

TOPEKA/SHAWNEE COUNTY JOINT ECONOMIC DEVELOPMENT ORGANIZATION

JEDO CONTRACT NO. C-1-2015

AGREEMENT

THIS AGREEMENT is entered into this 4th day of June, 2015, by and between the Topeka/Shawnee County Joint Economic Development Organization, hereinafter referred to as "JEDO" and Garner Economics, LLC, hereinafter referred to as "Consultant."

WHEREAS, JEDO desires to retain a professional consulting firm to provide and conduct economic development analysis; and

WHEREAS, the City of Topeka solicited requests for proposals (RFP) on behalf of JEDO for said economic development analysis services; and

WHEREAS, Consultant submitted a proposal which JEDO has selected.

NOW, THEREFORE, IN CONSIDERATION OF THE MUTUAL COVENANTS CONTAINED HEREIN, THE PARTIES AGREE AS FOLLOWS:

1. Services. Consultant agrees to provide economic development analysis services for JEDO. The services shall be in conformance with the terms of this Agreement, the JEDO Scope of Services, which is incorporated herein by reference and attached hereto as Exhibit A, and Pages 1-20 of Consultant's Proposal and Agreement, dated May 14, 2015, which is incorporated herein by reference and attached hereto as Exhibit B ("the Project Proposal"). If the terms of this Agreement conflict with the term in Exhibits A and B, the terms of this Agreement shall control.

2. Project Schedule and Timeline. Consultant shall follow the schedule and timeline identified on Page 20 of the Project Proposal which is approximately 16 weeks from the date of execution of this Agreement.

3. Fees; Payment Schedule. JEDO will be billed by invoice for professional time and services provided by Consultant in an amount not to exceed eighty thousand dollars (\$80,000.00) to be remitted as follows: (a) twenty thousand dollars (\$20,000.00) due upon execution of this Agreement and receipt of invoice; and (b) twenty thousand dollars (\$20,000.00) per month for the three month duration of the project. Consultant will invoice JEDO in accordance with the payment schedule enumerated above. JEDO agrees to pay Consultant's actual reimbursable expenses as identified on Page 20 of the Project Proposal in an amount not to exceed ten thousand dollars (\$10,000.00) upon presentation of documentation of expenses by Consultant.

4. All invoices will be submitted to JEDO Finance Officer, Brandon Kauffman, City of Topeka, 215 SE 7th Street, Topeka, KS 66603. Upon approval by the JEDO Finance Committee, payment will be wired to Consultant.

5. Independent Contractor. Both parties shall act in their individual capacities and not as agents, employees, partners, or associates of the other. Consultant accepts responsibility for payment of unemployment insurance, workers' compensation and any taxes or payroll deductions required by law for Consultant's employees engaged in the project.

6. Records. Consultant agrees to preserve and make available to JEDO, upon request, all documents and records related to this Agreement for a period of five years from November 1, 2015.

7. Modification; Choice of Law. This Agreement may be modified only by written agreement of the parties. The Agreement shall be governed by the laws of the State of Kansas. Venue for any litigation will be in the district court of Shawnee County, Kansas or the U.S. District Court for the State of Kansas in Topeka, Kansas.

8. Termination for Cause. This Agreement may be terminated by either party upon written notice in the event of substantial failure by the other party to perform in accordance with the terms of this Agreement. The non-performing party shall have ten calendar days from the date of termination notice to cure or submit a plan for cure acceptable to the other party.

9. No Assignment. Neither JEDO nor Consultant shall assign any rights or duties under this Agreement without the prior written consent of the other party. Nothing contained herein shall prevent Consultant from employing independent consultants, associates, or subcontractors; however, in such case, Consultant shall be responsible for performance of the Services.

10. Indemnification. Consultant agrees to indemnify and hold JEDO harmless from all claims, losses, expenses, fees including attorney fees, costs, and judgments that may be asserted against JEDO that result from the acts or omissions of Consultant, Consultant's employees, subcontractors, and any other of Consultant's agents.

11. Insurance. JEDO shall not be required to purchase any insurance against loss or damage for any property or service to which this Agreement relates. Consultant shall maintain on file with JEDO at all times during the duration of the agreement, including renewal periods, a current, valid Certificate of Insurance that provides Commercial General

Liability, Automobile Liability and Workers' Compensation in the following minimum amounts:

COMMERCIAL GENERAL LIABILITY

Per Occurrence \$1,000,000.00

General Aggregate \$2,000,000.00

AUTOMOBILE LIABILITY

Combined Single Limit \$1,000,000.00

12. Entire Agreement; No Third Party Beneficiaries. This Agreement and its exhibits represent the entire agreement of the parties and shall supersede all prior negotiations, representations, or agreements, written or oral, between the parties. This Agreement shall not be construed as providing any enforceable rights to any third party.

13. Notices. All notices, demands, requests or other communication shall be in writing and made by personal delivery or sent by U.S. mail, postage prepaid, or overnight delivery, addressed as follows:

For JEDO:

Mayor Larry Wolgast, JEDO Chairperson
City of Topeka
215 SE 7th Street
Topeka, KS 66603

For Consultant:

Jay A. Garner, President
Garner Economics, LLC
715 Birkdale Drive
Atlanta (Fayetteville), GA 30215

14. Execution in Counterparts. This Agreement may be signed by faxed or electronic signature, which shall be deemed to be an original signature. This Agreement may be executed in counterparts, each of which shall be deemed to be an original, and all of which shall be deemed to constitute one and the same instrument.

IN WITNESS WHEREOF, the parties have hereto executed this Agreement as of the day and year first above written.



ATTEST:

Brenda Younger
Brenda Younger, City Clerk

TOPEKA/SHAWNEE COUNTY JOINT
ECONOMIC DEVELOPMENT ORGANIZATION

Larry E. Wolgast
Mayor Larry Wolgast, JEDO Chairperson

APPROVED AS TO FORM AND LEGALITY

DATE 6/4/15 BY ME

GARNER ECONOMICS, LLC

Jay A. Garner
Jay A. Garner, President

EXHIBIT A

JOINT ECONOMIC DEVELOPMENT ORGANIZATION (JEDO) ECONOMIC DEVELOPMENT ANALYSIS – SCOPE OF SERVICES

In November 2014, the voters of Shawnee County, Kansas, approved a continuation of a half-cent sales tax for 15 years, \$5 million of which is to be dedicated annually for economic development. JEDO is committed to ensuring that those tax dollars are being utilized effectively to achieve the highest economic development return on investment as possible.

This Request for Proposal is to solicit competitive proposals from qualified firms that specialize in economic development analysis. The successful consultant will be tasked with providing said analysis, and advice to the Joint Economic Development Organization on economic development objectives, strategies and expectations for the Topeka/Shawnee County community.

The successful consultant shall provide the following:

- Vision and Mission – Develop a vision and mission statement for successful economic development goals in Topeka/Shawnee County with respect to Primary Jobs, Retail, Workforce Development, Small Business/Entrepreneurial, Minority Inclusion and Empowerment and Quality of Life.
- Strategies – Identify strategies that would improve the competitiveness and economic growth potential of Topeka/Shawnee County, recognizing the dedicated sales tax for economic development, available assets, and the economic environment of our community through all necessary means including active solicitation of public input reflective of our city and county.
- Measurements – Using “best practice” benchmarks, identify industry-wide performance measures that should be adopted for Topeka/Shawnee County to measure the effectiveness of expenditures of public funds for economic development and their effectiveness at reaching all socio-economic levels in the community?
- Incentives – What are the most innovative and successful incentive strategies being used by communities of similar market size of Topeka/Shawnee County, and how can the incentives be optimized?
- Organization
 - What should be the optimal relationship between and among the economic development partners [the citizens, the City/County, state, regional, the Chamber of Commerce and other private entities, and the JEDO contractor(s)] to best achieve economic growth?
 - Are there systemic changes to JEDO that would (1) enhance our ability to compete effectively for economic development opportunities, and (2) inspire greater public confidence in our expenditure of public funds for economic development?
- Marketing – Recommend any effective and aggressive marketing strategies to improve the economic development potential of Topeka/Shawnee County.
- Communication – Recommend strategies for effective communication of economic development goals, accomplishments and processes.

EXHIBIT B



Garner

Economics LLC
solutions that work

May 14, 2015

Proposal and Agreement

Conducting an Economic Development Analysis for Topeka and Shawnee County

Prepared for:

The Joint Economic Development Organization

City of Topeka & Shawnee County



May 14, 2015

Mr. Jay Oyler
Director Contracts and Procurement
City of Topeka, City Hall
215 SE 7th Street
Topeka, KS 66603-3914

Dear Mr. Oyler:

On behalf of the team of Garner Economics and Brand Acceleration, it is my pleasure to provide you with the following agreement to develop an Economic Development Analysis for the Joint Economic Development Organization (JEDO) for Topeka and Shawnee County.

Garner Economics and Brand Acceleration are submitting this proposal because we believe our team is uniquely qualified to conduct an economic development organizational analysis as called for in the RFP that will help JEDO increase the economic competitiveness of the community and be an effective steward of the dedicated sales tax for economic development.

As you will find, our approach is client-based and seeks to focus our expertise and professional experience in those areas that will best serve the region's needs. Given our knowledge of what successful communities throughout North America are doing to win in the economic development arena, coupled with our pragmatic, site-selection perspective, we have the expertise to be a strong partner with JEDO. Our work with JEDO and its economic development agents will build an actionable framework for its economic development activities and set a roadmap for its work.

We believe that, if selected, the end result of this effort will be an actionable strategy that will assist Topeka and Shawnee County in building and sustaining a diversified economy and a clear organizational structure that will allow JEDO to best serve the economic development needs of its stakeholders. We understand that your first priority is to provide the region with a steadily growing economic future that mitigates physical, geographic, and perception challenges and best uses the resources entrusted to the organization. Garner Economics and Brand Acceleration would be honored to be a valued partner in achieving that goal.

If awarded this assignment, Garner Economics, LLC will serve as the prime contractor, with Brand Acceleration as the sole subcontractor. I can attest that our firms have made (and will make) no attempt to induce any other person or firm to submit or not to submit a proposal for this opportunity, and neither of our firms has a conflict of interest or potential conflict in providing the proposed services. As noted in the proposal, Garner Economics, LLC is an Equal Opportunity Employer, and our firm and subcontractors do not discriminate on the basis of race, color, national origin, or gender in the performance of this or any contract.

As the project lead and President of the prime contractor, I am authorized to make decisions as to pricing quoted for this proposal and have not participated, nor will I participate, in any action contrary to the statements set forth in the special provisions. (Please note that no pricing information is included in the attached proposal. Our fee and fee schedule is included in a separate attachment). Further, I can attest that there is no reasonable probability that either of our firms will be associated with any parent, affiliate or subsidiary organization, either formally or informally, in supplying any service or furnishing any supplies or equipment which would relate to the performance of this contract.

Finally, I can attest that neither of our firms has been retained (nor has retained) a person to solicit or secure a City contract on an agreement or understanding for a commission, percentage, brokerage or contingent fee.

Please do not hesitate to contact me if you have any questions and thank you for the opportunity to work with you and JEDO.

Sincerely,



Jay A. Garner, CEcD, CCE
President



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EXECUTIVE SUMMARY

The Joint Economic Development Organization (JEDO) has issued a Request for Proposals (RFP) for an economic development analysis to ensure that the recently approved sales tax increase to fund economic development will be utilized effectively. JEDO seeks an experienced economic development consulting team that can help focus its economic development efforts with respect to JEDO's organizational structure; primary job creation; retail; workforce development; small, entrepreneurial, and minority businesses; and improving the region's business climate and competitiveness as a business location.

The team of Garner Economics and Brand Acceleration offers a fresh approach to assist JEDO in accomplishing the above task. Given increasing competition and substantial shifts in the market, economic development organizations must work smarter and differently to be successful.

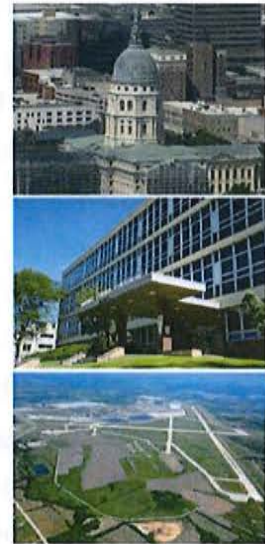
The analytical rigor and pragmatic experience that the Garner Economics team would bring to Topeka/Shawnee County will be a valuable component in determining the region's future economic vision and JEDO's and its agents' role in helping to drive and shape it.

"When the Lehigh Valley, Pennsylvania, needed outside expertise to assess our strengths and weaknesses to help develop a smart plan for economic development, we turned to Garner Economics. We made the right move. Garner was invaluable in helping us to understand ourselves and our assets in order to develop a strategy for our future that is unique for our region. I believe Jay Garner and his team were able to do this so effectively because of Jay's unique perspective of understanding communities and economic development but, more importantly, his deep understanding of the needs of the customer, the businesses that create jobs and create wealth in a community."

*- Don Cunningham, President & CEO
Lehigh Valley Economic Development Corporation*

Our site-selection perspective gives us the expertise to review and analyze the county's data and current status and to provide recommendations for organizational success. Coupled with Brand Acceleration's economic development marketing strategies, the resulting framework will assist JEDO as it looks to best focus resources to enhance the region's economic development efforts. The resulting analysis will also provide guidelines for telling the JEDO story to external audiences and internal partners and constituents.

Through our work with more than 100 engagements, we have developed a realistic and rigorous methodology to assist our clients in identifying areas of competitive advantage and integrating those findings into actionable implementation plans. The following pages outline our qualifications to assist JEDO and its economic development agents with a bias towards actions that create measurable results.



WHAT DIFFERENTIATES US?

Grounded by decades of economic development, site-location analysis, and industry cluster targeting experience, Garner Economics works with public and private sector clients to craft innovative economic and community development solutions to attain their long-term goals. Garner Economics will serve as the team leader should the JEDO choose the Garner/Brand Acceleration team.

Too often, consulting projects merely recycle a generic process and apply it to the next client. Garner Economics understands that every economy is different—a complex mix of elements affects the economic development potential of any area. Hence, we begin each new project with a clean slate—with no assumptions or pre-conceived notions of what the resulting strategy could be.

We will use a rigorous set of techniques based on fully-sourced and reliable data sets to completely understand the current competitive state of the Topeka/Shawnee region and JEDO as an organization. We will review and assess previously collected work and the recently concluded target industry strategy for *GO Topeka*. And, through our economic development analysis, will create a vision and framework for JEDO that allows the region to best market its assets and strengths as a business location.

- **Recommendations based on in-depth assessments from an investment selection perspective**

We believe in the essential worth of research to understand and better plan for an area's economic development success. It is our cornerstone. Our assessment will be in-depth, comprehensive, and thorough. In addition to being data driven, we also place a premium on being pragmatic and realistic. We work with clients to understand what is working and what needs to be refined. We seek changes that allow clients to build upon successful strategies or address unmet needs, with a clear understanding of organizational capacity and long-term aspirations. While we embrace innovative solutions, we test each new process or idea carefully so clients avoid chasing the next passing fad in economic development or taking on goals that are neither realistic nor possible to implement successfully.

- Founded in 2003
- Led by Jay Garner, a 35-year veteran of the economic development, chamber of commerce and site-location consulting professions
- More than 100 client engagements to date
- Expertise in industry targeting, analytical research, site selection, strategic planning and organizational development
- Founding member of the *Site Selectors Guild*, 36 of the top international site location consultants

A more detailed description of Brand Acceleration's value is on page 9. Please see pages 14-19 for team biographies, sample projects, and a partial client list.



- **Client-focused process and support**

We realize a vision for economic development is a long-term commitment; the work does not end when the consultants leave. Garner Economics strives to be a valued partner to our clients, and our team members are available as needed to provide counsel, brief other stakeholders, or provide progress reports so that the client is comfortable with each stage of the process. We built our processes to be totally transparent so that clients can fully integrate the results of a given project into their overall organization—from replicating the analysis for other sectors as needed or updating metrics to monitor improvement and growth.

- **Experienced and diverse team**

We believe that a diversity of perspectives creates better, more innovative solutions. Our team of talented experts comes from different backgrounds and professional disciplines and brings different approaches to the table. With this broad breadth of perspectives, we will provide an unbiased assessment of the area's current position and offer an objective opinion of its true potential.

Since 2003, our team has been led by Jay Garner, a 35-year, internationally-recognized thought-leader in the economic development, chamber of commerce, and site-location consulting professions. Jay's expertise is augmented by a core team of talented professionals who maintain various certifications and industry specific expertise.

A BROAD RANGE OF EXPERIENCE

Among our more than 100 engagements, Garner Economics has had the privilege of working with a diverse set of regions, communities, and organizations.

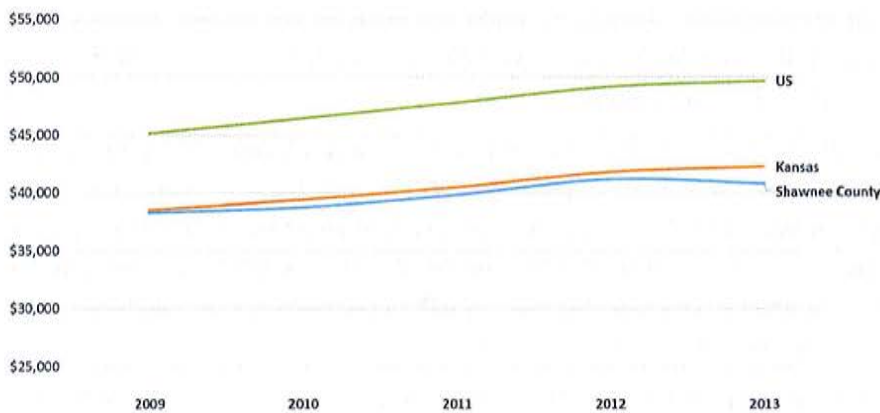




WHY THIS ANALYSIS IS NEEDED

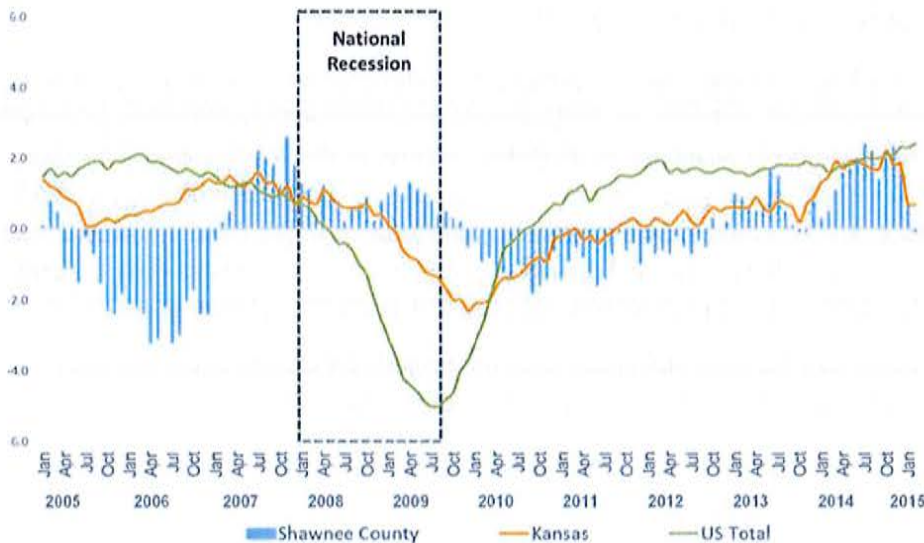
As with any engagement, Garner Economics analyzes the “why” as a rationale for moving forward. In preparing to submit this proposal, Garner Economics undertook an initial analysis of where the Topeka/Shawnee County economy stands. Data shows that wages in Shawnee County have been weaker than in Kansas and the United States since 2009 (Figure 1). Moreover, job growth has been inconsistent as compared to the same benchmarks (Figure 2). This data suggests that more can be done to strengthen the Topeka/Shawnee County economy and reflects that the proposed organizational analysis and introspection is timely and necessary.

FIGURE 1: ANNUAL WAGES 2009-2013



Source: Garner Economics, US Bureau of Labor Statistics, Private Sector only

FIGURE 2: EMPLOYMENT CHANGE



Source: Garner Economics, US Bureau of Labor Statistics, Private Sector only

OUR APPROACH (based on your RFP)

The Garner Economics team, in partnership with Brand Acceleration, would approach the objectives outlined in the RFP's scope of work in three areas which are designed to work in tandem with each other.

The first area of work will be an **ASSESSMENT** of Topeka/Shawnee County's current competitive position, specific areas of opportunity, limitations that will need to be overcome, and external perceptions of the market. Using *GO Topeka's* recently completed target industry strategy as a guide and baseline, the assessment will look at JEDO's current organizational structure and relationships with other economic development organizations, with a special focus on how that structure will allow it to attain the goals of the current industry target strategy. This assessment will follow the desired elements outlined in the RFP, as well as other areas we deem appropriate given our site-selection expertise.

The second area of focus will be **RECOMMENDATIONS** for actions JEDO must take (or advocate that others should lead) to fully leverage the region's assets or mitigate its challenges. These recommendations will look to improve the competitiveness and economic growth potential of Topeka/Shawnee County as well as the economic development service delivery of JEDO and *GO Topeka* (as JEDO's current economic development agent). The recommendations will also address JEDO's relationships with and interactions among the other economic development entities in the area.

The above recommendations will form the basis of the overall economic development **ORGANIZATIONAL ANALYSIS** that will include a detailed **IMPLEMENTATION PLAN** and suggest a vision and mission for JEDO. The plan will also provide tactics that will help JEDO and its current agent, e.g. *GO Topeka*, improve in its service delivery. The plan will focus on organizational changes that will ensure JEDO is fully leveraging the economic development tax resources and quantify how its efforts are serving Topeka/Shawnee County's citizens and its economic development goals.

The Garner Economics team will approach this project in a holistic manner. As such, in evaluating the overall economic development potential of JEDO and its organizational performance (especially in relation to *GO Topeka* and other economic development entities in the Topeka/Shawnee region), the team will look to the business climate, organizational capacity, and organizational motivations that underlie performance. Special attention will be given to the structure of the current economic state of the community, JEDO's target industries and business sectors, and the other entities working to support economic development, as well as how they currently work with the JEDO and each other.

The following illustrates how the team would approach this project. Jay Garner, CECD, CCE and President of Garner Economics, will be the consulting team leader for this assignment.

"Jay Garner and his team provided us the most comprehensive benchmark analysis ever conducted for an EDO. The work of Garner Economics was simply outstanding and their conclusions and recommendations are now driving our business agenda."

— Ronnie Bryant, President & CEO
Charlotte Regional Partnership



ECONOMIC DEVELOPMENT ANALYSIS PROCESS

After an Alignment Meeting with JEDO, Garner Economics and Brand Acceleration will complete the tasks outlined in the RFP within the following three areas:

Assessment	Recommendations	Implementation Strategy
<p>Evaluate Topeka/Shawnee County’s competitive position from an economic development perspective</p> <ul style="list-style-type: none"> Organizational assessment Best practice benchmarking Incentive analysis Marketing audit <p>Supplement existing work and solicit public input through focus groups, stakeholder interviews and an electronic survey and compare JEDO to peer EDOs and other best practices.</p>	<p>Position JEDO to achieve success through actionable, short and long term recommendations including (3-5 years) addressing:</p> <ul style="list-style-type: none"> Economic development mission and vision Effective relationships with other economic development organizations Areas where Topeka/Shawnee County have gaps in programs and policies that impact the region’s business climate Policies to enhance investment Marketing and messaging to tell the value of Topeka/Shawnee County as a business location 	<p>High-level implementation plans for actionable items, including</p> <ul style="list-style-type: none"> Economic development service delivery Incentive policies Marketing Metrics and organizational monitoring <p>Presentation of the final report.</p>

ASSESSMENT

The **ASSESSMENT** phase will give the team a better sense of the opportunities and challenges faced by Topeka/Shawnee County. Garner Economics will lead the efforts to assess the business climate and economic development service delivery system; Brand Acceleration will lead the effort to understand JEDO’s current communications and marketing streams.

Task 1: Vision and Mission/Organizational Analysis (Conducted by Garner Economics)

Objective

Understand the current, internal organizational structure and external relationships of JEDO and its agents and assess how the organization is enhancing Topeka/Shawnee County’s competitiveness as a business location. Also look to how JEDO is driving efforts to best use the public funds available for economic development.

Approach

For this task, the Garner Economics team will conduct an organizational audit of JEDO and its economic development agent, *GO Topeka*. JEDO will be assessed in terms of overall roles and responsibilities, organizational structure, funding, and programs and methods utilized to enhance the area’s economic development competitiveness. Effort will be spent to understand JEDO’s contractual and non-contractual relationships to other economic development partners such as the city, county, and the Chamber of Commerce and ways the groups could work together more effectively and efficiently.

Specifically, Garner Economics will assess the organizational structure and functionality of JEDO (and *GO Topeka* as its economic development agent) through evaluation of items including:

- Mission
- Budget by function or program
- Staffing
- Governance
- Funding structure and funding mechanisms (e.g. dedicated tax, revenue, capital campaigns, etc.)
- Structure and programming (of *GO Topeka*)
- Performance metrics and results

The analysis will provide an assessment of the effectiveness of the various programs, any areas of redundancy, and any gaps.

Task 2: Benchmarking (Conducted by Garner Economics)

Objective

Understand how JEDO and the Topeka/Shawnee County economic development service delivery compares to programs and results in competitor regions and best practice economic development organizations (EDOs).

Approach

To complement the organizational structure assessment, Garner Economics will benchmark JEDO’s structure and results with the economic development delivery structure of peer organizations in competitor regions. Garner Economics cannot determine what sets JEDO’s economic development structure apart without understanding where the competition stands and how perceptions of its effectiveness with end-users compare. Garner Economics has substantial experience in assessing and comparing regional economic development programs, having undertaken similar projects for the Charlotte Regional Partnership, the Baton Rouge Area Chamber and others.

Benchmarking against peers/competitors will uncover unique specialization within the organizations as well as allow JEDO to document the effectiveness of its use of the economic development public funds. Garner Economics will compare the effectiveness of JEDOs programing against three to five peer regions to be identified by JEDO and Garner Economics.

The data acquisition for this task will be in the form of a formal survey instrument, phone dialog with the

ELEMENTS OF SUCCESSFUL ECONOMIC DEVELOPMENT ORGANIZATIONAL PERFORMANCE



CEOs and managers of the respective regional organizations, and a review of literature or other reports describing the function/mission of the organizations – either produced by the organizations or observed by others. To maximize the context for the benchmarking exercise, Garner Economics will leverage personal relationships it has with the CEO of any of the pre-designated regional economic development organizations or chambers that are being benchmarked.

The result of the investigation will be a detailed appraisal of the programs and processes of JEDO's economic development structure in the context of the best practices and effective programs in competitor regions. Each regional program will be assessed across a variety of variables to show the comparative effectiveness of the EDO's structure and the impact it has had in attracting investment to its community.

Task 3: Incentive Policy Assessment

Objective

Assess current incentives available in Topeka and Shawnee County in terms of their potential to attract industries identified in the recent target industry strategy and as compared to "best in class" incentive programs in other US markets.

Approach

Economic development incentives are necessary because of the inherent competition between localities for new businesses and jobs. While a strong incentive package will not make up for a non-competitive business climate, its existence (especially as a reflection of the community's willingness to work with the potential locate) is often a key element in the final location decision. Therefore, effective incentive packages should be used prudently on projects where they can compel businesses either to remain or locate in Topeka and Shawnee County.

The objective of offering economic development incentives to businesses demonstrating long-term commitment to the community should be to encourage the expansion of commerce by:

- Creating and retaining quality value added jobs;
- Broadening and diversifying the tax base;
- Encouraging capital investments;
- Increasing the region's global competitiveness; and
- Promoting the growth and wellbeing of Topeka and Shawnee County.

In addition to assessing such programs, Garner Economics has experience in writing and developing incentive policies for such locations as Wichita and Sedgwick County, KS and Wilmington and New Hanover County, NC. Within this task, Garner Economics will evaluate the current policies of JEDO and the applicable municipalities related to incentives and then offer recommendations for the effective utilization of municipal taxpayer money for such incentives to achieve defined and measurable goals, and to protect the integrity of JEDO's or the municipalities' incentives guidelines.



Task 4: Marketing and Communications Analysis (Conducted by Brand Acceleration and Garner Economics)

Objective

Assess current external and internal (local) marketing and communications streams and understand the messages used to tell Topeka/Shawnee County's value as a business location.

Approach

As a final area of assessment, Brand Acceleration will assess JEDO's current marketing and communication efforts with an eye toward how effectively they tell the Topeka/Shawnee County story and unique, differentiating factors. To do so, Brand Acceleration will conduct an audit of JEDO's recent and present economic development marketing efforts, including the organization's logo, slogan, website, advertising, marketing materials, collateral, social media efforts, etc.

Additionally, Brand Acceleration will review and evaluate the organizations participation in and support of industry-specific trade organizations, conferences, trade shows, mission trips, and other event-related activities.

From these evaluations, Brand Acceleration will provide a list of recommendations that will be aimed at supporting a well-thought-out branding, marketing, and messaging plan. From this evaluation, JEDO (or its agent) will be able to craft an effective media and marketing plan based on research, discovery, and the collective belief of the groups researched, along with the organizational analysis undertaken by Garner Economics.

Garner Economics and Brand Acceleration will also evaluate any local communications and messaging by JEDO and its agent, *GO Topeka*, to assess the impact and effectiveness of that communication on JEDO's mission to serve the community's local citizenry. Additionally, attention will be given to internal communications among JEDO, *Go Topeka*, and their economic development partners to ensure that all internal partners are aligned with and aware of JEDO's efforts.



Brand Acceleration is a full-service marketing communications, branding, and public relations firm specializing in economic development marketing. It's all we do. With a thorough understanding of communication and broad experience in research, analysis, and strategic planning, our efforts have been very effective in generating results for our clients. We're much more than just designers; we're brand specialists and marketers! Our services include, but are not limited to, strategic planning, brand research, and tactics such as logos, slogans, web sites, brochures, e-mailers, direct mailers, videos, event marketing, print ads, and numerous others.

STRATEGIES/RECOMMENDATIONS

Drawing on its knowledge of Topeka/Shawnee County's assets, policies that directly impact economic development (e.g., incentives), which industries are thriving in the region, and the Team's broad knowledge and personal experience of what has been successful in other communities and economic development programs, Garner Economics and Brand Acceleration will incorporate the insights and perceptions garnered during the above **ASSESSMENT** to develop a series of **RECOMMENDATIONS** to help JEDO develop a vision and mission for its economic development goals going forward. These recommendations will help JEDO leverage assets and mitigate challenges, as well as make operational changes that will increase the effectiveness of its economic development service delivery.

By balancing what is viable with what is desired, JEDO can strengthen its business climate and better position Topeka/Shawnee County to grow, expand and attract the types of companies and activities that fully leverage what the region has to offer.

Specifically, the recommendations will address:

- JEDO's vision and mission;
- Needed initiatives for Topeka/Shawnee County to sustain or grow its competitive advantage for existing companies, industry targets, and retail in the region (specifically as they relate to primary jobs/workforce creation; small, entrepreneurial, and minority business retention, expansion, and attraction); and improve the region's quality of place;
- Barriers that need to be removed or policy changes that should be sought to allow JEDO to most effectively leverage the public funds for economic development to strengthen the city and county's competitive position (The Team will provide examples of potential, new economic development policies JEDO should consider to strengthen its economic development service delivery and, if applicable, will recommend new or augmented incentive policies/packages to make Topeka/Shawnee County even more attractive);
- Organizational recommendations for best-practice service delivery in economic development based on the community's strengths, resulting vision, target sectors, and existing complementary activity currently being undertaken by organizations working to improve the area; and
- Marketing and communications recommendations to identify the most effective and efficient ways to tell the Topeka/Shawnee County story and its value proposition as a business location, as well as how JEDO is communication its effectiveness and message to the local populous.





STRATEGIC IMPLEMENTATION

The final area of work will be to take the above **RECOMMENDATIONS** and create an **IMPLEMENTATION STRATEGY** for JEDO. The strategy will be proactive and suggest ways JEDO can shape its economic future. The resulting strategy's first objective will be to provide a framework for JEDO to more effectively deploy its economic development service delivery and activities to best use the economic development sales tax funds that support Topeka/Shawnee County's ability to retain and attract high-quality jobs and talent. The recommendations will enable JEDO to better connect and leverage its talent and workforce, entrepreneurship, infrastructure, and business climate to grow the tax base.

The strategy will provide execution guidelines for immediate, short-term and long-term implementation. The implementation guidelines will detail how JEDO can work with others to calibrate and enhance the area's business climate and measure success. The plan will also guide efforts to market Topeka/Shawnee County effectively to prospective companies, as well as mitigate the negative impact of current challenges.

Performance Metrics and Benchmarks

An important component of any implementation strategy is a plan to evaluate performance. To complement the above action plan, Garner Economics will create a set of **performance measurements** to provide JEDO an opportunity to demonstrate the positive results of the plan's efforts and build confidence among the constituents served.

To determine success, high-performing economic development organizations measure their progress against an agreed upon set of metrics or benchmarks. These performance benchmarks will draw a picture of where Topeka and Shawnee County stand relative to a set of similarly situated metro areas – areas of like size with many of the same human capital and physical infrastructure capabilities and constraints – each seeking to move their local economies towards the type of high value-added manufacturing and knowledge-based industries that will be the cornerstones of successful communities in the coming decades. Garner Economics will recommend economic development metrics that can shed some light on the County's strengths and weaknesses in the competition to attract those kinds of employers and in turn grow the region's economy. These metrics will provide a macro-level view of the community and should be used to assess the on-going competitiveness of the area's economy and its ability to grow. It will also be used to measure the effectiveness of any agent JEDO uses as its economic development service delivery conduit.





STAKEHOLDER INVOLVEMENT PROCESS



Community input is a vital part of the strategic planning process. Garner Economics will facilitate up to six (6) **FOCUS GROUPS** around key community categories, such as large and small employers, government officials, and other groups relevant to Topeka/Shawnee County. Additionally, Garner Economics will hold one public “listening session” to solicit the broader community’s feedback. The involvement process will serve the dual role of providing additional perceptions and input on the community’s business climate, as well

as to begin to engage local stakeholders in the overall assessment. Because the stakeholders are engaged and aware of the process being undertaken, they will understand how the initiative impacts their mission and goals, relates to JEDO’s work, and will be more likely to support long-term efforts.

Finally, Garner Economics will conduct an **ELECTRONIC SURVEY** to a broader audience of JEDO’s choosing. This broad public involvement process will serve the dual role of providing additional perceptions and input on the area’s business climate and the effectiveness of JEDO’s mission, as well as to begin to engage a larger group of local stakeholders. The electronic survey will validate and test perceptions uncovered in the focus groups.

FINAL REPORT AND PRESENTATION

Garner Economics and Brand Acceleration will produce the following written deliverables:

- One draft review of the **FINAL REPORT** given to JEDO that will allow for one edit before it becomes a final document. The final report will include the implementation/action plan with implementation steps, timelines, resource needs, and key performance indicators and deliverables for JEDO.
- One written Word style **FINAL REPORT** and one **POWERPOINT PRESENTATION** summary of the final report.
- One final presentation given to an audience chosen by JEDO. This effort will serve as a critical tool in obtaining broad-based public support for implementation of the **FINAL REPORT’S** components and recommendations. It will also provide stakeholders who have been involved throughout the initiative to see the project’s results.

ASSISTANCE PROVIDED BY THE CLIENT

To ensure the project is able to meet an efficient and effective timeline and deliverables to develop an economic development organizational analysis of Topeka/Shawnee County, Garner Economics and Brand Acceleration request that JEDO provide the following assistance:

- JEDO will schedule and arrange all interviews, focus groups, and meetings for the Garner Economics team with targeted community representatives, stakeholders, and constituent groups. Garner Economics will provide direction, guidance, examples of potential participants, and the appropriate

methodology and process in selecting and inviting participants for the focus groups. Likewise, JEDO will provide or arrange for adequate meeting space for all such occurrences.

- JEDO will provide Garner Economics a complete set of background data of pertinent information as it relates to this project, such as the current economic strategies, budget information, City and County ordinances related to economic development, etc.

VENDOR QUALIFICATIONS AND KEY PERSONNEL

Garner Economics will serve as the lead vendor for the engagement.

Garner Economics, LLC is a private corporation that assists clients in creating and executing a tailored strategy for growth or finding the optimal location for their operations. With a staff of five, Garner Economics will lead the project management and economic development service delivery aspects of the JEDO engagement and will subcontract with Brand Acceleration to undertake the marketing oriented aspects.

Team members for this assignment are chosen based on their areas of expertise and the project needs. Each team member will be able to commit 75+/- percent of their time and effort to the JEDO contract during the active timeframe of the project. Data and information gathered in the assessment phase of the project will only be used for the JEDO engagement.

Project Organizational Chart



Key Personnel



Jay A. Garner, CEcD, CCE
President & Founder
Garner Economics LLC
(Project lead)

Jay Garner is the president and founder of Garner Economics, LLC, an economic development and site location consulting firm headquartered in Atlanta, Ga. Jay is a leader and innovator in the economic development profession, having served for more than 35 years as an award-winning economic development and Chamber of Commerce CEO, as a consultant to the profession, and as a site location advisor. His firm assists clients throughout the U.S., Asia and Europe on a wide variety of projects, offering innovative, yet real-world solutions to achieve success. Jay often lectures and provides counsel on creating and implementing proactive global business development strategies and tactics.

Garner Economics is also a leader in providing assistance to corporate clients in their site selection process, such as Anchor Glass, Academy Sports, Hatfield Quality Meats, Stork Food Systems, Future Pipe Industries and others. The firm is the exclusive provider of site location services for Primus Builders—a global leader in architecture, engineering and construction management specializing in food processing manufacturing, and their worldwide clients. Jay is a founding member and a member of the Board of Directors for the *Site Selectors Guild*, a prestigious group of the top site location consultants globally.

Jay is a graduate of West Virginia University with Bachelor of Arts and Master of Public Administration degrees. He also graduated from both the Economic Development Course at the Georgia Institute of Technology and the Economic Development Institute at the University of Oklahoma, where he is an instructor in international prospecting. Jay has led over 25 trade and business development missions on 4 continents leading to the creation of thousands of jobs and several billion dollars in capital investment. He is a Certified Economic Developer (CEcD), a Fellow Member and an Honorary Life Member, the three highest professional designations awarded to those in the economic development profession by the International Economic Development Council. He is also a Certified Chamber Executive (CCE), a professional designation awarded to Chamber professionals by the American Chamber of Commerce Executives Association.

In September 2009, Garner Economics was recognized as one of the best consulting firms in the United States by Southern Business & Development magazine. Additionally, Jay was selected as one of ten outstanding leaders in economic development in the United States by Site Selection magazine while leading the economic development program in Mobile, AL. The same publication also recognized him for running one of the ten best development organizations in the U.S. for six consecutive years. The mayor and EDC council of Mobile declared July 29, 1994, as “Jay Garner Day” in the EDC for his nine years of achievements as chief economic development officer for the EDC/community. As CEO of the Asheville, N.C. Chamber of Commerce, the organization became the first Chamber in the U.S. to win a Quality Award by the North Carolina Quality Foundation based on the national Malcolm Baldrige criteria. He was honored in both 2002 and 2003 by his alma mater, West Virginia University with the Distinguished Alumnus Award within the College of Arts and Sciences.

Jay is a past chairman for the International Economic Development Council, the world’s largest economic development professional trade organization. He is also a past chairman of the American



Economic Development Council. An avid jazz drummer, he plays in a big band jazz orchestra in the Atlanta area.



David Versel
Senior
Associate/Economic
Analyst
Garner Economics, LLC
(Economic Analysis)

David Versel is a national leader in the fields of regional development and real estate analysis, with more than 17 years' professional experience. His experience includes four overlapping areas: development planning and policymaking; market & feasibility analysis; fiscal & economic analysis; and tourism and visitor attraction development.

In addition to his work with Garner Economics, David is also a Senior Research Associate with the George Mason University Center for Regional Analysis. David's previous positions include Executive Director of the Southeast Fairfax Development Corporation, Senior Planner with the Southern Maine Regional Planning Commission, and an Associate with Economics Research Associates.

David has extensive experience in Local and Regional Development Planning, with an emphasis on downtown and transportation corridor revitalizations. He also has a background in Fiscal and Economic Analysis, assessing the impact of various environmental, industry and transportation projects.

David has a Bachelor of Arts in Architecture from Washington University in Saint Louis and a Master of City Planning from the Georgia Institute of Technology.



Tina Valdecanas
Senior Associate
Garner Economics LLC
(Stakeholder input and
Strategic plan support)

Tina Valdecanas is a Senior Associate with Garner Economics. With a background in strategic planning, she works with clients to identify and evaluate critical issues facing their long-term business goals and translates high-level strategic concepts into clear, actionable business recommendations.

Tina has a strong track record of building effective relationships with a broad range of stakeholders by identifying and aligning mutual interests to develop long-term partnerships and further organizational goals, based on over 15 years of experience in communications and program execution.

Tina has held executive positions for non-profit and membership programs. Additionally, she has served as the lead author or contributing author of publications examining the competitive position of various regions, best practices among regional economic development efforts and innovation centers, and trends in technology-based economic development.

Prior to joining Garner Economics, Tina was Chief Strategy and Branding Officer at the Research Triangle Foundation and VP for Product Improvement at the Greater Phoenix Economic Council. During her earlier career, Tina held positions at Arizona State University's Morrison Institute of Public Policy; the US-ASEAN Business Council; the US Department of Agriculture's Economic Research Service; the US-China Business Council, and the Bureau of Intelligence and Research at the US Department of State.



Tina received her undergraduate degree from the Edmund Walsh School of Foreign Service at Georgetown University and her masters' degree from the Nitze School of Advanced International Studies at Johns Hopkins University.



Jim Walton
President & CEO
Brand Acceleration
(Marketing Assessment
and Recommendations)

With a broad range of experience that includes brand management, web development, print media, network radio, syndicated television, meeting/event/exhibition management, and client-level advertising and marketing, **Jim Walton** brings a wealth of knowledge to his clients. He has consulted cities, counties, regional economic development groups, and small and large corporations worldwide.

Jim is a member of the International Economic Development Council (IEDC) and several other regional and state economic development organizations.

Jim is one of the nation's leading experts on economic development marketing and is a regular speaker at community organizations and professional groups. His e-newsletter/blog, *Rants from the Brand Coach*, is distributed regularly to over twelve thousand recipients worldwide.



SAMPLE PROJECTS AND CLIENT REFERENCES: GARNER ECONOMICS



Lehigh Valley, PA
August 2013–March 2014

Garner Economics was selected to undertake a Comprehensive Economic Development Strategy of the Lehigh Valley. The project was funded by the US Department of Housing and Urban Development and set a framework for how the departments of community and economic development in Lehigh and Northampton Counties could work together more effectively to meet the long-term goals of the region. See the Project Profile at <http://www.garnereconomics.com/Projects/Project.27.pdf>



City of Lynchburg, VA
October 2012 – June 2013

To fully understand Lynchburg’s competitive position, Garner Economics conducted a comprehensive and holistic assessment of those features that make the City distinct—building a new understanding of key forces driving the economy and its shifting dynamics. Garner Economics undertook a deep examination into the critical forces and characteristics of Lynchburg’s workforce and completed an assets and challenges assessment of Lynchburg to better identify and validate a set of recommended targeted industries. The City seeks to build on its rich natural, cultural and historical resources and develop an action plan to strengthen existing industries and to identify emerging ones to increase private investment and job retention. See the Project Profile at <http://www.garnereconomics.com/Projects/Project.25.pdf>



Southwest Indiana
February – August 2011

Garner Economics partnered with Newmark Knight Frank and Applied Marketing to develop a redevelopment plan of real estate and to create a four county regional economic development strategy for SW Indiana. Over the course of 20 weeks, Garner Economics conducted a series of in-depth interviews and assessments to provide a *Competitive Realities Report* and Industry Target Analysis; recommended executable programs to enhance the area’s business climate and economic development service delivery; investigated and identified potential funding sources; and developed recommendations for marketing and performance measurement. See the Project Profile at <http://www.garnereconomics.com/Projects/Project.1.pdf>



Austin, TX
October 2004 – April 2005

The Greater Austin Chamber of Commerce selected Garner Economics to assist in the development of a comprehensive international business development strategy for the Austin area. The study sought to identify and create an international strategy for the region for business attraction/development, trade promotion activities and the promotion and advancement of the region internationally. See the Project Profile at <http://www.garnereconomics.com/Projects/2013.7.1-20-Austin-Chamber-of-Commerce.aspx>



Fox Cities, WI

May - November 2011

Garner Economics created an economic development strategy for the Fox Cities Chamber of Commerce and Industry entitled "Ignite Fox Cities: A Blueprint for Economic Prosperity." After extensive research and conversations with regional leaders, Garner Economics worked to create a plan that will enhance the global competitiveness of the region. The strategy is driving the region's business plan today. See the Project Profile at <http://www.garnereconomics.com/Projects/Project.24.pdf>

Sample Client List As of March 31, 2015 (*denotes multiple projects)

Garner Economics: Strategic Planning and Business Targeting

- | | |
|---|--|
| <ul style="list-style-type: none"> City of Atlanta (Invest Atlanta)* Electric Cities of Georgia* Charlotte Regional Partnership* EDC of Southwest Indiana* Dubois County, Indiana Bartlesville, Oklahoma Research Triangle Park Foundation, North Carolina City of Missoula, Montana Wilkes County, North Carolina Jefferson County, Tennessee* Opelika, Alabama* West Monroe, Louisiana* Early County, Georgia Terrebonne Parish, Louisiana* Louisiana Economic Development* Northeast Arkansas Economic Development Coalition Fox Cities, Wisconsin (Appleton)* Newton County, Georgia Greensboro, North Carolina* Midlothian, Texas New Hanover County, North Carolina (Wilmington) | <ul style="list-style-type: none"> Martinsburg, West Virginia Northeast Louisiana Economic Alliance Topeka, Kansas* Baton Rouge, Louisiana* Austin, Texas Macon, Georgia* Research Triangle, North Carolina* Mobile, Alabama Lawton, Oklahoma Jacksonville, Florida* Missouri Economic Development Council Grubb and Ellis/Martens Commercial* Savannah, Georgia Bay County, Michigan Chambers County, Alabama American Electric Power (AEP)* Fayetteville/Cumberland County, North Carolina* Lynchburg, Virginia* Lehigh Valley Economic Development Corporation Mississippi Economic Council |
|---|--|

Garner Economics: Site Selection

- | | |
|--|---|
| <ul style="list-style-type: none"> Stork Food Processing Systems Future Pipe Industries Hatfield Quality Meats Academy Sports American Electric Power | <ul style="list-style-type: none"> Anchor Glass Lowe's Home Improvement* The Facility Group* (and their clients) Primus Builders* (and their clients) |
|--|---|

Garner Economics: Workforce Assessment

All of our corporate siting clients	Macon, Georgia*
All of our economic development strategy clients	The St. Joe Company
Allen Land Group, Inc.*	State of Mississippi
	Chambers County, AL

Garner Economics: Organizational Analysis, Marketing, Business Development Assistance and Training

City of Missoula, Montana	Jacksonville, Florida Transit Authority
Montana West Economic Development Corporation	Louisiana Economic Development*
North Louisiana Economic Partnership	Greater Wichita Economic Development Coalition*
Charlotte Regional Partnership*	Greater Pittsburgh Chamber of Commerce
St. Louis Regional Chamber and Growth Assoc.	Greater Topeka Chamber of Commerce*
Economic Development Council of Collier County, Florida*	Puerto Rico Industrial Development Corporation
City of West Monroe*	Greater Phoenix Economic Council
Greensboro Economic Development Alliance*	Lee's Summit Economic Council
Baton Rouge Area Chamber*	University of Oklahoma, EDI*
The Facility Group*	Harrison County Development Commission, Mississippi*
Community Development Foundation of Tupelo, Mississippi*	University of Georgia
Course Team Northeast Ohio*	Georgia Tech, Basic Economic Development Course*
Cincinnati USA Partnership	UNC Chapel Hill, Basic Economic Development
Wilmington, North Carolina Chamber of Commerce	North Carolina's Southeast

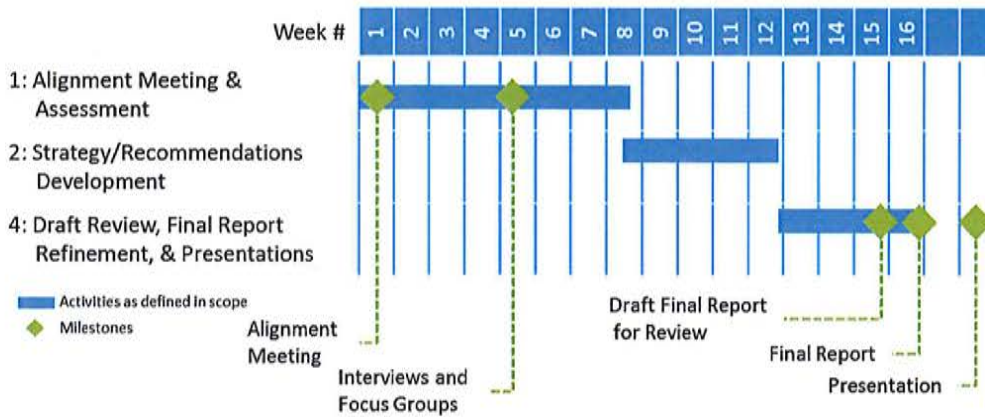
Brand Acceleration

Aiken, South Carolina Economic Development Partnership	Hancock, Indiana Economic Development
Altavista, Virginia Economic Development	I-74 Business Corridor
City of Appleton, Wisconsin	Joint Economic Development Initiative of Southern Ohio
Greater Burlington, Iowa Partnership	Joplin Regional Partnership (MO, KS, and OK)
Mobile, Alabama Economic Development	Mid-America Economic Development Council
Boone County, Indiana Economic Development	North Florida Mega Park
Town of Brownsburg, Indiana Economic Development	Robertson County, Tennessee Economic Development
Cass-Logansport, Indiana Economic Development	Scioto County, Ohio Economic Development
Cherokee County, Kansas Economic Development	Southern Economic Development Council
Effingham County, Illinois Economic Development	Vermillion Rise Mega Park
Fayetteville – Cumberland County, North Carolina	White County, Indiana Economic Development
Economic Development Alliance	



PROJECT SCHEDULE AND TIMELINE

For planning purposes, the team anticipates a 16-week schedule to complete the work outlined in this proposal. The two firms are able to begin work immediately once JEDO gives the notice to proceed.



FEES

Garner Economics, acting as the prime contractor for the above, will conduct the aforementioned project for a total fee of \$80,000 for all services detailed in the proposal, not including reimbursable expenses.

Reimbursable Expenses: JEDO will pay travel, administrative and communication expenses incurred in the conduct of the assignment, subject to i) documentation by Garner Economics and Brand Acceleration, ii) a not to exceed cap of \$10,000 for and iii) to the definitions noted herein. Travel expenses include, but are not limited to, all actual and reasonable transportation (air, rail, bus, taxi, car rental, etc.), lodging, meals and sundry travel expenses. Communication expenses include, but are not limited to, all actual and reasonable telephone, cell phone, fax, express mail, regular mail and other sundry communication expenses. Presentation materials and the acquisition of data (reports, maps, slides, economic data, etc.) are also a reimbursable expense.

PAYMENT SCHEDULE AND PROPOSAL VALIDITY

The proposed payment structure for the schedule is as follows:

- JEDO will pay a project initiation fee to Garner Economics in the amount of \$20,000 upon receipt of an invoice and subject to invoice terms. Such an invoice will be submitted upon notification to proceed by JEDO.
- JEDO will pay Garner Economics \$20,000 a month for the remaining 3 months of the project on a monthly basis.
- Garner Economics will invoice JEDO for project expenses on a monthly basis.

This proposal will remain in effect for 45 days.

