AGENDA
JEDO Board of Directors

May 26, 2009
3:00 p.m.
Greater Topeka Chamber of Commerce Board Room

1. Select the 2009 JEDO Presiding Officer – Richard Harmon, Deputy Mayor, City of Topeka

2. Approve minutes of the November 20, 2008 meeting – JEDO Presiding Officer

3. 2008 GO Topeka audit – Doug Glenn, Mayer, Hoffman, McCann

4. First Quarter 2009 JEDO Report – Steve Jenkins (Separate Handout)

5. Incentive Proposals – Doug Kinsinger, Steve Jenkins
   a. Project Tonka
   b. Project Campaign

6. Population Trends – Doug Kinsinger

7. Adjournment – JEDO Presiding Officer

Joint Economic Development Organization Board Minutes
May 26, 2009

Greater Topeka Chamber of Commerce Board Room, Topeka, Kansas, Tuesday, May 26, 2009.

The Joint Economic Development Organization (JEDO) Board members met at 3:00 P.M., with the following Board members present: City of Topeka Councilmember Richard Harmon, Chair; City of Topeka Councilmembers Larry Wolgast, Bob Archer, Karen Hiller and Sylvia Ortiz; City of Topeka Mayor Bill Bunten; and Shawnee County Commissioners Vic Miller, Shelly Buhler and Ted Ensley.

Councilmember Harmon called the meeting to order.

SELECTION of the 2009 JEDO Board Presiding Officer was presented.

Commissioner Miller moved to nominate Mayor Bunten to serve as the 2009 JEDO Board Presiding Officer. The motion seconded by Commissioner Ensley carried unanimously.

Councilmember Harmon announced that Mayor Bunten would serve as the 2009 JEDO Board Presiding Officer.

MINUTES of the JEDO Board meeting of November 20, 2008, were presented.

Commissioner Miller moved to approve the JEDO Board Minutes of November 20, 2008. The motion seconded by Councilmember Wolgast carried unanimously.

2008 FINANCIAL STATEMENTS and Independent Auditor's Report for the Growth Organization of Topeka/Shawnee County, Inc., was presented by Doug Glenn, Mayer, Hoffman & McCann, P.C. *(See Attachment A)*

Mr. Glenn gave a brief overview of the financial statements and the Independent Auditor's Report submitted to the Board on May 1, 2009. He stated that it is their responsibility to express an opinion on the financial statements based on the audits they have conducted. He discussed the following points:

Statements of Financial Position regarding assets, liabilities and net assets
Statements of Activities regarding revenue and expenses
Statements of Cash Flows regarding operating, investing, and financing activities
Accompanying Notes relating to the financial statements

He reported that no significant changes, deficiencies or material weaknesses were observed. He stated that the Organization implemented the recommendation to set up an accounting system to report functional expense allocations on a monthly basis which could provide the Board and management with improved financial information. He reported that they did not encounter any difficulties with management in performing the audit; no misstatements were noted; and no consultations with other accountants during the audit process were observed.

Commissioner Buhler moved to approve the 2008 Financial Statements and Independent Auditor's Report. The motion seconded by Councilmember Wolgast carried unanimously.

2009 ECONOMIC DEVELOPMENT JEDO BOARD Quarterly Report was presented by Steve Jenkins, Greater Topeka Chamber of Commerce/GO Topeka. *(See Attachment B.)*

Mr. Jenkins stated that they should see a significant increase in numbers during the next quarter. He also stated that the marketing team has created new brochures and "We Can Do That" buttons to enhance marketing strategies. The following key points were discussed:

<u>2009 Performance Summary</u>
Attraction Team Leaders: Kathy Moellenberndt and Jo Feldmann
Total Leads/Inquiries: Annual Goal: 750 Actual to Date: 102
Total New Qualified Projects: Annual Goal: 50 Actual to Date: 6
Number of New Jobs: Annual Goal: 300 Actual to Date: 0
Capital Investment: $40 Million Actual to Date: 0
Current Active Projects: 6
Potential total new jobs for active projects: 3191
Potential new investment from active projects: $979,500,000
GO Topeka-hosted project visits: 0
Companies making multiple community visits: 0
Community visits to project companies/HQs in 2009: 0

<u>Existing Business</u>
Team Leader: Dan Schemm
Number of Annual Company Visits: Annual Goal: 200 Actual to Date: 42
Number of Education Programs: Annual Goal: 9 Actual to Date: 3
Surveys Completed with Reports: 0
Number of Recognition Events: 1
Number of Companies Materially-Assisted: 45 (majority of businesses assisted during the Highway 24 project)
Number of Retention Project Files Opened: 2
 Estimated number of jobs retained: 865
 Estimated annual payroll: $421,854.69
 Current tax base: $421,854.69
Number of Expansion Project Files Opened: 5
 Potential New Jobs: 138
 Potential New Investment: $4,000,000
Expansions: 1
 Number of New Jobs: 0
 Capital Investment: $61,500,000

Workforce Development
Team Leader: Jo Feldmann
Workforce Skills Assessment annual goal is to be completed by the end of 2009.
Workforce Sector Roundtables annual goal is to have roundtables established and functioning by the end of 2009.

Status: Roundtables will continue monthly; however, the financial roundtable for the month of April was cancelled due to the low attendance which they believe was due to the economy and the banking situation. A decision will be made on when the next monthly sector roundtable would be held.

WorkKeys Pilot Project annual goal is to be established by the end of 2009.

Status: Staff met with Shawnee Heights High School in early March and the group was receptive to the testing component and may have a few students too offer testing to late this spring. The work continues with other high schools in the community and attendance will be required with Steve Anderson in order to adequately answer questions presented during these meetings.

Workforce Data for the Website is being gathered and should be posted by June 1, 2009.

Entrepreneurial/Minority Business Development
Team Leader: Cyndi Hermocillo-Legg
Number of DBE Businesses Materially-Assisted: Annual Goal: 100 Actual to Date: 37
Number of DBE Business Jobs Created: Annual Goal: At Least 20 Actual to Date: 10
Status of Community Development Finance Institute (CDFI)
Annual Goal: Certification by the end of 2009
On-going project with an investment of 74.5 staff hours
Work to establish at least $200,000 to start the program
Number of Education Programs Conducted: 13 (302 attended)
Number of Entrepreneurs/Small Businesses Counseled: 116 (91% DBE defined clients)
Number of Entrepreneurs/Small Businesses Referred to other sources: 117
Number of Entrepreneurs/Small Businesses Materially-Assisted (5): 37
Number of "Primary" Entrepreneurial Jobs Created: 0
Brochures have been created for ongoing assistance for small businesses.
Implementation of NaviTrac a delivery system for entrepreneurial development which includes pathfinder assessments.
Capital Investment between 2002 and 2008 is $496 million; and an additional $323 million was invested in the community between January 2009 and May 2009.

Go Topeka Results: Jobs and Capital Investment Since 2002:
Companied helped: 52
New Jobs: 3,403
Retained Jobs: 2,927
Capital Investment: $819 Million

PROJECT TONKA Incentive Proposal for Goodyear Tire & Rubber Company was presented by Doug Kinsinger, Greater Topeka Chamber of Commerce/GO Topeka.

Project Description:

- $250 million modernization of the off-the-road large construction equipment tire line.
- Retention of 1,400 employees.
- Solidifies the Goodyear operation in Topeka.

Proposed Incentive:

- $500,000 (this amount is a carryover from a previous incentive of $750,000 for modernization of the radial truck tire line) only $250,000 will be claimed.
- Payment would be $2,000 for every $1 million invested.
- Company must maintain a minimum employment of 1,400 for 10 years.
- If employment drops below 1,400 the company would need to pay back a proportional amount of the incentive paid to date.

Commissioner Ensley asked how job retention would be verified.

Doug Kinsinger stated that Goodyear Tire & Rubber Company is audited on an annual basis by a professional accountant representing the Chamber.

Mayor Bunten stated that due to the unstable economy it is very important to keep Goodyear Tire & Rubber Company in the area.

Steve Jenkins reported that there is a high demand for off-the-road large construction tires worldwide creating a high profit margin for the company.

Councilmember Wolgast asked how long the project would last.

Doug Kinsinger reported that the project could last up to 10 years; with the majority of the work taking place during the next year. He also reported that the investment would be in equipment only and not the facility. He noted that the State of Kansas is contributing approximately $14 million toward the project and it is very important for GO Topeka to also invest in the project.

Commissioner Ensley moved to approve an agreement between GO Topeka and Goodyear Tire & Rubber Company authorizing the allocation of $500,000 to the Goodyear Tire & Rubber Company. The motion seconded by Councilmember Wolgast carried unanimously.

PROJECT CAMPAIGN Incentive Proposal for U.S. Food Services was presented by Steve Jenkins, Greater Topeka Chamber of Commerce/GO Topeka. He reported that they anticipate more proposals in the future similar to this one because cash advances are becoming important due to the state of the economy.

Project Description:
- $13 million investment for a 70,000 square foot facility expansion
- Retention of 175 existing jobs and the addition of 20 new jobs
- The State of Missouri aggressively pursued the project because the Kansas City Metropolitan area is more centrally located for shipping to their customers
- Average existing wage is $24.50 per hour plus benefits ($50,225 per year)
- New hires average wage is $19.23 per hour plus benefits ($40,000 per year)

Proposed Incentives:
- $5,000 for each retained and new jobs; total not to exceed $1 million
- Paid under four possible alternatives for a ten-year employment commitment
- If the company fails to maintain 175 jobs and add 20 new positions within 3 years, the incentive recovery after the initial payment will be proportional to the percentage drop in employment (195 jobs)
- The capital investment must be complete no later than December 31, 2010. If this is not accomplished, incentives paid up to that point must be reimbursed with interest. No further incentive payments will be made until the capital investment is completed and the retained threshold is met. Four alternatives were being considered for payment of the incentive.
    1. Payment up front of $875,000 for retention of 175 employees. GO Topeka would have a 2nd lien for $875,000 on the balance of the building after the release fee of 110% which is approximately $13.28 million. This option is subject to approval of the lender and would sunset after ten years, the end of the performance agreement.
    2. Three-year pay out with 1/3 of the $875,000 being paid each year for three years. ($291,666.67 per year for three years.)
    3. Weighted five year pay out with 50% of the $875,000 paid in year one with a 12.5% pay out over the next four years. ($437,500 paid in year one; $109,375 paid in years two through four)
    4. Five-year pay out with equal amounts paid each year for five years. ($175,000 per year for five years)
- The company is obligated to maintain the jobs for 10 years from the time of the agreement.

Doug Kinsinger, Greater Topeka Chamber of Commerce/GO Topeka stated that it is important for the Board to determine which option is best.

Commissioner Miller expressed concern with what date would be used to begin measuring job retention. He noted that the project would not be complete until 2010.

Doug Kinsinger stated that the date would coincide with the date the agreement is signed, which would be within the next 30 to 60 days if the proposal is approved.

Jeff Wietharn, Coffman, DeFries & Nothern, P.A., asked if the job retention start date could be extended.

Doug Kinsigner stated that U.S. Food Service is requesting a cash advance as soon as possible, and details of the measurement points could be defined at a later date.

Commissioner Miller asked if GO Topeka is recommending approval of all four options or one specifically.

Doug Kinsinger stated that GO Topeka would recommend approval of any of the options because they believe all of the options offer a safeguard for the use of public funds.

Commissioner Miller suggested that Option No. 4 be eliminated because a cash advance is being requested.

Commissioner Miller moved to approve Option Nos. 1, 2 and 3. The motion was seconded by Commissioner Ensley.

Doug Kinsinger stated that it is important to make sure that a financial base has been secured in case the economy declines dramatically.

Jeff Wietharn reported that if the facility expansion is completed ahead of schedule then the job retention start date could also be moved forward.

Commissioner Miller stated that he believes they should wait to begin measuring job retention until the construction phase is complete. He asked if a clawback provision is included in the proposal.

Doug Kinsigner reported that the clawback provision includes a 10% reduction in annual funding; a $5,000 reduction in funding for each new job not filled or existing job not retained; the construction phase could not last more than 18 months; and the contract start date must begin within the next 30 days.

Mayor Bunten stated that although U.S. Food Services is a very successful company, it is a private company that has not yet supplied their financial statements for review.

Doug Kinsinger stated that U.S. Food Services has agreed to provide the necessary financial documents for review for the past three years if it is presented and reviewed in a confidential.

Mayor Bunten requested that an additional meeting be scheduled if there are concerns regarding the Company's financial status.

Councilmember Archer expressed concern with placing a second lien on the property. He noted that there is already a large commercial facility that is vacant located near the property making it difficult for resale.

Doug Kinsinger reported that U.S. Food Service plans to pay down the current mortgage on the facility making the company a worthy asset holder.

Rick Wienckowski, Hill's Pet Nutrition stated that U.S. Food Service is a strong growing business that offers an excellent fallback position.

Mayor Bunten suggested conducting an environmental survey on the facility.

The motion to approve Option Nos. 1, 2 and 3 carried unanimously.

Doug Kinsinger, Greater Topeka Chamber/GO Topeka reported that the Population Trends Report would be presented at the next meeting. He stated that he believes there will be positive results to report.

NO FURTHER BUSINESS appearing the meeting was adjourned at 4:33 p.m.

GREATER TOPEKA CHAMBER

GO TOPEKA

GO Topeka

JEDO Quarterly Report

1st Quarter 2009

GREATER TOPEKA CHAMBER

GO TOPEKA

ATTRACTION

Team Leaders:

Kathy Moellenberndt and

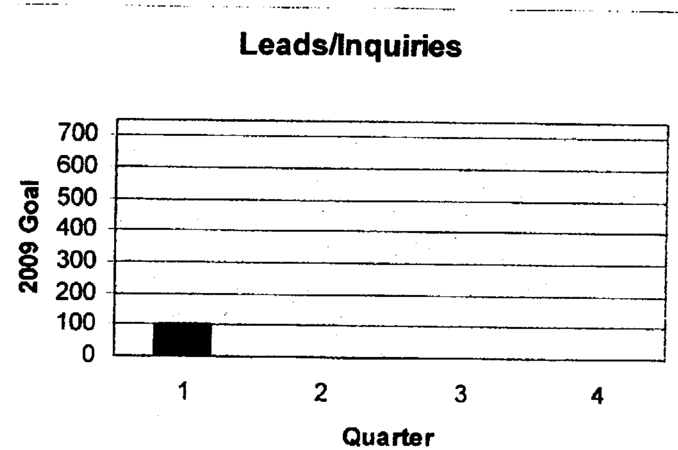
Jo Feldmann

GREATER TOPEKA CHAMBER

GO TOPEKA

Total leads/inquiries

- Annual Goal: 750
- Actual To Date: 102



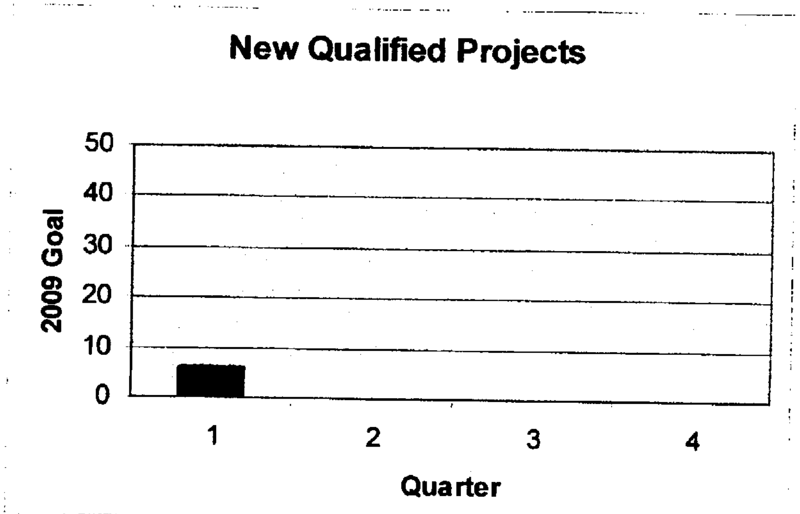
GREATER TOPEKA CHAMBER

GO TOPEKA

Total new qualified projects

– Annual Goal: 50

– Actual To Date: 6



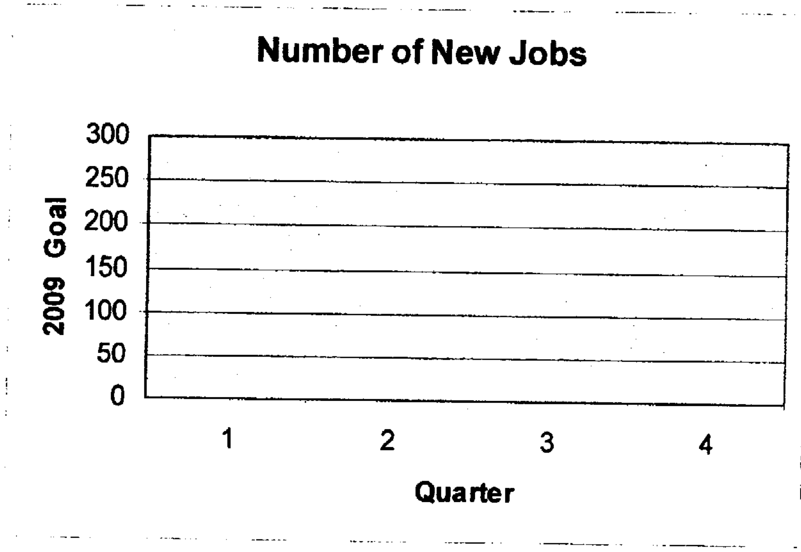
GREATER TOPEKA CHAMBER

GO TOPEKA

Announcements

Number of new jobs:

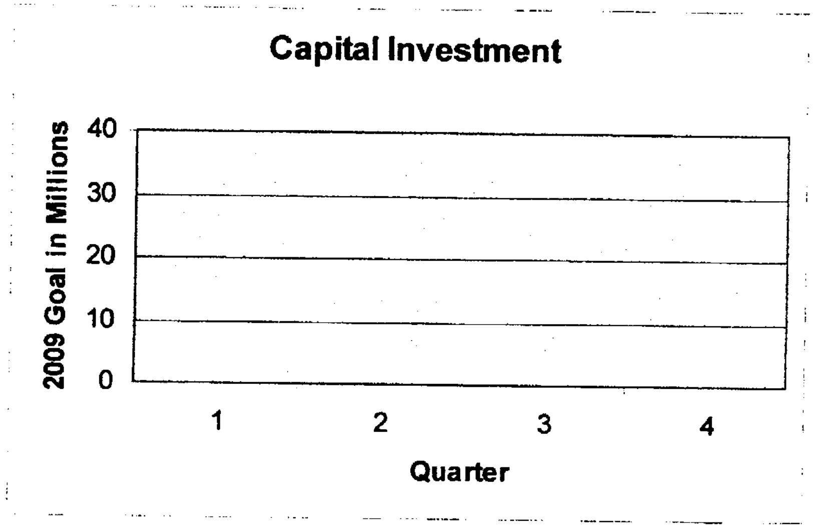
- Annual Goal: 300
- Actual To Date: 0



GREATER TOPEKA CHAMBER
GO TOPEKA

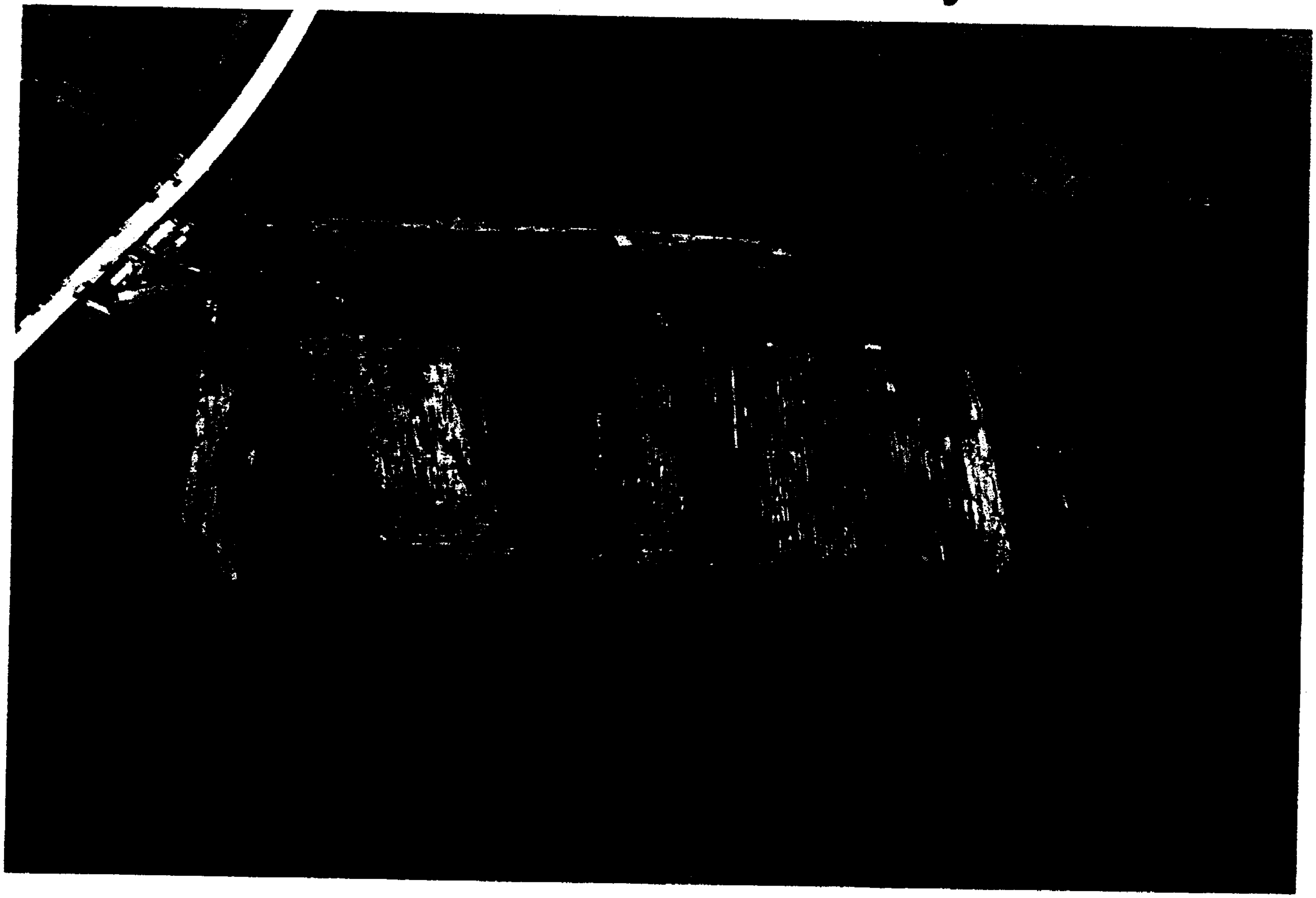
Capital investment

- Annual Goal: $40 Million
- Actual To Date: 0

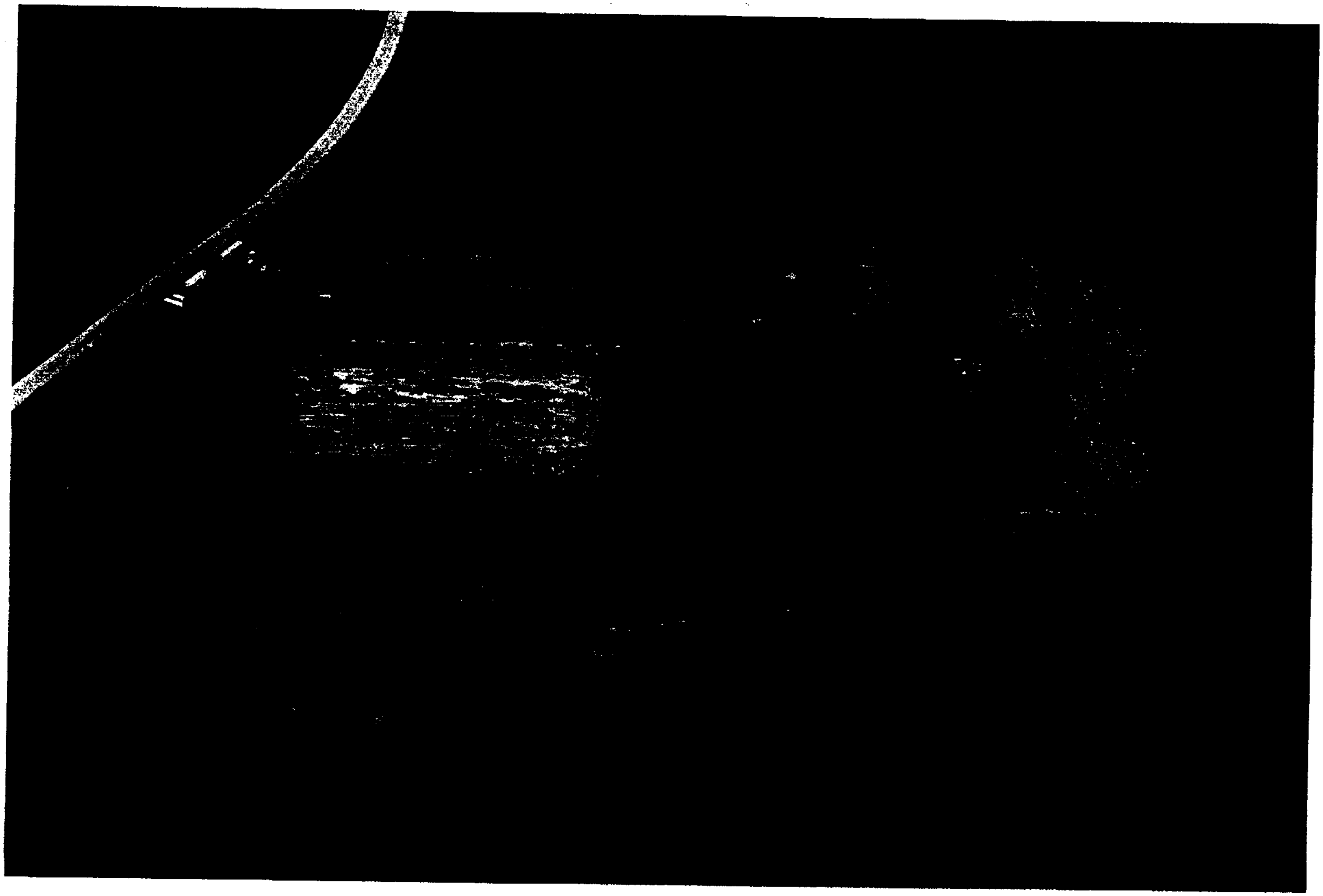


Home Depot – January 2009

Home Depot – February 2009



Home Depot – March 2009



GREATER TOPEKA CHAMBER
GO TOPEKA

- Current active projects: 6
- Potential total new jobs for active projects: 3191
- Potential new investment from active projects: $979,500,000
- GO Topeka-hosted project visits: 0
- Companies making multiple community visits: 0
- Community visits to project companies/HQs in 2009: 0

GREATER TOPEKA CHAMBER

GO TOPEKA

EXISTING BUSINESS

Team Leader: Dan Schemm

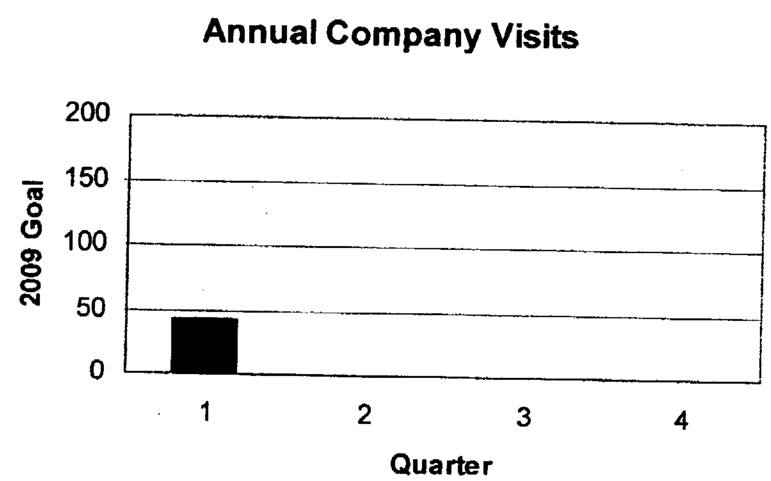
GREATER TOPEKA CHAMBER

GO TOPEKA

Number of annual company visits

– **Annual Goal: 200**

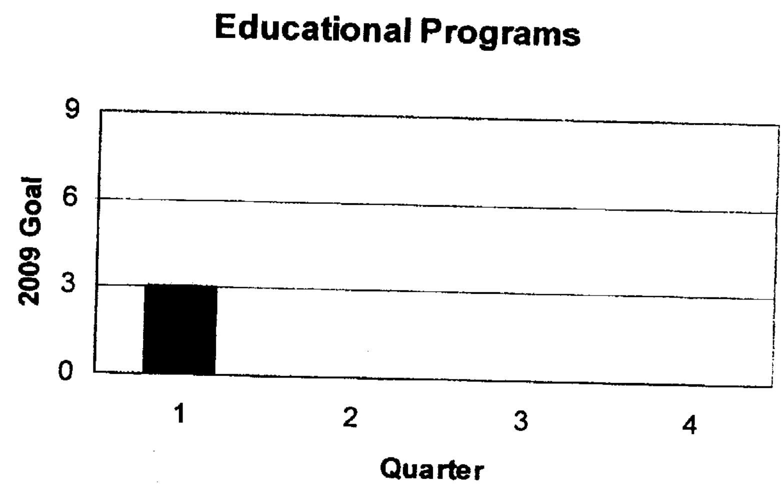
– **Actual To Date: 42**



GREATER TOPEKA CHAMBER
GO TOPEKA

Number of educational programs

- Annual Goal: 9
- Actual To Date: 3



GREATER TOPEKA CHAMBER

GO TOPEKA

- Surveys completed with reports: 0
- Number of recognition events: 1
- Number of companies materially-assisted: 45 (majority of businesses assisted during the Hwy. 24 project)
- Number retention project files opened: 2
  - Estimated number of jobs retained: 865
  - Estimated annual payroll: $42,849,500
  - Current tax base: $421,854.69
- Number of expansion project files opened: 5
  - Potential new jobs: 138
  - Potential new investment: $4,000,000
- Expansions: 1
  - Number of new jobs: 0
  - Capital investment: $61,500,000

GREATER TOPEKA CHAMBER

GO TOPEKA

WORFORCE DEVELOPMENT

Team Leader: Jo Feldmann

GREATER TOPEKA CHAMBER

GO TOPEKA

Workforce skills assessment

- **Annual Goal: Completion by end of 2009**
- **Status:** Roundtables continue monthly. The Financial Roundtable was cancelled due to low attendance. The Resource Roundtable felt the timing may not have been appropriate due to the economy and the banking situation. A decision will be made on the next sector roundtable to hold at the April meeting.

Workforce sector roundtables

- **Annual Goal:** Roundtables established and functioning by end of 2009
- **Status:** Roundtables continue monthly. The Financial Roundtable was cancelled due to low attendance. The Resource Roundtable felt the timing may not have been appropriate due to the economy and the banking situation. A decision will be made on the next sector roundtable to hold at the April meeting.

GREATER TOPEKA CHAMBER
GO TOPEKA

WorkKeys Pilot Project

Annual Goal: Established by end of 2009

- **Status:** Staff met with Shawnee Heights High School in early March. The group was receptive to the testing component and may have a few students to offer testing to late this spring. Work continues with other high schools in the community. Attendance will be required with Steve Anderson with WorkKeys in order to adequately answer questions presented during these meetings.

Workforce Data for the Website

- **Annual Goal:** Data being gathered and should be posted by June 1
- **Status:** No updates at this time

GREATER TOPEKA CHAMBER

GO TOPEKA

ENTREPRENEURIAL/MINORITY BUSINESS DEVELOPMENT

Team Leader: Cyndi Hermocillo-Legg

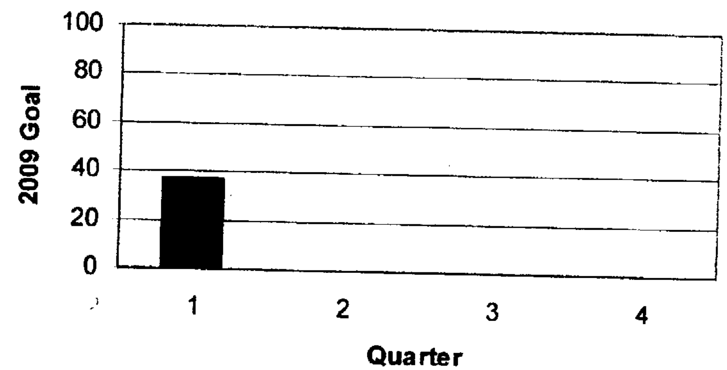
GREATER TOPEKA CHAMBER

GO TOPEKA

Number of DBE businesses materially-assisted

- Annual Goal: 100
- Actual To Date: 37

DBE Businesses Materially-Assisted

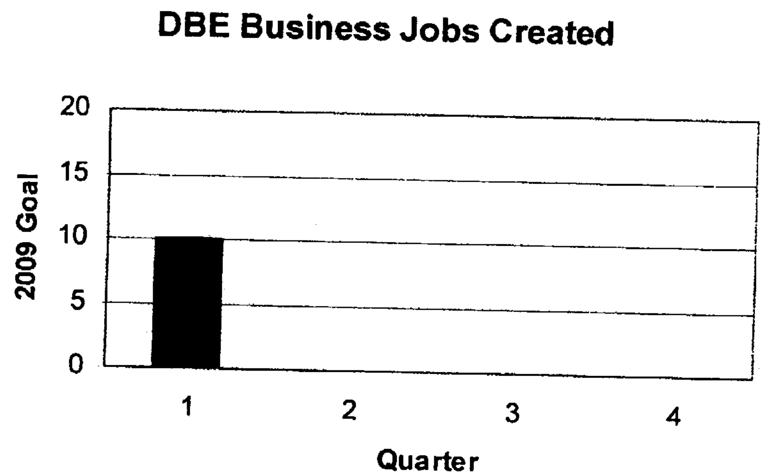


GREATER TOPEKA CHAMBER

GO TOPEKA

Number of DBE business jobs created

- Annual Goal: At Least 20
- Actual To Date: 10



GREATER TOPEKA CHAMBER
GO TOPEKA

Status of CDFI

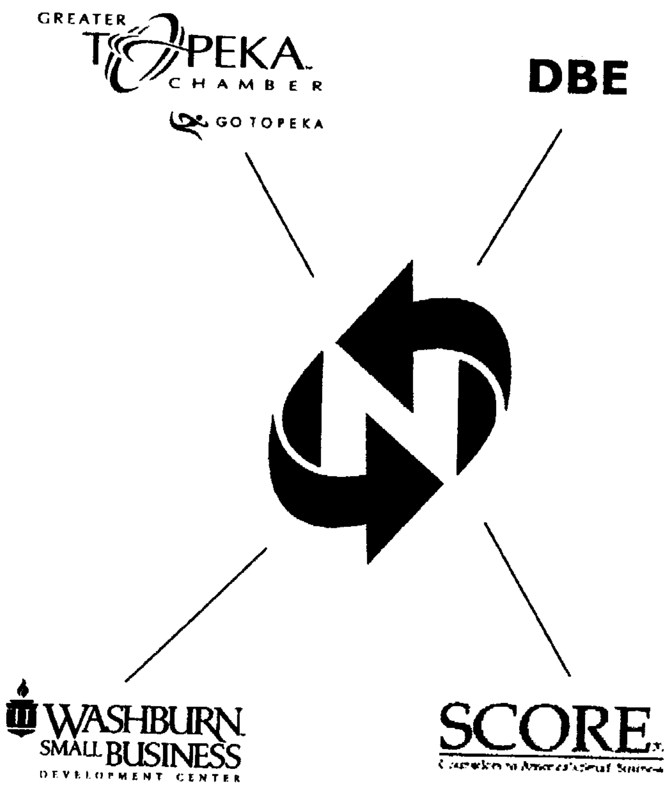
- Annual Goal: Certification by the end of 2009
- Status: On-going. Staff hours on the project -74.5

GREATER TOPEKA CHAMBER

GO TOPEKA

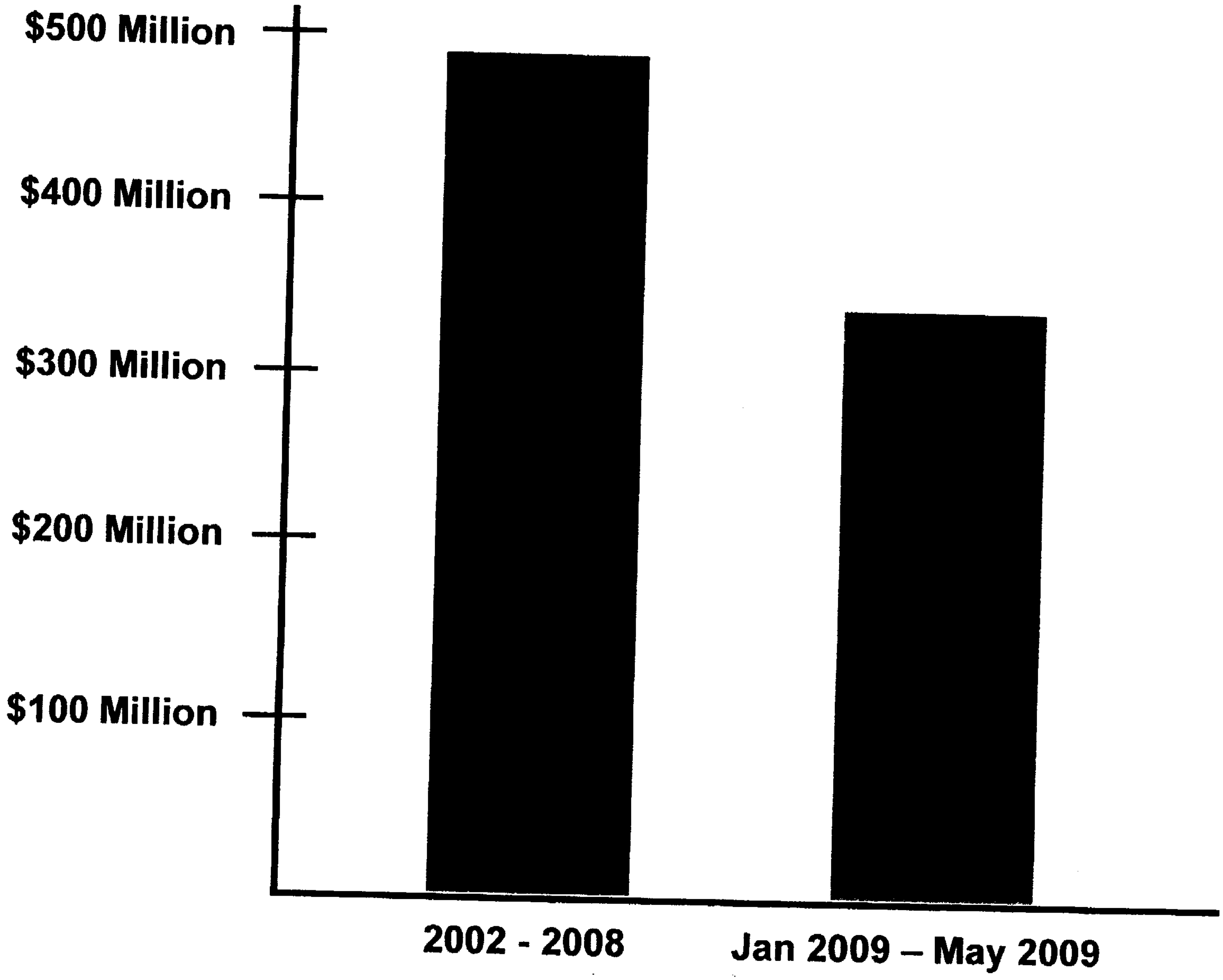
- Number of educational programs conducted: 13 (302 attended)
- Number of entrepreneurs/small businesses counseled: 116 (91% DBE defined clients)
- Number of entrepreneurs/small businesses referred to other resources: 117
- Number of entrepreneurs/small businesses materially-assisted (5): 37
- Number of “primary” entrepreneurial jobs created: 0

NaviGate



- Coordinated delivery system for entrepreneurial development
- Pathfinders Assessment
- NaviTrac

CAPITAL INVESTMENTS



GO TOPEKA RESULTS: JOBS AND CAPITAL INVESTMENT SINCE 2002

	Companies receiving local incentive funds	Companies receiving no local incentives	Cumulative Totals
Companies helped	19	33	52
New Jobs	2,415	988	3,403
Retained Jobs	2,234	693	2,927
Capital Investment	$673 million	$146 million	$819 million

Project Tonka
(Goodyear Tire & Rubber Co.)

Project Description:

- $250 million modernization of the off-the-road large construction equipment tire line.
- No scheduled new employment.
- Solidifies the Goodyear operation in Topeka – plant is 50 years old and sister plants are more modern and efficient.

Proposed Incentive:

- $500,000 (carryover from a previous incentive of $750,000 for modernization of the radial truck tire line.) Only $250,000 claimed.
- Payment would be $2,000 for every $1 million invested.
- Company must maintain a minimum employment of 1,400 for 10 years.
- If employment drops below 1,400, the company would need to pay back a proportional amount of the incentive paid to date.

Project Campaign

Project Description:

- $13 million expansion; 70,000 square feet
- Retention of 175 existing jobs and the addition of 20 new jobs
- Missouri aggressively pursued the project (Kansas City metro area more central to their customers).
- Average existing wage: $24.50/hr ($50,225/year) plus benefits.
- New hires average wage: $19.23/hr ($40,000/year) plus benefits.

Proposed incentives:

- $5,000 for each retained and new jobs; total not to exceed $1 million.
- Paid under four possible alternatives for a ten-year employment commitment.
- If the company fails to maintain 175 jobs and add 20 new positions within 3 years, the incentive recovery after the initial payment will be proportional to the percentage drop in employment (195 jobs).
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Project Campaign

1. Payment up front of $875,000 for retention of 175 employees. GO Topeka would have a 2nd lien for $875,000 on the balance of the building after the release fee of 110% which is approximately $13.28 million. This option is subject to approval of the lender and would sunset after ten years, the end of the performance agreement.
2. Three year pay out with 1/3 of the $875,000 being paid each year for three years ($291,666.67/year for three years).
3. Weighted five year pay out with 50% of the $875,000 paid in year one with a 12.5% pay out over the next four years ($437,500 paid in year one; $109,375 paid in years two through four).
4. Five year pay out with equal amounts paid each year for five years ($175,000/year for five years).

Note: The company is obligated to maintain the jobs for 10 years from the time of the agreement.

Attachment A

GROWTH ORGANIZATION OF TOPEKA/SHAWNEE COUNTY, INC.

Financial Statements and
Independent Auditors' Report

December 31, 2008 and 2007

GROWTH ORGANIZATION OF TOPEKA/SHAWNEE COUNTY, INC.

Financial Statements
December 31, 2008 and 2007

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MHM

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An Independent CPA Firm

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Independent Auditors' Report

Board of Directors
Growth Organization of Topeka/Shawnee County, Inc.
Topeka, Kansas

We have audited the statements of financial position of the Growth Organization of Topeka/Shawnee County, Inc. as of December 31, 2008 and 2007, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Growth Organization of Topeka/Shawnee County, Inc. as of December 31, 2008 and 2007, and the related statements of activities and cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

Mayer Hoffman McCann P.C.

Mayer Hoffman McCann P.C.
Topeka, Kansas
April 29, 2009

GROWTH ORGANIZATION OF TOPEKA/SHAWNEE COUNTY, INC.

Statements of Financial Position
December 31,

Assets

	2008	2007
Current assets:		
Cash and cash equivalents	$ 2,223,318	$ 1,238,101
Investments	10,069,066	8,756,829
Pledges receivable, net of allowance of $7,000 in 2007	2,000	4,500
Accrued interest receivable	35,000	37,035
Prepaid expenses	28,236	36,281
Total current assets	12,357,620	10,072,746
Property and equipment:		
Equipment	160,653	138,716
Leasehold improvements	49,680	49,680
Total property and equipment	210,333	188,396
Less accumulated depreciation	(112,680)	(86,302)
Net property and equipment	97,653	102,094
Other assets:		
Land held for economic development	3,244,243	2,717,243
Deferred compensation investment	36,336	109,074
Total other assets	3,280,579	2,826,317
Total assets	$15,735,852	$13,001,157

Liabilities and Net Assets

	2008	2007
Current liabilities:		
Deferred revenue	$ 300	$ 36,890
Deferred JEDO grant revenue	11,262,515	9,116,516
Due to Greater Topeka Chamber of Commerce	57,815	8,091
Due to Governor's Military Council - agency fund	364,234	300,236
Total current liabilities	11,684,864	9,461,733
Long-term liabilities:		
Deferred compensation payable	36,336	109,074
Total liabilities	11,721,200	9,570,807
Net assets:		
Undesignated	770,409	713,107
Board designated	3,244,243	2,717,243
Total net assets	4,014,652	3,430,350
Total liabilities and net assets	$15,735,852	$13,001,157

The accompanying notes are an integral part of these financial statements

GROWTH ORGANIZATION OF TOPEKA/SHAWNEE COUNTY, INC.

Statements of Activities
Years Ended December 31,

	2008	2007
Revenue:		
JEDO grant	$2,791,966	$2,025,992
Private contributions	419,084	293,754
Small business awards	8,084	9,250
Investment income	334,467	402,028
Other	21,538	21,915
Total revenue	3,575,139	2,752,939
Expenses:		
Program expenses:		
Economic development	2,765,179	2,692,850
Total program expenses	2,765,179	2,692,850
Support services expenses:		
General and administrative	225,658	173,854
Total support expenses	225,658	173,854
Total program and support expenses	2,990,837	2,866,704
Change in net assets	584,302	(113,765)
Net assets at beginning of year	3,430,350	3,544,115
Net assets at end of year	$4,014,652	$3,430,350

The accompanying notes are an integral part of these financial statements

GROWTH ORGANIZATION OF TOPEKA/SHAWNEE COUNTY, INC.

Statements of Cash Flows
Years Ended December 31,

	2008	2007
Cash flows from operating activities:		
Contributions, grants and other support	$ 5,359,581	$ 4,941,343
Cash paid to employees and suppliers	(2,849,692)	(2,597,493)
Interest received	220,261	340,469
Net cash provided by operating activities	2,730,150	2,684,319
Cash flows from investing activities:		
Purchase of investments	(15,837,958)	(20,749,253)
Proceeds from sale of investments	14,641,962	17,991,204
Decrease (increase) in deferred compensation investment	72,738	(24,775)
Purchase of land for economic development	(527,000)	
Purchase of property and equipment	(21,937)	(29,688)
Net cash used in investing activities	(1,672,195)	(2,812,512)
Cash flows from financing activities:		
(Decrease) increase in deferred compensation payable	(72,738)	24,775
Net cash (used in) provided by financing activities	(72,738)	24,775
Net increase (decrease) in cash	985,217	(103,418)
Cash at beginning of year	1,238,101	1,341,519
Cash at end of year	$ 2,223,318	$ 1,238,101
Reconciliation of change in net assets to net cash provided by operating activities:		
Change in net assets	$ 584,302	$ (113,765)
Adjustments to reconcile change in net assets to net cash used by operating activities:		
Depreciation	26,378	21,027
Unrealized gains on investments	(81,074)	190
Realized gains on investments	(35,167)	(60,848)
Change in allowance for uncollectible receivables	(7,000)	2,000
Change in pledges receivable	9,500	(2,100)
Change in accrued interest receivable	2,035	(901)
Change in prepaid expenses	8,045	(7,699)
Change in due to/from Greater Topeka Chamber of Commerce	49,724	16,727
Change in deferred revenue	(36,590)	
Change in deferred JEDO grant revenue	2,145,999	2,592,532
Change in due to Governor's Military Council agency fund	63,998	237,156
Total adjustments	2,145,848	2,798,084
Net cash provided by operating activities	$ 2,730,150	$ 2,684,319

The accompanying notes are an integral part of these financial statements

GROWTH ORGANIZATION OF TOPEKA/SHAWNEE COUNTY, INC.

Notes to Financial Statements
December 31, 2008 and 2007

1. History and Organization

The Growth Organization of Topeka/Shawnee County, Inc. was organized to encourage business and industry to locate and develop within the greater Topeka area and to otherwise promote the common economic interest of greater Topeka.

2. Summary of Significant Accounting Policies

This summary of significant accounting policies is presented to assist in understanding the accompanying financial statements.

Basis of Reporting

Assets, liabilities, net assets, revenues and expenses are recognized on the accrual basis of accounting.

The Organization is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

The unrestricted operating fund represents the portion of expendable funds that is available for support of the Organization's operations.

The temporarily restricted fund and the permanently restricted fund represent funds that are subject to restrictions of the donated instruments, if any. These funds require either that the principal be invested in perpetuity and the income only be used by the Organization or are restricted by the donor's intent as to usage.

Investments

Investments are recorded at fair market value based on quoted prices in active markets. These are considered Level 1 inputs in accordance with Statement of Financial Accounting Standards No. 157, effective January 1, 2008. Investments are generally held to maturity.

Pledges Receivable

Pledges receivable represent legally enforceable pledges and are recorded as receivable in the year made. Pledges are carried at their original amount less an allowance for uncollectible amounts.

Property and Equipment

The Organization capitalizes all expenditures in excess of $2,000 for property and equipment at cost. Depreciation is determined on the straight-line basis, with estimated useful lives as follows:

Equipment	3 - 5 years
Leasehold improvements	5-10 years

Maintenance and repairs which neither materially add to the value of the property nor appreciably prolong its life are charged to expenses as incurred.

2. Summary of Significant Accounting Policies (Continued)

Income Taxes

The Organization is exempt from federal income tax under Section 501(c)(6) of the Internal Revenue Code, is exempt from federal income taxes pursuant to Section 501(a) of the Code, and has been classified as other than a private foundation.

Expense Allocation

The costs of providing various programs and other activities have been summarized on a functional basis. Accordingly, certain costs have been allocated among the programs and services benefited.

Cash Defined For Statement of Cash Flows

For purposes of the statement of cash flows, the Organization considers cash in the bank with original maturities of three months or less to be cash.

Management Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

3. Investments

Investments consist of the following at December 31, 2008:

	Cost	Fair Value
Money market	$3,017,021	$ 3,017,021
U.S. government securities	6,942,955	7,052,045
Total investments	$9,959,976	$10,069,066

3. **Investments** (Continued)

	2008	2007
Interest income	$ 415,541	$ 402,451
Change in market value	(81,074)	(423)
Total investment income	$ 334,467	$ 402,028

4. **Land Held for Economic Development**

The Organization purchased land for the development of the Central Crossing Commerce Park in southwest Topeka, Kansas. The Organization has the right to transfer the land to companies for economic development. As of December 31, 2008 and 2007, $3,244,243 and $2,717,243 of owned land was held for transfer to third parties for development.

Land held for economic development is a board designated net asset.

5. **Deferred Compensation Plan**

The Growth Organization of Topeka/Shawnee County, Inc. sponsors a deferred compensation plan that allows certain salaried employees to defer a portion of their salaries by having the Organization remit such amounts for investment in a mutual fund. Upon request for payoff, the Organization authorizes the remittance of the deferred amount plus interest to the employee. The Organization reflects the amount as a noncurrent asset and the amount of the withheld deferred compensation as a noncurrent liability.

As of December 31, 2008 and 2007, funds have been set aside in the amount of $36,336 and $109,074, respectively. The employees are fully vested and, therefore, these amounts are shown as deferred compensation payable on the statements of financial position.

6. **Operating Lease Obligations**

The Organization leases a facility for an economic development program under an operating lease arrangement which expired during 2008.

Rent expense for the Organization on leases was $12,019 and $36,380 for the years ended December 31, 2008 and 2007.

7. Agency Funds

The Organization acts as an agent on behalf of the Governor's Military Council. Cash held on behalf of the Governor's Military Council is classified as both cash and a corresponding liability.

8. Board Designated Net Assets

As of December 31, 2008 and 2007, the board of directors designated net assets of $3,244,243 and $2,717,243 related to land held for economic development.

9. Related Party Transactions

The Organization has a service agreement with the Greater Topeka Chamber of Commerce in which the Chamber furnishes certain services and resources, including personnel, office space and equipment to the Organization. The Chamber pays the costs and then bills the Organization.

Total expenses billed to the Organization for the years ended December 31, 2008 and 2007 were approximately $905,000 and $695,000. This includes reimbursement for a portion of the Chamber's office building and equipment leases. Payments made by the Organization on a month-to-month basis on these Chamber leases for the years ended December 31, 2008 and 2007 were $67,878 and $60,878.

At December 31, 2008 and 2007, the Organization owed the Greater Topeka Chamber of Commerce $57,815 and $8,091.

10. JEDO Grant

The Organization entered into an agreement with JEDO in January 2002. JEDO is a separate legal entity authorized by Kansas Statute 12-2904(a) which was created by an interlocal agreement between the Board of Commissioners of Shawnee County and the City of Topeka. The agreement provided for a grant to the Organization for the purpose of providing economic development services, including research, target marketing, existing business retention and expansion, new business recruitment, disadvantaged business enterprises, infrastructure development, site acquisition and development, incentive funds, workforce training and expansion, and other such activities deemed necessary and appropriate. The term of the agreement was for one year and could be extended for successive periods of one year each unless either party terminates the agreement.

JEDO approved the carryover of the 2008 and 2007 unexpended grant funds. This carryover is included in the deferred JEDO grant revenue at December 31, 2008 and 2007, and includes approximately $240,000 and $25,000 for the disadvantaged business enterprises program at December 31, 2008 and 2007.

11. Concentrations and Major Customers

The Organization received 78% and 74%, respectively, of their total revenue from a grant with the Joint Economic Development Organization (JEDO) for the years ended December 31, 2008 and 2007. In the event this grant was discontinued, the activities of the Organization would be curtailed accordingly.

12. 401(k) Retirement Plan

The Organization established a 401(k) retirement plan through a common paymaster agreement with the Greater Topeka Chamber of Commerce in which eligibility is reached when an employee has 1,000 hours of services, is age 21, and has completed 12 months of service. The 401(k) retirement plan is sponsored by the American Chamber of Commerce Executives.

GTCC contributes to the retirement plan an amount equal to 7% of an employee's total annual earnings. The employees may contribute up to 15% of their annual earnings with no minimum contribution required. Employer contributions are vested at a rate of 20% for two years of service to 100% for six years of service.

The Organization's contributions to the 401(k) retirement plan were $38,559 and $33,328 for the years ended December 31, 2008 and 2007.

13. Incentives

For the years ended December 31, 2008 and 2007, performance-based incentives totaling $331,316 and $715,653 were paid to various organizations. These incentives are paid under agreements generally covering several years and requiring maintenance of employment levels and other benchmarks. In 2008, the Organization received $50,000 as repayment from a company that did not fulfill its incentive obligation. In addition, in 2008, the Organization expended $1,027,000 for site improvements at Central Crossing Commerce Park.

14. Commitments and Contingencies

At December 31, 2008, the Organization has approved outstanding performance-based incentive commitments to various companies expected to be payable as follows:

2009	$ 614,500
2010	413,500
2011 and thereafter	1,364,000
	$ 2,392,000

In addition, at December 31, 2008, the Organization was negotiating potential new cash and land commitments in the approximate amount of $7,500,000. These commitments will be paid from deferred JEDO grant revenue if conditions are met.

15. Subsequent Event

Subsequent to year end the Organization transferred 75 acres of land at Central Crossing Commerce Park to Home Depot as part of an approved incentive package. This incentive was included in the pending incentives at December 31, 2008.

MHM

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April 29, 2009

To the Board of Directors
Growth Organization of Topeka/Shawnee County, Inc.
Topeka, Kansas

In planning and performing our audit of the financial statements of Growth Organization of Topeka/Shawnee County, Inc. as of and for the year ended December 31, 2008, in accordance with auditing standards generally accepted in the United States of America, we considered Growth Organization of Topeka/Shawnee County, Inc.'s internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or combination of control deficiencies, that adversely affects the entity's ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the entity's financial statements that is more than inconsequential will not be prevented or detected by the entity's internal control.

A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the entity's internal control.

Our consideration of internal control was for the limited purpose described in the first paragraph and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control that we consider to be material weaknesses, as defined above.

We observed the following matters, which were not deemed to be significant deficiencies or material weaknesses and offer these comments and suggestions that could be beneficial to the Organization.

MHM

Follow up on prior year comment and recommendation:

- ***Functional expense allocations:***

Prior year recommendation:
In our prior year communication, we recommended that the Organization set up the internal accounting and reporting system to mirror the functional expense allocation methods determined for year end audited financial statements. This would allow the Organization's monthly expenses to be presented to the Board by functional expense. This required setting up new funds, administration and fundraising, and allocating expenses to these two new funds each month.

Allocation of functional expenses is not required for modified cash basis reporting, which is the basis that your monthly financials are presented, but is considered a best practice for not-for-profits and can provide the Board and management with improved financial information.

Current Status:
In 2008, the Organization set up its accounting system to report functional expense allocation on the same basis as used in determining the audited financial statements. The functional expense reporting was implemented for the entire years' 2008 monthly financial statements. We commend the management of the Organization for implementing this recommendation and the improvement of financial information on a monthly basis.

This letter is intended solely for the information and use of the Board of Directors, management and others within the Organization and should not be used by anyone other than these specified parties.

Please extend our appreciation to all that assisted us by providing records and answering questions for the audit. Please feel free to give us a call if you have any questions.

Mayer Hoffman McCann P.C.

Mayer Hoffman McCann P.C.
Topeka, Kansas

MHM

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April 29, 2009

To the Board of Directors
Growth Organization of Topeka/Shawnee County, Inc.

We have audited the financial statements of the Growth Organization of Topeka/Shawnee County, Inc. for the year ended December 31, 2008, and have issued our report thereon dated April 29, 2009. Professional standards require that we provide you with the following information related to our audit.

Our Responsibility under U.S. Generally Accepted Auditing Standards

As stated in our engagement letter dated December 18, 2008, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.

Planned Scope and Timing of the Audit

We performed the audit according to the planned scope and timing previously communicated to you in our meeting about planning matters on December 18, 2008.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the Growth Organization of Topeka/Shawnee County, Inc. are described in Note 2 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2008. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. There are no significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management.

No misstatements were noted by us as a result of our auditing procedures.

MHM

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated April 29, 2009.

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Organization's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

This information is intended solely for the use of the board of directors and management of the Growth Organization of Topeka/Shawnee County, Inc. and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

Mayer Hoffman McCann P.C.

Mayer Hoffman McCann, P.C.

Attachment u

GREATER TOPEKA CHAMBER

GO TOPEKA

ECONOMIC DEVELOPMENT
2009
1st Quarter Report to JEDO

GO TOPEKA PROGRAM OVERVIEW

General

GO Topeka has developed and is implementing a rolling (updated annually) 3-year strategy to greatly enhance and move the program to a higher level. The goal is to use the limited tax funds effectively and produce higher economic returns for the citizens of Topeka and Shawnee County.

The guiding principle of the new strategy is:

One Team
One Thousand Leads Annually
One Hundred Qualified Leads Annually

The components of the strategy will be:

- Attraction of quality companies through an aggressive marketing program focused on the sector targets identified in the Competitive Strategies Group report of February 2007.
- Retention and expansion of existing companies through an enhanced BRE program called G.A.I.N. – Grow.Assist.Innovate.Nurture.
- Small business development including a strong, expanded Disadvantaged Business Enterprise (DBE) program under the direction of the DBE Advisory Council and, in cooperation with the Washburn University Small Business Development Center, and SCORE, (NaviGate) an entrepreneurial development delivery system focused on entrepreneurs that have potential to become "primary" employers in the community.

Several other improvements have been made in the program including a new project management system including an expanded project tracking/information system and a division of targets between staff to allow for a better understanding and specialized knowledge of sector targets.

In the future, prior to developing incentive packages, an economic impact analysis will be performed to determine what the appropriate level of incentives would be to obtain a 6% return on investment (incentives) or 7 year payback. This will assure that the incentive package is a productive business arrangement for the community. Associated with the impact analysis, revisions to the existing incentive policy will be proposed to increase a competitive system in relation to other competing communities.

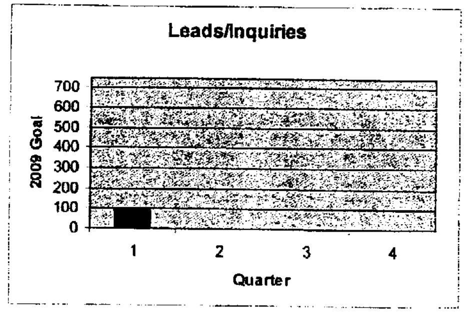
Lastly, the GO Topeka website will be redesigned and expanded to IEDC Standards with a focus on the site selection consultants. In the current site selection environment, this is the most essential marketing tool.

Performance Reporting
In addition to reporting to JEDO utilizing the following report, starting with the second quarter report in the end of June, the following addition information will be reported.

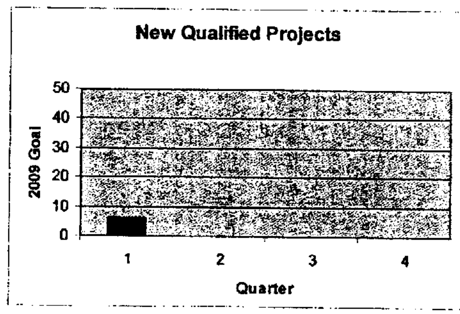
GO Topeka
2009 Performance Summary
Implementation Responsibility: Steve Jenkins

ATTRACTION
Team Leaders: Moellenberndt/Feldmann

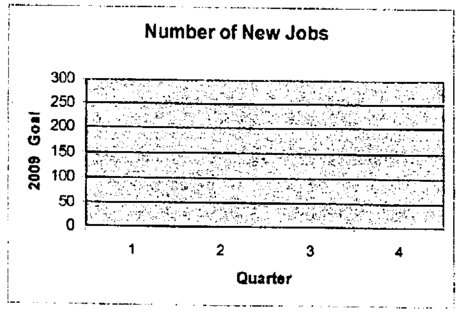
- **Total leads/inquiries(1)**
  Annual Goal: 750
  Actual To Date: 102



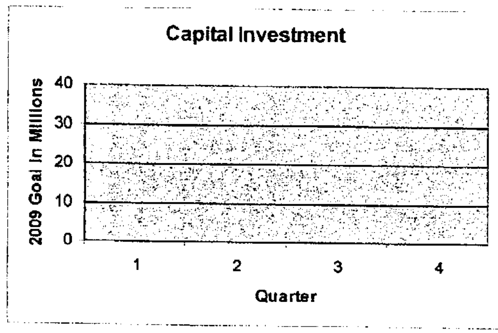
- **Total new qualified projects(2):**
  Annual Goal: 50
  Actual To Date: 6



- **Announcements:**
  - **Number of new jobs:**
    Annual Goal: 300
    Actual To Date: 0



  - **Capital investment:**
    Annual Goal: $40 Million
    Actual To Date: 0



  - **Average wage:**
    Annual Goal: At Least $29,971 or $14.41/hr Annual Goal
    Actual To Date: N.A.

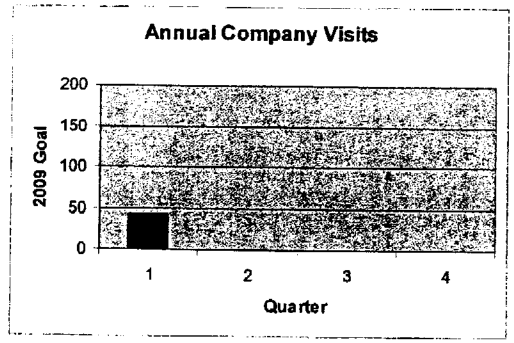
- Current active projects (3): 6
- Potential total new jobs for active projects: 3191
- Potential new investment from active projects: $979,500,000
- GO Topeka-hosted project visits: 0
- Companies making multiple community visits: 0
- Community visits to project companies/HQs in 2009: 0

(1) “Leads/inquiries” are initial contacts by a company or consultant through website, phone, email, correspondence, walk-ins, marketing missions, outreach marketing, or referrals including KDOC, KCADC and locally generated referrals.
(2) “Qualified projects” are any projects that have requested additional information after an original contact by the company or consultant, submission of a first response packet, or response to a questionnaire.
(3) “Active projects” are those that a formal proposal has been submitted; at least three (3) contacts by the company or consultant have been made with the office; we have been notified that Topeka/Shawnee County is on the short-list; or active contract negotiations are underway. Current active projects include any carryover actives from the previous year in addition to new current active projects.

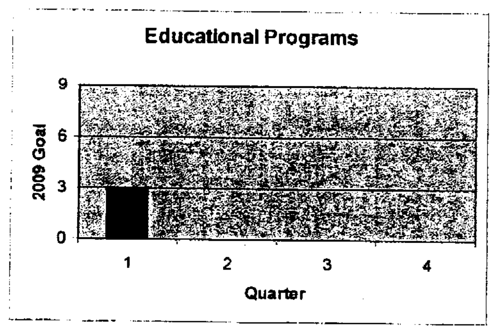
EXISTING BUSINESS

Team Leader: Schemm

- **Number of annual company visits:**
  Annual Goal: 200
  Actual To Date: 42



Number of educational programs:
Annual Goal: 9
Actual To Date: 3



- Surveys completed with reports: 0
- Number of recognition events: 0
- Number of companies materially-assisted (4): 13
- Number retention project files opened: 1
  - Estimated number of jobs retained: 700
  - Estimated annual payroll: $35,672,000
  - Current tax base: $421,854.69
- Number of expansion project files opened: 4
  - Potential new jobs: 46
  - Potential new investment: $45,500,000
- Expansions: 0
  - Number of new jobs: 0
  - Capital investment:
  - Average wage:

(4)"Materially-assisted" means substantive assistance, something beyond a phone call to include but not limited to helping arrange assistance, setting up meetings to address issues, supporting, through activities of GO Topeka and the Chamber, expansions, responding with solutions to identified issues and problems, etc.

WORFORCE DEVELOPMENT
Team Leader: Feldmann

- **Workforce skills assessment:** No updates at this time
  Annual Goal: Completion by end of 2009
  Status: Roundtables continue monthly. The Financial Roundtable was cancelled due to low attendance. The Resource Roundtable felt the timing may not have been appropriate due to the economy and the banking situation. A decision will be made on the next sector roundtable to hold at the April meeting.

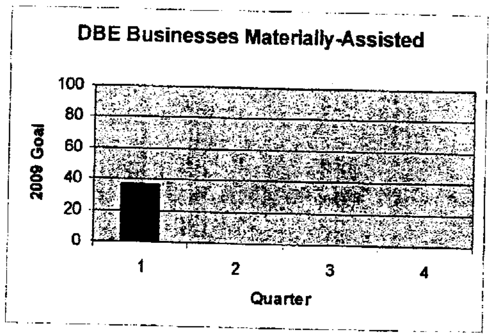
- Workforce sector roundtables:
  Annual Goal: Roundtables established and functioning by end of 2009
  Status: Staff met with Shawnee Heights High School in early March. The group was receptive to the testing component and may have a few students to offer testing to late this spring. Work continues with other high schools in the community. Attendance will be required with Steve Anderson with WorkKeys in order to adequately answer questions presented during these meetings.

- WorkKeys pilot project
  Annual Goal: Established by end of 2009
  Status:

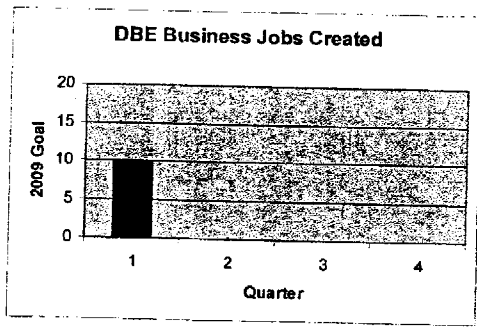
- Workforce data for the website
  Annual Goal: Data being gathered and should be posted by June 1
  Status:

ENTREPRENEURIAL/MINORITY BUSINESS DEVELOPMENT
Team Leader: Hermocillo-Legg

- **Number of DBE businesses materially-assisted:**
  Annual Goal: 100
  Actual To Date: 37



- **Number of DBE business jobs created:**
  Annual Goal: At Least 20
  Actual To Date: 10



- **Status of CDFI:**
  Annual Goal: Certification by the end of 2009
  Status: On-going. Staff hours on the project-74.5

- Number of educational programs conducted: 13 (302 attended)
- Number of entrepreneurs/small businesses counseled: 116 (91% DBE defined clients)
- Number of entrepreneurs/small businesses referred to other resources: 117
- Number of entrepreneurs/small businesses materially-assisted (5): 37
- Number of "primary" entrepreneurial jobs created: 0

(5) "Materially-assisted" means substantive assistance, something beyond a phone call or one-time counsel to include but not limited assisting with business documents, connecting with financial resources, one-on-one training, business reviews, etc. Such assistance must be over a period of time, provided by the DBE staff, and lead to the creation of jobs and/or increased sales/profits of the business.

GO Topeka
Performance Reporting

New Business Attraction

	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Totals
Total leads/inquiries in 2009 (1)	102				102
Total new qualified project files in 2009 (2)	6				6
Current active projects (3)	6				6
Potential total new jobs for active projects	3191				3191
Potential new investment from active projects	$979,500,000				$979,500,000
GO Topeka-hosted project visits in 2009	0				0
Companies making multiple community visits in 2009	0				0
Community visits to project companies/HQs in 2009	0				0
Announcements in 2009	0				0
➢ **Number of new jobs**	0				0
➢ **Capital investment**	0				0
➢ **Average wage**	0				0

(1) "Leads/inquiries" are initial contacts by a company or consultant through website, phone, email, correspondence, walk-ins, marketing missions, outreach marketing, or referrals including KDOC, KCADC and locally generated referrals.
(2) "Qualified projects" are any projects that have requested additional information after an original contact by the company or consultant, submission of a first response packet, or response to a questionnaire.
(3) "Active projects" are those that a formal proposal has been submitted; at least three (3) contacts by the company or consultant have been made with the office; we have been notified that Topeka/Shawnee County is on the short-list; or active contract negotiations are underway. Current active projects include any carryover actives from the previous year in addition to new current active projects.

* Number of current active projects, new jobs for active projects, and new investment for active projects are shown by quarter.

Existing Business

	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Totals
Targeted number of annual company visits in 2009	200				200
Annual visits to date in 2009	42				42
Number of companies materially assisted in 2009	13				13
Number retention project files opened in 2009	1				1
➢ **Estimated number of jobs retained**	700				700
➢ **Estimated annual payroll**	$35,672,000				$35,672,000
➢ **Current tax base**	$421,854.69				$421,854.69
Number of expansion project files opened in 2009	4				4
➢ Potential new jobs	46				46
➢ Potential new investment	$45,400,000				$45,400,000
Expansions in 2009	0				0
➢ **Number of new jobs**	0				0
➢ **Capital investment**	0				0
➢ **Average wage**	0				0
Recognition events in 2009	0				0

(4)"Materially assisted" means substantive assistance, something beyond a phone call to include but not limited to helping arrange assistance, setting up meetings to address issues, supporting, through activities of GO Topeka and the Chamber, expansions, responding with solutions to identified issues and problems, etc.

Entrepreneurial/Minority Business Development

	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Totals
Number of entrepreneurs/small businesses counseled in 2009	116				116
Number of entrepreneurs/small businesses referred to other resources in 2009	117				117
Number of entrepreneurs/small businesses materially assisted in 2009 (5)	37				37
Number of loan packages initiated in 2009	0				0
Number of loan packages closed in 2009	0				0
Number of jobs (FT/FTE) created by clients in 2009	10				10
Number of educational programs sponsored/hosted in 2008	13				13
Number of entrepreneurial/small and minority business recognition functions in 2009	84				84

(5))"Materially assisted" means substantive assistance, something beyond a phone call or one-time counsel to include but not limited assisting with business documents, connecting with financial resources, one-on-one training, business reviews, etc. Such assistance must be over a period of time and lead to the creation of jobs and/or increased sales/profits of the business.

GREATER TOPEKA CHAMBER

GO TOPEKA

ECONOMIC DEVELOPMENT
2009
1st Quarter Report to JEDO

GREATER TOPEKA CHAMBER

GO TOPEKA

GO TOPEKA

2009 MARKETING BLUEPRINT

GENERAL APPROACH

Economic development marketing today is a moving and elusive endeavor that requires diligence, perspective, continual assessment, and flexibility. Gone are the days when a marketing strategy could be developed for a three to five year period. Marketing plans and strategies today may change every year or less in frequency to adapt to changing marketing conditions and opportunities.

GO Topeka is embarking on an aggressive program designed to generate by 2010 **One thousand leads and 100 qualified projects annually.** This is necessary for Topeka and Shawnee County to have the necessary success in job and investment creation to support economic growth and expansion.

The following "marketing blueprint" focuses on both general external marketing as well as marketing to specific targeted industries. This "blueprint" will be assessed and revised annually or more frequently as conditions require.

General elements to the "blueprint" include the following:

- **VALUE AND POSITION STATEMENTS.** A value/position statement will be developed for the entire community as well as each identified economic sector target. This will be used extensively in all printed and electronic collateral material.
- **TRENDS ASSESSMENT.** There will be an increased effort to register and analyze trends in the targeted industry sectors, emerging new sectors, and in the economic stability of the various geographic areas of the nation. This will help in any adjustments that would need to be made in the "marketing blueprint" and in the identification of new opportunities.
- **ENHANCED WEBSITE.** The economic development/GO Topeka portion of the Chamber website will be expanded and enhanced to provide a robust database for site selectors and industrial contractors that work with companies in finding new locations for business. This will also include a new site and buildings database that integrates data and information available through the City of Topeka and Shawnee County GIS systems.
- **GEOGRAPHIC TARGETS.** In addition to industry sector targets and companies, additional emphasis will be directed to identify geographic target areas. These are typically where businesses are leaving, for a variety of reasons, and/or where identified sector or companies have bases of operation. These will also be areas where worker skill bases may exist that could be attracted to Topeka and Shawnee County. GO Topeka will also begin to consider international targeting in those areas where identified sector targets reside, such as Canada and Europe.
- **SITE CONSULTANT/INDUSTRIAL CONTRACTOR CAMPAIGN.** Since approximately 75% of the site analysis work is now done by site consultants, an intense emphasis will be directed toward this profession. The purpose will be to advise and educate the consultants and contractors on the value of Topeka and Shawnee County as a business location.

- **RESEARCH.** There will be a increased emphasis on research in 2009 to support the targeted marketing efforts, trends assessments, and proposal development.

- **PUBLIC RELATIONS.** GO Topeka will support the development of a consensus brand for Topeka and Shawnee County and will increase the effort to get the "good news" about Topeka and Shawnee County to site consultants and targeted companies. Additionally, there will be an increased effort to issue media releases to key national business publications.

Introduction to Targeted Sectors

During 2008 the GO Topeka staff was focused on identifying targeted industries for which Topeka/Shawnee County has a competitive advantage. The targeted industry list will provide Topeka with a framework to focus its resources on those areas that hold the most return on time and marketing dollars invested in expansion and attraction efforts. (Due to the economic conditions that have arisen in 2008, attention will be given to ongoing review of the identified targeted areas and marketing plans as adjustments may be necessary throughout the year to meet the changing dynamics underway in the national economy.)

The targeted industries were identified because they meet the following goals:

- They build upon the area's blend of assets and challenges.
- They offer the county greater economic diversity and the chance to expand existing industry activities into more advance operations.
- They offer diversified employment opportunities for the area's residents and labor market.
- They offer an opportunity to look at emerging industries.

The targeted areas below are diverse but all either build on existing skills available, or have shown growth, and will diversify the area's economy.

- Animal Bioscience Research
- Warehousing/Distribution
- Alternative Energy
- Wind Energy
- Various Manufacturing
- Medical Device Manufacturing
- Value added Food Processing

The following pages in this ***marketing blueprint*** will provide some specific and well as general information for each sector such as: our competitiveness, sector trade associations/trade shows, various marketing approaches, communication tools, collaborative partners, and value propositions. This information is intended to offer suggestions and guidelines on the best use of the resources.

MARKETING BLUEPRINT

Sector Title: **Wind Energy**

Sector Description

This sector comprises establishments primarily engaged in manufacturing wind turbine towers, blades, nacelles and major components for the wind energy industry such as gearboxes, etc. Wind energy is capable of becoming a major contributor to America's electricity supply over the next three decades, according to a report released by the U.S. Department of Energy. The US wind power industry shattered all previous records in 2007, with 45% growth and over 5,200 megawatts installed. The fastest growing markets in the past three years have been China, France and the US. In the coming five years the highest growth in installed capacity is expected in the US and China.

Competitive Assessment of Topeka Shawnee County in Relation to Sector Drivers and Ability to Attract and Retain the Sector

…Kansas offers an exceptional operating environment for wind turbine manufacturing. With the third-highest wind energy potential in the nation and a number of new projects under development, Kansas is located in the heart of the nation's growing wind industry.

…Provide map of Wind Resource in Kansas

…Governor Sebelius has set a goal of producing 10 percent of the state's electricity from renewable sources by 2010 and 20 percent by 2020.

…Kansas currently has 364 megawatts already installed and another 650 megawatts under construction. By the end of 2008, Kansas will have more than 1,000 megawatts of installed wind power.

…In order to encourage the development of wind energy in Kansas, Governor Sebelius formed a Wind Working Group, chaired by Lt. Governor Mark Parkinson.

...A Kansas Transmission Authority has been established to ensure reliable high quality electric transmission.

…For shipping to the heart of the growing wind industry, Interstate 70 (east-west) provides direct access to Colorado, Missouri, intersecting with Interstate 35 (north-south) for access north to Iowa and Minnesota and south to Oklahoma and Texas.

…In 2007 KU and KSU granted 657 engineering BS degrees, 226 at the Masters level and 30 at the PhD level. In 2007 Wichita State University granted 189 engineering BS degrees, 358 at the Masters level and 10 at the PhD level. (*2008 data not currently available*)

…Capitalize on local metal fabrication operations in the area like SPS, Topeka Metal/LB Steel and PTMW.

…Cost of doing business in Kansas averages more than 20% below the highest indexed states.

...Retaining of this sector will be the focus of the G.A.I.N. Program. It will be important for the G.A.I.N. Program to be proactive in fielding their needs and concerns as they continue to grow their operations.

...Central location with easy access to interstate, rail, trucking and air corridors that place businesses within next day freight service of 70 percent of the U.S.

...State incentives for qualified companies including workforce assistance/ training funds, income tax credits for jobs and capital investment, property tax exemption on personal property, and sales tax exemptions.

...Local incentives for qualified companies including very competitively priced land (significantly reduced land prices) as well as ten year tax exemptions on real property, and local incentive funds ranging from several hundred dollars per job up to several thousand dollars per job depending upon the size of the project and the impact on the community.

...Premier sites ranging from small to large parcels.

...No personal property tax on commercial machinery and equipment

...According to the American Chamber of Commerce Research Association (ACCRA) Cost of Living Survey, Topeka has consistently ranked ten percent below the national average.

...Our education system is a powerful factor contributing to the success of businesses. Within a 60 mile radius of Topeka Shawnee County KU, KSU and Washburn University enrollment exceeds 60,000 providing access to a highly educated workforce. (Show map showing location of schools in relation to Topeka)

...Washburn University, in alliance with Kaw Area Technical School (KATS), provides an innovative diversity of educational opportunities. The recent alliance with KATS provides a comprehensive educational system to help meet the workforce needs of business and industry.

...Heartland Works, a state wide network, provides invaluable assistance to business and industry helping with recruitment, training, prescreening and testing services.

...Foreign Trade Zone at Forbes and Phillip Billiard providing a duty free and quota free entry point for foreign goods in specific areas.

...Westar's Energy North average electric rates for commercial users is 6.55 cents per kWh compared to the national average of 9.65 cents per kWh and the average rates for industrial are 5.60 cents per kWh for Westar as compared to the national average of 6.31 cents per kWh. Westar's system availability is 99.976%.

...Regional commuting patterns show over 18,000 individuals commute daily to Shawnee County for work.

...89.4% of the population in Shawnee County 25 yrs of age or older have a High School equivalent or higher compared to the U.S. of 84.5%. 30.1% of the population in Shawnee County 25 yrs of age or older have a Bachelor's degree or higher compared to the U.S. of 27.5%. (Source: American Community Survey: 2007 Census; Factfinder.census.gov)

... Kansas is a Right-to Work State by Constitutional Amendment

...Kansas recognized as one of America's Top Ten Most Business Friendly States in 2008 by independent study of Pollina Corporate Real Estate-Chicago.

Sector Trade Associations

American Wind Energy Association
1101 14th St. NW 12th Floor
Washington, DC 20005
202.383.2500
www.awea.org

European Wind Energy Association-EWEA
Renewable Energy House
63-65 rue d'Arton
Brussels, B-104 Belgium
Tel +32 25461940
info@ewea.org
www.ewea.org

American Council on Renewable Energy
1629 K St. NW #210
Washington, DC 20006
www.acore.org

World Wind Energy Association (?)
53113 Bonn
Germany
Tel +49 228-3694080

Global Wind Energy Council (?)
Belgium
info@gwe.net

National Wind Coordinating Committee
c/o Resolve, 1255 23rd St, NW Suite 275
Washington, DC 20037
888.764.wind
202.965.6398
nwccc@resolve.org

Sector Trade Shows

Windpower Conference 2009
May 4-7, 2009
Chicago

AWEA Supply Chain Conference 2009
(Location yet to be determined)

ACORE (all renewable trade show)
Feb. 2009
Las Vegas

Magazines/Publications

American Wind Power Magazine
www.nawindpower.com
Display ad sales: David Mendelson
mendelson@nawindpower.com

Renewable Energy World Magazine
www.renewable energyworld.com/rea/magazine
Investigate possibility of placing advertisements in association newsletters.

Examples of Site Consultants that may Specialize in the Targeted Sector

McCallum Sweeney
J. M. Mullis Inc.
Flour Daniel
Jones Lang LaSalle
Lockwood Greene

Marketing Approach to Attracting the Targeted Sector

...Development and design of brochure specific to the targeted industry (website and printed copy)
...Ongoing discussions and one-on-one meetings with national site consultants
...Placement of ads in specific business and trade journals such as:

North American Wind Power
Renewable Energy World Magazine

Investigate possibility of placing advertisements in association newsletters

...Brief updates regarding new legislation, training programs, recent developments, etc.
...Develop personal contact
...Attendance at conferences and trade shows to network and gather intelligence
...Association involvement to develop relationships with business leaders and industry experts.
...Develop list of competing states and analyze our competitive position.
...Refer to Competitive Assessment section for some key points to emphasize in marketing efforts.

Recommended Communication Tools

-Website	-Website testimonials from like and expanding companies	-Direct Mail	-Podcasts
-Email	-Association Involvement		
-Phone/follow up	-Social networking (LinkedIn, Facebook, etc)		
	-Unique packaging of materials/updates to site consultants		
-Edge Updates(newsletter)	-Positive articles on community in business and trade journals		
-Oversized post cards			
-Brochures	-Ads in national trade-business publications		

Note: Work with KDOT to develop map showing best routes particularly crossing bridges (weight limits, height, etc.) that could be placed on website.

Collaborative Partners

KU Energy Council
KDOC, and KDOC International Trade Division
KCADC
Kansas Energy Office
National Trade Association
Site Consultants
Washburn University, KSU and KU
KATS

Value Proposition

With Kansas as the third highest wind energy potential in the nation, **Topeka**, Kansas is located in the heart of the nation's growing wind industry. Governor Sebelius has set a goal of producing 10 percent of the state's electricity from renewable sources by 2010 and 20 percent by 2020. Access to top-rated engineering schools and customizable workforce training. The cost of doing business Kansas is more than 20 percent lower than the highest indexed states. In addition, the State has eliminated personal property tax on machinery and equipment. Steel-bending, fabricating, and assembly capabilities exist at many fabrication shops locally (Topeka Metal/LB Steel, SPS Processing, PTMW) and across the region. Due to our central location, Topeka is a cost competitive place for manufacturing and transporting wind turbines and their large components to other states.

Our quality of life, geographic location, strong transportation network, premier sites, access to highly trained and skilled workforce through the education corridor, fast track permitting process, community support and leadership, combined with our local and state incentive programs all add up to a positive win for solutions in the wind manufacturing industry.

MARKETING BLUEPRINT

Sector Title: **Medical Instrument and Supply Manufacturing** **NAICS Code**: 3911a

SIC Code:3841,3842 and 3843

Sector Description

This industry comprises establishments primarily engaged in manufacturing medical equipment and supplies. Examples of products made by these establishments are laboratory apparatus, surgical and medical instruments, surgical appliances and supplies, and dental equipment and supplies, orthopedic devices, prosthetic appliances, surgical dressings.

Some of the location drivers include: the age of the population over 55 years of age in increasing; surgical procedures projected to increase significantly; increase health care in China, India and Russia; as petroleum continues to increase there will be a demand for more re-usable items; increase of microsurgery leading to increased dexterity and instruments.

Competitive Assessment of Topeka Shawnee County in Relation to Sector Drivers and Ability to Attract and Retain the Sector

...The KU Medical Center just 30 miles to the east of Topeka maintains nationally and internationally recognized research programs to advance the health sciences.

...The healthcare industry is among the largest employers in the region and one of the fastest growing. The result is the presence here of two general hospitals and five specialized hospitals employing more than 8,000 people.

...In 2007 KU and KSU granted 657 engineering BS degrees, 226 at the Masters level and 30 at the PhD level. In 2007 Wichita State University granted 189 engineering BS degrees, 358 at the Masters level and 10 at the PhD level. (*2008 data not currently available*)

...The Kansas Economic Growth Act (KEGA) legislation was signed into law in 2004 by Governor Sebelius creating the Kansas Bioscience Authority (KBA). The KBA guides the state in the investment of over $580 million generated over the next ten to fifteen years by the KEGA. The focus is on emerging and existing companies with bio applications in human, animal and plant sciences. This effort is designed to make bioscience a major part of the Kansas economy over the next 20 years.

...Retention of this sector will be the focus of the G. A. I. Program. It will be important for the G. A. I. N. Program to be proactive in fielding their needs and concerns as they continue to grow their operations once they establish a facility.

...Cost of doing business in Kansas averages more than 20% below the highest indexed states.

...Central location with easy access to interstate, rail, trucking and air corridors that places businesses within next day freight service of 70 percent of the U.S. I-70 passes through Colorado to the west coast and through Missouri to the east coast. I-335 (KTA) connects with I-335 in Wichita and runs through Oklahoma to southern Texas and north to Canada.

...State incentives for qualified companies including workforce assistance/ training funds, income tax credits for jobs and capital investment, personal property tax exemption on commercial machinery and equipment, and sales tax exemptions.

...Local incentives for qualified companies including very competitively priced land (significantly reduced land prices), as well as ten year tax exemptions on real property. In addition, local incentive funds ranging from several hundred dollars per job up to several thousand dollars per job depending upon the size of the project and the impact on the community.

...Premier sites ranging from small to large parcels.

...No personal property tax on commercial machinery and equipment

...No inventory or earnings tax,

...According to the American Chamber of Commerce Research Association (ACCRA) Cost of Living Survey, Topeka has consistently ranked ten percent below the national average.

...Our education system is a powerful factor contributing to the success of businesses. Within a 60 mile radius of Topeka Shawnee County, KU, KSU and Washburn University enrollment exceeds 60,000 providing access to a highly educated workforce. (Show map showing location of schools in relation to Topeka)

...Washburn University, in alliance with Kaw Area Technical School (KATS), provides an innovative diversity of education opportunities. The recent alliance with KATS provides a comprehensive educational system to assist in meeting the workforce needs of business and industry.

...Heartland Works, a statewide network, provides invaluable assistance to business and industry in helping with recruitment, training, prescreening and testing services.

...Foreign Trade Zone at Forbes and Phillip Billiard providing a duty free and quota free entry point for foreign goods in specific areas.

...Westar's Energy North average electric rates for commercial users is 6.55 cents per kWh compared to the national average of 9.65 cents per kWh and the average rates for industrial users are 5.60 cents per kWh for Westar as compared to the national average of 6.31 cents per kWh. Westar's system availability is 99.976%

...Regional commuting patterns show over 18,000 individuals commute daily to Shawnee County for work from the surrounding counties.

...While the size of the workforce is notable, the quality may be even more impressive. 89.4% of the population in Shawnee County 25 yrs of age or older have a High School equivalent or higher compared to the U.S. of 84.5%. 30.1% of the population in Shawnee County 25 yrs of age or older have a Bachelor's degree or higher compared to the U.S. of 27.5%. (Source: American Community Survey: 2007 Census; Factfinder.census.gov)

... Kansas is a Right-to Work State by Constitutional Amendment

...Kansas recognized as one of America's Top Ten Most Business Friendly States in 2008 by independent study of Pollina Corporate Real Estate-Chicago.

Sector Trade Associations

Medical Device Manufacturers Association (MDMA) Since 1992 MDMA has been unified voice advocating research driven medical technology companies.
13501 I Street NW
Washington, DC 20005
202.354.7171
www.mdmain info@medicaldevices.org

Advanced Medical Technology Association, AdvaMed (Not recommending at this time as membership is $15,000))
701 Pennsylvania Ave. NW, Suite 800
Washington DC 20004-2654
202.783.8700

Association of Medical Diagnostics Manufacturers (?)
555 Thirteenth St. N.W. 7W
Washington, DC
202.637.6837

Sector Trade Shows

Medical Design and Manufacturing West
Feb. 10-12
Anaheim, CA

Medical Design and Manufacturing East
June 8-11, New York

FIME Int'l Medical Expo (Appears to be large show for suppliers to exhibit but would not recommend at this time.)
Aug 12-14, Florida

Examples of Site Consultants that may Specialize in the Targeted Sector

Wadley Donovan Gutshaw Consulting
Newport Real Estate Services
J. M. Mullis Inc.
Flour Daniel
McCallum Sweeney
Jones Lang LaSalle

Lockwood Greene
Austin Group
CB Richard Ellis
Cushman Wakefield
Hickey & Associates

Marketing Approach to Attracting the Targeted Sector

...Development and design of brochure specific to the targeted industry (website and printed copy)
...Ongoing discussions and one-on-one meetings with national site consultants
...Placement of ads in specific business and trade journals such as:

a. MDMA newsletter
   Contact: www. mdmaininfo@medicaldevices.org
b. Medical Device Daily (newspaper of record for high-tech medical technology industry)
   Contact: www.medicaldevicedaily.com

...Brief updates regarding new legislation, training programs, recent developments, etc.
...Work with medical community and seek their assistance in promoting this sector when they attend conferences
...Attendance at conferences and possibly trade shows to network and gather intelligence
...Identify medical manufacturers within surrounding states to garner their attention for possible future expansions.
...Association involvement to develop relationships with business leaders and industry experts.
...Refer to Competitive Assessment section for key points to emphasize in marketing efforts.

Recommended Communication Tools

-Website	-Website testimonials from like and expanding companies
-Direct Mail	-Podcasts
-Email	-Association Involvement
-Phone/follow up	-Social networking (LinkedIn, Facebook, etc.)
-Oversized postcards	-Unique packaging of materials to site consultants
-Edge Updates	-Positive articles on community in business and trade journals
-Brochures	-Ads in national and business trade journals

Collaborative Partners

KCADC
KDOC
Site Consultants
Developers

Related Associations
Washburn, KSU and KU
Medical Community
KATS

Value Proposition

We highly value innovation as a competitive driving force to achieve and attain a sustainable competitive advantage. Our quality of life, geographic location, strong transportation network, premier sites, access to highly trained and skilled workforce through the education corridor with more than 14,500 students graduating each year from local and nearby universities, close proximity to the KU Medical Center which maintains national and international research programs, community support and leadership, combined with our local and state incentive programs including no property tax on machinery and equipment all add up to a positive win for growth with the medical manufacturing industry.

MARKETING BLUEPRINT

Sector Title: **Value Added Food Processing**

Sector Description

This industry comprises establishments primarily engaged in manufacturing food and beverage products.

Competitive Assessment of Topeka Shawnee County in Relation to Sector Drivers and Ability to Attract and Retain the Sector

...Capitalize on like industries located in the region such as Frito-Lay, Hill's Pet Nutrition, US Food Service, Del Monte, Reser's Fine Foods, etc.

...Retaining of this sector will be the focus of the G.A.I.N. Program. It will be important for the G.A.I.N. Program to be proactive in fielding their needs and concerns as they continue to grow their operations.

...Cost of doing business in Kansas averages more than 20% below the highest indexed states.

...Central location with easy access to interstate, rail, trucking and air corridors that places businesses within next day freight service of 70 percent of the U.S. I-70 passes through Colorado to the west coast and through Missouri to the east coast. I-335 (KTA) connects with I-35 in Wichita and runs through Oklahoma to southern Texas and north to Canada.

...State incentives for qualified companies including workforce assistance/training funds, income tax credits for jobs and capital investment, personal property tax exemption on commercial machinery and equipment, and sales tax exemptions.

...Local incentives for qualified companies including very competitively priced land (significantly reduced land prices) as well as ten year tax exemptions on real property. In addition, local incentive funds ranging from several hundred dollars per job up to several thousand dollars per job depending upon the size of the project and the impact on the community.

...Premier sites ranging from small to large parcels.

...No personal property tax on commercial machinery and equipment.

...According to the American Chamber of Commerce Research Association (ACCRA) Cost of Living Survey, Topeka has consistently ranked ten percent below the national average.

...Our education system is a powerful factor contributing to the success of businesses. Within a 60 mile radius of Topeka Shawnee County KU, KSU and Washburn University enrollment exceeds 60,000 providing access to a highly educated workforce. (Show map showing location of schools in relation to Topeka).

...Washburn University, in alliance with Kaw Area Technical School (KATS), provides an innovative diversity of educational opportunities. The recent alliance with KATS provides a comprehensive educational system to assist in meeting the workforce needs of business and industry.

...Heartland Works, a statewide network, provides invaluable assistance to business and industry helping with recruitment, training, prescreening and testing services.

...Westar Energy North average electric rates for commercial users is 6.55 cents per kWh compared to the national average of 9.65 cents per kWh and the average rates for industrial users are 5.60 cents per kWh for Westar as compared to the national average of 6.31 cents per kWh. Westar's system availability is 99.976%.

...Awaiting info on gas rates.

...Regional commuting patterns show over 18,000 individuals commute daily to Shawnee County for work from the surrounding counties.

...89.4% of the population in Shawnee County 25 yrs of age or older have a High School equivalent or higher compared to the U.S. of 84.5%. 30.1% of the population in Shawnee County 25 yrs of age or older have a Bachelor's degree of higher compared to the U.S. of 27.5%. (Source: American Community Survey: 2007 Census; Factfinder.census.gov)

...Kansas is a Right-to-Work State by Constitutional Amendment.

...Kansas is recognized as one of America's Top Ten Most Business Friendly States in 2008 by independent study of Pollina Corporate Real Estate-Chicago.

Sector Trade Shows

FPME/Pack Expo Show-Food Processing and Manufacturing Equipment
Date of 2009 show to be determined

IFT Food Expo
June 6-10
Anaheim, CA

Publications

Food Processing Magazine
www.foodprocessing.com

Food Technology Magazine
(Source of information on new technology published monthly by IFT)
Institute of Food Technologists (IFT)
525 W. Van Buren Ste. 1000
Chicago, IL 60607
312.782.8424
info@ift.org

Examples of Site Consultants that may Specialize in the Targeted Sector

Newport Real Estate Services
Wadley Donovan Gutshaw Consulting
J. M. Mullis Inc.
Flour Daniel
McCallum Sweeny
Jones Lang LaSalle
Lockwood Greene
The Boyd Company
Deloitte Touche
Jacobs Engineering
Hickey & Associates
David Hinchman, CB Richard Ellis
Russell Burton, VP Business Development, Frito Lay
Don Schjeldahl VP & Director, Austin Consulting
Cushman Wakefield

Marketing Approach to Attracting the Targeted Sector

…Development and design of brochure specific to the targeted industry (website and printed copy)
…Ongoing discussions and one-on-one meetings with national site consultants
…Placement of ads in specific business and trade journals such as:
a. Food Processing Magazine
…Brief updates regarding new legislation, training programs, recent developments
…Work with existing food processors and seek their assistance in promoting this sector when they attend conferences
…Attendance at conferences and possible trade show attendance and conducting intelligence gathering

…Refer to Competitive Assessment section for key points to emphasize in marketing efforts.
…Association involvement to develop relationship with business leaders and industry experts.
…Work closely with local companies within this sector as they can be the best ambassadors in promoting the community.

Recommended Communication Tools

-Website	-Website testimonials from like companies and expanding companies
-Direct Mail	-Podcasts
-E-mail	-Association involvement
-Phone/follow up	-Social networking (LinkedIn, Facebook, etc.)
	-Unique packaging to site consultants
-Edge Updates	-Positive articles on community in business and trade journals
-Brochures	-Ads in national trade/business publications
-Oversized postcards	

Collaborative Partners

KCADC
KDOC
Site Consultants
Washburn University, KU and KSU
Developer Community
Related Associations
MAMTC

Value Proposition

Our quality of life, geographic location, strong transportation network, premier sites, access to highly trained and skilled workforce through the education corridor and area technical school, community support and leadership, combined with our local and state incentive programs all add up to a positive win for the food processing industry. Local incentive funds, very competitively priced premier sites, no personal property tax on machinery and equipment, ten year property tax exemption all add up to considerable savings to help offset upfront costs. Encourage them to come see why companies like Frito Lay, Reser's Fine Foods, Hill's Pet Nutrition, Del Monte and others are proud to call Topeka home.

MARKETING BLUEPRINT

Sector Title: **Warehousing and Distribution**

Sector Description

This sector does not totally relate to the warehousing and distribution as a whole. The portion of this sector that we are interested in is the large retail warehousing or operations that require a central distribution point in order to distribute their goods. Typical logistic firms need a close proximity to airports and rail in order to efficiently move their products. This sector will focus primarily on business operations requiring a distribution facility.

Competitive Assessment of Topeka/Shawnee County in Relation to Sector Drivers and Ability to Attract and Retain Sector Operations

...Topeka provides a transportation network to major highways connecting both east/west and north/south highway corridors - which enables companies located in our community to get their goods to market quickly and efficiently.

...Topeka is closely located to the intermodal facility being developed in Baldwin Kansas; the community's proximity to Baldwin might allow for some additional opportunities in warehousing.

...We should focus our efforts on large retail operations that are looking to improve their efficiencies.

...One negative that could affect our community's attractiveness for this sector is the fee for KTA highway – which is the transportation network leading to the east/south. It will be important to convey that KTA provides an additional opportunity for trucks to haul multiple trailers on this section of highway, reducing their overall transportation costs.

...Retaining this sector will be focused on listening to their needs and issues as they begin their operations in Topeka/Shawnee County. It will be important for the G.A.I.N program to be proactive in fielding their needs and concerns as they continue to grow their operations.

...Another value that can come from these meetings is the intelligence from new industry technology, allowing the community to create a positive environment for this sector. As the economy changes with increased stresses on fuel and raw goods costs, it will become important to help the companies find solutions to these issues.

.... Work will continue in meeting with this sector during our Manufacturer's Roundtable initiative. This will allow the community to better understand and respond to the workforce needs of this sector.

...Staff will need to work closely with KATS, Washburn, KDOC, and Heartland Works in order to provide the training programs needed.

...Cost of doing business in Kansas averages more than 20% below the highest indexed states.

...State incentives for qualified companies including workforce assistance/ training funds, income tax credits for jobs and capital investment, property tax exemption on personal property, and sales tax exemptions.

...Local incentives for qualified companies including very competitively priced land (significantly reduced land prices) as well as ten year tax exemptions on real property, and local incentive funds ranging from several hundred dollars per job up to several thousand dollars per job depending upon the size of the project and the impact on the community.

...No personal property tax on commercial machinery and equipment

...According to the American Chamber of Commerce Research Association (ACCRA) Cost of Living Survey, Topeka has consistently ranked ten percent below the national average.

... Within a 60 mile radius of Topeka Shawnee County KU, KSU and Washburn University enrollment exceeds 60,000 providing access to a highly educated workforce. (Show map showing location of schools in relation to Topeka)

...Washburn University, in alliance with Kaw Area Technical School (KATS), provides an innovative diversity of educational opportunities. The recent alliance with KATS provides a comprehensive educational system to assist in meeting the workforce needs of business and industry.

...Heartland Works, a statewide network, provides invaluable assistance to business and industry with recruitment, training, prescreening and testing services.

...Foreign Trade Zone at Forbes and Phillip Billiard providing a duty free and quota free entry point for foreign goods in specific areas.

...Westar's Energy North average electric rates for commercial users is 6.55 cents per kWh compared to the national average of 9.65 cents per kWh and the average rates for industrial users are 5.60 cents per kWh for Westar as compared to the national average of 6.31 cents per kWh. Westar's system availability is 99.976%.

...Regional commuting patterns show over 18,000 individuals commute daily to Shawnee County for work.

...89.4% of the population in Shawnee County 25 yrs of age or older have a High School equivalent or higher education compared to the U.S. at 84.5%. 30.1% of the population in Shawnee County 25 yrs of age or older have a Bachelor's Degree or higher. Source: American Community Survey: 2007 Census; Factfinder.census.gov)

... Kansas is a Right-to Work State by Constitutional Amendment

...Kansas recognized as one of America's Top Ten Most Business Friendly States in 2008 by independent study of Pollina Corporate Real Estate-Chicago.

Sector Trade Associations

Council of Supply Chain Management Profession. (CSCMP) www.cscmp.org
333 E. Butterfield Rd, Suite 140
Lombard, IL 60148
630.574.0985

Material Handling Equipment Distributors Association (MHEDA)www.mheda.org
201 US Hwy 45
Vernon Hills, IL 60061
847.680.3500

Packaging Machinery Manufacturers Institute (PMMI)www.pmmi.org
4350 N. Fairfax Dr. Suite 600
Arlington, VA 22203
703.243.8555

Warehousing Education and Research Council (WERC)
1100 Jorie Blvd, Suite 170
Oak Brook, IL 60523
603.990.0001

Material Handling Industry of America (MHIA) www.mhia.org
8720 Red Oak Blvd. Suite 201
Charlotte, NC 28217
701.676.1190

International Warehouse Logistics Association (IWLA)www.iwla.com
2800 S. River Rd., Suite 260
Des Plaines, IL 60018
847.813.4699

Potential Tradeshows

National and Industrial Transportation League
WERC

Examples of Site Consultants that may Specialize in the Targeted Sector

McCallum Sweeney
The Walker Companies – www.walkerco.com
Establish United Logistics Group – www.establishinc.com
Terra Nora Consulting –
Gross & Associates – www.grossassociates.com
Grubb Ellis Company –
DGC Corplan –
Cushman & Wakefield – www.cushwake.com

Marketing Approach to Attracting the Targeted Sector

...Develop and design of brochures specific to the targeted industry (website and printed)
...On going discussion and one on one meeting with national site consultants
...Placement of ads in specific trade journals.
...Brief updates regarding new legislation, training programs, recent developments, etc.
...Development of personal contact involving both letters as well as phone contact
...Refer to Competitive Assessment above for key points in promotion efforts
...Involvement with associations is also vitally important. This will allow staff to develop relationships with business leaders and industry experts.
...Attendance at conferences and trade shows to network and gather intelligence

Recommended communication tools -

-Mail	-Social Networking
-Email	-Website testimonials
-Phone	-Brochures
-Oversized Postcards	-Podcasts
-EDGE updates	-Website

-Unique Packaging to Site Consultants
-Ad in Industry Magazines with immediate follow up with industry
-Association Involvement

Collaborative Partners

KCADC
KDOC
KC SmartPort
Site consultants
Developer community
Related associations

Value Proposition

Our value for this industry is centralized location in nation, our transportation network connecting us to the rest of the nation. Our close proximity to the new Intermodal Facility in Baldwin, KS could also be an asset. The state's exemption on machinery and equipment and also our own local incentive fund.

MARKETING BLUEPRINT

Sector Title: Various Manufacturing

Sector Description

This sector encompasses several different types of manufacturing. This group will not include food and medical device manufacturing. Manufacturing relies on several factors for location – cost of goods, availability of raw goods, a good source of talent, water, electricity and access to transportation networks.

Competitive Assessment of Topeka/Shawnee County in Relation to Sector Drivers and Ability to Attract and Retain Sector Operations

...Our centralized location in the nation makes transporting goods cost efficient, quick and easy.

...Topeka also intersects with multiple national highway systems within its boundaries - making it easy to ship goods both to the north/south, as well as the east/west

...Retaining this sector will be partially wrapped up in the work of the G.A.I.N program. ...Business concerns will be centered around finding employees to work at newly located business location. Since Topeka/Shawnee County is part of a five county MSA providing an abundance of employees for newly located companies - marketing this information should be done at all opportunities.

...Work ethic that is well known in the nation – making Topeka/Shawnee County a win-win for business expansions and relocations!

...Will need to implement education programs that will begin in the high schools where the workplace with come to the schools and schools to the workplace.

...Enhancements are underway in developing specific training for this industry. This will involve creating new training opportunities at KATS. Once these programs are developed it will be an important facet to our marketing efforts in order to attract this sector/industry.

...Washburn University, in alliance with Kaw Area Technical School (KATS), provides an innovative diversity of educational opportunities. The recent alliance with KATS provides a comprehensive educational system to meet the workforce needs to meet business and industry.

...Cost of doing business in Kansas averages more than 20% below the highest indexed states.

...State incentives for qualified companies including workforce assistance/ training funds, income tax credits for jobs and capital investment, property tax exemption on personal property, and sales tax exemptions.

...Local incentives for qualified companies including very competitively priced land (significantly reduced land prices) as well as ten year tax exemptions on real property, and local incentive funds ranging from several hundred dollars per job up to several thousand dollars per job depending upon the size of the project and the impact on the community.

...Premier sites ranging from small to large parcels.

...No personal property tax on commercial machinery and equipment

...According to the American Chamber of Commerce Research Association (ACCRA) Cost of Living Survey, Topeka has consistently ranked ten percent below the national average.

… Within a 60 mile radius of Topeka Shawnee County KU, KSU and Washburn University enrollment exceeds 60,000 providing access to a highly educated workforce. (Show map showing location of schools in relation to Topeka)

…Heartland Works provides invaluable service to business and industry with prescreening and testing services.

…Foreign Trade Zone at Forbes and Phillip Billiard providing a duty free and quota free entry point for foreign goods in specific areas.

…Westar's Energy North average electric rates for commercial users is 6.55 cents per kWh compared to the national average of 9.65 cents per kWh and the average rates for industrial users are 5.60 cents per kWh for Westar as compared to the national average of 6.31 cents per kWh. Westar's system availability is 99.976%.

…89.4% of the population in Shawnee County 25yrs of age or older have a High School equivalent or higher compared to the U.S. of 84.5%. 30.1% of the population in Shawnee County 25 yrs or age or older have a Bachelor's degree or higher compared to the U.S. of 27.5%. (Source: American Community Survey: 2007 Census; Factfinder.census.gov)

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Sector Trade Associations

Association for Manufacturing Excellence www.ame.org
3115 No. Wilke Rd, Suite G
Arlington Heights, IL 60004
224.232.5980

Electrical Manufacturing & Coil Winding Association www.emcw.org
P.O. Box 278
Imperial Beach, CA 91933
800.984.3629

National Association of Manufacturers Manufacturing Institute
1331 Pennsylvania Ave., NW
Washington, DC 20004-1790
202.637.3000

Tooling and Manufacturing Association www.tmanet.com
1177 S. Dee Road
Park Ridge, IL 60068
847.825.1120

Potential Tradeshows

AME Association for Manufacturing Excellence
IMTS

Examples of Site Consultants that may specialize in the Targeted Sector

McCallum Sweeney
Bob Ady Consulting
Colliers Bennett & Kahnweiler

Marketing Approach to Attracting the Targeted Sector

...Develop and design of brochures specific to the targeted industry.
...On going discussion and one on one meetings with national site consultants.
...Brief updates regarding new legislation, training programs and recent developments
...Association involvement
...Advertising in manufacturing publications
...Attendance at conferences and trade shows to network and gather intelligence
...Refer to Competitive Assessment section for some key points in developing promotion efforts

Recommended Communication Tools

-Mail	-Brochures
-Email	-Podcasts
-Phone	-Association involvement.
-EDGE updates	
-Unique packaging to site consultants	
-Social networking	
-Oversized postcards	
-Website testimonials of like mfg.	

Collaborative Partners

KCADC
KDOC
KC SmartPort
Site consultants
MAMTC
Kaw Area Technical School

Developer Community
Related Associations

Value Proposition

Our value for this industry is centralized location in the nation, the community's ability to provide low cost of raw material, low energy costs, and our transportation network connecting us to the rest of the nation. Our close proximity to the new Intermodal Facility in Baldwin, KS could also be an asset. The state's tax exemption on machinery and equipment, and the community's local incentive fund are also key to promote.

MARKETING BLUEPRINT

Sector Title: <u>Animal Bioscience Research</u>

Sector Description

This sector is closely tied to the veterinarian industry. Many of the companies that come into this sector are both heavily weighted in research (for vaccinations and drugs) and product development.

Competitive Assessment of Topeka/Shawnee County in Relation to Sector Drivers and Ability to Attract and Retain Sector Operations

...Topeka/Shawnee County is the host of one of the world's premier animal health nutrition companies, Hill's Pet Nutrition
...Located in the western edge of animal health corridor - holds over 40% of the world animal health research within our region.
...Geographic location in the nation
...Known animal research in the community creates opportunities to grow this industry in Topeka
...Retention of this sector will be part of the G.A.I.N. program sponsored by GO Topeka. These types of meetings can also aid us in learning new intelligence in the industry.
...Another important factor in retaining this industry will be the creation of a scientific network in order for this group to feel connected.
...Creating training programs will also feed the pipeline for potential employees for this industry.
...Central location with easy access to interstate, rail, trucking and air corridors that places businesses within next day freight service of 70 percent of the U.S.
...State incentives for qualified companies including workforce assistance/ training funds, income tax credits for jobs and capital investment, property tax exemption on personal property, and sales tax exemptions.
...Local incentives for qualified companies including very competitively priced land (significantly reduced land prices) as well as ten year tax exemptions on real property, and local incentive funds ranging from several hundred dollars per job up to several thousand dollars per job depending upon the size of the project and the impact on the community.

...Premier sites ranging from small to large parcels.

...No personal property tax on commercial machinery and equipment

...According to the American Chamber of Commerce Research Association (ACCRA) Cost of Living Survey, Topeka has consistently ranked ten percent below the national average.

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...Regional commuting patterns show over 18,000 individuals commute to Shawnee County for work.

...89.4% of the population in Shawnee County 25 yrs of age or older have a High School equivalent or higher compared to the U.S. of 84.5%. 30.1% of the population in Shawnee County 25 Yrs or age or older have a Bachelor's degree or higher compared to the U.S. of 27.5%. (Source: American Community Survey: 2007 Census; Factfinder.census.gov)

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Sector Trade Associations

American Dairy Science Association www.adsa.org
219 S. West St, Suite 100
Syracuse NY 13202
Phone: 315.472.9143

American Society of Animal Science www.asas.org
1111 N. Dunlap Ave
Savoy, IL 61874
Ph. 217.356.9050

American Society for Cell Biology www.ascb.org
8120 Woodmont Avenue, Suite 750
Bethesda, MD 20814
Phone: 301.347.9300

Potential Trade Shows

North American Veterinarians Conference
Bio Show 2009 (with KBA and Kansas Bio)

Examples of Site Consultants that may specialize in the Targeted Sector

Campbell Alliance – www.campbellalliance.com
Putnam Associates – www.putassoc.com
Battelle Technology Partnership – www.battelle.org
Bioscience Business Solutions – www.biosciencebiz.com
Bio Enterprise – www.bioenterprise.com

Marketing approach to Attracting the Targeted Sector

...Develop and design brochure specific to the targeted industry.
...On going discussions and one on one meetings with national site consultants.
...Placement of ads in specific trade journals.
...Brief updates regarding new legislation, training programs, recent developments, etc.
...Association involvement.
...Concentration of animal health industries located in the region.
You can find more about KCADC on the website: www.kcadc.com.
...Improvements to Washburn University's science department.
...Promote the number of clinical trials that are occurring in the community as well as promote Veritas to complete research studies in pulmonary devices.
...Incentive program that would allow these companies, which are capital intensive, the opportunity to plant their roots in Topeka.
...Refer to Competitive Assessment section for developing some key points in promotion efforts

Recommended communication tools

…the Kansas City Area Development Council (KCADC). Approaching this market will require establishing relationships in the industry. It has been discussed in the animal health circles that this industry is particularly relationship friendly. It will become very important for a representative from GO Topeka to work strongly on developing further those relationships in the industry.

-Mail	-Brochures
-Email	-Podcasts
-Phone	-Association involvement
-Ads	-Utilize Technology (face book)

-Forwarding industry intelligence/reports to companies, site consultants etc.
-Development community for biosciences activity and expansions.
-EDGE updates
-Unique packaging to site consultants.
-Oversized postcards

Collaborative Partners

…KCADC
…KDOC
…Kansas City Area Life Sciences
…Site consultants
…Related Associations
…Kansas University and Kansas State University.
…Hill's Pet Nutrition
…Del Monte Pet Snacks (?)
…New Economy Strategies – Bioscience Consultant

Value Proposition

Our value for this industry is a centralized location in the Animal Health Corridor (40% of the nation's animal research in this corridor), along with other like industries in the area – along with the community's location to two major universities who are doing animal health research and training. Topeka/Shawnee County is the host community for Hill's Pet Nutrition Corporate offices and their world renowned research and development facility for canine and feline research. The State's initiative for bioscience growth – this fund of $580 million is used exclusively for bioscience activity and growth.

Sector Title: <u>Alternative Energy Technology and Equipment</u>

Sector Description

This sector is closely related to many of the green technologies that are beginning to emerge in the marketplace. As the title states, this sector is looking for new ways to produce energy as well as the development of equipment related to the production of this sector. There is expected to be newly emerging companies spinning off from wind, solar, and green technologies. This sector will be highly technical in nature. It will be imperative for the marketing group to develop unique and technological ways to communicate with this sector.

Competitive Assessment of Topeka/Shawnee County in Relation to Sector Drivers and Ability to Attract and Retain Sector Operation:

...Currently the industry has found a great interest in the plains states

...Topeka has an ideal opportunity to begin to identify itself as Energy-con Valley - of sorts.

...It should be noted that the big wind energy companies have now located in the states that have an aggressive legislative program; however, Topeka/Shawnee County still has an opportunity to create a cluster related to the alternative energy companies.

...Topeka's centralized location in the nation makes transporting goods to market cost efficient, quick and easy

...Topeka also intersects many national highway systems within its boundaries - making it easy to ship goods both to the north/south, as well as the east/west

...Labor costs for this area are very reasonable for companies located from the east and west coasts as well as international locations.

... an opportunity to grow companies that are the spin off companies from the wind technology industry.

...Retention of this sector will be partially wrapped up in the work of the G.A.I.N program, as well as normal logistics in both transportation, and what seems to be, the location in the nation for some of the alternative energy (such as wind).

...A ready and abundant workforce for the newly located companies to hire.

...The community has the ability to work quickly in assembling new educational programs that will focus on the specialized training that will be required for these industries.

...State incentives for qualified companies including workforce assistance/ training funds, income tax credits for jobs and capital investment, property tax exemption on personal property, and sales tax exemptions.

...Local incentives for qualified companies including very competitively priced land (significantly reduced land prices) as well as ten year tax exemptions on real property, and local incentive funds ranging from several hundred dollars per job up to several thousand dollars per job depending upon the size of the project and the impact on the community.

...Premier sites ranging from small to large parcels.

...No personal property tax on commercial machinery and equipment

...According to the American Chamber of Commerce Research Association (ACCRA) Cost of Living Survey, Topeka has consistently ranked ten percent below the national average.

…Within a 60 mile radius of Topeka Shawnee County KU, KSU and Washburn University enrollment exceeds 60,000 providing access to a highly educated workforce. (Show map showing location of schools in relation to Topeka)

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…Regional commuting patterns show over 18,000 individuals commute to Shawnee County for work.

…89.4% of the population in Shawnee 25 yrs of age or older have a high school equivalent or higher compared to the U.S. of 84.5%. 30.1% of the population in Shawnee County 25 yrs of age or older have a Bachelor's degree or higher. (Source: American Community Survey: 2007 Census; Factfinder.census.gov)

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…Kansas was recognized as one of America's Top Ten Most Business Friendly States in 2008 by independent study of Pollina Corporate Real Estate-Chicago.

Sector Trade Associations

American Solar Energy Society www.ases.org
2400 Central Ave, Suite A,
Boulder, Colorado 80301
303.443.3130

United States Association for Energy Economics www.usaee.org
United States Energy Association
1300 Pennsylvania Avenue, NW
Suite 550, Mailbox 142
Washington, DC 20004-3022
Telephone: 202.312.1230

Potential Trade Shows

Renewable Energy World Conference
NHA Conference & Hydrogen Expo

Examples of Site Consultants that may Specialize in the Targeted Sector

Sargent & Lundy – www.sargentlundy.com
International Technology & Trade Association – www.itta.com
GAI Consultants – www.gaiconsultants.com
Xcelon – www.xcelongroup.com
Sage Biosciences – www.sagebiosciences.ca/default.aspx

Marketing Approach to Attracting the Targeted Sector

...Development and design of brochures specific to the targeted industry
...On going discussions and one on one meetings with national site consultants
...Placement of ads in specific trade journals
...Brief updates regarding new legislation or major community news
...Information regarding new training programs
...Association involvement
...Refer to Competitive Assessment section for some key points in developing promotion efforts.

Recommended Communication Tools

-Direct Mail	-Brochures	-Face book - other technology
-Email	-Podcasts	-Developer firms
-Phone	-Association involvement	-Site Consultants
-Ads	-Social Networking	-EDGE Updates

-Unique Packaging of Communications to Site Consultants

Collaborative Partners

KCADC
KDOC
KC SmartPort
Site consultants
Local and Nearby Universities
Developer Community
Related Associations

Value Proposition

Our value for this industry is centralized location in the wind belt, the community's location to two major universities, and our transportation network connecting us to the rest of the nation. Our close proximity to the new Intermodal Facility in Baldwin, Ks could also be an asset. Also an important value would be that State of Kansas machinery and equipment tax exemption and Topeka/Shawnee County's local incentive fund.

Economic Development Strategic Plan
2002-2009 Strategic Plan
2009 Business Plan – New Business Recruitment (A)
Responsibility: Kathy Moellenberndt and Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
A.1. Goal: Increase employment base and provide increased business opportunities			
1. Attract and Target Diverse Sectors. Develop and maintain an aggressive economic development program with emphasis on primary jobs identifying emerging business sectors as well as those business sectors for which we have a competitive advantage. (Corresponds to: Heartland Visioning Economic Development #1)	Develop a core prospecting list centered around the targeted market sectors (biosciences, wind and alternative forms of energy, various manufacturing, warehousing/distribution, medical, etc.) based upon NAICS code classifications, companies meeting a minimum size or activity thresholds followed by development of a marketing campaign via the website, one on one visits with national site consultants, direct mail and other methods building upon the strengths of our community. The targeted sectors may be adjusted throughout the year to respond to changes in the economy in order to focus on those sectors that have the greatest potential for continued growth and positive impact on the area.	Create 1,000 leads and 100 qualified prospects by 2010. Based upon the core prospecting list of companies contact will be made with key company representatives to determine if the company has expansion plans in the near future. Participation in conferences/trade shows which are geared specifically to each of the targeted sectors.	Responsible Party; (Sr. VP ED, VP Bus. Dev. APV Bus. Dev.) Staff continues to develop prospect lists and key contacts for each of the targeted industries for follow up. During the first quarter, staff developed/responded to 102 leads/inquiries, six qualified projects and six active projects. Staff attended the Medical Device and Manufacturing Trade Show in Anaheim, CA from Feb. 10-12 providing an opportunity to visit with a wide array of companies. Over 1200 exhibits were on display representing companies around the globe. Staff attended the RILA

Economic Development Strategic Plan
2002-2009 Strategic Plan
2009 Business Plan – New Business Recruitment (A)
Responsibility: Kathy Moellenberndt and Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			Conference in Dallas, Texas, February 8-11th. Staff will begin prospecting letters/calls to each of the potential companies attending the event. Staff attended and supported KCADC at the Northern Veterinarian's Conference in Orlando, FL, January 18-20. March 10-13, staff attended the World Renewable Energy Conference with over 3,500 attendees. Staff was able to learn more about the industry as well as discuss with exhibitors potential expansion projects.
		Conduct one-on-one visits at the home offices of national site consultants, corporate real estate executives and developers in an effort to keep our community's name out front when new projects and site searches our undertaken.	Steve Jenkins along with KCADC met one on one with six national site consultants in Atlanta, GA and Greenville, SC. All consultants emphasized availability of capital as a key issue.
		Develop marketing pieces for the targeted sectors to be mailed twice a year promoting	A promotional flier was developed for the targeted

Economic Development Strategic Plan
2002-2009 Strategic Plan
2009 Business Plan – New Business Recruitment (A)
Responsibility: Kathy Moellenberndt and Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
		our area for growth and expansion and informing them of recent business development, legislative action, etc that may have an impact on each of their respective business sectors.	industry of medical device manufacturing and was distributed at the Medical Device and Manufacturing Trade Show highlighting advantages of our area. The cover of the brochure reads: "Known For Our Excellent Business-Side Manner." Development of a brochure for the manufacturing and distribution sectors has been completed, called Build It, Store It, and Ship It. This document also highlights some of the assets for the area. This brochure was distributed at the RILA show in Dallas and was well received by the audience.
		Respond in a timely manner to all inquiries directed to GO Topeka staff.	During the first quarter, staff has responded to inquires/projects ranging from warehouse/distribution, office space, campus setting, lab facilities, manufacturing operations, service operations, alternative energy projects and more.
	Participate with our economic development		Responsible Party:

Economic Development Strategic Plan
2002-2009 Strategic Plan
2009 Business Plan – New Business Recruitment (A)
Responsibility: Kathy Moellenberndt and Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
	allies (KDOC, The Kansas BioScience Authority- KBA and KCADC) in hosting events with national site consultants, brokers, etc.	Participate with our economic development allies in hosting three or more events with national site consulting firm, real estate executives, brokers, etc.	(Sr. VP ED, VP Bus. Dev. APV Bus. Dev.) Staff participated with KCADC with the North American Veterinarians Conference and with the RILA Conference. These events allowed staff to market the community, as well as the region.
2. Focus efforts on potential growth of the bioscience industry in the area. (Corresponds to: Heartland Visioning Economic Development #1)	Undertake a two part study-the first of which will be to determine and validate the viability of Topeka and Shawnee County, Kansas and the immediate area as a center for biosciences, animal sciences and life science development. The study should identify all potential sectors suitable for development prioritizing the top three that could position Topeka and Shawnee County as a leading center in these sectors. In addition, it will assess and identify the assets and liabilities for the biosciences, animal sciences and life sciences in comparison to other communities and regions nationally. The study should further identify key assets that must be developed and liabilities that must be eliminated or addressed in order for Topeka Shawnee County to be competitive. If the first portion of the study shows validity to		Responsible Party: (Sr. VP ED, VP Bus. Dev. APV Bus. Dev.) Work began in late December, continuing in January 2009 toward completing the bioscience study for Topeka/Shawnee County. This study will be complete in May 2009. NES visited the community in early February and interviewed over 10 local companies. During NES' visit, the selected steering committee was able to hear their findings. In April NES

Economic Development Strategic Plan
2002-2009 Strategic Plan
2009 Business Plan – New Business Recruitment (A)
Responsibility: Kathy Moellenberndt and Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
	move ahead with this industry sector, a follow up study will be initiated that will identify and clearly outline strategies and a detailed marketing plan.	Study Components: ..assessment of current and projected state of the biosciences including growth sectors and emerging sectors. ..competitive assessment of Topeka Shawnee County ..identification of not less than three targeted sectors that have development potential in Topeka/Shawnee County. ..recommendation on assets to strengthen and liabilities to improve including a broad implementation strategy outline.	and staff will hold the next steering committee meeting to discuss the most current "roadmap." During this call, the committee will evaluate the information shared and guide the consultants in areas that still need to be more fully developed.
	Work with DTI to assess potential of significant downtown redevelopment/investment opportunities.	Support DTI and others in plans and efforts to implement a comprehensive marketing plan geared toward identifying potential prospects for the downtown area.	Responsible Party: Sr. VP ED No action to report
3. Regional Competitiveness Center	Create a unique, compelling asset that differentiates Topeka and Shawnee County as		Responsible Party: Sr. VP ED

Economic Development Strategic Plan
2002-2009 Strategic Plan
2009 Business Plan – New Business Recruitment (A)
Responsibility: Kathy Moellenberndt and Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
(Corresponds to: Heartland Visioning Economic Development #2)	a global economic competitor for the attraction of quality jobs and investments.	Develop a regional competitiveness center that provides a globally competitive workforce, entrepreneurial incubators and technology parks so that research from KU, KSU and beyond can be commercialized in Shawnee County.	Staff has been working with a small business consortium to develop programs and services geared to met the needs of small business as well as new entrepreneurial development. The Chamber and GO Topeka is placing an increased focus on entrepreneurial development and considers such development essential for community growth and prosperity.
4. Develop an aggressive marketing program both internal and external. Market our community globally with a unified marketing plan. (Corresponds to: Heartland Visioning Quality of Life C3) (Economic Development #1, 4 and 5)	A multi-channel campaign (media, print, direct mail, website development, collateral marketing material, etc) is needed to publicize the area's strengths and position ourselves as a place to do business. Continue to develop opportunities to enhance the image and identity of Topeka/Shawnee	Develop a theme line focusing on the primary message with corresponding sub-messages that support the values conveyed in the theme line. A theme line to be used in all marketing pieces. Development and design of various marketing materials such as demographic brochure, 2 minute videos as testimonials, etc. Continue to develop and improve upon our	Responsible Party: Sr. VP ED, VP Bus. Dev. APV Bus. Dev., VP Public Relations In concert with GO Topeka's new creative agency, a new theme line has been developed and implemented, called "We Can Do That." It is being incorporated in all marketing material. An electronic newsletter-The

Economic Development Strategic Plan
2002-2009 Strategic Plan
2009 Business Plan – New Business Recruitment (A)
Responsibility: Kathy Moellenberndt and Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
	County regionally and nationally.	ongoing communications with national site consultants across the country i.e. electronic e-mail keeping the consultants informed of new developments, positive media on the community, potential for local and state incentives, etc. Placement of ads and storylines in regional and national publications highlighting successes and promoting our strengths.	Edge- is forwarded to consultants around the country keeping them informed of major developments as well as Kansas legislative updates that impact business. A full page ad promoting Topeka for logistics and manufacturing was placed in the March issue of Site Selection. A full page ad on the biosciences has been developed for the May issue of Site Selection An ad has also been developed for the April edition of Midwest Real Estate News focused in manufacturing and logistics.
	Build a strong database (economic and demographic statistics, training programs, cost of living, etc.)	Database to be accessed on-line or hard copy.	Responsible Party: GO Topeka Staff On-going
	Highlight major activities and successes of Chamber/GO Topeka.		Responsible Party: GO Topeka Staff Communications Specialist

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
		Write and distribute throughout the area four newsletters highlighting the activities and successes of the Chamber/GO Topeka.	Staff is evaluating means to reach a wider audience. Working through the new creative agency, a scientific survey was conducted on how voters perceive and receive information about GO Topeka. The results were excellent and from the input a new communications strategy is being developed to reach all age groups currently being missed with just the quarterly newsletter.
	Maintain data on available buildings and sites via website.	Enhance site mapping to provide resources desired by site selectors.	Responsible Party: Research Ongoing - Staff is working with Bartlett & West on the possibility of adding some additional features to the GIS system to increase and enhance our ability in working with site consultants, developers and others that use the website to narrow down the potential list of locations.
	Continue to reinforce the positive impact the passage of the tax has had on the community	Whenever sales tax dollars are used to assist business and industry in new	Responsible Party: Sr. VP ED, VP Bus. Dev.

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
	to the general public.	construction/expansion, place a sign at the location stating your local sales tax dollars at work.	APV Bus. Dev.
5. Community Pride Campaign (Corresponds to: Heartland Visioning Quality of Life # C1 and C3)	Develop a community pride campaign to tout the positive attributes of the Topeka area and to help create a large pool of local ambassadors of local citizens as advocates of the area.		Responsible Party: Sr. VP ED, VP Public Relations Working through the Heartland Visioning Economic Development Foundation Team, GO Topeka is participating in a community branding initiative. GO Topeka has also developed a "Make a Difference" piece that encourages local residents who travel out of town to provide referrals on potential businesses that might be looking for a new location.
6. Increase the availability of industrial and commercial sites to market to new and expanding businesses.	Work with MTAA to develop Forbes to its highest and best use.	Market Forbes Field as one of Topeka's land	Responsible Party: Sr. VP ED, VP Bus. Dev. APV Bus. Dev. Staff works on a regular basis

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
(Corresponds to: Heartland Visioning Economic Development #16)		sites emphasizing foreign trade zone and access to a 12,000 ft. runway.	with MTAA in promoting the attributes of Forbes Field.
	Take a proactive stance to identify large scale quality sites.	Identification of one or more large scale sites and at the same time conduct due diligence necessary for consideration as a potential site for future development.	Responsible Party: Sr. VP ED, VP Bus. Dev. APV Bus. Dev. Identification of potential sites for development are under review.
7. Support the community visioning process to concentrate community, public and private efforts.	Attend focus group meetings. Support visioning staff.	Assist with other appropriate tasks as needed.	Responsible Party: GO Topeka Staff SVP participates on both the Economic Development and Education Foundation Teams.
A.2. Goal: Develop enablers to economic growth			
1. Enhance the entrepreneurial delivery system to support the creation and development of "primary" small businesses. (Corresponds to:	Location of an entrepreneurial consortium of small business services to include the Chamber/GO Topeka, the SBDC, SCORE and the DBE.	Support the expansion of the SBDC, SCORE and the DBE. Support the expansion of the SBDC, the creation of an entrepreneurial clinic and possible addition of a BS degree at	Responsible Party: Sr. VP ED Staff has worked closely with Washburn University SBDC and SCORE in creating an entrepreneurial clinic to assist

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
Heartland Visioning Economic Development #6 and 9)		Washburn University.	small business owners. Early in 2009, the SBDC staff and SCORE moved next door to the Chamber to larger offices to undertake a program enabling five to seven Washburn students each semester to have hands on experience in assisting small businesses with various projects. In addition, the University is investigating the possibility of adding a Business Innovation and Entrepreneurship Degree under the School of Business.
2. Attraction of highly skilled workers (Corresponds to: Heartland Visioning Economic Development #5 and Education D2)	Promote the community targeted the young professionals and skilled workers.	Support Fast Forward and their efforts to promote Topeka and Shawnee County.	Responsible Party: VP Public Relations, Director Business Retention The Chamber/GO Topeka has supported an enhanced Fast Forward program for all young professionals in Topeka/Shawnee County. A loaned executive from WIBW began working in late January on a part time basis to implement a robust program for Fast Forward in 2009,

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			including networking socials, educational events, recruiting efforts for young professionals, social activities and philanthropic projects. Current focus is to identify corporate membership financial support for the Fast Forward membership.
		Develop a community branding campaign.	Responsible Party: Sr. VP ED, VP Public Relations Discussion is underway on developing a community branding campaign. Staff participates in the Branding Alliance through the Heartland Visioning Economic Development Foundation Team.
(Corresponds to Heartland Visioning Education # D2)	Market the area as the Kansas "Knowledge Corridor."		Responsible Party: Sr. VP ED, VP Bus. Dev. APV Bus. Dev. The "Knowledge Corridor" concept is being studied as part of the biosciences assessment and in concert with the creative agency to determine how best to

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			position the asset to the external market.
3. Support efforts to seek additional military mission growth at the 190th ARW.	Support the 190th ARW along with the Governor's Military Council.	Support strategies to secure additional missions that strategically benefit the local unit and nation..	Responsible Party: Chamber President, VP Gov. Relations Doug Kinsinger continues to serve on the Governor's Military Council. The Council continues to work at ways to support the 190th Air Refueling Wing, and enhance the military presence in Kansas. The Council met twice during the first quarter with Lt. Governor Parkinson as the chair. The 190th has proposed additional missions for potential consideration by the Department of Defense. The Governor's Military Council will travel to the Pentagon to meet with the National Guard, Air Force and Army representatives in reference to all the installations in the state.
4. Maintain high level of public/private support for	Set up speaking engagements at civic organizations, NIA's, professional groups, etc.	Set up speaking engagements with various civic organization and professional groups,	Responsible Party: Chamber President, GO

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
economic development. Build consensus support and organizational strength.		etc., informing them of activities undertaken and seek input.	Topeka Staff
A-3: Goal: Create an environment for organizational excellence and opportunities for leadership development and cooperation.			
1. Establish Chamber/GO Topeka as the leading economic development organization in the Topeka/Shawnee County area. (Corresponds to: Heartland Visioning Economic Development # 15)	Establish an economic development roundtable of various industry leaders.	Establish an economic development roundtable of various industry leaders within the targeted industry sectors to provide a forum for exchange of ideas, as well as receive input on how we can better position ourselves regionally and nationally.	Responsible Party: VP Business Dev; AVP Business Dev. Staff continues to meet monthly with the Resource Roundtable. This table consists of local groups that can offer assistance to both local companies as well as new companies looking at the community. The Financial Roundtable planned for January 2009 was cancelled due to low response. Staff will be holding two workshops in June 2009 for both Manufacturing and Research and Development sectors.
	Participate in professional economic development organizations (i.e. IEDC, KEDA, IAMC etc. to further strategic plan.		Responsible Party: Sr. VP ED, VP Bus. Dev. APV Bus. Dev.

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
		Participate/attend eight or more regional/national meetings and participate in four or more web seminars.	Staff participated with KEDA in drafting 2009 Economic Development priorities for consideration: (1) create in statute "Investment in Kansas Employment"-a jobs creation incentive which is payroll withholding tax driven and serves as a cash-equivalent incentive for job creation. (2) Streamline the statutory language in the Enterprise Zone Program to allow retail to be included/covered in rural towns' population 10,000 and less. (3) Re-vamp High Performance Incentive Program to increase usability of the program, thereby maintaining a critical investment tool. (4) Amending existing incentive bill to add wind and solar projects eligible for incentives. Staff has participated in three webinars: (a) How Savy Economic Developers will use Web 3.0 to Bring Business to their Community;

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			(b) Community Capitalism; (c) Sales and Economic Dev.
A.4. Goal: Develop opportunities to enhance the image and identity of Topeka/Shawnee County			
1. Support efforts to enhance the gateways to the community.	Support efforts to assemble necessary resources to improve the visual aesthetics at Topeka major gateways.		Responsible Party: Chamber President, VP of Government Relations
	Support efforts of the City and others for successful submission of KDOT traffic-way enhancement grant.		Responsible Party: Chamber President, VP of Government Relations
A.5. Goal: Improve area's export expertise and ability to attract foreign investment.			
1. Identify, develop and promote international trade and investment. (Corresponds to: Heartland Visioning Economic Development #1)	Increase participation with International Trade Division of KDOC to develop trade and investments.		Responsible Party: GO Topeka Staff As part of the continuing assessment of international opportunities, staff is researching opportunities for the 2010 program year, focusing on the identified targeted sectors.

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
A.6. Goal: Secure additional resources to further Chamber/GO Topeka's goals.			
1. Enhance federal support for local economic development & priority community projects. (Corresponds to: Heartland Visioning Economic Development #3)	Support efforts to retain the Washington consulting firm to assist in seeking federal funding where appropriate.	Delegation travels to Washington DC to communicate with members of Congress and other federal departments with assistance from Madison Government Affairs.	Responsible Party: Chamber President, VP Government Relations, Chamber Chair A delegation of Topeka leaders along with Chamber representatives traveled to Washington DC to meet with the federal delegation and their staffs to advocate for federal assistance for five priority community projects. In addition to meeting with Senator Sam Brownback, Senator Pat Roberts and Congresswoman Lynn Jenkins, the group met with Congressman Jerry Moran and Congressman Todd Tiahrt. The five projects presented were: funding for development of the I-70 Viaduct, South Topeka infrastructure, Constitution Hall, Kansas Children's Discovery Center and

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			Riverfront Development/Great Overland Station Park.
2. Increase communication with major investors.	Invitations to: special events for new company representatives; groundbreakings; announcements.	As announcements are made invitations will be extended	Responsible Party: GO Topeka Staff, VP of Public Relations, Communications Specialist On April 2, staff extended invitations to GO Topeka investors and the Chamber membership to help celebrate the new location of the Home Depot Regional Deployment Center. Eighty of our local leaders, as well as company representatives from both Home Depot and Seefried Properties braved the weather to welcome the project to Topeka/Shawnee County.
	Annual Report	Prepare annual report highlighting major activities to our local major investors and elected officials.	Staff completed a 2008 Annual Report-A Year of Vision highlighting major activities for 2008.

G.A.I.N.

GROW ASSIST INNOVATE & NURTURE

A Strategy and Implementation Plan for
GO Topeka's Business
Retention & Expansion Program

GREATER TOPEKA CHAMBER

GO TOPEKA

Introduction

Topeka and Shawnee County's economic health is dependent on the number and quality of jobs provided by employers in the community. Good jobs allow our residents to purchase a home, a car, and pay for their children's college. The disposable income from these jobs allows residents to shop locally and buy the luxuries of life resulting in the payment of property and ales taxes that support government services. But major corporations are not building new facilities and creating new jobs in the

Three primary sources of job growth exist in every community: incoming new business, existing business expansions, and start-up operations. Studies from across the country have demonstrated that 65% - 80% of a community's new jobs are created by existing companies and business expansions, rather than by attracting new firms to a community. Keeping an existing business is also often easier than recruiting new firms. This is why a strong and successful Existing Business program is vital to a successful community. Existing Business programs are low-risk, positive community outreach activities.

Many communities take their existing businesses for granted and fail to realize that their community's best companies are their competitor's best prospects! Dozens of other economic development organizations may be communicating with Topeka and Shawnee County's best employers right now. If Topeka and Shawnee County make doing business difficult, company executives may turn to another community for help.

Business retention involves building a strong relationship with the business owner or plant manager of the employers in Topeka and Shawnee County, regularly collecting data on both the company and the industry, analyzing and tracking the collected data in order to predict its behavior, assisting the company in solving problems that may cause them to move or close, and looking for opportunities to grow the businesses in our community.

Strategies

There is no better marketing strategy for Topeka and Shawnee County than the demonstration of a thriving business climate. A successful existing business program will support a flourishing business climate through the creation of new jobs, new capital investments, new tax base, and an increase in personal wealth. A strong existing business program:

- Provides Topeka and Shawnee County leaders with advanced warning about problems that may lead to business or plant closures.
- Encourages leaders to identify new opportunities for businesses in our community and support those businesses in expanding and creating new jobs.
- Provides information and understanding on the strengths and weaknesses of the business climate in Topeka and Shawnee County.
- Helps businesses solve their problems and challenges.
- Demonstrates to existing firms that Topeka and Shawnee County appreciate their contribution to the local economy.
- Builds communication and cooperation between local companies and our community leadership.

Challenges and Keys to Success

Existing Business programs are one of the best kept secrets in economic development. Retention and expansion effort(s) may not get the same attention as recruiting a company to the community; however, the short-term and long-term effects will usually have a greater overall impact. The direct benefits of an Existing Business program can eliminate potential lost jobs and the detrimental effect of the lost payroll from those jobs; retained businesses may have greater potential for expansion; and employees from retained companies are ideal candidates for start-up businesses in Topeka and Shawnee County. And, to reiterate, the Existing Business program projects a positive, proactive image of Topeka and Shawnee County for future business attraction.

Anticipation is crucial to retaining firms. Identifying problems and/or concerns at an early stage can determine whether a business succeeds or fails. A major component of anticipating a potential relocation or closure is having and updating a business database. A database of basic company information should include name, contact, address, phone, etc., as well as the most recent census data and other published information on a business. Survey and interview information belong in this file as does informal information heard or observed "on the streets."

Developing our community's existing business profile will also be vital to the effort. What are Topeka and Shawnee County's strengths and weaknesses? What key issues impact businesses: services, regulations, infrastructure, restrictions? What are the issues that need or may need to be addressed before they develop into problems too large to overcome? This information will help identify business clusters that are most likely to expand or downsize.

Again, saving jobs does not necessarily get the same media attention as attracting new jobs and is more difficult to get buy-in from community officials. However, it must be a priority! Consensus on goals and objectives, effective use of business outreach activities suited for the community, and a commitment from our community leaders are the most important issues an organization will face as it acts to produce results.

The **primary keys** to a successful program include:

1. **Support and Commitment.** Since any existing business program is a cooperative venture, it is essential that there be the highest level of support and commitment from all public and private entities involved with the program and that turf battles be avoided.
2. **Volunteers.** The effective implementation of a program requires strong volunteer leadership and a cadre of committed, motivated volunteers.
3. **Effective Contact.** Effective contact mechanisms are necessary to assess and understand existing business conditions and to identify obstacles to business vitality. This involves well designed and administered questionnaires; personal, face-to-face interviews with business decision makers; and other appropriate approaches such as focus groups.
4. **Response Mechanism.** An Existing Business program is dynamic, occurring over a continuum of time rather than a one-time, annual event. Participating businesses expect and deserve effective responses and follow-up to their concerns and problems. Failing in this area will lead to program ineffectiveness and collapse. There must be a commitment of those individuals in the program to address all expressed concerns and problems.
5. **Training.** All persons involved with the Existing Business program must be thoroughly trained. This is particularly important for those involved in the interview process.
6. **Data Processing and Analysis.** The assembly and analysis of data collected during the process provides a good "snapshot" of the business environment. Over the long-term, data collected provides a valuable trend assessment and serves as a method to evaluate the program.
7. **Media Coverage.** Media coverage assists in program implementation and communicates that the community is concerned about its existing business base.
8. **Confidentiality.** All personnel involved with the Existing Business program must understand the extreme importance of confidentiality. Total confidentiality is the essential cornerstone of a successful program.

The Program

Programs to facilitate business retention and expansion are not glamorous. They involve hard work and are labor intensive. Most volunteers find it more exciting to make sales calls on a major business attraction prospect than to listen to a local business person describe their operational problems or to hear a local plant manager describe frustrations with obtaining certain services. Yet, business retention efforts deserve the attention of professional staff and policy-makers of public/private economic development partnerships.

The kinds of problems that local firms face that might affect their decision to remain or expand in Topeka and Shawnee County create many opportunities for assistance. Typical issues include finding a suitable larger building, financing, job training, recruitment of skilled workers, property taxes, electric, water or sewer service, street access or maintenance, traffic flow, police and fire protection, zoning, municipal regulatory procedures, environmental permitting, and more. Any one or a combination of these issues could restrict the operation of a particular firm so that it considers moving or expanding elsewhere or cannot expand at all. In addition, the response of local banks, educational institutions, economic development institutions, and local governments to these issues goes a long way toward defining the local business climate here in Topeka and Shawnee County.

Successful existing business programs must go beyond reaction to specific issues as they arise. A strategic retention program, at minimum, identifies the potential problems and opportunities among its "primary" employers, particularly its entrepreneurs, and helps stimulate growth accordingly.

The retention and expansion program for Topeka and Shawnee County is designed to be a cooperative effort between GO Topeka, the Greater Topeka Chamber of Commerce, Heartland Works, and state and local government, with GO Topeka taking the lead. Cooperation is essential for any successful economic development program particularly for an existing business program. For this reason, the Existing Business program has been titled **G.A.I.N. – Grow, Assist, Innovate, and Nuture.**

Although the **G.A.I.N.** Program may be applied to all economic sectors, the role and importance of "primary" jobs to the region dictate that this sector be given crucial attention. Experts note that "primary" jobs are more important than ever to a strong local economy. "Primary" sectors have the highest leverage ratio for other jobs than any other economic sector. Although these ratios range from 1.3 to 1, in other words 1 manufacturing job creates 1.3 non-manufacturing jobs.

Goals & Objectives

The **G.A.I.N.** Program mission: to create a dynamic ongoing cooperative economic development effort of GO Topeka, The Greater Topeka Chamber of Commerce, Heartland Works, state and local governments, and existing businesses of Topeka and Shawnee County with the purpose of identifying opportunities to assist area firms in remaining stable, growing, and profitable and creating an environment that supports expansion, resulting in increased job opportunities and investments.

The goal of the **G.A.I.N.** Program is to develop a business climate in Topeka and Shawnee County where companies can grow and prosper by creating a strategic system for the retention and expansion of existing business and industry.

The program objectives for **G.A.I.N.**:

1. Develop an in-depth visitation plan that will assist in the identification of companies at risk and companies that have the potential to grow.
2. Improve the communications with existing industry on available incentives, training funds, and any other information needed for their success.
3. Identify recurring problems as perceived by multiple employers.
4. Create increased awareness of local and state incentives.
5. Recognize local area businesses for their contributions to the local economy. Expand on annual small business awards recognition program.

G.A.I.N. Program Components

The **G.A.I.N.** Program will have 13 major components:

1. Company Visitations
2. Database and Analysis
3. Annual Report
4. Visits to Corporate Office
5. G.A.I.N. Teams
6. Volunteer Training
7. Support and Service
8. Recognition and Appreciation Events
9. Confidential Survey
10. Incentive Awareness Assistance
11. Manufacturers Round Table
12. Plant Tours

13. Community Presentations

Company Visitations

Building strong relationships and trust with Topeka and Shawnee County's existing businesses is the key component to any successful retention and expansion program. The **G.A.I.N.** team will conduct a minimum of 200 face-to-face visits per year. While it is imperative that **G.A.I.N.** pay attention to <u>ALL</u> employers, it must invest its time wisely in building strong relationships with its "primary" largest and most critical employers. A minimum of 50 of the 200 visits will be to the area's largest employers. Each visit to local companies needs to accomplish three purposes:

1. Build a strong relationship with the local management.
2. Collect important data about the needs, future direction, and overall health of the company.
3. Express the community's appreciation for the company's contributions.

Visits will gather feedback on concerns and general issues businesses have about doing business in Topeka and address them immediately. G.A.I.N staff will track answers from the business visits regarding problems and feedback from other sources, then notify proper authorities as soon as possible, take a pro-active approach to solving any problems, and report back to the company periodically on the progress that is being made.

Database and Analysis

The **G.A.I.N.** team will start a file on each company that will include the completed surveys. However, key data will be captured in a database so that it can be easily tracked over time. A solid database will greatly enhance the efforts of the Existing Business program.

Analysis of the information gathered during the visits needs to determine the root causes of the problems discovered. This information will be used to create an early warning system by identifying the following key indicators:

- Declining sales
- Declining employment over time
- Gradual corporate downsizing
- Recent ownership change
- Merger or buy-out
- Older product lines

- Employee recruitment problems
- Other facilities producing the same product or service
- Facility expansion plans in another community
- Obsolete buildings
- Excess capacity
- Lease instead of purchase property
- Older equipment and technology
- Low barriers to entry
- Company has no competitive advantage
- Company has an increasing number of competitors
- New substitutes for the product
- Competitors are moving plants overseas
- Unbearable regulatory burdens

Annual Report

As a result of the visitation program, the staff will complete an annual report that will:

- Highlights major reoccurring issues
- Identifies workforce training needs
- Identifies company problems and gives the actions to resolve
- Gives an outlook for business growth within Shawnee County
- Discusses educational opportunities

Visits to Corporate Office

Decisions about whether to consolidate, move, or expand a plant are typically made at corporate headquarters and not at the local plant level. It is essential for the **G.A.I.N.** team to build relationships with senior level executives at the corporate headquarters. Visits to the home offices of local companies to help local industries-improve their position for future growth should be conducted every two to three years or when a change in management has taken place.

G.A.I.N. Teams

A successful retention and expansion program should rely on an entire team or local task force dedicated to Existing Business. The **G.A.I.N.** team will consist of GO Topeka staff, partners from Kansas Department of Commerce, partners from Heartland Works and the Topeka Workforce Center, city and county government representatives, educators from Washburn and KATS, volunteers from the Chamber and GO Topeka boards, and other business leaders within the community.

G.A.I.N. team members will also participate in the annual community visitation program. This program will allow elected officials and business leaders to visit and build relationships with businesses in the community.

Volunteer and Staff Training

Each **G.A.I.N.** team member will have different backgrounds and levels of expertise so it is important to provide training for staff and team members to conduct an effective Existing Business program. GO Topeka staff will attend at least one training program annually. In addition, there should be an annual training session for the volunteers of the **G.A.I.N.** team.

Support and Service

G.A.I.N. will offer quarterly educational workshops on available local, state and federal incentives/resources as well as assistance available through the SBDC and Entrepreneurial and Minority Business Development programs.

G.A.I.N. will also look for substantive and informative topics such as international trade, procurement of state and federal contracts, and export promotion on which to host additional workshops and seminars.

Recognition and Appreciation Events

Recognition programs create bonds between businesses and the community. These programs also allow companies to maintain a positive reputation, attract the best employees, sell their products, and garner political support. A recognition program expresses the community's appreciation and raises the community's awareness about their existing companies. Recognition programs will include:

- Nominating Topeka's businesses for the state's Business Appreciation Awards along with other awards programs throughout the year.
- Recognizing our award winners at Chamber functions.
- Highlighting accomplishments of area companies in the Chamber's newsletter.
- Monthly recognition events at company locations with impact assessment reports for those companies being recognized.
- Working with the local media to recognize Shawnee County businesses.

Confidential Survey

Since only 200+ Shawnee County businesses will be part of the face-to-face interviews, a confidential survey will be sent out annually. This survey will be used to update public data on each firm and help supplement the information already in the **G.A.I.N.** database. The survey will be sent to all Shawnee County firms electronically.

Incentive Awareness Assistance

G.A.I.N. staff will conduct quarterly incentive workshops to increase the awareness of local, state, and federal incentives. These workshops will include presentations from other resources as well such as the Washburn Small Business Development Center, the Senior Corps of Retired Executives, and Heartland Works.

Manufacturers Roundtable

Having a sounding board for issues that your business is facing is an extremely useful and valuable tool. The manufacturers in our community have faced challenges and come up with solutions that can help their peers. The **G.A.I.N.** team will facilitate a quarterly manufacturer's roundtable.

Plant Tours

Plant tours provide an opportunity for Topeka and Shawnee County's outstanding primary businesses to show off facilities, receive positive press coverage, and increase the community's awareness about their operation.

Community Presentations

The **G.A.I.N.** team will make a minimum of four community presentations through out the year. This is the best way to reach out to community with the limited amount of time and resources available. These presentations will be made to groups such as the North Topeka Business Alliance, Optimist groups, and other networking organizations.

Future Activities for Consideration

The following are outreach activities for consideration:

- Breakfast with the Mayor
- Business Impact Analysis reports
- Business of the Month
- Economic Outlook Session
- Publication of available resources on website and in print
- Primary employers forums to help:
    - Understand the issues that impact businesses, both specifically and on a broader business climate level
    - Determine if these companies are planning to expand

Connect companies with community leaders, such as City Council, the Shawnee County Commissioners, utilities, workforce and educational representatives.

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2009 Business Plan – Business Retention and Expansion (B)
Responsible Party: Dan Schemm

Strategy(s)	Action Plan	Performance Measurements	1st Quarter 2009
B1: Goal: Create a strategic system for the retention and expansion of existing business and industry (B)			
1. Develop an in-depth visitation plan that will assist in the identification of companies at risk and companies that have the potential to grow. (Corresponds to: Heartland Visioning Economic Development #1.a and 3)	Conduct 200 visits per year including the top 50 major employers. Continue developing/maintaining a solid database which will greatly enhance the efforts of the business retention program. Request feedback on concerns, and general issues they have about doing business in Topeka. As a result of the visitation program, complete an annual report highlighting major reoccurring issues, identified workforce training needs, etc.	.	Responsible Party: Director, Existing Business 42 visits have been conducted in the first quarter of 2009 with 10 of these visits being to major employers. This is done on each business visit. This will be completed in December.
	Identify company problems and take immediate action to resolve.		Responsible Party: Director, Existing Business This is done on each visit. Currently working on 7 issues that arose from the business visits
	Travel to the home offices of local companies		Responsible Party:

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Responsible Party: Dan Schemm

Strategy(s)	Action Plan	Performance Measurements	1st Quarter 2009
B.1. Goal: Create a strategic system for the retention and expansion of existing business and industry. (B)			
	to help local industries improve their position for future growth.		Director, Existing Business Staff did not travel to any home offices of local companies in the first quarter of 2009.
	Provide training for staff to conduct an effective business retention and expansion program.	Staff will be involved with the Kansas Economic Development Association, the North Topeka Business Alliance, the International Economic Development Council, Business Retention International, and Sales and Marketing Executives International and attend educational seminars and professional development workshops.	Responsible Party: Director Existing Business, Senior VP of ED Staff is involved with the Kansas Economic Development Association, the North Topeka Business Alliance, the International Economic Development Council, Business Retention International, and Sales and Marketing Executives International. In January, staff attended a luncheon with Lt. Governor Mark Parkinson on the 9th hosted by the United Way Young Leaders Society, attended the Sales and Marketing Executives monthly meeting on the 13th, attended the workforce

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2002-2009 Strategic Plan
2009 Business Plan – Business Retention and Expansion (B)
Responsible Party: Dan Schemm

Strategy(s)	Action Plan	Performance Measurements	1st Quarter 2009
B1. Goal: Create a strategic system for the retention and expansion of existing business and industry. (B)			
			roundtable meeting at Washburn on the 15th, participated in a webinar on treading water in today's economic environment, attended the DTI annual meeting on the 21st, participated in the United Way Citizen's Review panel on January 26, attended Fast Forward on the 27th, and attended an economic development training session on January 30. In February staff attended the Kansas Economic Development Alliance: Business Recruitment 101 conducted by Barb Hake & Bill Graper, attended the Fast Forward educational luncheon on the 11th, participated in the Next City webinar hosted by Next Generation Consulting on the 18th, participated in the Kansas Statewide Freight Summit on February 23 and participated in the webinar

Economic Development Strategic Plan
2002-2009 Strategic Plan
2009 Business Plan – Business Retention and Expansion (B)
Responsible Party: Dan Schemm

Strategy(s)	Action Plan	Performance Measurements	1st Quarter 2009
B.1. Goal: Create a strategic system for the retention and expansion of existing business and industry. (B)			
		Staff will annually attend a conference hosted by OUEDI that will give credits for the CEcD certification. Staff will also participate in the Kansas Workforce Summit and other educational opportunities as the Senior VP of Economic Development sees fit.	How Savvy Economic Developers will Use Web 3.0 to Bring Business and Talent to Their Communities on the 24th. Staff participated in a Community Capitalism webinar on March 10 and attended a Young Leaders luncheon on March 13 at Security Benefit with Kris Robbins speaking. Staff will attend a conference hosted by OUEDI that will give credits for the CEcD certification in April. Staff will also participate in the Kansas Workforce Summit and other educational opportunities as the Senior V.P. of Economic Development sees fit.
	Continue working with expansion/assistance team that involves representatives from the state and others from the community in order to offer possible incentives and business advice.	Staff will continually be working with the expansion/assistance team as the need arises, specifically on expansion and retention	Responsible Party: Director Existing Business Staff is currently working with the Department of Commerce on Project

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2002-2009 Strategic Plan
2009 Business Plan – Business Retention and Expansion (B)
Responsible Party: Dan Schemm

Strategy(s)	Action Plan	Performance Measurements	1st Quarter 2009
B.1. Goal: Create a strategic system for the retention and expansion of existing business and industry (B)			
		projects.	Campaign, Project Bowl, Project Tonka, and Project Coil.
	Create increased awareness of local, federal and state incentives.	Offer quarterly educational workshops on available local, state and federal incentives/resources as well as assistance available through the SBDC and DBE programs.	Responsible Party: Director, Existing Business The Resources for Growth Incentive Workshop was held on February 19th. Future workshops will be hosted by the Entrepreneurial & Minority Development department since a majority of the information is geared to small businesses.
		Track answers on problems from questionnaires and feedback from other sources. Notify proper authorities as soon as possible. Take a pro-active approach to solving any problems. Report back to the company periodically on the progress that is being made.	Responsible Party: Director, Existing Business Data is entered into E-Synchronist on a weekly basis and follow-up is provided.
			Responsible Party: Director, Existing Business

Economic Development Strategic Plan
2002-2009 Strategic Plan
2009 Business Plan – Business Retention and Expansion (B)
Responsible Party: Dan Schemm

Strategy(s)	Action Plan	Performance Measurements	1st Quarter 2009
B.1. Goal: Create a strategic system for the retention and expansion of existing business and industry. (B)			
		Nominate several of Topeka's businesses for the state's Business Appreciation Awards.	G.A.I.N nominated several Topeka businesses for the state's Business Appreciation Awards. Service Category: Networks Plus se2 Manufacturing: Asset Life Cycle PTMW Retail: Nos Vemos CoreFirst
		Highlight accomplishments of area companies in Chamber's newsletter.	Responsible Party: Director, Existing Business Articles and awards will be framed and presented to the businesses.
		Host quarterly luncheons/events at local plants to highlight and recognize our	Responsible Party: Director, Existing Business The first quarterly luncheon at a local facility to highlight

Economic Development Strategic Plan
2002-2009 Strategic Plan
2009 Business Plan – Business Retention and Expansion (B)
Responsible Party: Dan Schemm

Strategy(s)	Action Plan	Performance Measurements	1st Quarter 2009
B.1 Goal: Create a strategic system for the retention and expansion of existing business and industry (B)			
		outstanding businesses.	and recognize our outstanding businesses will be on April 30 at PT's Coffee.
		Create a Topeka Business of Distinction Calendar.	Responsible Party: Director, Existing Business Calendar to be completed and in place for 2010.
		Host a business appreciation event at the NHRA Summer Nationals.	Responsible Party: Director, Existing Business G.A.I.N. is hosting a business appreciation event at the NHRA Summer Nationals on May 31, 2009.
	Provide summits, seminars and workshops that will interest and educate Topeka and Shawnee County businesses.	Host quarterly educational summits, seminars and workshops.	Responsible Party: Director, Existing Business G.A.I.N., in collaboration with Washburn, hosted a *What is Lean Six Sigma* workshop was held on February 24 with over 60 participants. Rural workshops on How to Survive in a Recession were scheduled for Rossville, Silver Lake, and Auburn, but due to lack of

Economic Development Strategic Plan
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2009 Business Plan – Business Retention and Expansion (B)
Responsible Party: Dan Schemm

Strategy(s)	Action Plan	Performance Measurements	1st Quarter 2009
B.1: Goal: Create a strategic system for the retention and expansion of existing business and industry. (B)			
			participants they were cancelled. Four businesses that expressed interest were visited on an individual basis.

January 2009 Visits

6-Jan	U.S. Foodservice	Gary Myers	Dan Schemm
7-Jan	West Side Stamp & Award	Barbara Butts	Dan Schemm
9-Jan	VA Health Revenue	Mike Dudinyak	Dan Schemm
13-Jan	KS Dept. of Commerce	Ed Serrano	Dan Schemm
13-Jan	United Way	Miriam Krabel	Dan Schemm
13-Jan	Wolfes Camera	Michael Worswick	Dan Schemm
15-Jan	Networks Plus	Amber Gentry	Dan Schemm, Steve Jenkins
16-Jan	Payless	Larry Dunning	Dan Schemm
26-Jan	YMCA	Charlie Lord	Dan Schemm
28-Jan	PT's Coffee	Fred Polzin	Dan Schemm, Rick LeJuerrne
28-Jan	Single Source	Sarah Strydom	Dan Schemm
29-Jan	Gizmo Pictures	Lindsay Howgill	Dan Schemm

February 2009 Visits

2-Feb	March of Dimes	Karly Kappleman	Dan Schemm
3-Feb	Community National Bank	Barb Barnard	Dan Schemm

9-Feb	se2	Eric Rea	Dan Schemm
9-Feb	MS Society	Jenny Oxandale	Dan Schemm
10-Feb	Innovia	Tony Martin	Dan Schemm
11-Feb	Gold Star Concrete	Larry Law	Dan Schemm
12-Feb	Kaw Area Technical School	Roxanne Kelly	Dan Schemm, Steve Jenkins
17-Feb	KS Assoc. for Justice	Terry Humphrey	Dan Schemm
17-Feb	City of Topeka	Norton Bonaparte, Braxton Copely	Dan Schemm
17-Feb	PTMW	Jim Showalter	Dan Schemm
23-Feb	Lawyers Title	Chris St. John	Dan Schemm
26-Feb	Assets Life Cycle	Beverly Drew	Dan Schemm
26-Feb	Sun Resorts	Christy & Howard Hogan	Dan Schemm

March 2009 Visits

2-Mar	Topeka Metal Specialties	Jim Peek	Dan Schemm, Doug Kinsinger, Steve Jenkins, Kathy Moellenberndt
2-Mar	USD 450	Marty Stessman	Dan Schemm
3-Jan	Kansas Expo Center	HR Cook	Dan Schemm
4-Mar	Old Dominion Freight Line	Roy Smith	Dan Schemm
5-Mar	T&T Management	Steve Tyler	Dan Schemm
Mar-09	Goodell & Stratton	Miranda Owens	Dan Schemm
11-Mar	Core First	John Fager, Gary Cushinberry	Dan Schemm, Cyndi Legg
13-Mar	Stormont Vail	Carol Wheeler	Dan Schemm
16-Mar	St. Francis	Mike Schrader	Dan Schemm
17-Mar	VA Health Revenue Center	Dick Rhoades	Dan Schemm
24-Mar	MTAA	Eric Johnson	Dan Schemm
24-Mar	Blind Tiger	Jay Ives	Dan Schemm
25-Mar	Custom Neon	James Davis	Dan Schemm
25-Mar	Bettis Asphalt	Eric Bettis	Dan Schemm
25-Mar	M-C Industries, Inc.	Karla Clem	Dan Schemm
26-Mar	Sunflower Prompt Care	Shammie Felps	Dan Schemm
30-Mar	Schmidt Engineering	Tiffany Logue	Dan Schemm

Economic Development Strategic Plan
2007-2012 Strategic Plan
2009 Business Plan – Workforce Development (C)
Responsibility: Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
C.1. Goal: Identify skills needed by existing and targeted industries in Topeka/Shawnee County area annually.			
1. Identify workforce availability	Work with Heartland Works to improve workforce reporting data for Topeka/Shawnee County.	Staff will work with Heartland Works and KDOC in order to report skills/numbers in workforce etc for prospect response and marketing efforts.	Responsible Party: Sr. VP ED, VP and AVP Business Development Staff works closely with both groups when responding to prospects. The BRE program also includes these groups as company needs are identified. Staff invites both groups to attend the monthly Resource Roundtable meetings. Both groups are actively involved in planning all Sector Roundtables. In the second quarter this group will hold two sector roundtables – Manufacturing and Research and Development.
(Corresponds to: Heartland Visioning Economic Development #5 and 15; Education A.1 and D.1)		Staff will conduct a workforce and skills assessment in 2009. Results of this study will be shared with the board/community. This	Responsible Party: AVP Business Development Work will begin in the second quarter of 2009.

Economic Development Strategic Plan
2007-2012 Strategic Plan
2009 Business Plan – Workforce Development (C)
Responsibility: Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
		study will allow staff and the community to better prepare our available workforce and employers for future workforce needs.	
C.2. Goal: Create a system that provides the needed skilled workforce to meet the needs of our targeted industries and existing industry.			
1. Provide opportunities to educate area employers on available resources/training to meet their growing workforce needs. (Corresponds to: Heartland Visioning Economic Development #5, 15, and 20	Coordinate with Heartland Works/Workforce Centers, Kaw Area Technical School, *and* KDOC to provide forums and workshops to educate area businesses on retaining and hiring a skilled workforce.	Staff created a Resource Roundtable in 2008. Work will continue meeting monthly with Heartland Works, KDOC, and KATS in order to discuss area companies that have requested assistance. This will also allow the group to better serve the employers in need with all the resources possible from the community.	Responsible Party: AVP, Director of Existing Business Staff met with the Resource Roundtable each month in the first quarter. The group planned a sector roundtable for the Financial Industry. This roundtable was cancelled due to low interest. In the second quarter 2009, staff and the group will begin planning for two roundtables to be held in June for both Manufacturers and Research and Development.
(Corresponds to: Heartland Visioning Education #D.1, D.2, D.4, D.5, D.8 and C.4)		Staff will hold several "Sector Roundtables"	Responsible Party: AVP Staff and the Resource

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2009 Business Plan – Workforce Development (C)
Responsibility: Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
		yearly in order to discuss needs, and how the community can address issues around hiring/training a skilled workforce. This will provide staff the opportunity to create programs/training to meet each sectors needs.	Roundtable planned the Insurance and Banking Roundtable for February 25th at 7:30 a.m. Unfortunately, the group felt due to economic times the response to the meeting was very low. The Roundtable was cancelled by the group and it was discussed to try to hold it later in 2009. The next sector roundtables will be held for both manufacturing and Research and Development.
	Coordinate with KATS, Heartland Works and the Workforce Center in exploring funding and training programs for a future pipeline of employees with specialized skills.	Much of this work will be completed through the "Sector" roundtables. As the groups begin to discuss needs, the Resource Roundtable will begin to create, and seek, funding for new training programs.	Responsible Party: AVP, Director of Existing Business The Resource Roundtable includes KDOC, Heartland Works, and KATS. The main goal is to discuss area businesses needs and discuss ways we can provide the needed training.
2. Assist marketing of the Topeka Workforce Center and Heartland Works	Market the services/funding of the Topeka Workforce Center and Heartland Works.		Responsible Party: AVP, Director of Existing Business

Economic Development Strategic Plan
2007-2012 Strategic Plan
2009 Business Plan – Workforce Development (C)
Responsibility: Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
services.		As staff continues to reach out to employers with needs/issues, discussions will take place regarding these two resources. Staff will continue to include both groups in the Sector Roundtables.	Staff holds the Resource Roundtable the second Thursday of each month. This group includes both the Workforce Center as well as Heartland Works.
	Continue working with the regional WorkKeys committee in order to implement and encourage area employers to require new hires to have the certificate available.	Staff will continue meeting with the Regional WorkKeys committee. This allows for a regional approach to the State's initiative with WorkKeys.	Responsible Party: AVP The Regional WorkKeys meetings for January, February, and March were cancelled due to low attendance. Staff will participate when the meetings are held.
	Develop marketing brochures that can be distributed to high school students as well as parents in the school district in order to educate this population about technical careers available in the Topeka/Shawnee County workforce.	In 2009, staff will complete new brochures for technical careers available in the Shawnee County area. Work will be developed in distributing them at the high school level as well as mailing the newly developed brochure to parents in each school district.	Responsible Party: AVP
Roll out the WorkKeys initiative in Shawnee County	Meet with Superintendents at each of the public schools located in Topeka/Shawnee County.	Staff will meet with area public school	Responsible Party: AVP Staff met with Shawnee

Economic Development Strategic Plan
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2009 Business Plan – Workforce Development (C)
Responsibility: Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
		districts to determine if mandatory testing of students can be achieved with financial assistance.	Heights High School regarding the testing of Juniors in the USD #450 school district. The group was receptive and might do some testing of a few students at the end of the 2009 school year.
(Corresponds to: Heartland Visioning Education #A.1)	Testing for the three components in WorkKeys in the public schools system.	Staff will meet with school district Superintendents and Counselors in order to initiate discussions about WorkKeys testing in the Sophomore or Junior year of high school.	Responsible Party: AVP In April, staff and Dr. Brenda Dietrich, USD #437, will assemble a school district meeting in order to discuss the WorkKeys Pilot Project. This meeting will be held at KATS and will include all of the school districts. Testing is planned for the 2009-2010 school year.
	Topeka/Shawnee County employers to ask potential candidates for WorkKeys certificate.	Meet with Topeka/Shawnee County employers to educate industries on the benefits of hiring candidates with WorkKeys	Responsible Party: AVP, Director of Existing Business This work will be done with the assistance of the BRE program. Staff will assist

Economic Development Strategic Plan
2007-2012 Strategic Plan
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Responsibility: Jo Feldmann

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
		certificates. This will also be achieved through the Sector Roundtables.	with the calls needed in order to discuss the assets of the program.
3. Develop website to improve workforce related information.	Develop the website to reflect the important information about workforce development in Shawnee County.	Staff will coordinate the development of the website to include information about the areas' workforce. This could possibly include spotlighting a company and the jobs available.	Responsible Party: AVP, VP Public Relations
4. Workforce Development strategy and development.	Staff will attend conferences in order to discuss solutions to workforce development in the nation.	Staff will attend two conferences in 2009; Workforce Innovations, and the state's annual Workforce Summit held in Topeka, Kansas.	Responsible Party: AVP Staff was not able to attend the State's Workforce Summit. Staff will attend the National WorkKeys Conference held in San Antonio, Texas in July.

DISADVANTAGED BUSINESS ENTERPRISE
2009 STRATEGIC PLAN

MISSION STATEMENT

The Purpose of the Disadvantaged Business Enterprise (DBE) funding program is to increase the accessibility, visibility and viability of entrepreneurialism and small business growth for the Disadvantaged Business Enterprises in the community and to promote economic development, recruit and job creation in Topeka and Shawnee County for qualified DBE persons. To support economic development for the socially and economically disadvantaged individual or business enterprise.

CRITICAL ISSUES & STRATEGIES

Assessment, updated as needed, of the areas economic and skill needs, workforce, program delivery system, and unique local initiatives to better meet the key issues concerning skill gaps, training and capitalization needs. To create training and capitalization programs to support the creation of jobs and job growth for the identified client base of the program.

- Develop concepts, and implement changes and measurements that will increase the effectiveness and impact to DBE business development programs.
- Create synergistic entrepreneurial business education and training programs.
- Establishment of a CDFI Fund.
- Create community partnering to initiate substantive entrepreneurial and small business development.
- Participate and partner in the formation and strengthening in the Entrepreneurial Consortium.
- Strengthen the outreach initiatives and training options to entrepreneurs and small businesses to generate more involvement from within Shawnee County in the Entrepreneurial & Minority business program.
- Participate in the State of Kansas efforts in continuing to refine and develop the DBE/MBE/WBE program for contracts and contracting opportunities.

GOALS & STRATEGIES

I. APPLICATION & DEVELOPMENT OF FUNDING INITIATIVE

a. ***Creation of CDFI***
   - i. Seek application process
   - ii. Ongoing contract with CDFI consultant
   - iii. Submission to the US Treasury 2009 Guidelines

b. ***Capitalization***
   - i. Fund budget with at least a 1 to 1 match between DBE and Chamber Foundation. This proportion may be lowered if other participants such as the Chamber and/or private entities participate financially in the CDFI.

c. ***Loan document system policies & procedures***
   - i. Creation of a formal policy and procedure loan document system to include a loan committee.

d. ***First Opportunity Fund organizational structure***
   - i. Foundation approval of necessary bylaws and operating changes.

II. CREATING VISIBILITY FOR DBE PROGRAM INITIATIVES IN AND ON BEHALF OF THE COMMUNITY

a. ***Focus Groups***
   - i. Incorporate the 1998 Topeka Community Development Corporation Plan for a current 2009 approach to development East of Kansas Avenue.
   - ii. Identify resources and businesses East of Kansas Avenue

b. ***Marketing***
   - i. Information Technology
   - ii. Movie Theaters
   - iii. Newspapers

iv. ROP spots
v. High school advertisements
vi. KATS/WU outlets
vii. Free venues (churches, neighborhood associations)
viii. Sponsorships
ix. Meetings Expenses
x.

II. CREATING VISIBILITY FOR DBE PROGRAM INITIATIVES IN AND ON BEHALF OF THE COMMUNITY (continued)

c. ***Strategic efforts to build community relationships***
   i. DBE Advisory Council activities to interface with DBE qualified communities

d. ***Active sponsorship participation***
   i. DBE population functions/tradeshows/venues/programs

e. ***Creation of Minority/Women Small Business Directory***
   i. To be disseminated within GO Topeka
   ii. Made available via CD-ROM
   iii. Made available via GTCC/GO Topeka/DBE website

f. ***Opening a field office East of Kansas Avenue***
   i. Direct services rendered
   ii. Virtual services rendered

III. GIVE SMALL BUSINESS OWNERS QUALITY INFORMATIVE EDUCATION THAT WILL PROMOTE GROWTH OF EXISTING BUSINESS OR ELEVATE START UP BUSINESS.

a. ***Identify training needs of small business population North/East of Kansas Avenue***
   i. Questionnaire
   ii. Focus Groups
   iii. Interviews

b. ***First Step Fast Trac Series (FSFT, FSFT Childcare, FSFT Spanish)***
   i. Certify Education & Training Manager
   ii. Continue to recruit and DBE population served from FSFT

c. ***Small business education/training to promote growth in business endeavors.***
   i. Small business traditional training seminars/workshops
   ii. Turnkey Small Business Solution Series using appropriate communication tools.
   iii. Customized education for DBE small business owners

d. ***Entrepreneurial Consortium***
   i. Participate in the creation of the Entrepreneurial Consortium
   ii. Collaborative Teaching
   iii. Marketing on a shoe string budget, Hyper Grow

e. ***Jobs For Youth***
   i. DBE staff will serve as a conduit to develop initial programs
   ii. Support opportunity to develop jobs for ages 14-18 utilizing all community resources and programs.

IV. SECURE DBE ADVISORY COUNCIL AS AN ACTIVE COMMUNITY VISION PARTNER

a. Initiate process for the DBE Advisory Council to be deemed a visioning partner through the Heartland Visioning office.
b. Solicit the DBE qualified community businesses or leaders to identify, promote, and impact the development of job creation.
c. DBE Council and DBE Staff participation and outreach.

V. NEW DISADVANTAGED BUSINESS ENTERPRISE INITIATIVES

a. Projects subject to DBE Council recommendations in conformance with the DBE Strategic Plan.

MANAGEMENT & OVERSIGHT

The DBE Advisory Council makes program recommendations for final approval to the GO Topeka Board of Directors, the governing body. The DBE programs are incorporated into the program of work for GO Topeka/Greater Topeka Chamber of Commerce and the Entrepreneurial & Minority Business Development program. The staff will include: Director; Education Manager; Assistant reporting to the SVP of Economic Development.

Note: The DBE program includes a DBE Advisory Council which provides input and guidance on those areas and business matters relative to this program.

Note: The CDFI loan program reports to the Chamber Foundation Board of Directors

NaviGate Partners Provide:

- Free, confidential one-on-one consulting services
- Mentoring
- Help for start-up entrepreneurs
- Resources for existing business owners
- Education and training
- Networking events
- Referrals to resources

LET US GUIDE YOU.

FOUR POINTS OF ENTRY

Greater Topeka Chamber
GO Topeka

GO Topeka
120 SE 6th Street, Suite 110
Topeka, KS 66603
785.231.6065
NaviGate@TopekaChamber.org
www.TopekaChamber.org

DBE

Disadvantaged Business Enterprise
120 SE 6th Street, Suite 110
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www.TopekaChamber.org

Washburn Small Business

Washburn University KSBDC
120 SE 6th Street, Suite 100
Topeka, KS 66603
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ksbdc@washburn.edu
www.washburn.edu

SCORE

SCORE
120 SE 6th Street, Suite 100
Topeka, KS 66603
785.234.3049
www.score.org

NaviGate
Guiding businesses to the right resources

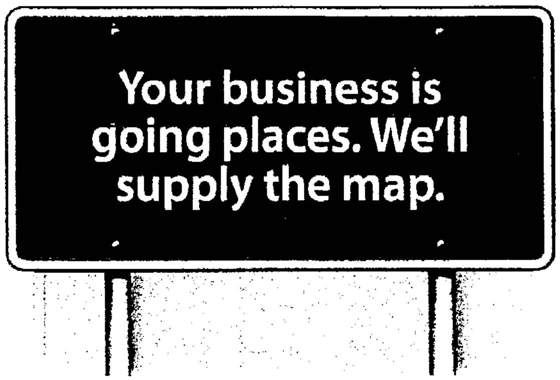
YOU'RE READY TO GO

WE'LL SHOW YOU THE WAY

NaviGate
Guiding businesses to the right resources

Welcome to NaviGate.

Our mission is to provide a complete and focused support system to emerging businesses in our area with confidential consultation services, mentoring and educational opportunities that are either free or available for a minimal fee.



The entrepreneurial spirit is alive and growing right here in Topeka and Shawnee County. And the momentum is building. That's a good thing because the future of business development in our region relies on the bold thinking of people like you. We'd like to help you along your journey —ride shotgun, give you a lay of the land, and get you where you want you to be.

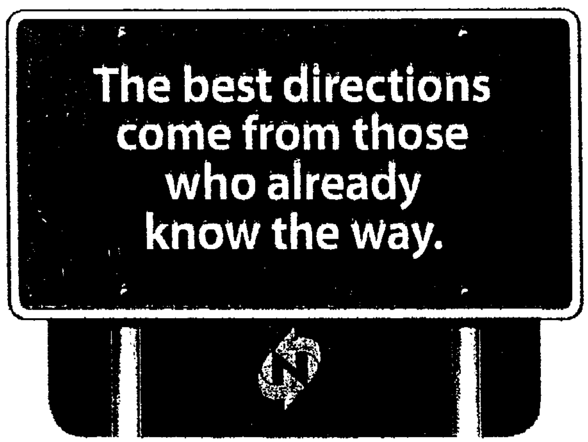
"A dynamic delivery system designed to link the rich resources of Topeka and Shawnee County to small businesses and entrepreneurs. **NaviGate** is essential to the start-up, growth and expansion of our homegrown industries."

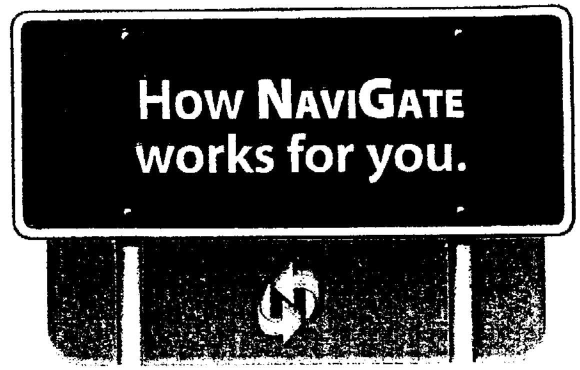
–Adrian Bey, Owner *PlayerGene*

"For entrepreneurs, Topeka and Shawnee County has a great support system for entrepreneurial development. The Chamber/GO Topeka and its program for minority and women-owned businesses and the Washburn University Small Business Development Center housed in the Chamber were exceptional resources for my business start-up and growth."

–Lena Hayden, Owner *Nos Vemos Greetings*

Topeka and Shawnee County are national leaders in entrepreneurial development and **NaviGate** represents our community's best and brightest. We pair you with a partner who is specifically qualified to work with your business. So not only will you get sound advice from a pro, you'll also benefit from customized consultation that applies to your unique business needs.





Upon entry, **NaviGate** will guide you to the right resources, track your progress, offer networking opportunities, and support your endeavors from conception to launch and beyond. All you have to do now is take the first step.

Contact NaviGate by calling, clicking, e-mailing or coming in to one of the four points of entry (Points of Entry listed on back).

A **NaviGate** consultant will meet with you to assess your specific needs through the Pathfinder system.

We'll connect you to the right resources and make recommendations based on your needs.

We'll check in to make sure you have the support you need to stay on the right path.

"Small business advisors truly care about you and the success of your business. These programs are the best avenue to get you started on the road to success with your new business."

–Christine Wurtz, Owner *Competitive Edge Sports Pilates*

Economic Development Strategic Plan
2002-2012 Strategic Plan
2009 Business Plan – Disadvantaged Business Enterprise (D)
Responsibility: Cyndi Hermocillo-Legg

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
D.1 Goal: Application & Development of Funding Initiative			
1. Creation of CDFI (Corresponds to: Heartland Visioning Economic Development #6 and 9)	Project task will require the completion of the following : ➢ Complete application process ➢ Administer contractual agreement with CDFI consultant ➢ Submit to the US Treasury 2009 for approval	➢ Submit and complete CDFI application on or before September 2009 ➢ 3 Contractual Tasks: ▪ I-Establish a certified CDFI Program within an eligible corporate entity. (3/08-11/08) ▪ II-Apply for certification as a CDFI by US Treasury Department CDFI Fund. (7/09-9/09) ▪ III- Develop a business plan and apply for financial support from CDFI Fund. (7/09-9/09)	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, CDFI Consultant Phase I. CDFI activity for 1st Quarter to establish a certified CDFI Program within an eligible corporate entity = **74.5 Hours Total DBE Staff Hours spent on CDFI Shawnee/County First Opportunity Fund (FOF)** *Includes US Treasury Correspondence, Steering Committee, Legal Consultants, Accounting Consultants, CDFI Staff Prep/Q&A, Research, NMTC (City Meeting), CDFI BEA Phone Mtg., and Ongoing efforts with DBE Hired CDFI Consultant.

Economic Development Strategic Plan
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2009 Business Plan – Disadvantaged Business Enterprise (D)
Responsibility: Cyndi Hermocillo-Legg

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
2. Capitalization	Initiate a process to provide matching dollars to the DBE funding that will finance the seed capital for the First Opportunity Fund.	➢ Develop a seed capital base for the CDFI funding program of at minimum $100,000. Make 2-3 qualifying loans during the CDFI application process as part of the required criteria.	Responsible Party: Director, Entrepreneurial & Minority Business Development; CDFI Consultant Secure Funding: • 2008 DBE Advisory Council funding allocations =$32K ($25K Seed Money, $7K Consultant Fees) • 2009 Approved DBE Advisory Council Funding Allocations = $45K ($25K Seed Money, $15K Loan Doc. $5K Consultant Fees) • Steering Committee - capitalization discussions Ongoing – Action Plan to pursue banking community dynamics through this committee. • Preparation and Planning of Topeka/Shawnee County FOF, LLC. Match funding request from Greater Topeka Community foundation.(4/9 Foundation Mtg.)
3.			

Economic Development Strategic Plan
2002-2012 Strategic Plan
2009 Business Plan – Disadvantaged Business Enterprise (D)
Responsibility: Cyndi Hermocillo-Legg

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
Loan document system policies & procedures	Creation of an operating policy and procedure; initiate a loan document system. Formation of a loan committee to govern, advise, and/or make recommendations for the First Opportunity Fund.	➢ Have policies and procedures completed and approved by Chamber Foundation on or before March 2009. ➢ Loan committee to be devised per consultant's direction and application guideline measures of % needed to be from low to moderate income; approved by GTCC/GO Topeka and Chamber Foundation on or before March 2009.	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, CDFI Consultant, Administrative Asst. 1/09 Activity: • Creation of Loan Policies and Procedures (revisions ongoing). • Creation of Authority Grid (revisions to adopt an LLC ongoing). • By Law Needs for FOF • Exploration of LLC to CDFI First Opportunity Fund Entity. • By law actions needs to adopt by Foundation for FOF CDFI certification. Exploration of Loan Documentation Systems 2/09 Activity: • Loan Policies and Procedures (revisions ongoing). • Loan Documentation Systems – TEA Introduced at 2/17/09 Meeting. 2/23/09CDFI P & P doc review (Go Connection Comparison)

Economic Development Strategic Plan
2002-2012 Strategic Plan
2009 Business Plan – Disadvantaged Business Enterprise (D)
Responsibility: Cyndi Hermocillo-Legg

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			3/09 Activity: • Loan Policies and Procedures (revisions ongoing). • Loan Documentation Systems – TEA Systems • Legal Consultant- loan documents.
4. First Opportunity Fund organizational structure	Solicit Greater Topeka Chamber Foundation for approval of necessary bylaws and operating amendments.	➢ Approved bylaws and operating practices for CDFI – First Opportunity Fund.	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, CDFI Consultant 1/6/09 Meeting – Doug Kinsinger, Steve Jenkins, Phil Elwood, Jeff Wietharn, Brad Owen, DBE Staff. – Action Plan of work disseminated, use of legal authority given to explore legal forms for loan documentation and Loan P&P. and LLC (Elwood/Wietharn) creation exploration. • 1/14/09 & 1/29/09 Mtg. with Jeff Wietharn , Legal counsel for contractual forms development and Loan P &P . 2/17/09 Meeting – Doug Kinsinger, Steve Jenkins. Brad Owen. Phil Elwood, Jeff Wietharn, DBE Staff. –

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			• LLC Formation Introduced (Phil Elwood- Articles of Organization) 2/11/09 Steering Committee Mtg. • Introduction Formation/P&P Gaining capitalization efforts and understand the financial institution dynamics of Topeka. 3/4 Meeting – Doug Kinsinger, Steve Jenkins, Phil Elwood, Jeff Wietharn, DBE Staff. – • LLC Formation Introduced (Phil Elwood- Articles of Organization) 3/23 Steering Committee Mtg. • Review of Articles of Organization/Operating Agreement/Next Steps
D.2 Goal: Creating Visibility for DBE Program Initiatives in and on Behalf of the Community			
1. Focus Groups (Corresponds to: Heartland Visioning Economic Development	Incorporate the 1998 Topeka Community Development Corporation Plan for a current 2009 approach to development North/East Topeka. Ongoing approach to identify resources and businesses in North/East Topeka.		Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst.

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#9)		➢ Conduct 2-4 focus groups in 2009. ➢ Complete 2-4 Working papers in completion of the focus groups conducted.	Ongoing Effort- No Action Taken in 1st Quarter
2. Marketing (Corresponds to: Heartland Visioning Economic Development #9)	Generate DBE Program branding and visibility through marketing efforts utilizing the following ongoing methods: ➢ Information Technology ➢ (GTCC/GO Topeka/DBE web pages) ➢ Movie Theaters ➢ Newspapers ➢ ROP spots ➢ High school advertisements ➢ KATS/WU outlets ➢ Free venues (churches, neighborhood associations) ➢ Sponsorships ➢ Meetings Expenses ➢	➢ Increased number counts in clientele, walk-ins, and referrals. ➢ Growth in utilization of DBE programming efforts. ➢ GTCC/GO Topeka/DBE website hits and increased traffic ➢ Ongoing questionnaire/surveys	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. Operation Visibility & Recruitment Created Cost To Date for Marketing=$160.00 **Media Events 1st Quarter: 30** 1/2/2009 Ralph Hipp WIBW 12:00Show 1/2/2009 Marsha (GTCC E-News) 1/2/2008 Beth Vaghn (KSNT)-Morning 1/5/2009 Kelly Stegeman (KSNT)-Morning 1/6/2009 Ralph Hipp WIBW12:00Show 1/9/2009 Marsha (GTCC E-News) 1/7/09 – 1/11/09 Spike Santee (RadioStation 1 Ads) 1/13/2009 Deb Goodrich Radio

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			Show 1/30/2009 Deb Goodrich Radio Show 2/2/2009 GTCC/Marsha 2/9/2009 GTCC/Marsha 2/16/09 GTCC/Marsha 2/23/09 GTCC/Marsha 2/10/2009 Deb Goodrich Radio Show 2/16/09 Ralph Hipp 2/23/09 Beth Vaghn 2/10/2009 Cumulus Radio Stations 2/17/09 Steve Forman Show 3/2/09 ENEWS 3/2/09 Topeka Business 3/13/09 ENEWS Month of March Cumulus Broadcasting March PSA's 3/20/09 ENEWS Topeka Business 3/18/09 Media Alert 3/20 NaviGate Ceremony – Media Alert 3/26/09 WIBW

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			Month of March: Spike Santee Last Week 3/09: CJ Online Ad Sheila Stewart
3. Active sponsorship participation	Continue to support and promote the DBE Clientele and/or population at all designated or strategically created forums, programs, and tradeshows.	➢ Increased trade show grant dollars utilized from DBE/FSFT clientele. ➢ GTCC/GO Topeka/DBE staff to be a visible contributor, participant, and outreach arm at each function.	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. 1st Quarter DBE attended **84 community outreach functions** that aligned with strategic plan and or supported DBE related efforts.
4. Strategic efforts to build community relationships (Corresponds to: Heartland Visioning Economic Development #9)	Spearhead DBE Advisory Council activities to interface with DBE qualified communities. This will be an ongoing effort to make DBE Advisory Council a recognized community commodity.	➢ Identify one location to service North and East Topeka to produce DBE small business activities that will derive maximum participation. ➢ Hold DBE outreach for identified DBE Communities ➢ Increase in number of active participants ➢ Continue an ongoing database of small business participants' names and contact information.	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. 1st Quarter • Exploration of N/E Location - Not applicable to date will explore when appropriately aligned with strategic plan. • Identification of 8 Zip Codes from DBE Staff as to focus outreach efforts. Concerted effort to build

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			community relationships & Increased Activity: • 13 Education Programs put on or presented by DBE Staff **(302 attendees serviced apart from FSFT)** • 84 Community Functions Attended by DBE Staff • DBE -Operation Visibility & Recruitment – 30 Media Events to date defining DBE visibility and recruitment efforts. Each referenced a priority given to DBE clientele. • 5 Orientations Conducted: 41 Individuals Serviced
5. Creation of Minority/Women Small Business Directory	To be formulated by DBE staff and disseminated within GO Topeka's sphere of influence in economic and development and existing business. Directories will be accessible via CD-ROM, paper catalog style, and downloadable from GTCCC/GO Topeka/DBE web pages.	➢ Utilize Department of Commerce resources. ➢ Intake of continued referral system Set up a self registry system for small business in Shawnee County. ➢ Make available to GTCC/GO	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. Minority Directory is an ongoing effort: 1/09 Activity: • D of C: Currently D of C does not have an updated directory.

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		Topeka/DBE websites. (If able to count the # of downloads utilizing a web counter will put in place) ➢ Document how many disseminated within the Topeka Community	However DBE Staff is building a working relationship with Rhonda Harris and Linda Vargas. • Efforts to build a listing with KDOT occurred in 1/09. FSFT Directory was completed in January and will be mailed in February. 2/09 Activity: • . FSFT Directory was mass disseminated via mail in February. 2/9 DBE Contractor Listing Built with KDOT Partnership 3/09 Activity: • FSFT Directory continued disseminations
6. Open a field office East of Kansas Avenue to increase DBE efforts for North/East DBE clientele. (Corresponds to: Heartland Visioning Economic Development #9)	Develop a plan to review and consider a field office. Direct and virtual services would be rendered to DBE clientele at this satellite office.	➢ Canvas East/North Topeka for office space via in-kind versus direct funds. ➢ Strategic community location to maximize DBE presence and participation. ➢ Form a DBE Council Committee to	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. No Action Taken in 1st Quarter Ongoing effort.

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
		assist in recommendations that will be submitted to GO Topeka for final approval.	
D.3 Goal: Give Small Business Owners Quality Information Education that will promote Growth of Existing Business or Elevate Start Up Business			
1. Identify training needs of small business population North/East Topeka (Corresponds to: Heartland Visioning Economic Development #9)	Create an educational/training questionnaire to solicit small business owner participation. Conduct 2 -4 focus groups and conduct interviews to identify needs of Shawnee County small business owners.	➢ Document small business owner business demographics, educational needs, method of delivery preferred, and timing of services. ➢ Dissemination will be through GTCC mass mailings, DBE functions, one on one effort, GTCC chamber sales department, and Breakfast Buzz Events. ➢ Conduct 2-4 focus groups in 2009. ➢ Complete 2-4 working papers in completion of focus groups. ➢ Conduct ongoing interviews of small business owners.	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. 1st Quarter Questionnaires collected: • Series Events- Questionnaire was disseminated and collected. • One on One Visits • Small Business Visits Focus Groups: Not applicable during 1st Quarter-ongoing effort.
2. First Step Fast Trac Series (FSFT, FSFT Childcare, FSFT Spanish)	Education and Training Manager will complete FSFT certification training. First Step FastTrac Programs (FSFT) ongoing		Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst.

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	recruitment, oversight, marketing and engage in client services.	➢ Conduct four (4) FSFT classes – (Contract with Entrepreneurial Synergy (ES) until 2010.) ▪ Pre-survey of skills administered by ES and given to DBE Staff. ➢ Conduct Spanish FSFT – (1) FSFT ➢ Conduct (1) FSFT Child Care Classes Temperature check will be administered to survey contracted staff performance. ➢ DBE Staff oversight of FSFT classes will be ongoing to promote growth throughout services offered. Maintain contact with FastTrac graduates via alumni association and other methods to determine their current status and assess additional needs or referral to consortium members.	1st Quarter FSFT Course Start Date 2/09-Completed 2nd Quarter • 14 FSFT Graduates(4/8) • ES Planning Wrap Up Session • DBE Staff Address FSFT Clients 2 Mtgs. FSFT Childcare Course Start Date 2/09-Completed 2nd Quarter • Class # 1= 19 Graduates/5 Facilitator Certifications. • 4 Service Provider Planning Mtgs. FSFT Alumni Round Tables Created: • Small Business Tax Basics (HR Block speaker and networking opportunities occurred) 1/29/09= 6 FSFT Clients in attendance with a total of 11 in attendance. Small numbers are expected until an increase in awareness. FSFT ART will occur every other month on last Thursday at 6 to 7:30 at TSCPL.

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			• Merged 3/26 Functions for FSFT ART FSFT Spanish : • Class # 1= Put on hold due to FSFT administrator death and facilitator underwent major surgery. On hold for a qualified FSFT Spanish Team.
3. Small business education/ training to promote growth in business endeavors. (Corresponds to: Heartland Visioning Economic Development #9)	Turnkey Small Business Solution Series Utilize appropriate communication tools and methods to equip small business owners with education and training in Shawnee County. Small Business Training Seminars These are traditional training seminars for small business owners. The goal is to keep from duplicating KSBDC educational efforts, but hone in on existing business needs. These seminars can be easily duplicated to target North and South Topeka small business owners.	➢ Utilize questionnaire to obtain baseline data on each small business serviced. ➢ Administer pre/post survey to quantify participant's knowledge on each session to measure growth. ➢ Create ongoing participant database for all future training opportunities.	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. 1/14/09 Lunch Box Series Event: • 38 in attendance • 79% of total attendees that are currently small business owners • 84% of attendees participating questionnaire are small business owners **Overall SBLB Series Evaluation:** o Very good = 76% o Good = 24% o (Fair and Poor were not marked) **Pre/Post Knowledge Assessment:** o 21/33=64% Participated in Pre Knowledge Measurement o Average baseline knowledge % of

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
	1. Promote small business growth for existing and start up owners. 2. Give small business owners quality and informative education. 3. Create a stronger presence and partnerships between small business owner and community resources. 4. Target north and south small business owners 5. Provide a Q & A Forum on relative small business needs. 6. Provide small business owners new ways to receive SB education and research.	➢ Devise a follow up plan of action to see if training was implemented. ➢ Maintain contact with participants to evaluate other small business educational needs to help or refer to The Entrepreneurial Consortium.	participants entering seminar = 33.34% o 20/33=61% Participated in Post Knowledge Measurement o Average knowledge % of participants exiting seminar=75% o % of Overall Knowledge Growth = 42% **Questionnaire administered:** • 64% of questionnaire participants will be seeking designation • 20% of questionnaire participants are new to the DBE Program • 24% of questionnaire participants have more 4 to 6 employees. 2/26/09 Lunch Box Series Event: Brass Tacks: Virtual Marketing for Small Business: Social Media/E Commerce/ Virtual On-Line Presence • 41 in attendance • 29% of total attendees are currently small business owners • 61% of attendees participating questionnaire ; 40% Small Business Owners Participated in Survey • 34% in attendance are DBE defined Clients: 20% in attendance were FSFT Graduates. **Overall SBLB Series Evaluation:** o Very good = 68% o Good = 20% o (Fair and Poor were not marked) * 3 were omitted due to not filling out backside of form. **Pre/Post Knowledge Assessment:** o 51% Participated in Pre Knowledge Booster Measurement

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			o Average baseline knowledge % of participants entering seminar = **44%** o 51% Participated in Post Knowledge Measurement o Average knowledge % of participants **exiting** seminar=**70%** o % of Overall Knowledge Growth = 26% 3/19/09 Small Business Booster • 9 in attendance • 78% of total attendees are currently small business owners • 66% of attendees participating questionnaire ; • 100% in attendance are DBE defined Clients; 66% in attendance were FSFT Graduates. **Overall SBLB Series Evaluation:** o Very good = 50% o Good = 50% o (Fair and Poor were not marked) **Pre/Post Knowledge Assessment:** o 77% Participated in Pre Knowledge Booster Measurement o Average baseline knowledge % of participants entering seminar = **34%** o 77% Participated in Post Knowledge Measurement o Average knowledge % of participants **exiting** seminar=**74%** o **% of Overall Knowledge Growth = 40%** **3/26/09 Small Business Booster** • 19 in attendance • 68% of total attendees are currently small

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			business owners • 68 % of attendees participating questionnaire : • 74% in attendance are DBE defined Clients; 58% in attendance were FSFT Graduates. **Overall SMBB Series Evaluation:** o Very good = 77% o Good = 23% o (Fair and Poor were not marked) **Q 11. 85% of questionnaire participants plan to implement knowledge gained from SMBB Series immediately.** **Pre/Post Knowledge Assessment:** o 53% Participated in Pre Knowledge Booster Measurement o Average baseline knowledge % of participants entering seminar = **36%** o 53% Participated in Post Knowledge Measurement o Average knowledge % of participants **exiting** seminar=**70%** o % of Overall Knowledge Growth = 34%
4. Entrepreneurial Consortium development (Corresponds to: Heartland Visioning Economic Development #9)	Participate in the creation of the Entrepreneurial Consortium to provide small businesses a seamless approach to services and resources that will profit all DBE and small business clients in Shawnee County. Support and collaborate in educational venues initiated by questionnaire, DBE population, DBE Advisory Council, SBDC/WU, Score, GTCC/GO Topeka to deliver	➢ Completion of needs assessment "Pathfinder" ➢ Completion of best practices matrix	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. 1st Quarter Navigate Activities: • Branding of Navigate by MB Piland • Finalization of Pathfinder

Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
	small business educational needs.	➢ Completion of flow chart ➢ Completion of client intake standards that all consortium members agree upon. ➢ Marketing aspects are to be an ongoing event.	• Finalization of Matrix • Introduction of Handling Procedures • Ongoing Efforts • Email Correspondence • Introduction of Handling Procedures • SCORE intake processes • O Drive switch to Share Point (Ongoing) • Partner Meetings • 3/24 NaviGate Signing • NaviTrac Creation • Training for NaviTrac
5. Jobs For Youth	DBE staff serves as a conduit in developing initial Jobs For Youth programs model. Encourage and support opportunities to develop jobs for ages 14-18 utilizing all community resources and collaborative efforts with the Youth Project.	➢ Devise a proposal to hand off to key stakeholders for validation and completion. ➢ Ongoing effort by DBE Staff	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. No Meeting was conducted for the 1st Quarter.
D4. Goal: Secure DBE Advisory Council as an active community vision partner.			
1. Initiate process for the DBE Advisory Council to be deemed a visioning	DBE Advisory Council will be an official visioning partner through the offices of Heartland Visioning.		Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager

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partner through the Heartland Visioning office.		➢ Appropriate paperwork will be turned in on or before October 28, 2008. This action will recognize the DBE Advisory Council as an official Heartland Visionary Partner.	Education & Training, Adm. Asst. 1st Quarter DBE Advisory Council deemed a - Vision Partner as of 10/08
2. Solicit the DBE qualified community businesses or leaders to identify, promote, and impact the development of job creation.	Continue and/or support appropriate DBE advisory council initiatives and/or recommendations.	➢ DBE staff will provide technical and administrative support to advance identified vision initiatives.	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. 1/09 DBE Advisory Council has established a Visioning Committee which is in the development stages. 3/9 Visioning Committee Mtg. 3/20/09 -Ongoing Efforts-
3. DBE Council and DBE Staff participation and outreach.	Create venues to promote, engage, and strengthen the voice of North/East Topeka DBE clientele to be captured within the Heartland Visioning Plan.	➢ Staff will continue to enhance efforts to DBE Council and constituency to be	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. 1/09 This is in process with the creation of

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
		documented within the priorities of the vision plan.	the Visioning Committee and developing support for the DBE Strategic Plan inclusive of this activity. 2/09 Visioning Committee formation finalized-Ongoing Efforts- DBE Committee Members Participate in Visioning Processes 3/9 -Alonzo Harris DBE Advisory Council Member is appointed as a steering committee member and as part of the infrastructure committee. -Lonnie Williams has been appointed to be part of the economic foundation committee. -3/20 Mtg
D.5 Goal: New Disadvantaged Business Enterprise Initiatives.			
1. Projects subject to DBE Council recommendations in conformance with the DBE Strategic Plan.	Initiate and develop sustainable projects that focus on women, minority, and low-moderate income small business owners.	➢ Enhance existing DBE community efforts. ➢ DBE staff will guide, support, and inform the DBE Council on opportunities to expand DBE Program Mission.	Responsible Party: Director, Entrepreneurial & Minority Business Development; Manager Education & Training, Adm. Asst. 1/27/09 Work Session: DBE • Advisory Council addressed and recommended ideas for their Hallmark Project.

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Strategy(s)	Action Plan	Performance Measurements	First Quarter 2009
			2/09 Hallmark Project Committee Formed -Ongoing Efforts Staff included a questioning guide to help filter to = Job Creation. Also, information on incubators challenges and best practices. 3/20 Mtg Hallmark Project Committee -Discussion held at DBE Council Mtg. -Ongoing Efforts-

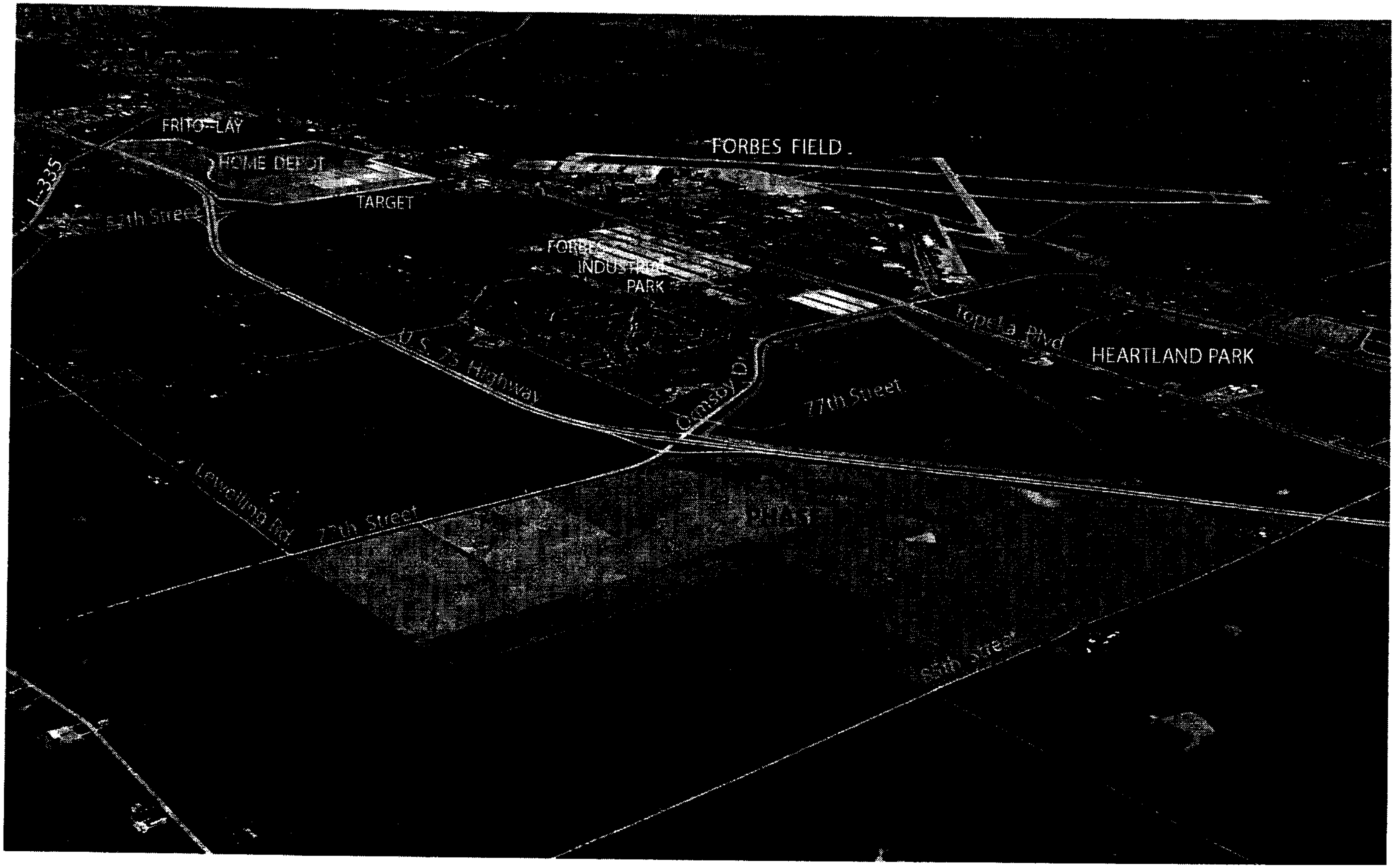
Competing Communities Industrial Availability

City	State	County	Population	# of Industrial Acres	Acres Per Person
Wichita	Kansas	Sedgwick	476,026	1500	0.003151088
Columbia	Missouri	Boone	152,435	957	0.006278086
Springfield	Missouri	Greene	263,980	498	0.001886507
Jonesboro	Arkansas	Craighead	91,552	1280	0.013981125
Little Rock	Arkansas	Pulaski	373,911	2599	0.006950852
Oklahoma City	Oklahoma	Oklahoma	701,807	315	0.000448841
		Average			0.005449417

Based on the per capita acreage, Topeka/Shawnee County should have approximately **939 acres** of industrial land available to match competing communities.

WE CAN DO THAT

NEW BUSINESS PARK



New Business Park Land Acquisition

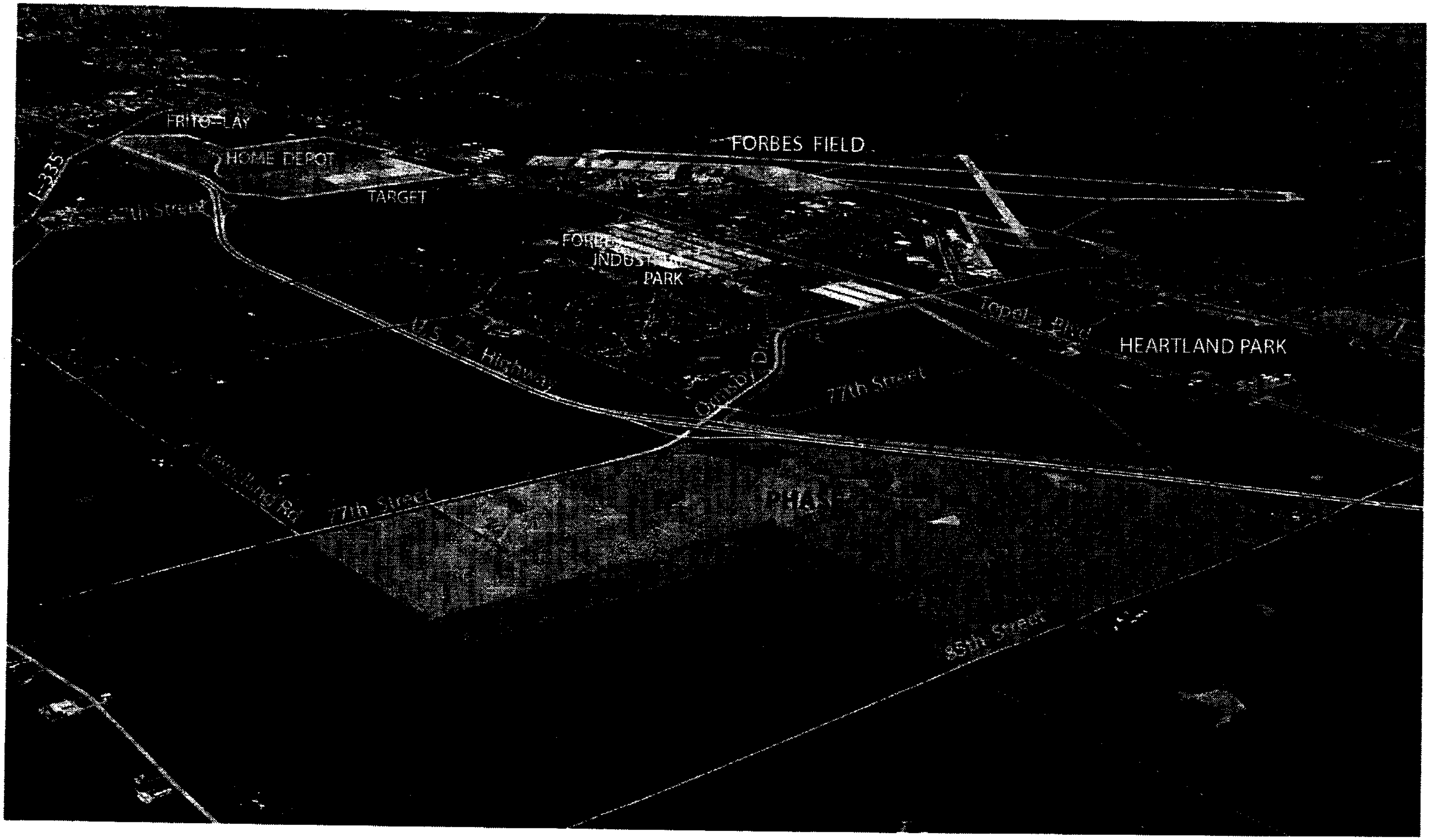
Phase 1: 409.48 Acres (East of U.S. Highway 75)
Optioned through December 2009

Seller	Acres	Option $	Purchase $/Acre	Total Purchase $
• Allan L. & Vickie A Holthaus	15.5	$775	$9,250	$143,375
• Lighthouse Investments LLC (Allan L. & Vickie A Holthaus)	69.27	$3,450	$9,250	$640,747.50
• William G. and Lois G. Hayes, B. Kent and Susan Garlinghouse, Eldon and Linda Lee Danenhauer, and William R. Hale	139.71	$6,900	$10,675.54	$1,491,480
• Cantrill & Co	185	$9,250 x 2	$8,000 - $10,000	$1,480,000 - $1,850,000
Total Phase 1	**409.48**	**$29,625**	**$9,134 - $10,037**	**$3,755,602.50 - $4,125,602.50**

Request to JEDO:

- **Ratify $29,625 for options through the end of 2009. Closings anticipated in December, 2009.**
- **Approve the purchase of 409.48 acres of land at the potential highest amount of $4,095,977.50 ($4,125,602.50 less $29,625 option cost applied to purchase).**
- **Approve the cost of engineering and follow-up environmental of $758,000 (Offsite utilities, entry, sewer pump station and force main, railroad switch and stub out, platting and zoning, soil samples). Carry over to 2010.**
- **Approve $40,000 for estimated legal costs.**

NEW BUSINESS PARK



New Business Park Land Acquisition

Phase 2: 609 Acres (West of U.S. Highway 75)
Optioned through 2012

Seller	Acres	Option $	Purchase $/Acre	Total Purchase $
• Cantrill & Co	569	$42,675*	$6,000-$8,000	$3,414,000 - $4,552,000
• Chester W. Platt & Chester W.Platt & Dawn M. Platt **	40	$25,000	$10,062.50**	$402,500
Total Phase 2	**609**	**$67,675**	**$6,267 - $8,135**	**$3,816,500 - $4,954,500**
TOTALS - PHASES 1 & 2	**1,018.48**	**$97,300**	**$7,435-$8,915**	**$7,572,102.50 - $9,080,102.50**

*First year option of $14,225 paid. Two remaining years would be $28,450 ($14,225 x 2). Total $42,675
**Includes house and truck barn

Request to JEDO:
- **Ratify $67,675 for options through the end of 2012.**

Request to JEDO

Phase 1

- Ratify $29,625 for options through the end of 2009. Closings anticipated in December, 2009.
- Approve the purchase of 409.48 acres of land at the potential highest amount of $4,095,977.50 ($4,125,602.50 less $29,625 option cost applied to purchase).
- Approve the cost of engineering and follow-up environmental of $758,000 (Offsite utilities, entry, sewer pump station and force main, railroad switch and stub out, platting and zoning, soil samples). Carry over to 2010.
- Approve $40,000 for estimated legal costs.

Phase 2

- Ratify $67,675 for options through the end of 2012.