



Growth Organization of Topeka/Shawnee County 2024 Public Funding Program Overview and Budget

Executive Summary

GO Topeka serves as the community leader in fostering opportunities for economic growth and prosperity in Topeka and Shawnee County. The organization provides a range of work that is targeted to support New Business Attraction, Existing Business Retention and Expansion, Workforce and Education, Minority & Women-owned Business Development, Small Business and Entrepreneurial Development. A significant part of what GO Topeka does is develop and nurture trusting relationships with local business, community, and civic leaders, in addition to leaders that can affect economic prosperity in Topeka and Shawnee County at the regional, state, and national levels. The role of GO Topeka is not only to attract and retain jobs, but also to help attract and retain the talent our current and future businesses need to thrive.

In 2024, GO Topeka will continue to implement the Momentum 2027 Strategy. GO Topeka plays an integral part in moving Topeka & Shawnee County forward and it's imperative the organization stays fresh and innovative with new initiatives that will continue to support a business climate ripe for development.

The programs outlined in this document outline the key areas of focus within GO Topeka's strategic plan. Each of these areas have dedicated staff, resources and programming to carry out the mission.



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Megan Pletcher
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Andrea Bailey
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Angel Lang
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 Resource Development

Callie Zirkle
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Glenda Washington
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 Opportunity Officer;
 SVP, MWBD

Matt Pivarnik
 CEO

Research

Patrick Altener
 Economic Advisor

Strategy Leadership

Michelle Cuevas
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Angel Lang
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Human Resources

Matt Pivarnik
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Jessica Ohse
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 Communications

Jared Hitchens
 Marketing Director

India Yarborough
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Carolyn Lang
 Brand Manager

Erin Young
 Marketing Account
 Manager

Cassie Carlson
 Marketing Account
 Manager

Alona Harrison
 Marketing Account
 Manager

John Koop
 Events Director

Claire Thomas
 Events Coordinator

Autumn Denham
 Social Media
 Coordinator

Kate Garren
 Executive Coordinator

Budgeted Expenditure Summary

<u>GO Topeka Programs</u>	<u>Proposed 2024</u>	<u>Approved 2023</u>
Business Attraction & Retention	\$ 393,409	\$ 361,660
Small Business, Innovation & Entrepreneurial Development	240,136	247,604
Minority & Women Owned Business Support	244,014	298,814
Talent Initiatives	212,630	197,576
General Economic Development Activities	206,731	107,526
Total Programming (excl salaries)	\$ 1,296,920	\$ 1,213,180
Economic Development Salaries	853,124	910,263
Full-time equivalent headcount	8.00	8.75
Marketing/Communications Services	248,000	234,000
Finance/Administration/HR Services	337,000	262,000
General & Administrative Expenses	100,969	166,471
Total Operating Expenses	\$ 2,836,013	\$ 2,785,914
Estimated % of countywide .5 cent sales tax	16.0%	15.4%
Large Business Incentives	2,779,152	3,097,999
Small Business Incentives	400,000	300,000
Special Initiatives	5,227,428	5,213,388
Total Expenditures	\$ 11,242,593	\$ 11,397,301

Budgeted Revenue Summary

	<u>Proposed 2024</u>	<u>Approved 2023</u>
Economic Development Sales Tax	\$ 10,985,862	\$ 11,157,970
Program Sponsorships and Other	39,093	51,707
Interest and Investment Income	54,352	53,935
Total Revenue	\$ 11,079,307	\$ 11,251,112

Greater Topeka Partnership
GO Topeka
 Budgeted Statement of Activities by Department - Public
 As of December 31, 2024

*Non-GAAP Reporting

	Business Attraction and Retention/Expansion December 31, 2024	Small Bus Dev/Innovation/Ent Dev December 31, 2024	WMBD December 31, 2024	Talent Initiatives December 31, 2024	General & Administrative December 31, 2024	Total On-Going Programming December 31, 2024	Special Initiatives December 31, 2024	ETLC December 31, 2024	Total December 31, 2024
	Budget	Budget	Budget	Budget	Summary	Summary	Budget	Budget	Summary
Revenue									
Event/program rev	0	0	19,651	0	19,442	39,093	0	0	39,093
Public revenue	3,172,561	664,101	438,769	212,630	1,471,009	5,959,070	5,026,792	0	10,985,862
Total Earned revenue	3,172,561	664,101	458,420	212,630	1,490,451	5,998,163	5,026,792	0	11,024,955
Other revenue	0	0	0	0	0	0	0	45,432	45,432
Interest revenue	0	0	0	0	8,500	8,500	0	420	8,920
Total Other revenue	0	0	0	0	8,500	8,500	0	45,852	54,352
Total Revenue	\$ 3,172,561	664,101	458,420	\$ 212,630	1,498,951	6,006,663	\$ 5,026,792	\$ 45,852	11,079,307
Expenses									
Payroll/benefits	0	0	97,148	0	749,896	847,044	0	0	847,044
Other compensation	0	0	800	0	5,280	6,080	0	0	6,080
Professional services	190,800	11,469	17,325	0	37,465	257,059	20,000	0	277,059
Other employee related costs	11,348	15,550	9,500	6,555	30,683	73,636	0	0	73,636
Shared services	0	0	109,000	0	476,000	585,000	0	0	585,000
Total Personnel expenses	202,148	27,019	233,774	6,555	1,299,324	1,768,819	20,000	0	1,788,819
Program/event expense	5,400	94,220	40,616	21,760	10,000	171,997	0	0	171,997
Sales travel	45,075	0	1,200	0	0	46,275	0	0	46,275
Hospitality	7,000	1,500	21,600	2,600	300	33,000	0	0	33,000
Grants/sponsor/contrib/scholar	42,200	82,500	127,002	163,565	3,000	418,267	224,992	0	643,259
Total Program expenses	99,675	178,220	190,418	187,925	13,300	669,539	224,992	0	894,531
Occupancy	0	17,136	6,799	0	47,212	71,147	64,680	0	135,827
Office expense	1,800	2,656	2,294	0	17,320	24,070	0	0	24,070
Dues/subscriptions	0	19,240	12,225	0	59,963	91,428	23,292	0	114,720
Advertising	89,786	13,000	12,250	18,150	48,000	181,186	0	0	181,186
Depreciation/amortization	0	6,830	0	0	17,627	24,457	0	105,069	129,527
Insurance/taxes/fees	0	0	660	0	4,705	5,366	0	12,540	17,905
Interest expense	0	0	0	0	0	0	0	83,028	83,028
Total Operational Expenses	91,586	58,863	34,229	18,150	194,827	397,654	87,972	200,637	686,263
Total Expenses Before Incentives	393,409	264,102	458,421	212,630	1,507,451	2,836,012	332,964	200,637	3,369,613
Business incentives	2,779,152	400,000	0	0	0	3,179,152	4,693,828	0	7,872,980
Total Expenses	\$ 3,172,561	664,102	458,421	\$ 212,630	1,507,451	6,015,164	\$ 5,026,792	\$ 200,637	11,242,593
Total Changes in Net Assets	\$ 0	0	0	\$ 0	(8,500)	(8,500)	\$ 0	\$ (154,785)	(163,285)

Business Attraction and Business Retention/Expansion

Business Retention and Expansion (BRE)

Topeka and Shawnee County's continued job growth and capital investment comes from its existing industries and businesses. Businesses thrive in environments that provide support and resources, as well as a balanced and consistent regulatory climate. GO Topeka continues its commitment to provide multiple means of assistance and support for existing employers by understanding and addressing their needs, while finding solutions to barriers that may keep business from thriving in the community.

- **Ensure support of employer needs related to retention, growth and expansion opportunities**
 - ◆ Develop and cultivate strong relationships with plant and general managers, and C-level executives of primary employers
 - ◆ Build relationships with headquarters of major employers
 - ◆ Conduct BRE visits and surveys to gather information on the existing business landscape and identify opportunities and gaps
- **Respond to expansion opportunities with appropriate support and incentives**
- **Respond to barriers with appropriate support**
 - ◆ Advocate for business-friendly policies when appropriate
 - ◆ Connect companies to and facilitate conversations with partner resources and organizations
- **Ensure maintenance of existing incentive contracts**

New Business Attraction

The foundation of a successful business attraction program is the relationships formed with site selection consultants and corporate real estate executives. Building these relationships helps educate and keep the community in the front of the minds of the decision makers and individuals who influence the site selection process.

Marketing Topeka and Shawnee County nationally and internationally to bring awareness to the business assets the community has to offer helps attract new businesses to consider relocating or expanding in Topeka and Shawnee County. Through advertising, face-to-face interactions and involvement with partner organizations, GO Topeka strives to make Topeka and Shawnee County known as a great place to do business.

As the community grows, assessing the assets to further develop and market to companies looking to expand is key. GO Topeka forms partnerships to help proactively leverage assets and identify opportunities for improvement. Capitalizing on underutilized assets such as the airport and marketing our unique strengths to grow the wealth of our community and help create quality jobs will be the focus of our work in 2024.

- **Build awareness of Topeka as a top place to do business**
 - ◆ Develop and deploy annual marketing plan geared toward high-growth, high-wage companies and industries
 - ◆ Grow and maintain relationships with key regional commercial real estate executives and site location consultants to increase their awareness of the business assets in Topeka and Shawnee County

- ◆ Host commercial real estate executives and/or site consultants in Topeka for familiarization tours
- ◆ Strategically engage with new National site consultants or corporate real estate professionals
- ◆ Develop and maintain regional partnerships to leverage for new business attraction

- **Capitalize on opportunities to respond to requests for proposals from companies looking to relocate or expand**
 - ◆ Provide a thorough, accurate and timely response to all RFPs meeting strategic industry and/or company criteria
 - ◆ Leverage community partners to present the best possible proposal
 - ◆ Record RFPs and provide regular updates to the GO Topeka Board of Directors and JEDO

- **Develop strategies for potential commercial and industrial development and redevelopment location opportunities throughout Shawnee County**
 - ◆ Keep updated inventory of available sites and buildings
 - ◆ Gather knowledge and work to better position Topeka as a place for aviation and aerospace related business
 - ◆ Provide resources to assess viability of existing property for a variety of uses
 - ◆ Provide marketing resources to promote sites and buildings to developers and companies looking for space
 - ◆ Develop and maintain strong relationships with commercial brokers and property owners to create greater collaboration for economic development opportunities
 - ◆ Partner with the City of Topeka to aggressively pursue catalytic redevelopment opportunities

- **Provide comprehensive incentives to attract and retain primary employers**

Committed and Pending Incentive Offerings

Go Topeka, Inc.
Committed/Pending Incentive Offers and Site Expenditures
November 30, 2023

	Incentive Orig. Date	Pymts to 12/31/2022	Payments 2023	Projected						Total Projected	Total Projected & Paid
				2023	2024	2025	2026	2027	THEREAFTER		
Cash:											
Committed - Performance Based:											
Advisors Excel	2019	692,900	268,000	-	268,000	261,100	-	-	-	529,100	1,490,000
Big Heart Pet 2015	2015	73,595	-	-	82,000	-	-	-	-	82,000	155,595
Bimini LLC	2020	14,400	3,400	-	3,400	3,400	400	-	-	7,200	25,000
Ernest Spencer	2021	21,500	11,700	-	37,000	37,000	37,000	37,000	32,800	180,800	214,000
Futamura USA	2016	194,400	11,600	-	-	-	-	-	-	-	206,000
Global Grain	2020	23,200	9,240	-	21,120	21,120	21,120	19,800	-	83,160	115,600
Goodyear	2022	-	-	-	234,000	117,000	117,000	117,000	-	585,000	585,000
Harris Fabrication (Project Kool-Aid)	2022	-	960	-	53,050	36,050	36,050	36,050	27,840	189,040	190,000
Hayden Tower Service	2020	-	-	-	35,000	35,000	35,000	35,000	94,000	234,000	234,000
Heinen Aviation	2021	3,980	3,970	-	23,800	23,800	23,800	23,800	15,850	111,050	119,000
Hill's Pet Nutrition Colony	2019	171,600	-	-	16,800	7,600	-	-	-	24,400	196,000
Hill's Pet Nutrition Plant	2020	190,200	-	-	85,800	42,900	22,100	-	-	150,800	341,000
HME	2020	136,800	51,600	-	154,600	154,600	154,600	154,600	40,200	658,600	847,000
HME (Cap X Amendment)	2021	19,190	6,681	-	34,129	-	-	-	-	34,129	60,000
Industrial Maintenance	2017	109,447	4,000	-	36,000	34,553	-	-	-	70,553	184,000
J6 Enterprises (THM)	2021	38,800	9,189	-	50,000	50,000	50,000	50,000	36,011	236,011	284,000
LifeTech Sciences	2020	1,940	2,758	-	4,700	1,700	14,300	14,300	36,802	71,802	76,500
Mainline Printing	2022	134,000	-	-	52,000	16,000	16,000	16,000	16,000	116,000	250,000
Mercury Broadband	2021	-	-	-	180,600	168,000	168,000	168,000	155,400	840,000	840,000
Midwestern Metals/Custom Dredgeworks	2020	-	-	-	28,000	17,000	17,000	17,000	17,000	96,000	96,000
OneSource (Project Pages)	2022	-	-	-	20,000	20,000	20,000	20,000	20,000	100,000	100,000
Polo Custom Products	2022	-	28,009	-	6,500	6,500	6,500	6,500	44,891	70,891	98,900
Ryder	2022	-	60,500	-	171,333	100,833	43,334	-	-	315,500	376,000
SE2	2016	956,000	-	-	-	-	-	-	-	-	956,000
Topeka Foundry	2020	50,400	22,900	-	79,100	79,100	79,100	79,100	32,800	349,200	422,500
Topeka Foundry (Cap X Amendment)	2022	-	554	-	9,446	-	-	-	-	9,446	10,000
Torgeson Electric (Project Bolt)	2022	-	-	56,000	44,000	44,000	44,000	44,000	44,000	276,000	276,000
Wal-Mart	2019	3,520,000	-	-	780,000	180,000	180,000	180,000	130,000	1,450,000	4,970,000
Total Committed - Performance Based		6,352,352	495,061	56,000	2,510,378	1,457,256	1,085,304	1,018,150	743,594	6,870,682	13,718,095
Expected:											
Small Business Incentive Program		-	255,504	244,496	400,000	-	-	-	-	644,496	900,000
Workforce Barriers		-	-	-	25,000	-	-	-	-	25,000	25,000
Choose Topeka		357,750	74,750	167,500	-	-	-	-	-	167,500	600,000
Choose Topeka 2.0		-	25,571	5,283	222,784	111,362	-	-	-	339,429	365,000
Innovation Campus		278,770	281,305	4,567,497	100,000	102,000	104,040	106,121	331,267	5,310,925	5,871,000
Total Expected		636,520	637,130	4,984,776	747,784	213,362	104,040		331,267	6,487,350	7,761,000
Total Committed and Expected		6,988,872	1,132,191	5,040,776	3,258,162	1,670,618	1,189,344		1,074,861	13,365,952	21,479,095
Under Consideration:											
Land Acquisitions		-	-	-	-	-	-	-	-	-	-
Pending Cash Incentives		-	-	-	-	-	-	-	-	-	-
Total Under Consideration		-	-	-	-	-	-	-	-	-	-
Total before MWBD		6,988,872	1,132,191	5,040,776	3,258,162	1,670,618	1,189,344		1,074,861	13,365,952	21,479,095
MWBD Carryover										1,311,000	1,311,000
Total										14,676,952	22,790,095

Small Business, Innovation, and Entrepreneurial Development

A high-performing innovative and entrepreneurial ecosystem drives the creation of new high-paying jobs, attracts investment, helps to fill gaps in the community and raises awareness of a district, city or region's brand nationally and internationally. Our approach to continue strengthening the Topeka and Shawnee County innovation and entrepreneurial ecosystem is multi-faceted and includes development of resources for high-growth potential companies in the innovation and technology sectors, supporting the growth of existing businesses in Topeka and Shawnee County and generating startup businesses. The strides Topeka and Shawnee County have made to elevate our entrepreneurship ecosystem in the past several years show that this strategy falls on fertile ground here. With our early successes of launching the Plug and Play animal health/ag tech focused accelerator program in 2020 and taking first steps in launching the development of an innovation center, 2024 will be focused on finding new ways of turning opportunity into true economic impact.

In 2024, the small business, entrepreneurship, and innovation budget aligns with the GO Topeka strategic plan and includes the following highlights:

- **Establishing the physical and digital infrastructure to support business attraction opportunities generated by the Plug and Play program and by the establishment of the Topeka Region as a hub of innovation in the animal health corridor** "Place" is at the center or heart of our innovation strategy. By moving forward with the pre-leasing and construction of the Astra Innovation Center the infrastructure is established to provide a future home for innovators, entrepreneurs and startups within our community and throughout the world. The addition of New Market Tax Credits will help close the gap for an estimated Q2 2024 construction state date. The budget reflects costs associated with the innovation campus including marketing, legal fees, operating expenses as required by GO Topeka's stub lease, tenant lease and business incentive agreements. Digital infrastructure was also set in place in 2022 through the launch of the Kansas Innovation Dealroom platform. This platform tracks startup activity in Topeka and surrounding regions while also creating a database of angel and venture capital investors, corporate partners, local business partners and government/non-profit entities that are critical to the success of the ecosystem. Costs associated with management of the platform are accounted for in the budget.
- **Travel Scholarships for Plug and Play startups to host them in Topeka for Expo and Regional Visits.** Plug and Play Topeka hosts cohorts twice per year for a period of 3 months each. Each cohort consists of 8-12 startups from throughout the US and around the world. It is important to showcase the unique strengths of Topeka and the surrounding region by connecting these startups to local and regional partners. By utilizing partnerships such as K-State 105, Animal Health Corridor, Network Kansas, Angel Investors, VC's and other local resource partners we are creating a community for startup attraction, growth and expansion to drive economic prosperity for the community, region and state.
- **Elevate Topeka as a hub of innovation.** Building out the foundation of our ecosystem around our strategic initiatives of Investment, Education & Business Services, Talent Pipeline, and Community Engagement/Involvement further develops and promotes Topeka's value proposition as a hub for innovation. Hosting events such as Plug and Play Expo, Innovation Showcase events and trainings provides an opportunity to connect Plug and Play startups to local resources while also educating our community stakeholders on the importance of programming within the ecosystem. Create an equitable ecosystem by providing entrepreneurial opportunities and resources for youth, collegiate, minority and women as well as entry level, intermediate and advanced stages.

- **Programming.** We will continue to offer programs with successful track records, edit programs to meet the needs of the community and add several new programs to advance efforts to strengthen the entrepreneurial ecosystem:
 - ◆ Propeller Mentoring Program to pair startups and small businesses with mentors who can provide guidance and connectivity to resources
 - ◆ FastTrac accelerator program to equip entrepreneurs with skills, tools and resources to grow their business
 - ◆ Support of the Washburn University Pitch Competition including winners attending Plug and Play Summit in Silicon Valley. Connecting Washburn Students to Youth Entrepreneurship Challenge as mentors for Middle and High School students.
 - ◆ Host the Small Business Awards with the goal of these businesses moving to the national competition.
 - ◆ Small business advocacy and communication through multiple channels including Shop Local, Shop Small Promotions to support our existing local businesses, Small Business Council sponsored networking events, educational opportunities, especially in collaboration with resource partners
 - ◆ Global Entrepreneurship Week (marketing and networking directed toward enhancing the Topeka/Shawnee County entrepreneurial ecosystem with the goal of building more GEW activities and focus on Topeka/Shawnee County over the next several years)
 - ◆ Continuing to build partnerships with SBDC, Shawnee County Startups, Omni, K-State Extension, Network Kansas and other local partners to collaborate on events, trainings, and other resources needed to support the small business and entrepreneurial community.

- **Small Business Incentive Program.** 2023 saw continued success with continued increase in applications and strong ROI from participating businesses. The outreach informational sessions and trainings in the Hispanic/Latinx communities is bringing not only an increase in applications but also stronger quality of applications. Transitioning the program to an online application and tracking system has improved the user experience and allowed the team to spend more time working with businesses. In 2024 the program will continue to offer incentives for innovation and commercialization that further development of Topeka's brand as a hub for innovation.

- **Continuously improve access to resources and service providers.** In order to support Topeka's entrepreneurs, it is important to provide easy access to local service providers that can help startups launch their businesses faster with a higher probability of success. We are committed to reviewing new technologies to make better use of startups time, improve access to resources and improve tracking of success metrics.

Kansas SBDC at Washburn University

Serving nine counties in Kansas with offices in Topeka, Manhattan and Wetmore, the Kansas SBDC at Washburn University is a nationally accredited small business development center and is an indispensable partner in Topeka's entrepreneurial ecosystem. It offers free one-on-one consulting to more than 400 clients each year, covering assistance with issues related to business start, funding, management, growth, and succession planning or selling a business. GO Topeka partners with the SBDC to fulfill its mission of providing those support services to startups and small businesses.

Minority & Women-Owned Business Development (MWBD)

Minority & Women-Owned Business Development (MWBD)

2023 brought about collaborations internally and externally to promote accessibility, visibility, and sustainability within the small and minority business ecosystem. This new energy continues to foster growth in the underserved and marginalized communities and will cultivate impact on all levels. The year also closed with the retirement of a devoted leader and advocate, Glenda Washington.

2024 will bring about re-organization with the addition of Israel Sanchez as Director of Equity and Business Development. This role will serve as a peer and collaborate with the Director of Entrepreneurship and Small Business to assess the needs of the community and realign programming as needed. This will include working diligently with the leadership of East Topeka, Central Topeka, North Topeka and other LMI communities throughout Shawnee County, playing a key role in building an ecosystem that supports all entrepreneurs in our community.

All programming is currently under review to assess community needs, identify gaps and develop strategic programs that support economic prosperity, promote business and community growth that address the elimination of poverty and support a better quality of life. These may include but not limited to:

- ◆ Continue to work with community leaders to address disparities in LMI communities
- ◆ Support minority and women owned business startups by providing educational programs that sharpen their skills and provide access to opportunity
- ◆ Design and implement industry specific business trainings and events that will spur growth and highlight minority and women-owned businesses
- ◆ Minority and Women-owned business pitch contest opportunities to support at various stages of development and growth
- ◆ Continue to support access to funding through First Opportunity Fund and Empowerment Loans
- ◆ Monitor growth, cost, success, collaborations

Identify opportunities for minority and women owned businesses to meet with buyers of goods and services on a state, federal and local level

- ◆ Host annual events that will inform and elevate the status of women and the importance of developing strong women business owners, and collaborate with National events such as Minority Enterprise Development Week
- ◆ Promote and advocate for women and minority owned businesses on the local, state, and national level

Talent Initiatives

Talent Initiatives focus on growing, retaining, and attracting talent, and educating our current community members to ensure a competitive future workforce for Topeka and Shawnee County. GO Topeka understands that to provide a quality workforce, focus must be placed not only on workforce development, but on talent attraction, employee retention, and diversity, equity, and inclusion. We will continue to develop and grow partnerships between community members, businesses, and schools, from early childhood education to post-secondary institutions; ensuring that education and training providers are well-aligned and have the resources they need to prepare the community's younger residents for college and careers. Because a diverse, well-educated workforce will produce the quality that employers need, focus will be placed on addressing 'talent pipeline' needs in the community.

- **Align the Talent Pipeline**

- ◆ Work with workforce development partners to ensure collaboration between education partners and employers and foster communications between employers directly
- ◆ Provide research support to assess the pipeline

- **Maintain and Grow Opportunities for College & Career Readiness**

- ◆ Continue to oversee outcomes at the Washburn Tech East campus, in partnership with the Washburn Institute of Technology, ensuring programming is aligned to engage at-risk students and adults
- ◆ Provide scholarships for high-growth, high-demand industry training at local educational institutions

- **Attract & Retain Talent**

- ◆ Build relationships with area HR representatives to discuss barriers and opportunities regarding talent development, attraction, and retention
- ◆ Convene and partner with community providers as it may relate to various workforce barrier issues, as assessed in the community, to ensure positive outcomes for employees and employers alike
- ◆ Support workforce attraction and professional development for young professionals in Topeka and Shawnee County
- ◆ Strategically market Topeka/Shawnee County as a place to live and work

General Economic Development Activities

Economic Analysis

Proprietary data and analyses are an integral part of strategic economic development. GO Topeka deploys a variety of tools to model scenarios in Topeka and Shawnee County and mine data to help guide decisions throughout the community.

- Modeling tool for economic impact analysis
- Cloud-based labor data tool
- Web-based survey system
- Data visualization tools
- Integrated statistical software
- Data modeling software
- C2ER Membership: Council for Community and Economic Research

Administration

Administration expenses represent the necessary costs incurred to maintain the organization's daily operations. These expenses are not directly tied to any specific programs discussed above but are vital to the success of GO Topeka's economic development programs.

- Occupancy expenses such as rent, storage and parking
- Office expenses such as telecommunications, office supplies and postage
- Information technology expenses such as software subscriptions and IT services
- Administration/Finance/HR/Facilities support
- Depreciation
- Insurance and taxes