Wilson	103	1	1.3	1.3	98.7
Woodson	104	1	1.3	1.3	100.0
Total		75	100.0	100.0	
Valid cases	75	Missing cases	0		

Q1 Title of Person completing survey

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
City Manager/City Admin.	1	6	8.0	8.0	8.0
Executive Dir/President	2	40	53.3	53.3	61.3
Director of Econ Dev	3	16	21.3	21.3	82.7
County Commissioner	4	1	1.3	1.3	84.0
City Commissioner/Council Mem	5	1	1.3	1.3	85.3
Executive Vice President	6	6	8.0	8.0	93.3
Other	7	5	6.7	6.7	100.0
		-----	-----	-----	
Total		75	100.0	100.0	
Valid cases	75	Missing cases	0		

Q2 Organization person responding works for

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
city government	1	16	21.3	21.3	21.3
county government	2	15	20.0	20.0	41.3
chamber of commerce	3	14	18.7	18.7	60.0
public/private corporation	4	15	20.0	20.0	80.0
multi-government agency	5	10	13.3	13.3	93.3
private sector	6	3	4.0	4.0	97.3
other	7	2	2.7	2.7	100.0
		-----	-----	-----	
Total		75	100.0	100.0	
Valid cases	75	Missing cases	0		

Q3 Does your county have a strategic plan for economic development?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	7	9.3	9.3	9.3
yes	1	68	90.7	90.7	100.0
	Total	75	100.0	100.0	
Valid cases	75	Missing cases	0		

Q4 Main role in the strategic planning process for the person responding

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
chair steering committee	1	7	9.3	10.3	10.3
member steering committee	2	6	8.0	8.8	19.1
chair task group	3	3	4.0	4.4	23.5
member task group	4	3	4.0	4.4	27.9
general participant, not a committee member	5	4	5.3	5.9	33.8
facilitator for the process	6	19	25.3	27.9	61.8
local coordinator	7	18	24.0	26.5	88.2
staff function/part of job	8	6	8.0	8.8	97.1
other	9	2	2.7	2.9	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	
Valid cases	68	Missing cases	7		

A1 Year strategic plan completed

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1986	3	4.0	4.4	4.4
	1989	3	4.0	4.4	8.8
	1990	4	5.3	5.9	14.7
	1991	9	12.0	13.2	27.9
	1992	9	12.0	13.2	41.2
	1993	5	6.7	7.4	48.5
	1994	12	16.0	17.6	66.2
	1995	7	9.3	10.3	76.5
	1996	7	9.3	10.3	86.8
	1997	8	10.7	11.8	98.5
	don't know	1	1.3	1.5	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

A2 Plan formally approved or adopted by any government or organization within the county

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	6	8.0	8.8	8.8
yes	1	62	82.7	91.2	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Which of the following formally approved or adopted the plan?

A3A city government formally approved or adopted the plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	22	29.3	35.5	35.5
yes	1	40	53.3	64.5	100.0
	.	13	17.3	Missing	
	Total	75	100.0	100.0	

Valid cases 62 Missing cases 13

A3B county government formally approved or adopted the plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	5	6.7	8.1	8.1
yes	1	57	76.0	91.9	100.0
	.	13	17.3	Missing	
	Total	75	100.0	100.0	

Valid cases 62 Missing cases 13

A3C chamber of commerce formally approved or adopted the plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	36	48.0	58.1	58.1
yes	1	26	34.7	41.9	100.0
	.	13	17.3	Missing	
	Total	75	100.0	100.0	

Valid cases 62 Missing cases 13

Which of the following formally approved or adopted the plan? (continued)

A3D local economic development organization formally approved or adopted the plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	28	37.3	45.2	45.2
yes	1	34	45.3	54.8	100.0
	.	13	17.3	Missing	
	Total	75	100.0	100.0	

Valid cases 62 Missing cases 13

A3E other formally approved or adopted the plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	57	76.0	91.9	91.9
yes	1	5	6.7	8.1	100.0
	.	13	17.3	Missing	
	Total	75	100.0	100.0	

Valid cases 62 Missing cases 13

A4 Did an outside organization assist in the strategic planning process?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	11	14.7	16.2	16.2
yes	1	57	76.0	83.8	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

A5 How important was outside assistance in completing the process?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
very important	1	28	37.3	49.1	49.1
important	2	23	30.7	40.4	89.5
neutral	3	4	5.3	7.0	96.5
not important at all	4	2	2.7	3.5	100.0
	.	18	24.0	Missing	
	Total	75	100.0	100.0	

Valid cases 57 Missing cases 18

A6 What was the most critical/important role played by the outside expert?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Facilitated the process/ led community meetings	1	25	33.3	43.9	43.9
Provided technical assistance not available locally	2	22	29.3	38.6	82.5
Provided outside/objective viewpoint	3	9	12.0	15.8	98.2
Other	4	1	1.3	1.8	100.0
	.	18	24.0	Missing	
	Total	75	100.0	100.0	

Valid cases 57 Missing cases 18

A7 Has your county-wide strategic plan been updated?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	19	25.3	27.9	27.9
yes	1	49	65.3	72.1	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	
Valid cases	68	Missing cases	7		

A8 When was the plan updated? (most recent year)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1994	1	1.3	2.0	2.0
	1995	9	12.0	18.4	20.4
	1996	14	18.7	28.6	49.0
	1997	22	29.3	44.9	93.9
	don't know	3	4.0	6.1	100.0
	.	26	34.7	Missing	
	Total	75	100.0	100.0	
Valid cases	49	Missing cases	26		

A9 How often is it updated?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
annually	1	7	9.3	14.3	14.3
every two years	2	12	16.0	24.5	38.8
only once	3	4	5.3	8.2	46.9
other	4	26	34.7	53.1	100.0
	.	26	34.7	Missing	
	Total	75	100.0	100.0	
Valid cases	49	Missing cases	26		

A10 What kind of process was used for your most recent update of the plan?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
full-blown process	1	16	21.3	32.7	32.7
short process	2	22	29.3	44.9	77.6
no formal/public process	3	11	14.7	22.4	100.0
.	.	26	34.7	Missing	
	Total	75	100.0	100.0	
Valid cases	49	Missing cases	26		

A11 Cost to update the plan (estimate \$)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	12	16.0	24.5	24.5
	20	1	1.3	2.0	26.5
	100	2	2.7	4.1	30.6
	150	1	1.3	2.0	32.7
	200	1	1.3	2.0	34.7
	250	1	1.3	2.0	36.7
	300	2	2.7	4.1	40.8
	400	1	1.3	2.0	42.9
	500	4	5.3	8.2	51.0
	1000	5	6.7	10.2	61.2
	1200	1	1.3	2.0	63.3
	1500	3	4.0	6.1	69.4
	1800	1	1.3	2.0	71.4
	2000	2	2.7	4.1	75.5
	2500	2	2.7	4.1	79.6
	3000	1	1.3	2.0	81.6
	3500	1	1.3	2.0	83.7
	5000	2	2.7	4.1	87.8
	5200	1	1.3	2.0	89.8
	8000	1	1.3	2.0	91.8
	12500	1	1.3	2.0	93.9
	27000	1	1.3	2.0	95.9
	30000	1	1.3	2.0	98.0
	50000	1	1.3	2.0	100.0
	.	26	34.7	Missing	
	Total	75	100.0	100.0	
Valid cases	49	Missing cases	26		

A12 Were state dollars used to refine/update the strategic plan?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	34	45.3	69.4	69.4
yes	1	15	20.0	30.6	100.0
	.	26	34.7	Missing	
	Total	75	100.0	100.0	

Valid cases 49 Missing cases 26

A13 Likelihood that the county would have updated plan withOUT state funds

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
not likely at all	1	8	10.7	53.3	53.3
don't know/unsure	2	2	2.7	13.3	66.7
very likely	3	5	6.7	33.3	100.0
	.	60	80.0	Missing	
	Total	75	100.0	100.0	

Valid cases 15 Missing cases 60

A14 Main incentive/reason for updating plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
need current plan to have enterprise zone status	1	25	33.3	51.0	51.0
view strategic planning as on-going/part of effort	2	14	18.7	28.6	79.6
state planning dollars were available and got a grant chamber or EDO thought it needed to be done	3	2	2.7	4.1	83.7
local leadership initiative	4	1	1.3	2.0	85.7
original planning process	5	1	1.3	2.0	87.7
such a success	6	2	2.7	4.1	91.8
other (current plan needed updating)	7	4	5.3	8.2	100.0
.	.	26	34.7	Missing	
Total		75	100.0	100.0	

Valid cases 49 Missing cases 26

A15 Outside assistance used to update plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	26	34.7	53.1	53.1
yes	1	23	30.7	46.9	100.0
.	.	26	34.7	Missing	
Total		75	100.0	100.0	

Valid cases 49 Missing cases 26

 What type of organization provided outside, consulting assistance?

A16A University

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	14	18.7	60.9	60.9
yes	1	9	12.0	39.1	100.0
.	.	52	69.3	Missing	
Total		75	100.0	100.0	

Valid cases 23 Missing cases 52

What type of organization provided outside, consulting assistance? (continued)

 A16B community college

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	23	30.7	100.0	100.0
	.	52	69.3	Missing	
		-----	-----	-----	
	Total	75	100.0	100.0	

Valid cases 23 Missing cases 52

 A16C private consultant

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	16	21.3	69.6	69.6
yes	1	7	9.3	30.4	100.0
	.	52	69.3	Missing	
		-----	-----	-----	
	Total	75	100.0	100.0	

Valid cases 23 Missing cases 52

 A16D cooperative extension

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	22	29.3	95.7	95.7
yes	1	1	1.3	4.3	100.0
	.	52	69.3	Missing	
		-----	-----	-----	
	Total	75	100.0	100.0	

Valid cases 23 Missing cases 52

What type of organization provided outside, consulting assistance? (continued)

A16E regional organization

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	17	22.7	73.9	73.9
yes	1	6	8.0	26.1	100.0
	.	52	69.3	Missing	
	Total	75	100.0	100.0	

Valid cases 23 Missing cases 52

A16F other

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	23	30.7	100.0	100.0
	.	52	69.3	Missing	
	Total	75	100.0	100.0	

Valid cases 23 Missing cases 52

Q5 Is the strategic plan being implemented?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, virtually none	1	2	2.7	2.9	2.9
yes, only a few areas	2	13	17.3	19.1	22.1
yes, about half	3	30	40.0	44.1	66.2
yes, substantially all	4	21	28.0	30.9	97.1
don't know, have no idea	9	2	2.7	2.9	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Indicate the **three** most important organizations to implementing various strategies developed through the strategic planning process.

A17A chamber of commerce

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	38	50.7	59.4	59.4
having responsibilit	1	26	34.7	40.6	100.0
.	.	11	14.7	Missing	
Total		75	100.0	100.0	

Valid cases 64 Missing cases 11

A17B city government

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	28	37.3	43.8	43.8
having responsibilit	1	36	48.0	56.3	100.0
.	.	11	14.7	Missing	
Total		75	100.0	100.0	

Valid cases 64 Missing cases 11

A17C county government

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	25	33.3	39.1	39.1
having responsibilit	1	39	52.0	60.9	100.0
.	.	11	14.7	Missing	
Total		75	100.0	100.0	

Valid cases 64 Missing cases 11

Indicate the **three** most important organizations to implementing various strategies developed through the strategic planning process. (continued)

A17D economic development organization

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	26	34.7	40.6	40.6
having responsibilit	1	38	50.7	59.4	100.0
.	.	11	14.7	Missing	
	Total	75	100.0	100.0	

Valid cases 64 Missing cases 11

A17E community college

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	57	76.0	89.1	89.1
having responsibilit	1	7	9.3	10.9	100.0
.	.	11	14.7	Missing	
	Total	75	100.0	100.0	

Valid cases 64 Missing cases 11

A17F regional planning commission

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	57	76.0	89.1	89.1
having responsibilit	1	7	9.3	10.9	100.0
.	.	11	14.7	Missing	
	Total	75	100.0	100.0	

Valid cases 64 Missing cases 11

Indicate the **three** most important organizations to implementing various strategies developed through the strategic planning process. (continued)

A17G newly created task force

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	53	70.7	82.8	82.8
having responsibilit	1	11	14.7	17.2	100.0
	.	11	14.7	Missing	
	Total	75	100.0	100.0	

Valid cases 64 Missing cases 11

A17H other

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	61	81.3	95.3	95.3
having responsibilit	1	3	4.0	4.7	100.0
	.	11	14.7	Missing	
	Total	75	100.0	100.0	

Valid cases 64 Missing cases 11

Indicate the **three** major contributors to financing the implementation of economic development strategies developed through the planning process?

A18A state government

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	31	41.3	48.4	48.4
having responsibilit	1	33	44.0	51.6	100.0
	.	11	14.7	Missing	
	Total	75	100.0	100.0	

Valid cases 64 Missing cases 11

Indicate the **three** major contributors to financing the implementation of economic development strategies developed through the planning process?
 (continued)

 A18B county government

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	18	24.0	28.1	28.1
having responsibilit	1	46	61.3	71.9	100.0
.	.	11	14.7	Missing	
		-----	-----	-----	
	Total	75	100.0	100.0	
Valid cases	64	Missing cases	11		

A18C city government

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	27	36.0	42.2	42.2
having responsibilit	1	37	49.3	57.8	100.0
.	.	11	14.7	Missing	
	Total	75	100.0	100.0	

Valid cases 64 Missing cases 11

A18D chamber of commerce

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	52	69.3	81.3	81.3
having responsibilit	1	12	16.0	18.8	100.0
.	.	11	14.7	Missing	
	Total	75	100.0	100.0	

Valid cases 64 Missing cases 11

A18E economic development organization

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	40	53.3	62.5	62.5
having responsibilit	1	24	32.0	37.5	100.0
.	.	11	14.7	Missing	
	Total	75	100.0	100.0	

Valid cases 64 Missing cases 11

Indicate the **three** major contributors to financing the implementation of economic development strategies developed through the planning process?
(continued)

A18F existing local agencies

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	63	84.0	98.4	98.4
having responsibilit	1	1	1.3	1.6	100.0
.	.	11	14.7	Missing	
		-----	-----	-----	
Total		75	100.0	100.0	

Valid cases 64 Missing cases 11

A18G private sector

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	56	74.7	87.5	87.5
having responsibilit	1	8	10.7	12.5	100.0
.	.	11	14.7	Missing	
		-----	-----	-----	
Total		75	100.0	100.0	

Valid cases 64 Missing cases 11

A18H federal government

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	62	82.7	96.9	96.9
having responsibilit	1	2	2.7	3.1	100.0
.	.	11	14.7	Missing	
		-----	-----	-----	
Total		75	100.0	100.0	

Valid cases 64 Missing cases 11

Indicate the **three** major contributors to financing the implementation of economic development strategies developed through the planning process?
(continued)

A18I other

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no responsibility	0	64	85.3	100.0	100.0
	.	11	14.7	Missing	
		-----	-----	-----	
	Total	75	100.0	100.0	
Valid cases	64	Missing cases	11		

Q6 Is there a progress report that tells what strategies are being implemented?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	37	49.3	54.4	54.4
yes	1	30	40.0	44.1	98.5
don't know	2	1	1.3	1.5	100.0
	.	7	9.3	Missing	
		-----	-----	-----	
	Total	75	100.0	100.0	
Valid cases	68	Missing cases	7		

Q7 Is the report available to the public?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	3	4.0	10.0	10.0
yes	1	26	34.7	86.7	96.7
don't know	2	1	1.3	3.3	100.0
	.	45	60.0	Missing	
		-----	-----	-----	
	Total	75	100.0	100.0	
Valid cases	30	Missing cases	45		

A19 Have local government officials taken specific action to implement strategies in the plan?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	4	5.3	13.3	13.3
yes	1	26	34.7	86.7	100.0
	.	45	60.0	Missing	
	Total	75	100.0	100.0	
Valid cases	30	Missing cases	45		

Q8 What area of the plan has been implemented most successfully?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
established business/economic development programs	1	13	17.3	43.3	43.3
capacity building areas forming an organizational structure for econ dev	2	2	2.7	6.7	50.0
traditional gov't services	3	4	5.3	13.3	63.3
tourism	4	1	1.3	3.3	66.7
education and work force training	5	2	2.7	6.7	73.3
housing	6	3	4.0	10.0	83.3
quality of life areas	7	3	4.0	10.0	93.3
	8	2	2.7	6.7	100.0
	.	45	60.0	Missing	
	Total	75	100.0	100.0	
Valid cases	30	Missing cases	45		

A20 Did any new economic development organizations emerge as a result of the strategic planning process?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	40	53.3	58.8	58.8
yes	1	25	33.3	36.8	95.6
don't know	2	3	4.0	4.4	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	
Valid cases	68	Missing cases	7		

Q9 Overall, the strategic planning process was a useful exercise for the county.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	1	1.3	1.5	1.5
disagree	2	3	4.0	4.4	5.9
unsure	3	6	8.0	8.8	14.7
agree	4	25	33.3	36.8	51.5
strongly agree	5	33	44.0	48.5	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q10 The issues addressed in the plan were of importance to the county.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
disagree	2	4	5.3	5.9	5.9
unsure	3	4	5.3	5.9	11.8
agree	4	25	33.3	36.8	48.5
strongly agree	5	35	46.7	51.5	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q11 As a result of strategic planning, the public is more aware of issues associated with economic development.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	5	6.7	7.4	7.4
disagree	2	10	13.3	14.7	22.1
unsure	3	23	30.7	33.8	55.9
agree	4	19	25.3	27.9	83.8
strongly agree	5	11	14.7	16.2	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q12 The plan is consulted by your organization when decisions are being made that will effect the future economic growth of the county.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	4	5.3	5.9	5.9
disagree	2	5	6.7	7.4	13.2
unsure	3	11	14.7	16.2	29.4
agree	4	25	33.3	36.8	66.2
strongly agree	5	23	30.7	33.8	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q13 The planning process itself produced other outcomes that just the written plan.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	2	2.7	2.9	2.9
disagree	2	9	12.0	13.2	16.2
unsure	3	12	16.0	17.6	33.8
agree	4	21	28.0	30.9	64.7
strongly agree	5	24	32.0	35.3	100.0
.	.	7	9.3	Missing	
Total		75	100.0	100.0	

Valid cases 68 Missing cases 7

Q14 New leadership was developed for the county as a result of the strategic planning effort.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	7	9.3	10.3	10.3
disagree	2	14	18.7	20.6	30.9
unsure	3	19	25.3	27.9	58.8
agree	4	11	14.7	16.2	75.0
strongly agree	5	17	22.7	25.0	100.0
.	.	7	9.3	Missing	
Total		75	100.0	100.0	

Valid cases 68 Missing cases 7

Q15 Economic development is more a priority for our local community now than it was in the past.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	5	6.7	7.4	7.4
disagree	2	7	9.3	10.3	17.6
unsure	3	10	13.3	14.7	32.4
agree	4	21	28.0	30.9	63.2
strongly agree	5	25	33.3	36.8	100.0
.	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q16 My community now takes a longer-term approach towards economic development than it did before strategic planning.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	4	5.3	5.9	5.9
disagree	2	7	9.3	10.3	16.2
unsure	3	11	14.7	16.2	32.4
agree	4	25	33.3	36.8	69.1
strongly agree	5	21	28.0	30.9	100.0
.	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q17 My community/county views economic development as a local responsibility with some assistance from the state as needed.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	1	1.3	1.5	1.5
disagree	2	3	4.0	4.4	5.9
unsure	3	7	9.3	10.3	16.2
agree	4	28	37.3	41.2	57.4
strongly agree	5	29	38.7	42.6	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q18 Our strategic plan did a good job of identifying strategies consistent with our local needs.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	1	1.3	1.5	1.5
disagree	2	4	5.3	5.9	7.4
unsure	3	9	12.0	13.2	20.6
agree	4	28	37.3	41.2	61.8
strongly agree	5	26	34.7	38.2	100.0
	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q19 The economy of my county/community is better off as a result of our strategic planning effort.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	2	2.7	2.9	2.9
disagree	2	6	8.0	8.8	11.8
unsure	3	16	21.3	23.5	35.3
agree	4	23	30.7	33.8	69.1
strongly agree	5	21	28.0	30.9	100.0
.	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q20 Our county now has an improved capacity to shape its economic future as a result of the strategic planning process.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	1	1.3	1.5	1.5
disagree	2	5	6.7	7.4	8.8
unsure	3	10	13.3	14.7	23.5
agree	4	35	46.7	51.5	75.0
strongly agree	5	17	22.7	25.0	100.0
.	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q21 How important is state assistance for your community/county to continue with strategic planning?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
very important	1	25	33.3	36.8	36.8
important	2	27	36.0	39.7	76.5
somewhat important	3	8	10.7	11.8	88.2
not important	4	5	6.7	7.4	95.6
don't know	9	3	4.0	4.4	100.0
.	.	7	9.3	Missing	
Total		75	100.0	100.0	

Valid cases 68 Missing cases 7

 What kind of state assistance for economic development strategic planning would be important to your community/county?

Q22A financial assistance for planning grants to develop the plans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	24	32.0	40.0	40.0
yes, important	1	36	48.0	60.0	100.0
.	.	15	20.0	Missing	
Total		75	100.0	100.0	

Valid cases 60 Missing cases 15

 Q22B financial assistance for action grants to implement the plans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	11	14.7	18.3	18.3
yes, important	1	49	65.3	81.7	100.0
.	.	15	20.0	Missing	
Total		75	100.0	100.0	

Valid cases 60 Missing cases 15

What kind of state assistance for economic development strategic planning would be important to your community/county? (continued)

Q22C provide technical assistance as needed

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	25	33.3	41.7	41.7
yes, important	1	35	46.7	58.3	100.0
	.	15	20.0	Missing	
	Total	75	100.0	100.0	

Valid cases 60 Missing cases 15

Q22D give bonus points for CDBG grants for those counties that have plans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	35	46.7	58.3	58.3
yes, important	1	25	33.3	41.7	100.0
	.	15	20.0	Missing	
	Total	75	100.0	100.0	

Valid cases 60 Missing cases 15

Q22E other

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	60	80.0	100.0	100.0
	.	15	20.0	Missing	
	Total	75	100.0	100.0	

Valid cases 60 Missing cases 15

Q23 What is the likelihood that your county would continue to plan without continued state funding or other incentives (such as the Enterprise Zone requirement)?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
not very likely	1	12	16.0	17.6	17.6
don't know	2	15	20.0	22.1	39.7
would continue	3	41	54.7	60.3	100.0
.	.	7	9.3	Missing	
	Total	75	100.0	100.0	

Valid cases 68 Missing cases 7

Q24 Are you interested in receiving a copy of the results of this survey?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	4	5.3	5.3	5.3
yes	1	71	94.7	94.7	100.0
	Total	75	100.0	100.0	

Valid cases 75 Missing cases 0

****FOR COUNTIES THAT DO NOT HAVE STRATEGIC PLANS FOR ECONOMIC DEVELOPMENT**

N1 Are you aware that there is a state program that provides assistance to counties with strategic planning for economic development?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	2	2.7	28.6	28.6
yes	1	5	6.7	71.4	100.0
.	.	68	90.7	Missing	
	Total	75	100.0	100.0	

Valid cases 7 Missing cases 68

Appendix B
Frequency Tables: Short (Participants) Survey

COUNTY of Participants responding to survey:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Allen	1	4	2.0	2.0	2.0
Anderson	2	2	1.0	1.0	3.0
Atchison	3	5	2.5	2.5	5.5
Barber	4	2	1.0	1.0	6.5
Barton	5	6	3.0	3.0	9.5
Bourbon	6	2	1.0	1.0	10.5
Brown	7	2	1.0	1.0	11.5
Butler	8	3	1.5	1.5	13.0
Chautauqua	10	1	.5	.5	13.5
Cherokee	11	4	2.0	2.0	15.5
Cheyenne	12	4	2.0	2.0	17.5
Clark	13	2	1.0	1.0	18.5
Clay	14	3	1.5	1.5	20.0
Cloud	15	2	1.0	1.0	21.0
Coffey	16	2	1.0	1.0	22.0
Comanche	17	3	1.5	1.5	23.5
Cowley	18	5	2.5	2.5	26.0
Crawford	19	3	1.5	1.5	27.5
Decatur	20	2	1.0	1.0	28.5
Dickinson	21	3	1.5	1.5	30.0
Doniphan	22	4	2.0	2.0	32.0
Edwards	24	4	2.0	2.0	34.0
Elk	25	2	1.0	1.0	35.0
Ellis	26	2	1.0	1.0	36.0
Ellsworth	27	4	2.0	2.0	38.0
Finney	28	3	1.5	1.5	39.5
Ford	29	1	.5	.5	40.0
Geary	31	1	.5	.5	40.5
Gove	32	1	.5	.5	41.0
Graham	33	1	.5	.5	41.5
Grant	34	1	.5	.5	42.0
Gray	35	1	.5	.5	42.5
Greeley	36	4	2.0	2.0	44.5
Hamilton	38	4	2.0	2.0	46.5
Harper	39	1	.5	.5	47.0
Harvey	40	6	3.0	3.0	50.0
Hodgeman	42	1	.5	.5	50.5
Jackson	43	4	2.0	2.0	52.5
Jefferson	44	1	.5	.5	53.0
Kearny	47	5	2.5	2.5	55.5
Labette	50	2	1.0	1.0	56.5
Lane	51	3	1.5	1.5	58.0

COUNTY		(continued)			
Lincoln	53	3	1.5	1.5	59.5
Logan	55	5	2.5	2.5	62.0
Lyon	56	2	1.0	1.0	63.0
Marion	57	3	1.5	1.5	64.5
Marshall	58	3	1.5	1.5	66.0
McPherson	59	4	2.0	2.0	68.0
Meade	60	1	.5	.5	68.5
Miami	61	1	.5	.5	69.0
Mitchell	62	3	1.5	1.5	70.5
Montgomery	63	2	1.0	1.0	71.5
Morris	64	1	.5	.5	72.0
Morton	65	1	.5	.5	72.5
Nemaha	66	1	.5	.5	73.0
Neosho	67	3	1.5	1.5	74.5
Ness	68	1	.5	.5	75.0
Norton	69	3	1.5	1.5	76.5
Osage	70	1	.5	.5	77.0
Osborne	71	4	2.0	2.0	79.0
Ottawa	72	1	.5	.5	79.5
Phillips	74	3	1.5	1.5	81.0
Pottawatomie	75	2	1.0	1.0	82.0
Rawlins	77	1	.5	.5	82.5
Reno	78	3	1.5	1.5	84.0
Republic	79	6	3.0	3.0	87.0
Rice	80	2	1.0	1.0	88.0
Rooks	82	2	1.0	1.0	89.0
Rush	83	3	1.5	1.5	90.5
Saline	85	1	.5	.5	91.0
Seward	88	5	2.5	2.5	93.5
Sheridan	90	1	.5	.5	94.0
Stafford	93	1	.5	.5	94.5
Thomas	97	3	1.5	1.5	96.0
Wallace	100	1	.5	.5	96.5
Washington	101	2	1.0	1.0	97.5
Wichita	102	3	1.5	1.5	99.0
Wilson	103	1	.5	.5	99.5
Woodson	104	1	.5	.5	100.0
Total		200	100.0	100.0	
Valid cases	200	Missing cases	0		

Q1 Title of person completing survey

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
city manager/city admin	1	55	27.5	27.5	27.5
executive director/president	2	44	22.0	22.0	49.5
director of economic dev	3	11	5.5	5.5	55.0
county commissioner	4	23	11.5	11.5	66.5
city commissioner/council/mayor	5	17	8.5	8.5	75.0
exec. vice president/VP	6	10	5.0	5.0	80.0
EDO board member/staff	8	14	7.0	7.0	87.0
other	7	26	13.0	13.0	100.0
Total		200	100.0	100.0	
Valid cases	200	Missing cases	0		

Q2 Organization person responding works for

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
city government	1	75	37.5	37.5	37.5
county government	2	42	21.0	21.0	58.5
chamber of commerce	3	19	9.5	9.5	68.0
public/private corporation	4	21	10.5	10.5	78.5
multi-government agency	5	10	5.0	5.0	83.5
private sector	6	25	12.5	12.5	96.0
other	7	8	4.0	4.0	100.0
Total		200	100.0	100.0	
Valid cases	200	Missing cases	0		

Q3 Does your county have a strategic plan for economic development?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	28	14.0	14.0	14.0
yes	1	172	86.0	86.0	100.0
		-----	-----	-----	
Total		200	100.0	100.0	

Valid cases 200 Missing cases 0

Q4 Main role in the strategic planning process for the person responding

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
chair steering committee	1	14	7.0	8.1	8.1
member steering committee	2	22	11.0	12.8	20.9
chair task group	3	12	6.0	7.0	27.9
member task group	4	35	17.5	20.3	48.3
general participant, not a " committee member	5	40	20.0	23.3	71.5
facilitator for the process "	6	23	11.5	13.4	84.9
local coordinator	7	10	5.0	5.8	90.7
staff function/part of job	8	14	7.0	8.1	98.8
other	9	2	1.0	1.2	100.0
.	.	28	14.0	Missing	
		-----	-----	-----	
Total		200	100.0	100.0	

Valid cases 172 Missing cases 28

Q5 Is the strategic plan being implemented?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, virtually none	1	9	4.5	5.2	5.2
yes, only a few areas	2	39	19.5	22.7	27.9
yes, about half	3	65	32.5	37.8	65.7
yes, substantially all	4	43	21.5	25.0	90.7
don't know, have no idea	9	16	8.0	9.3	100.0
.	.	28	14.0	Missing	
Total		200	100.0	100.0	

Valid cases 172 Missing cases 28

 Q6 Is there a progress report that tells what strategies are being implemented?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	63	31.5	36.6	36.6
yes	1	85	42.5	49.4	86.0
don't know	2	24	12.0	14.0	100.0
.	.	28	14.0	Missing	
Total		200	100.0	100.0	

Valid cases 172 Missing cases 28

 Q7 Is the report available to the public?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	5	2.5	4.6	4.6
yes	1	74	37.0	67.9	72.5
don't know	2	30	15.0	27.5	100.0
.	.	91	45.5	Missing	
Total		200	100.0	100.0	

Valid cases 109 Missing cases 91

Q8 What area of the plan has been implemented most successfully?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
established business/economic development programs	1	59	29.5	34.3	34.3
capacity building areas forming an organizational structure for econ dev	2	8	4.0	4.7	39.0
traditional gov't services	3	23	11.5	13.4	52.3
tourism	4	24	12.0	14.0	66.3
education and work force training	5	5	2.5	2.9	69.2
housing	6	17	8.5	9.9	79.1
quality of life areas	7	15	7.5	8.7	87.8
other	8	17	8.5	9.9	97.7
	9	4	2.0	2.3	100.0
	.	28	14.0	Missing	
	Total	200	100.0	100.0	
Valid cases	172	Missing cases	28		

Q9 Overall, the strategic planning process was a useful exercise for the county.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	2	1.0	1.2	1.2
disagree	2	3	1.5	1.7	2.9
unsure	3	24	12.0	14.0	16.9
agree	4	74	37.0	43.0	59.9
strongly agree	5	69	34.5	40.1	100.0
	.	28	14.0	Missing	
	Total	200	100.0	100.0	
Valid cases	172	Missing cases	28		

Q10 The issues addressed in the plan were of importance to the county.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	2	1.0	1.2	1.2
disagree	2	1	.5	.6	1.7
unsure	3	14	7.0	8.1	9.9
agree	4	71	35.5	41.3	51.2
strongly agree	5	84	42.0	48.8	100.0
	.	28	14.0	Missing	
	Total	200	100.0	100.0	

Valid cases 172 Missing cases 28

Q11 As a result of strategic planning, the public is more aware of issues associated with economic development.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	5	2.5	2.9	2.9
disagree	2	32	16.0	18.6	21.5
unsure	3	60	30.0	34.9	56.4
agree	4	50	25.0	29.1	85.5
strongly agree	5	25	12.5	14.5	100.0
	.	28	14.0	Missing	
	Total	200	100.0	100.0	

Valid cases 172 Missing cases 28

Q12 The plan is consulted by your organization when decisions are being made that will effect the future economic growth of the county.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	7	3.5	4.1	4.1
disagree	2	17	8.5	9.9	14.0
unsure	3	51	25.5	29.7	43.6
agree	4	64	32.0	37.2	80.8
strongly agree	5	33	16.5	19.2	100.0
	.	28	14.0	Missing	
Total		200	100.0	100.0	

Valid cases 172 Missing cases 28

Q13 The planning process itself produced other outcomes that just the written plan.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	3	1.5	1.7	1.7
disagree	2	12	6.0	7.0	8.7
unsure	3	43	21.5	25.0	33.7
agree	4	68	34.0	39.5	73.3
strongly agree	5	46	23.0	26.7	100.0
	.	28	14.0	Missing	
Total		200	100.0	100.0	

Valid cases 172 Missing cases 28

Q14 New leadership was developed for the county as a result of the strategic planning effort.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	12	6.0	7.0	7.0
disagree	2	24	12.0	14.0	20.9
unsure	3	49	24.5	28.5	49.4
agree	4	57	28.5	33.1	82.6
strongly agree	5	30	15.0	17.4	100.0
.	.	28	14.0	Missing	
	Total	200	100.0	100.0	

Valid cases 172 Missing cases 28

Q15 Economic development is more a priority for our local community now than it was in the past.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	2	1.0	1.2	1.2
disagree	2	15	7.5	8.7	9.9
unsure	3	26	13.0	15.1	25.0
agree	4	51	25.5	29.7	54.7
strongly agree	5	78	39.0	45.3	100.0
.	.	28	14.0	Missing	
	Total	200	100.0	100.0	

Valid cases 172 Missing cases 28

Q16 My community now takes a longer-term approach towards economic development than it did before strategic planning.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	4	2.0	2.3	2.3
disagree	2	14	7.0	8.1	10.5
unsure	3	49	24.5	28.5	39.0
agree	4	64	32.0	37.2	76.2
strongly agree	5	41	20.5	23.8	100.0
.	.	28	14.0	Missing	
	Total	200	100.0	100.0	

Valid cases 172 Missing cases 28

Q17 My community/county views economic development as a local responsibility with some assistance from the state as needed.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	3	1.5	1.7	1.7
disagree	2	5	2.5	2.9	4.7
unsure	3	27	13.5	15.7	20.3
agree	4	86	43.0	50.0	70.3
strongly agree	5	51	25.5	29.7	100.0
.	.	28	14.0	Missing	
	Total	200	100.0	100.0	

Valid cases 172 Missing cases 28

Q18 Our strategic plan did a good job of identifying strategies consistent with our local needs.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	1	.5	.6	.6
disagree	2	2	1.0	1.2	1.7
unsure	3	32	16.0	18.6	20.3
agree	4	73	36.5	42.4	62.8
strongly agree	5	64	32.0	37.2	100.0
.	.	28	14.0	Missing	
	Total	200	100.0	100.0	

Valid cases 172 Missing cases 28

Q19 The economy of my county/community is better off as a result of our strategic planning effort.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	3	1.5	1.7	1.7
disagree	2	8	4.0	4.7	6.4
unsure	3	51	25.5	29.7	36.0
agree	4	67	33.5	39.0	75.0
strongly agree	5	43	21.5	25.0	100.0
.	.	28	14.0	Missing	
	Total	200	100.0	100.0	

Valid cases 172 Missing cases 28

Q20 Our county now has an improved capacity to shape its economic future as a result of the strategic planning process.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	3	1.5	1.7	1.7
disagree	2	10	5.0	5.8	7.6
unsure	3	40	20.0	23.3	30.8
agree	4	79	39.5	45.9	76.7
strongly agree	5	40	20.0	23.3	100.0
.	.	28	14.0	Missing	
Total		200	100.0	100.0	

Valid cases 172 Missing cases 28

Q21 How important is state assistance for your community/county to continue with strategic planning?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
very important	1	89	44.5	51.7	51.7
important	2	55	27.5	32.0	83.7
somewhat important	3	15	7.5	8.7	92.4
not important	4	11	5.5	6.4	98.8
don't know	9	2	1.0	1.2	100.0
.	.	28	14.0	Missing	
Total		200	100.0	100.0	

Valid cases 172 Missing cases 28

What kind of state assistance for economic development strategic planning would be important to your community/county?

Q22A financial assistance for planning grants to develop the plans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	38	19.0	23.9	23.9
yes, important	1	121	60.5	76.1	100.0
.	.	41	20.5	Missing	
	Total	200	100.0	100.0	

Valid cases 159 Missing cases 41

Q22B financial assistance for actions grants to implement the plans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	28	14.0	17.6	17.6
yes, important	1	131	65.5	82.4	100.0
.	.	41	20.5	Missing	
	Total	200	100.0	100.0	

Valid cases 159 Missing cases 41

Q22C provide technical assistance as needed

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	29	14.5	18.2	18.2
yes, important	1	130	65.0	81.8	100.0
.	.	41	20.5	Missing	
	Total	200	100.0	100.0	

Valid cases 159 Missing cases 41

What kind of state assistance for economic development strategic planning would be important to your community/county? (continued)

Q22D give bonus points for CDBG grants for those counties that have plans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	52	26.0	32.7	32.7
yes, important	1	107	53.5	67.3	100.0
	.	41	20.5	Missing	
	Total	200	100.0	100.0	

Valid cases 159 Missing cases 41

Q22E other

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	155	77.5	97.5	97.5
yes, important	1	4	2.0	2.5	100.0
	.	41	20.5	Missing	
	Total	200	100.0	100.0	

Valid cases 159 Missing cases 41

Q23 What is the likelihood that your county would continue to plan without continued state funding or other incentives (such as the Enterprise Zone requirement)?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
not very likely	1	34	17.0	19.8	19.8
don't know	2	31	15.5	18.0	37.8
would continue	3	107	53.5	62.2	100.0
	.	28	14.0	Missing	
	Total	200	100.0	100.0	

Valid cases 172 Missing cases 28

Q24 Are you interested in receiving a copy of the results of this survey?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	67	33.5	33.5	33.5
yes	1	133	66.5	66.5	100.0
	Total	200	100.0	100.0	
Valid cases	200	Missing cases	0		

****FOR COUNTIES THAT DO NOT HAVE STRATEGIC PLANS FOR ECONOMIC DEVELOPMENT**

N1 Are you aware that there is a state program that provides assistance to counties with strategic planning for economic development?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	10	5.0	35.7	35.7
yes	1	18	9.0	64.3	100.0
	.	172	86.0	Missing	
	Total	200	100.0	100.0	
Valid cases	28	Missing cases	172		

Appendix C
Frequency Tables: Combined (Long and Short) Surveys

COUNTY of Participants and Economic Development Leaders responding to combined survey

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Allen	1	5	1.8	1.8	1.8
Anderson	2	3	1.1	1.1	2.9
Atchison	3	6	2.2	2.2	5.1
Barber	4	3	1.1	1.1	6.2
Barton	5	7	2.5	2.5	8.7
Bourbon	6	3	1.1	1.1	9.8
Brown	7	3	1.1	1.1	10.9
Butler	8	4	1.5	1.5	12.4
Chautauqua	10	1	.4	.4	12.7
Cherokee	11	5	1.8	1.8	14.5
Cheyenne	12	5	1.8	1.8	16.4
Clark	13	2	.7	.7	17.1
Clay	14	4	1.5	1.5	18.5
Cloud	15	3	1.1	1.1	19.6
Coffey	16	3	1.1	1.1	20.7
Comanche	17	4	1.5	1.5	22.2
Cowley	18	6	2.2	2.2	24.4
Crawford	19	4	1.5	1.5	25.8
Decatur	20	3	1.1	1.1	26.9
Dickinson	21	4	1.5	1.5	28.4
Doniphan	22	4	1.5	1.5	29.8
Edwards	24	5	1.8	1.8	31.6
Elk	25	3	1.1	1.1	32.7
Ellis	26	3	1.1	1.1	33.8
Ellsworth	27	5	1.8	1.8	35.6
Finney	28	4	1.5	1.5	37.1
Ford	29	2	.7	.7	37.8
Franklin	30	1	.4	.4	38.2
Geary	31	2	.7	.7	38.9
Gove	32	1	.4	.4	39.3
Graham	33	2	.7	.7	40.0
Grant	34	2	.7	.7	40.7
Gray	35	1	.4	.4	41.1
Greeley	36	5	1.8	1.8	42.9
Greenwood	37	1	.4	.4	43.3
Hamilton	38	5	1.8	1.8	45.1
Harper	39	1	.4	.4	45.5
Harvey	40	7	2.5	2.5	48.0
Haskell	41	1	.4	.4	48.4
Hodgeman	42	1	.4	.4	48.7
Jackson	43	5	1.8	1.8	50.5
Jefferson	44	1	.4	.4	50.9
Jewell	45	1	.4	.4	51.3

COUNTY (continued)

Kearny	47	6	2.2	2.2	53.5
Kingman	48	1	.4	.4	53.8
Kiowa	49	1	.4	.4	54.2
Labette	50	3	1.1	1.1	55.3
Lane	51	4	1.5	1.5	56.7
Lincoln	53	4	1.5	1.5	58.2
Linn	54	1	.4	.4	58.5
Logan	55	6	2.2	2.2	60.7
Lyon	56	3	1.1	1.1	61.8
Marion	57	4	1.5	1.5	63.3
Marshall	58	4	1.5	1.5	64.7
McPherson	59	5	1.8	1.8	66.5
Meade	60	1	.4	.4	66.9
Miami	61	2	.7	.7	67.6
Mitchell	62	4	1.5	1.5	69.1
Montgomery	63	3	1.1	1.1	70.2
Morris	64	2	.7	.7	70.9
Morton	65	1	.4	.4	71.3
Nemaha	66	1	.4	.4	71.6
Neosho	67	4	1.5	1.5	73.1
Ness	68	1	.4	.4	73.5
Norton	69	4	1.5	1.5	74.9
Osage	70	1	.4	.4	75.3
Osborne	71	5	1.8	1.8	77.1
Ottawa	72	1	.4	.4	77.5
Pawnee	73	1	.4	.4	77.8
Phillips	74	4	1.5	1.5	79.3
Pottawatomie	75	3	1.1	1.1	80.4
Pratt	76	1	.4	.4	80.7
Rawlins	77	1	.4	.4	81.1
Reno	78	4	1.5	1.5	82.5
Republic	79	7	2.5	2.5	85.1
Rice	80	3	1.1	1.1	86.2
Rooks	82	3	1.1	1.1	87.3
Rush	83	4	1.5	1.5	88.7
Russell	84	1	.4	.4	89.1
Saline	85	2	.7	.7	89.8
Scott	86	1	.4	.4	90.2
Seward	88	6	2.2	2.2	92.4
Sheridan	90	2	.7	.7	93.1
Sherman	91	1	.4	.4	93.5
Stafford	93	1	.4	.4	93.8
Stevens	95	1	.4	.4	94.2
Thomas	97	4	1.5	1.5	95.6
Trego	98	1	.4	.4	96.0
Wallace	100	1	.4	.4	96.4
Washington	101	3	1.1	1.1	97.5
Wichita	102	3	1.1	1.1	98.5
Wilson	103	2	.7	.7	99.3
Woodson	104	2	.7	.7	100.0
		-----	-----	-----	
	Total	275	100.0	100.0	
Valid cases	275	Missing cases	0		

Q1 Title of person completing survey

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
City Manager/City Admin.	1	61	22.2	22.2	22.2
Executive Dir/President	2	84	30.5	30.5	52.7
Director of Econ Dev	3	27	9.8	9.8	62.5
County Commissioner	4	24	8.7	8.7	71.3
City Commissioner/Council/Mayor	5	18	6.5	6.5	77.8
Exec Vice President/VP	6	16	5.8	5.8	83.6
EDO Board Member/Staff	8	14	5.1	5.1	88.7
Other	7	31	11.3	11.3	100.0
		-----	-----	-----	
	Total	275	100.0	100.0	

Valid cases 275 Missing cases 0

Q2 Organization person responding works for

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
city government	1	91	33.1	33.1	33.1
county government	2	57	20.7	20.7	53.8
chamber of commerce	3	33	12.0	12.0	65.8
public/private corpo	4	36	13.1	13.1	78.9
multi-government age	5	19	6.9	6.9	85.8
private sector	6	28	10.2	10.2	96.0
other	7	11	4.0	4.0	100.0
		-----	-----	-----	
	Total	275	100.0	100.0	

Valid cases 275 Missing cases 0

Q3 Does your county have a strategic plan for economic development?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	35	12.7	12.7	12.7
yes	1	240	87.3	87.3	100.0
		-----	-----	-----	
	Total	275	100.0	100.0	

Valid cases 275 Missing cases 0

Q4 Main role in the strategic planning process for the person responding

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
chair steering committee	1	21	7.6	8.8	8.8
member steering committee	2	28	10.2	11.7	20.4
chair task group	3	15	5.5	6.3	26.7
member task group	4	38	13.8	15.8	42.5
general participant, not a committee member	5	44	16.0	18.3	60.8
facilitator for the process	6	42	15.3	17.5	78.3
local coordinator	7	28	10.2	11.7	90.0
staff function/part of job	8	20	7.3	8.3	98.3
other	9	4	1.5	1.7	100.0
	.	35	12.7	Missing	
		-----	-----	-----	
	Total	275	100.0	100.0	

Valid cases 240 Missing cases 35

Q5 Is the strategic plan being implemented?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, virtually none	1	11	4.0	4.6	4.6
yes, only a few area	2	52	18.9	21.7	26.3
yes, about half	3	95	34.5	39.6	65.8
yes, substantially	4	64	23.3	26.7	92.5
don't know	9	18	6.5	7.5	100.0
.	.	35	12.7	Missing	
Total		275	100.0	100.0	

Valid cases 240 Missing cases 35

Q6 Is there a progress report that tells what strategies are being implemented?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	100	36.4	41.7	41.7
yes	1	115	41.8	47.9	89.6
don't know	2	25	9.1	10.4	100.0
.	.	35	12.7	Missing	
Total		275	100.0	100.0	

Valid cases 240 Missing cases 35

Q7 Is the report available to the public?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	8	2.9	5.8	5.8
yes	1	100	36.4	71.9	77.7
don't know	2	31	11.3	22.3	100.0
.	.	136	49.5	Missing	
Total		275	100.0	100.0	

Valid cases 139 Missing cases 136

Q8 What area of the plan has been implemented most successfully?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
established business/economic development programs	1	72	26.2	35.6	35.6
capacity building areas	2	10	3.6	5.0	40.6
forming an organizational structure for econ dev	3	27	9.8	13.4	54.0
traditional gov't services	4	25	9.1	12.4	66.3
tourism	5	7	2.5	3.5	69.8
education and work force training	6	20	7.3	9.9	79.7
housing	7	18	6.5	8.9	88.6
quality of life areas	8	19	6.9	9.4	98.0
other	9	4	1.5	2.0	100.0
	.	73	26.5	Missing	
	Total	275	100.0	100.0	
Valid cases	202	Missing cases	73		

Q9 Overall, the strategic planning process was a useful exercise for the county.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	3	1.1	1.3	1.3
disagree	2	6	2.2	2.5	3.8
unsure	3	30	10.9	12.5	16.3
agree	4	99	36.0	41.3	57.5
strongly agree	5	102	37.1	42.5	100.0
	.	35	12.7	Missing	
	Total	275	100.0	100.0	
Valid cases	240	Missing cases	35		

Q10 The issues addressed in the plan were of importance to the county.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	2	.7	.8	.8
disagree	2	5	1.8	2.1	2.9
unsure	3	18	6.5	7.5	10.4
agree	4	96	34.9	40.0	50.4
strongly agree	5	119	43.3	49.6	100.0
.	.	35	12.7	Missing	
Total		275	100.0	100.0	

Valid cases 240 Missing cases 35

Q11 As a result of strategic planning, the public is more aware of issues associated with economic development.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	10	3.6	4.2	4.2
disagree	2	42	15.3	17.5	21.7
unsure	3	83	30.2	34.6	56.3
agree	4	69	25.1	28.8	85.0
strongly agree	5	36	13.1	15.0	100.0
.	.	35	12.7	Missing	
Total		275	100.0	100.0	

Valid cases 240 Missing cases 35

Q12 The plan is consulted by your organization when decisions are being made that will effect the future economic growth of the county.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	11	4.0	4.6	4.6
disagree	2	22	8.0	9.2	13.8
unsure	3	62	22.5	25.8	39.6
agree	4	89	32.4	37.1	76.7
strongly agree	5	56	20.4	23.3	100.0
	.	35	12.7	Missing	
	Total	275	100.0	100.0	

Valid cases 240 Missing cases 35

Q13 The planning process itself produced other outcomes that just the written plan.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	5	1.8	2.1	2.1
disagree	2	21	7.6	8.8	10.8
unsure	3	55	20.0	22.9	33.8
agree	4	89	32.4	37.1	70.8
strongly agree	5	70	25.5	29.2	100.0
	.	35	12.7	Missing	
	Total	275	100.0	100.0	

Valid cases 240 Missing cases 35

Q14 New leadership was developed for the county as a result of the strategic planning effort.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	19	6.9	7.9	7.9
disagree	2	38	13.8	15.8	23.8
unsure	3	68	24.7	28.3	52.1
agree	4	68	24.7	28.3	80.4
strongly agree	5	47	17.1	19.6	100.0
	.	35	12.7	Missing	
	Total	275	100.0	100.0	

Valid cases 240 Missing cases 35

Q15 Economic development is more a priority for our local community now than it was in the past.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	7	2.5	2.9	2.9
disagree	2	22	8.0	9.2	12.1
unsure	3	36	13.1	15.0	27.1
agree	4	72	26.2	30.0	57.1
strongly agree	5	103	37.5	42.9	100.0
	.	35	12.7	Missing	
	Total	275	100.0	100.0	

Valid cases 240 Missing cases 35

Q16 My community now takes a longer-term approach towards economic development than it did before strategic planning.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	8	2.9	3.3	3.3
disagree	2	21	7.6	8.8	12.1
unsure	3	60	21.8	25.0	37.1
agree	4	89	32.4	37.1	74.2
strongly agree	5	62	22.5	25.8	100.0
.	.	35	12.7	Missing	
Total		275	100.0	100.0	

Valid cases 240 Missing cases 35

Q17 My community/county views economic development as a local responsibility with some assistance from the state as needed.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	4	1.5	1.7	1.7
disagree	2	8	2.9	3.3	5.0
unsure	3	34	12.4	14.2	19.2
agree	4	114	41.5	47.5	66.7
strongly agree	5	80	29.1	33.3	100.0
.	.	35	12.7	Missing	
Total		275	100.0	100.0	

Valid cases 240 Missing cases 35

Q18 Our strategic plan did a good job of identifying strategies consistent with our local needs.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	2	.7	.8	.8
disagree	2	6	2.2	2.5	3.3
unsure	3	41	14.9	17.1	20.4
agree	4	101	36.7	42.1	62.5
strongly agree	5	90	32.7	37.5	100.0
.	.	35	12.7	Missing	
	Total	275	100.0	100.0	

Valid cases 240 Missing cases 35

Q19 The economy of my county/community is better off as a result of our strategic planning effort.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	5	1.8	2.1	2.1
disagree	2	14	5.1	5.8	7.9
unsure	3	67	24.4	27.9	35.8
agree	4	90	32.7	37.5	73.3
strongly agree	5	64	23.3	26.7	100.0
.	.	35	12.7	Missing	
	Total	275	100.0	100.0	

Valid cases 240 Missing cases 35

Q20 Our county now has an improved capacity to shape its economic future as a result of the strategic planning process.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
strongly disagree	1	4	1.5	1.7	1.7
disagree	2	15	5.5	6.3	7.9
unsure	3	50	18.2	20.8	28.8
agree	4	114	41.5	47.5	76.3
strongly agree	5	57	20.7	23.8	100.0
.	.	35	12.7	Missing	
Total		275	100.0	100.0	
Valid cases	240	Missing cases	35		

Q21 How important is state assistance for your community/county to continue with strategic planning.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
very important	1	114	41.5	47.5	47.5
important	2	82	29.8	34.2	81.7
somewhat important	3	23	8.4	9.6	91.3
not important	4	16	5.8	6.7	97.9
don't know	9	5	1.8	2.1	100.0
.	.	35	12.7	Missing	
Total		275	100.0	100.0	
Valid cases	240	Missing cases	35		

What kind of state assistance for economic development strategic planning would be important to your community/county?

Q22A financial assistance for planning grants to develop the plans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	62	22.5	28.3	28.3
yes, important	1	157	57.1	71.7	100.0
	.	56	20.4	Missing	
	Total	275	100.0	100.0	

Valid cases 219 Missing cases 56

Q22B financial assistance for action grants to implement the plans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	39	14.2	17.8	17.8
yes, important	1	180	65.5	82.2	100.0
	.	56	20.4	Missing	
	Total	275	100.0	100.0	

Valid cases 219 Missing cases 56

Q22C provide technical assistance as needed

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	54	19.6	24.7	24.7
yes, important	1	165	60.0	75.3	100.0
	.	56	20.4	Missing	
	Total	275	100.0	100.0	

Valid cases 219 Missing cases 56

What kind of state assistance for economic development strategic planning would be important to your community/county? (continued)

Q22D give bonus points for CDBG grants for those counties that have plans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	87	31.6	39.7	39.7
yes, important	1	132	48.0	60.3	100.0
	.	56	20.4	Missing	
	Total	275	100.0	100.0	

Valid cases 219 Missing cases 56

Q22E other

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no, not important	0	215	78.2	98.2	98.2
yes, important	1	4	1.5	1.8	100.0
	.	56	20.4	Missing	
	Total	275	100.0	100.0	

Valid cases 219 Missing cases 56

Q23 What is the likelihood that your county would continue to plan without continued state funding or other incentives (such as the Enterprise Zone requirement)?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
not very likely	1	46	16.7	19.2	19.2
don't know	2	46	16.7	19.2	38.3
would continue	3	148	53.8	61.7	100.0
	.	35	12.7	Missing	
	Total	275	100.0	100.0	

Valid cases 240 Missing cases 35

Q24 Are you interested in receiving a copy of the results of this survey?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	71	25.8	25.8	25.8
yes	1	204	74.2	74.2	100.0
		-----	-----	-----	
	Total	275	100.0	100.0	
Valid cases	275	Missing cases	0		

****FOR COUNTIES THAT DO NOT HAVE STRATEGIC PLANS FOR ECONOMIC DEVELOPMENT**

N1 Are you aware that there is a state program that provides assistance to counties with strategic planning for economic development?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no	0	12	4.4	34.3	34.3
yes	1	23	8.4	65.7	100.0
	.	240	87.3	Missing	
		-----	-----	-----	
	Total	275	100.0	100.0	
Valid cases	35	Missing cases	240		

Appendix D
Summary of Responses from Counties with “No” Plans

Table D-1
Counties Responding that They Do Not Have Plans
Leaders and Participants Surveys

Does your county have a countywide strategic plan for economic development?
 If “No” response, the respondents skipped the survey questions and were asked questions about why the county did not have a plan.

“No” Respondents	Leaders	Participants	Combined
Percent of Total	9.3%	14.0%	12.7%
Number of “No” Responses	7	28	35
<i>N= Number of Respondents</i>	75	200	275
“No” Counties	Leaders[*]	Participants^{**}	Combined^{***}
Percent of Total	9.3%	21.5%	21.5%
Counties responding “No”	7	17	20
<i>N= Number of Counties</i>	75	79	93
Revised “No” Counties	Leaders	Participants	Combined
Percent of Total	2.7%	5.1%	5.4%
Counties responding “No”	2	4	5
<i>N= Number of Counties</i>	75	79	93

Are you aware that there is a state program that provides assistance to counties with strategic planning for economic development?

Response	Leaders	Participants	Combined
Yes	71.4%	64.3%	65.7%
<i>N=</i>	7	28	35

^{*} **5** of the **7 counties** with Leaders responding “No plan” actually have a county strategic plan for economic development. They may be “old” plans and/or plans in conjunction with one or more counties.

^{**} **13** of the **17 counties** with Participants responding “No plan” actually have a plan.

^{***} **15** of the **20 counties** with Leaders and Participants responding “No plan” have a plan.

In your opinion, why does your county not have a strategic plan for economic development?

Leaders Survey:

- Joint plan with another county
- Nobody wants to do it; they are lazy
- Use the city's strategic plan instead
- They just do not have a formal plan
- The city does the programs
- Do not think the county commissioners were devoted or interested in planning
- Not sure

Participants Survey:

- Not putting effort to do it (3)
- They haven't organized well enough to plan ahead
- They do it, but nothing really planned
- Hasn't become a priority (2)
- Don't know (5)
- Apathy
- Plan is out of date
- Why should they?
- No funding/lack of resource (2)
- Lack of support by county commissioners (3)
- Don't see a need for strategic planning
- Have a plan but not written – don't want to spend the time
- They are getting started
- Previously decided not to implement one – in the process
- Had a plan but former commissioner let it fall through (2)
- Economy is basically agriculture
- Have plans that they are satisfied with
- Not enough people in the county

Is there anything that state government could do that might get your county to develop a strategic plan for economic development?

Leaders Survey:

- Not sure/don't know (2)
- Yes, grants. Need more information. Need a directory of programs available.
- State needs to contact the chamber of commerce
- Just starting to get help now
- Convince commissioners to implement plan
- Nothing

Participants Survey:

- Nothing (5)
- Given them money/aid (3)
- Didn't know of availability (2)
- Don't know (2)
- Suggest guidelines
- Make them aware that help is out there
- Encourage them to have one
- Some guidance and some money
- Urging those in power to get on the ball
- Need more information/city would have to be combined/incorporated
- If it were beneficial
- More community education
- Have to mandate it
- Assist with technical
- Cities trying to spurn one another to get the county to adopt a plan
- Need people to help them out

What organization is responsible for economic development?**Leaders:**

- chamber of commerce and economic development
- county commission (2)
- city economic strategic planning alliance
- [city name] industrial development corporation
- city (2)

Participants:

- county (5)
- county jobs development corporation
- county economic development group
- county/city
- city (3)
- committee of the city
- economic development organization (3)
- economic development council
- chamber of commerce (3)
- private corporation
- [city] industrial development corporation
- regional planning commission
- tri-state county effort
- don't have one (4)
- don't know