



JEDO Board of Directors
Agenda for Wednesday, December 16, 2015
6:00 p.m.

City Council Chambers
214 SE 8th Street, 2nd Floor, Topeka, Kansas

1. Roll Call
2. APPROVAL of Minutes from the meeting of November 18, 2015 and December 9, 2015.
(*Action Item*)
3. OVERVIEW and DISCUSSION of GO Topeka's 2015 activities.
4. APPROVAL of the 2016 Annual Business Plan and Budget for the Growth Organization of Topeka/Shawnee County, Inc. (*Action Item*)
5. APPROVAL of the 2016 Cash Carry-Forward Agreement between the Growth Organization of Topeka/Shawnee County, Inc., and the Joint Economic Development Organization. (*Action Item*)
6. APPROVAL of the GO Topeka audit firm for the 2015 through 2017 fiscal years. (*Action Item*)
7. OVERVIEW of GO Topeka's 2016 Program of Work.
8. DISCUSSION regarding implementation of the recommendations made by Garner Economics, Inc.
9. Any other business items that may come before the Board for consideration
10. Public Comment
11. Adjournment

Public Comment Policy: Comment from members of the public shall be entertained on each actionable agenda item and at the end of each meeting. Comment shall be limited to topics relevant to JEDO business. Members of the public wishing to speak must notify the City Clerk before 5:00 p.m. on the date of the meeting via email at cclerk@topeka.org or call 785-368-3940. This requirement shall not apply to items added during the meeting. Members of the public will be given four (4) minutes to speak and must maintain proper decorum relating to public meetings.

Agenda: Agendas are furnished at least five (5) business days prior to each meeting and posted on the City of Topeka web page at www.topeka.org/JEDO and the Shawnee County web page at www.snco.us/jedo.

To make arrangements for special accommodations please call 785-368-3940 or 785-368-3941. A 48-hour advance notice is preferred.



Agenda Item No. 2

**JEDO Board Meeting
December 16, 2015 - 6:00 P.M.**

APPROVAL of Minutes from the meeting of November 18, 2015 and December 9, 2015 (*Action Item*)

View the minutes online at: <http://www.topeka.org/jedo/2015minutes.shtml>

**Joint Economic Development Organization Board Minutes
November 18, 2015**

City Council Chambers, 214 SE 8th Street, Topeka, Kansas, Wednesday, November 18, 2015.

The Joint Economic Development Organization (JEDO) Board Members met at 6:00 p.m. with the following voting Board Members present: Deputy Mayor Karen Hiller, Councilmembers Michelle De La Isla and Jeffrey Coen; and Shawnee County Commissioners Shelly Buhler, Kevin Cook and Bob Archer -6. City of Topeka Mayor Larry Wolgast presided -1.

Nonvoting Board Members Present: Councilmembers Sandra Clear, Jonathan Schumm and Elaine Schwartz

Absent: Councilmembers Sylvia Ortiz, Brendan Jensen and Richard Harmon

APPROVAL of Minutes of the September 9, 2015, JEDO Board meeting was presented.

Commissioner Cook moved to approve the minutes. The motion seconded by Commissioner Buhler carried unanimously. (7-0-0)

AN UPDATE on the 2015 JEDO 3rd Quarter Financial Statement was provided by Brandon Kauffman, City of Topeka Finance Director.

Brandon Kauffman, City Finance Director and JEDO Board Treasurer, provided a brief overview of the 3rd Quarter Financial Statement. He reported year to date revenue collections were \$12,269,611.50 compared to year to date expenses of \$9,397,541.11 for a net gain of \$2,872,070.39. He stated the starting bank balance as of January 1, 2015 was \$5,883,310.88 resulting in a September 30, 2015 balance of \$8,755,381.27.

APPROVAL of Incentive Agreement between GO Topeka and Federal Home Loan Bank (FHLB) of Topeka was presented.

Scott Smathers, GO Topeka Interim President, CEO and Vice President of Economic Development, reported the JEDO Board approved the funding commitment for the incentive in June 2015, and GO Topeka is now seeking approval of the incentive agreement by the JEDO Board. He noted a revision to the contract has been made to reflect the correct number of existing employees as 216 instead of 223.

Pat Doran, Federal Home Loan Bank President and CEO, reported the project was on target and scheduled to be complete no later than the first quarter of 2018. He emphasized their plan to use local contractors when possible and noted they are currently working with the City of Topeka on the site development process.

Councilmember Coen asked who was responsible for making sure FHLB was doing what was required of them in incentive agreement.

Councilmember Clear questioned the rationale of paying for employee training and noted they are not required to hire only people from Shawnee County.

Scott Smathers reported GO Topeka monitors the agreement throughout the year as well as an outside auditor would review the agreement annually with FHLB prior to them receiving incentive funds. He stated they focus the use of funds on employee training to develop a higher skill level employee base and approximately 75% of their employees reside in Shawnee County.

Councilmember De La Isla moved to approve the Federal Home Loan Bank of Topeka Incentive Agreement. The motion seconded by Commissioner Archer carried unanimously. (7-0-0)

APPROVAL and AUTHORIZATION of Audit Engagement Letter between the Joint Economic Development Organization and Cochran Head Vick & Company, P.A., for the year ending December 31, 2015, was presented.

Brandon Kauffman, City Finance Director and JEDO Board Treasurer, provided the board report. He stated approval would authorize an audit of engagement letter between JEDO and Cochran Head Vick & Company to provide a review of JEDO finances for a fee not exceed \$4,500. He noted the firm has provided audit services for JEDO over the past several years.

Councilmember De La Isla suggested they follow best business practices and change audit firms every four to five years.

Commission Cook moved to authorize the Audit Engagement Letter between the Joint Economic Development Organization and Cochran Head Vick & Company, P.A., for the year ending December 31, 2015. The motion seconded by Commissioner Buhler carried unanimously. (7-0-0)

DISCUSSION of Countywide Half-Cent Sales Tax Interlocal Agreement was presented.

Mayor Wolgast referenced the project proposal list distributed in the meeting packet. *(See Attachment A)* He reported discussion would consist of the following items of interest by Board members:

1. Renovations to the Kanas Expocentre
2. An Urban Economic Development Fund
3. Replacement of the Willard Bridge (NW Carlson Road over the Kansas River)
4. Proposed Timeframe of Distributed Sales Tax Funding by the County

Mayor Wolgast reported he received requests from the public to be allowed to comment on the discussion item; however, JEDO Operational Rules do not allow public comment on non-action items unless the Operational Rules are suspended by two-third majority vote of JEDO Board Members.

Deputy Mayor Hiller moved to suspend the JEDO Operational Rules to allow public comment. The motion seconded by Commissioner Cook carried unanimously. (7-0-0)

HR Cook, Kansas Expocentre Operations Manager, provided an outline of proposed renovations to the Kansas Expocentre. *(See Attachment B)*

JEDO Board Members asked the following questions:

1. Which events generate the most revenue?
2. Which renovations would support the best revenue generator?
3. Would the renovations to the Expocentre have an effect on the Capital Plaza Hotel and does the Hotel's new management support the renovations?

In response, HR Cook reported the following:

1. The majority of the revenue comes from concert and/or sporting events; however, Equestrian events generate economic development dollars throughout the year while tradeshow and conventions generate direct impact dollars.
2. Each improvement level would have different outcomes; however, it would depend on where priorities lie.
3. The new management team at Capital Plaza has expressed their willingness to support renovations to the Kansas Expocentre.

Rich Eckert, Shawnee County Counsel, confirmed preliminary discussions with Hotel management regarding support of the Expocentre renovations.

Jim Colson, City Manager, reported the City of Topeka recommends consideration of an Urban Economic Development fund in the amount of \$15 million to encourage the development of an economic development program focused on workforce development primarily directed toward unemployed/underemployed residents including veterans, youth employment programming, rehabilitation of blighted and underutilized facilities and infrastructure to attract economic development prospects and job training funds in areas of the city that have been disadvantaged from a jobs and economic growth perspective. He stated no set boundaries have been set at this time; however, primary the areas being considered are to the east and north.

JEDO Board members asked the following questions:

1. Did voters approve the proposal?
2. Do other cities and counties get involved in workforce development?
3. Could the proposed program be a priority of GO Topeka and use the \$5 million allocated to them annually to implement the new program?
4. What would the funding cover and how much would be allocated to the program annually?
5. What is the financial breakdown of the proposed funds to be allocated annually for the program and who will facilitate the program?

In response, Jim Colson stated recommendations were based on discussions by the City Governing Body. He reported the following:

1. The ballot language was specific to economic development overall and was not specific to the program proposal.
2. Workforce development is a critical element of the economic development process in any community.
3. Making the program a priority to be funded by GO Topeka was a viable option; however, they still need to address the most important needs of community.
4. Staff recommendation was to utilize sales tax funds in the amount of \$1 million for 15 years utilizing a tangible tool to make a difference in the community as soon as possible.
5. The recommendation is only a concept so he does not have a financial breakdown at this time.

Councilmember Hiller noted when they receive the Garner Economics Final Report on December 9, 2015 it should help them determine how to allocate \$5 million annually for Economic Development.

Tom Vlach, Shawnee County Public Works Director, provided an overview on the component, sufficiency rating, short-term options, replacement cost, cash flow needs and potential funding strategy of the Willard Bridge. *(See Attachment C)*

JEDO Board members asked the following questions:

1. What caused the decrease in rating and who provides the rating of the Willard Bridge?
2. Was the Willard Bridge included in the original funding request of \$22.5 million?
3. What would be the outcome to the County bridge program if the \$10 million increase totaling \$32.5 million was not allocated?
4. Has the County considered making Willard Bridge a toll bridge?

In response, Tom Vlach reported the following:

1. They are not exactly sure what caused the bridge to deteriorate so rapidly and the Kansas Department of Transportation Engineering consultants provided the rating.
2. The Willard Bridge repairs were not included in the \$22.5 million request; however, since the deficiency rating it has now become a priority.
3. If the additional \$10 million is not allocated they will probably have to close down many local bridges. He noted an additional extension of sales taxes funds would put them in good position with small rural bridges.
4. The possibility of a toll bridge was discussed with KDOT; however, after it was evaluated it was determined it would not be worth it.

Mayor Wolgast stated the City was concerned with the timeframe of the proposed disbursement of sales tax funds and noted the City has made a commitment to citizens to have streets improved. He reported the County's proposal would not allocate funding for City street improvements until the year 2018 and then not again until 2024.

Commissioner Cook asked if it would be legally permissible if all projects are completed as outlined in the current interlocal agreement could the City and County enter into a new interlocal agreement to distribute left-over or excess sales tax funds as agreed.

Mary Feighny, City Attorney, confirmed it would be legal as there were no priorities outlined in the ballot language.

Councilmember Schumm asked for an explanation of the \$5 million difference on the City's original proposal for the Bikeways Master Plan and what is currently being proposed.

Jim Colson reported the enhanced pedestrian and bikeway activities perspective was presented as a discussion point only and was just a recommendation.

Deputy Mayor Hiller expressed her appreciation of discussing the issue of how to manage excess sales tax funds and new sales tax generated funding. She stated she would prefer to jointly prioritize funds and utilize JEDO to monitor the funds as in the past.

Joseph Ledbetter, Carol Marple, Marty Bloomquist and Ann White appeared to speak under public comment. Citizens spoke about the needs of the people being addressed through urban redevelopment, the need to replace the Willard Bridge with no delays, fully supporting the funding needs of the Kansas Expocentre and the great economic impact of equestrian events.

OTHER BUSINESS included an announcement by Deputy Mayor Hiller informing JEDO Board members of a webinar on December 16, 2015 from 1:30 p.m. to 3:00 p.m. relating to best practices and matrixes of economic development. She noted enrollment fees would be paid by GO Topeka if members would like to participate. Mayor Wolgast announced a JEDO Board meeting would held December 9, 2015 for the purpose of discussing the final report by Garner Economics, L.L.C., and the JEDO Board quarterly meeting would be held on December 16, 2015, meetings would be held at 6:00 p.m. in the City Council Chambers.

General public comment included Joseph Ledbetter who spoke about GO Topeka and distributed handouts relating to GO Topeka; and Carol Marple who spoke about the lack of economic development outcomes by GO Topeka over the past 15 years.

No further business appearing the meeting was adjourned at 8:21 p.m.

	City Original	County Version	City Rec.	Totals	
ECONOMIC DEVELOPMENT					
JEDO/Contractor	\$75,000,000	\$75,000,000	\$75,000,000	\$90,000,000	Notes: Total Revenue Projected: \$262,454,495 (15 year term at 1% annual growth)
Urban Redevelopment	\$0	\$0	\$15,000,000		
INFRASTRUCTURE					
County Allocation					Econ Dev - \$90,000,000 County - \$80,600,000 City - \$85,600,000 Unencumbered - \$ 6,254,495
County Bridges	\$22,500,000	\$32,500,000	\$32,500,000		
NW Rochester - US24 to NW 50th	\$13,700,000	\$13,700,000	\$13,700,000		
NW 46th St - Button to Rochester	\$9,400,000	\$9,400,000	\$9,400,000	\$55,600,000	
City Allocation					
SW 6th Ave - Gage - Fairlawn	\$5,600,000	\$5,600,000	\$5,600,000		
SW 17th - Adams - Washburn	\$8,300,000	\$8,300,000	\$8,300,000		
SW 17th - MacVicar - I-470	\$14,600,000	\$14,600,000	\$14,600,000		
Topeka Blvd - 15th-21st	\$4,900,000	\$4,900,000	\$4,900,000		
SE California St - 37th to 45th	\$5,600,000	\$5,600,000	\$5,600,000		
NE Seward - Sumner to Forest	\$1,500,000	\$1,500,000	\$1,500,000		
SE Huntoon - Gage to Harrison	\$7,100,000	\$5,800,000	\$5,800,000		
SW 12th - Gage to Kansas	\$7,900,000	\$6,600,000	\$6,600,000		
SW 29th - Fairlawn to Wanamaker	\$6,100,000	\$6,100,000	\$6,100,000		
SW 37th - Scapa to Burlingame	\$3,700,000	\$3,700,000	\$3,700,000		
SW 37th - Kansas to Adams	\$4,400,000	\$4,400,000	\$4,400,000	\$67,100,000	
QUALITY OF LIFE					
County Allocation					
Expo Center	\$45,000,000	\$45,000,000	\$25,000,000	\$25,000,000	
City Allocation					
Topeka Zoo	\$10,000,000	\$10,000,000	\$10,000,000		
Bikeways Master Plan	\$3,500,000	\$3,500,000	\$8,500,000	\$18,500,000	
Total Allocations	\$248,800,000	\$256,200,000	\$256,200,000		
Revenue Assumptions					
- based on 15 years and 1% growth	\$262,454,495	\$262,454,495	\$262,454,495		
			econ dev	\$90,000,000	
			county	\$80,600,000	
			city	\$85,600,000	
			TOTAL	\$256,200,000	



PROPOSED RENOVATION EXPANSION



Parking lot

Arena seating

Restrooms

Dressing rooms

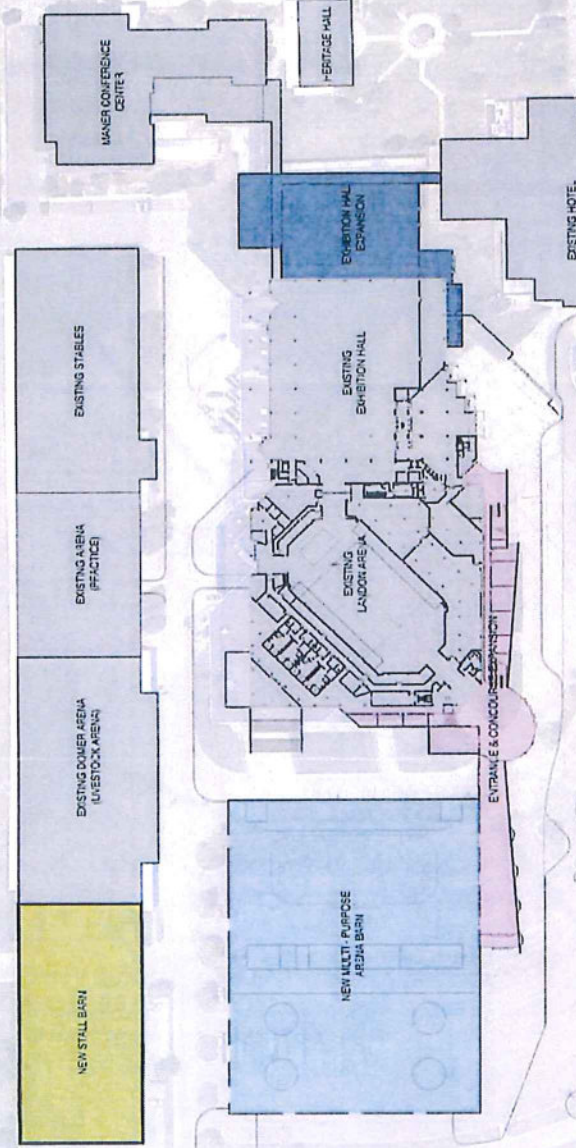
Acoustics

SHOW FLOOR

Accessibility

Technology

TOPEKA BLVD



Show offices

Concessions

Building flow

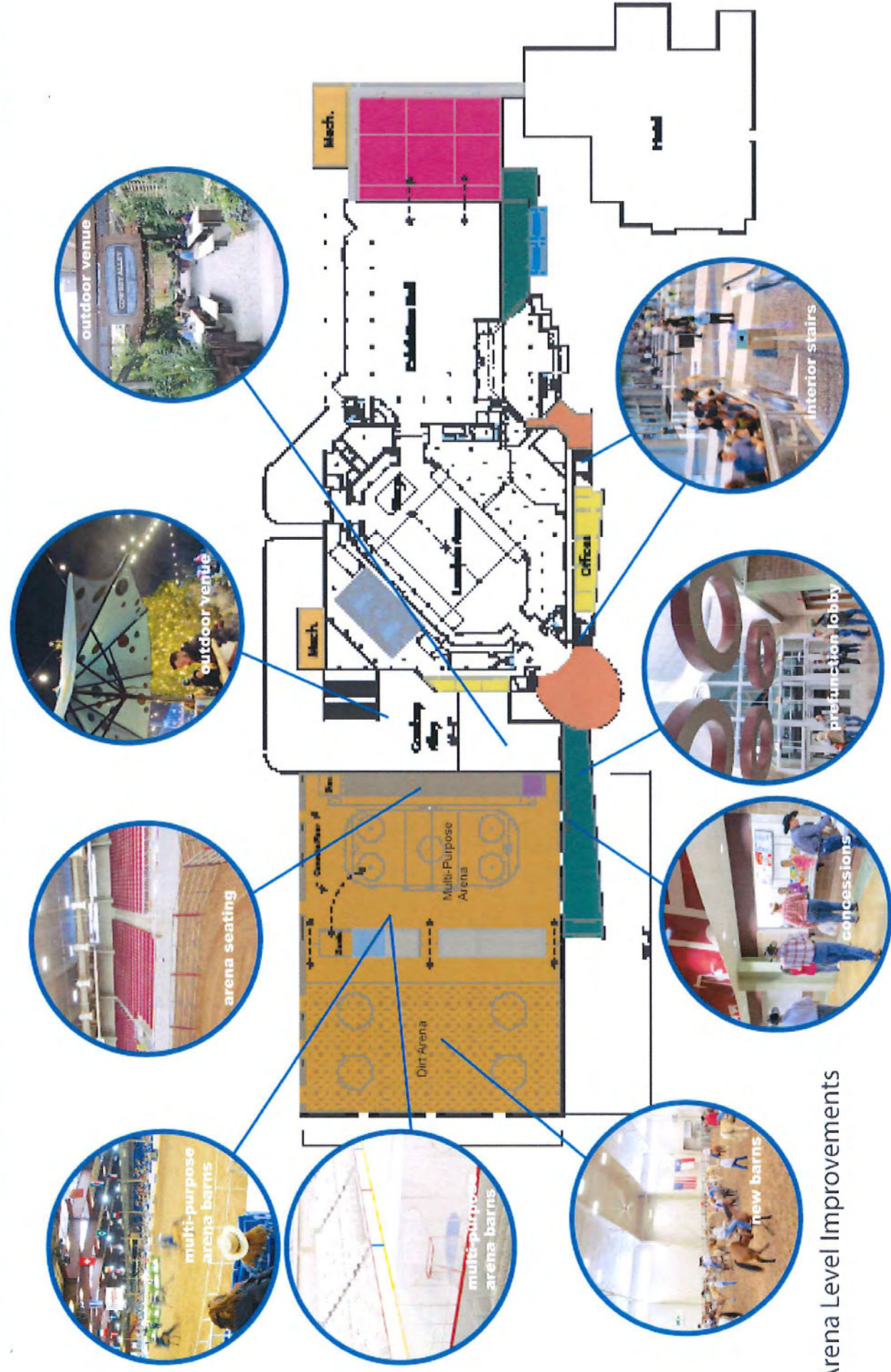
Show rings

Wash bays

Stalls

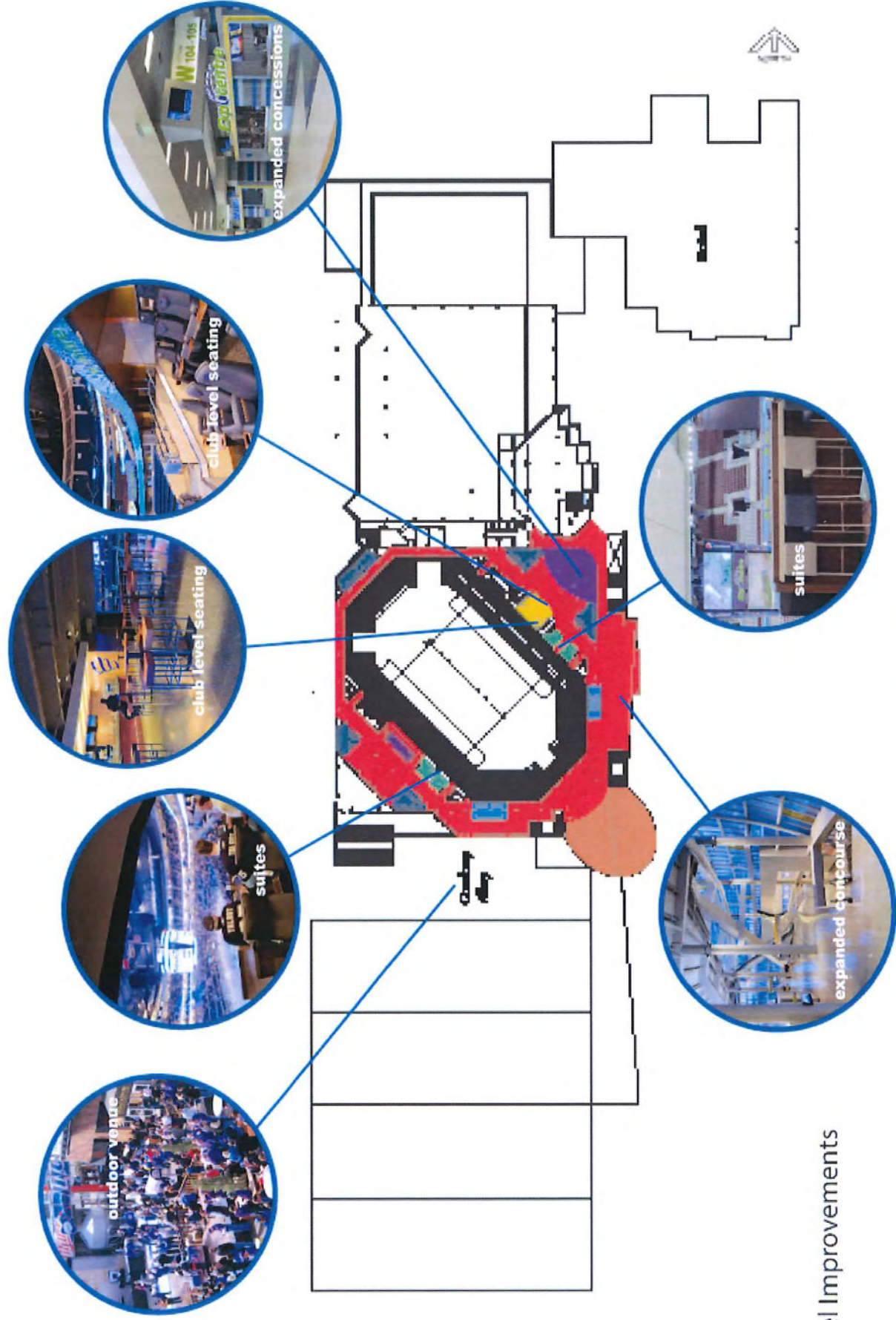
Access

NORTH



Arena Level Improvements

- Offices
- Restroom
- Mechanical
- Lobby
- Arena (dirt/concrete)
- Pre-Function
- Exhibition Hall Expansion
- Locker Renovation

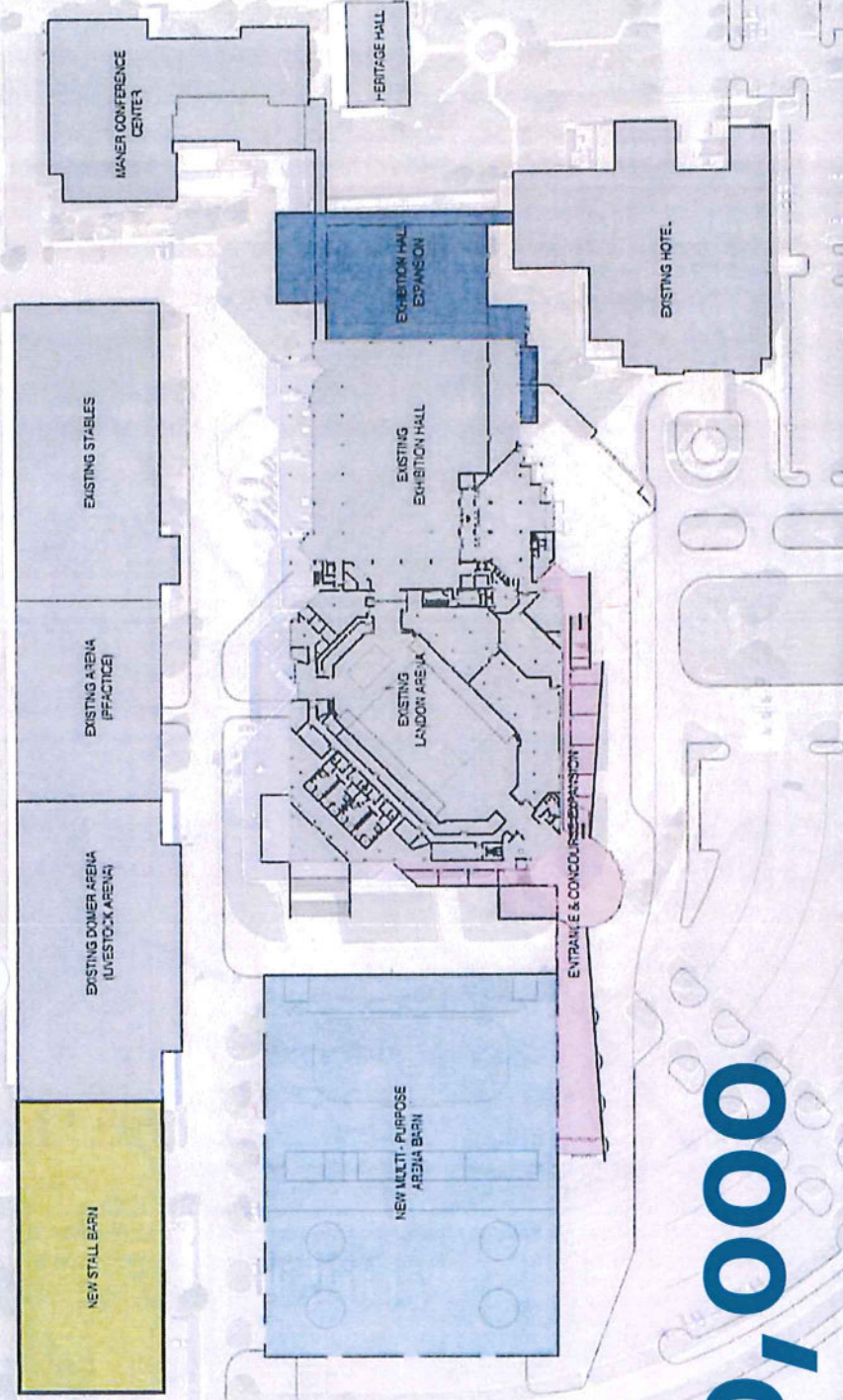


Concourse Level Improvements

KS EXPO CENTRE



EXPAND PARKING



\$51,000,000

New Livestock Arena

- Warmup barn with concrete floor & ice capability
- Show arena

Expand Livestock Stall Barn

- New construction
- New stalls

Livestock Barn Renovation

- Insulation
- Asphalt stall barn
- Enclose east side of warmup area
- Fans
- Improve ridge venting

Landon Arena Renovation & Expansion

- Expanded lower level
- Upper level concourse renovation
- Upper level concourse expansion
- Main entrance lobby
- Outdoor venue
- Suites & club seating
- Concessions
- Dressing rooms & production offices
- ADA updates/alterations
- Seating replacement

Exhibition Hall Expansion

- Expanded floor space
- Renovate existing space
- New restrooms

Parking / Site Expansion

- Entrance drive repaving
- Parking lot repaving
- New parking lot lighting
- RV parking lot upgrades
- Parking lot expansion

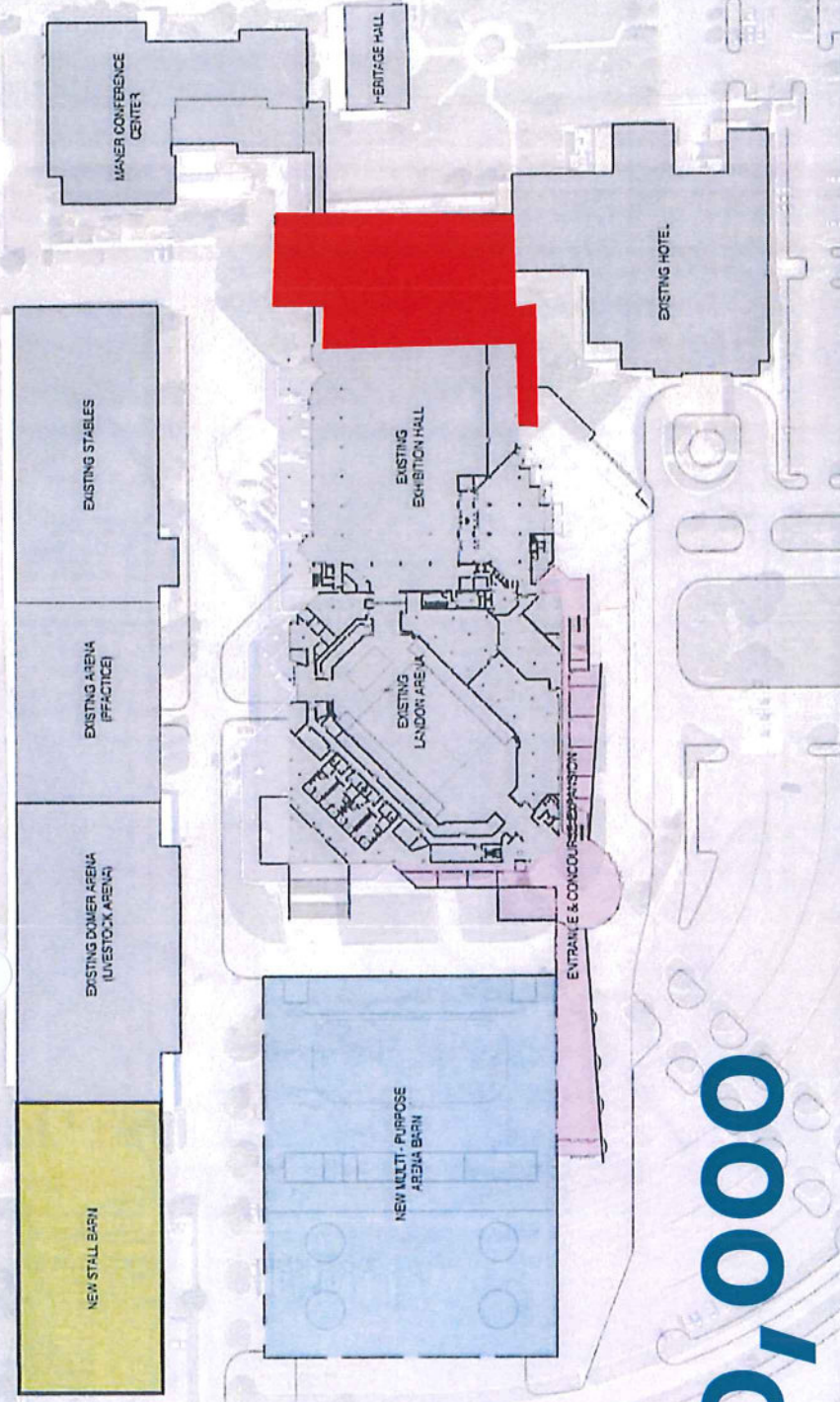
Deferred Maintenance

- Replace Exhibition hall RTU
- Replace arena roof
- Arena skin recaulk
- Replace Ag Hall boiler
- Replace arena boiler
- Facility security cameras
- Exhibition hall AHU

KANSAS EXPO CENTRE



EXPAND PARKING



\$45,000,000

New Livestock Arena

- Warmup barn with concrete floor & ice capability
- Show arena

Expand Livestock Stall Barn

- New construction
- New stalls

Livestock Barn Renovation

- Insulation
- Asphalt stall barn
- Enclose east side of warmup area
- Fans
- Improve ridge venting

Landon Arena Renovation & Expansion

- Expanded lower level
- Upper level concourse renovation
- Upper level concourse expansion
- Main entrance lobby
- Outdoor venue
- Suites & club seating
- Concessions
- Dressing rooms & production offices
- ADA updates/alterations
- Seating replacement

Exhibition Hall Expansion

- Expanded floor space
- Renovate existing space
- New restrooms

Parking / Site Expansion

- Entrance drive repaving
- Parking lot repaving
- New parking lot lighting
- RV parking lot upgrades
- Parking lot expansion

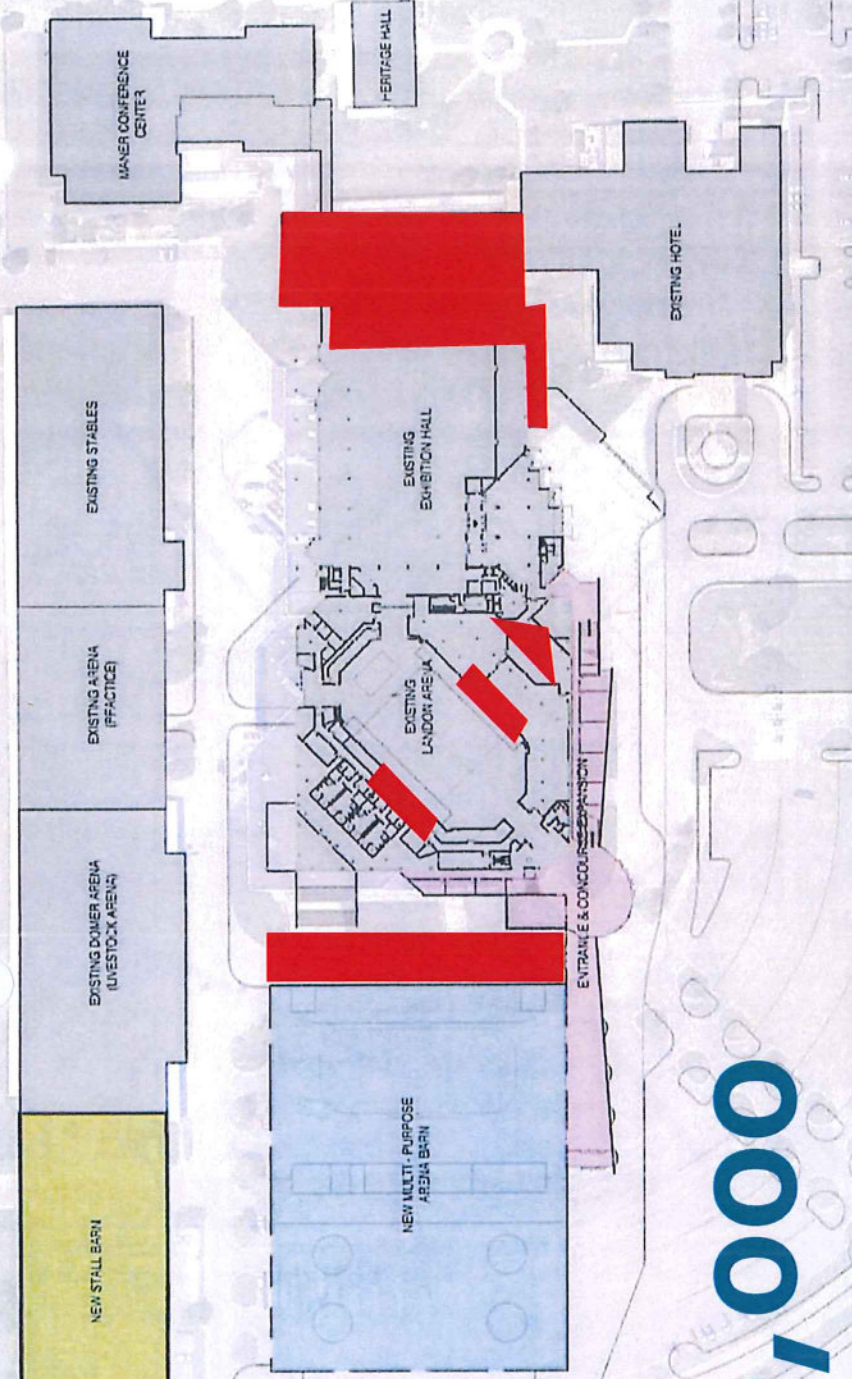
Deferred Maintenance

- Replace Exhibition hall RTU
- Replace arena roof
- Arena skin recaulk
- Replace Ag Hall boiler
- Replace arena boiler
- Facility security cameras
- Exhibition hall AHU

KS EXPO CENTRE



EXPAND PARKING



\$40,000,000

New Livestock Arena

- Warmup barn with concrete floor & ice capability
- Show arena

Expand Livestock Stall Barn

- New construction
- New stalls

Livestock Barn Renovation

- Insulation
- Asphalt stall barn
- Enclose east side of warmup area
- Fans
- Improve ridge venting

Landon Arena Renovation & Expansion

- Expanded lower level
- Upper level concourse renovation
- Upper level concourse expansion
- Main entrance lobby
- ~~Outdoor venue~~
- ~~Suites & club seating~~
- ~~Concessions~~
- Dressing rooms & production offices
- ADA updates/alterations
- Seating replacement

Exhibition Hall Expansion

- ~~Expanded floor space~~
- ~~Renovate existing space~~
- ~~New restrooms~~

Parking / Site Expansion

- Entrance drive repaving
- Parking lot repaving
- New parking lot lighting
- RV parking lot upgrades
- Parking lot expansion

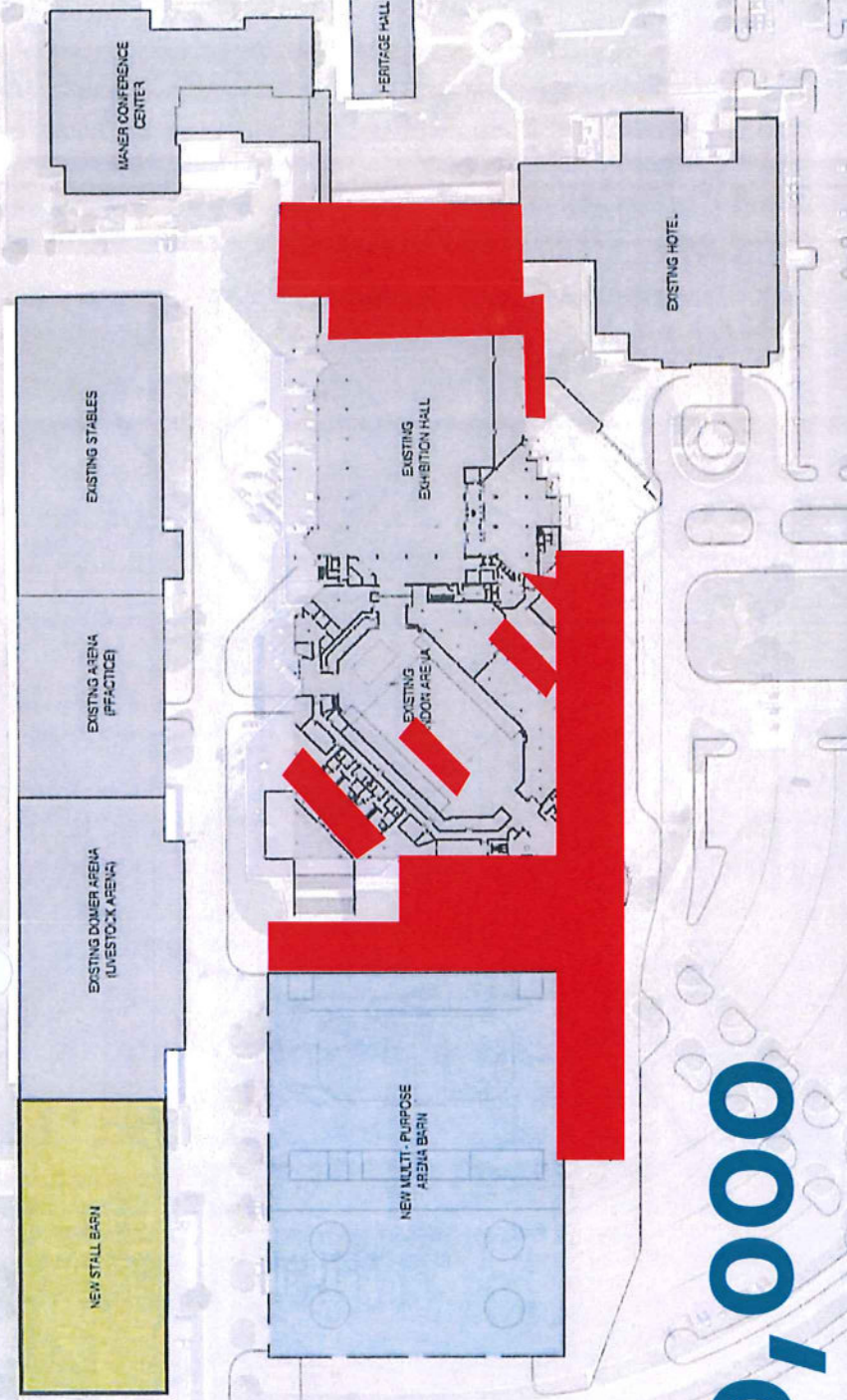
Deferred Maintenance

- Replace Exhibition hall RTU
- Replace arena roof
- Arena skin recaulk
- Replace Ag Hall boiler
- Replace arena boiler
- Facility security cameras
- Exhibition hall AHU

KS EXPO CENTRE



EXPAND PARKING



\$35,000,000

New Livestock Arena

- Warmup barn with concrete floor & ice capability
- Show arena

Expand Livestock Stall Barn

- New construction
- New stalls

Livestock Barn Renovation

- Insulation
- Asphalt stall barn
- Enclose east side of warmup area
- Fans
- Improve ridge venting

Landon Arena Renovation & Expansion

- Expanded lower level
- Upper level concourse renovation
- Upper level concourse expansion
- Main entrance lobby
- Outdoor venue
- Suites & club seating
- Concessions
- Dressing rooms & production offices
- ADA updates/alterations
- Seating replacement

Exhibition Hall Expansion

- Expanded floor space
- Renovate existing space
- New restrooms

Parking / Site Expansion

- Entrance drive repaving
- Parking lot repaving
- New parking lot lighting
- RV parking lot upgrades
- Parking lot expansion

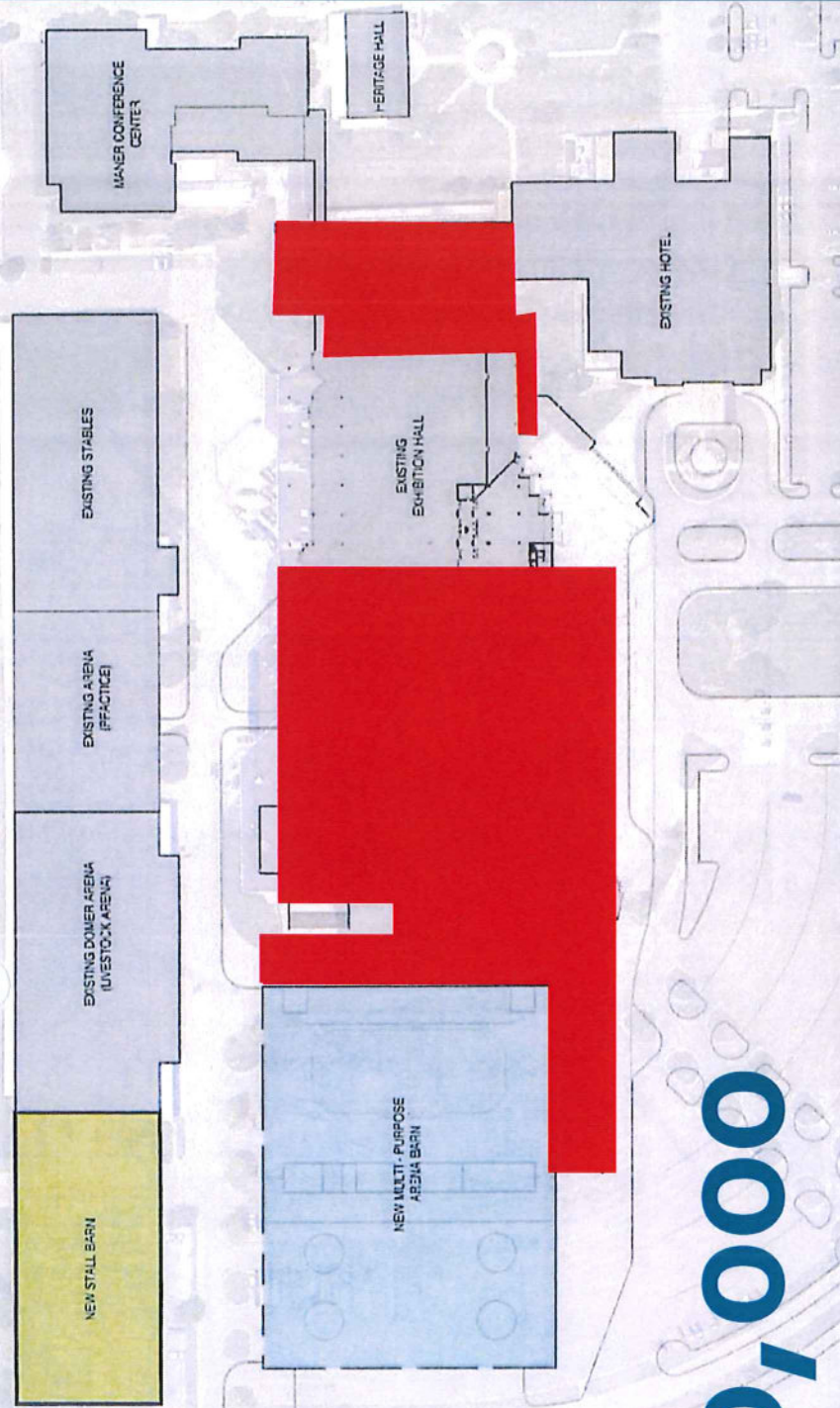
Deferred Maintenance

- Replace Exhibition hall RTU
- Replace arena roof
- Arena skin recaulk
- Replace Ag Hall boiler
- Replace arena boiler
- Facility security cameras
- Exhibition hall AHU

KS EXPO CENTRE



EXPAND PARKING



\$30,000,000

New Livestock Arena

- Warmup barn with concrete floor & ice capability
- Show arena

Expand Livestock Stall Barn

- New construction
- New stalls

Livestock Barn Renovation

- Insulation
- Asphalt stall barn
- Enclose east side of warmup area
- Fans
- Improve ridge venting

Landen Arena Renovation & Expansion

- Expanded lower level
- Upper level concourse renovation
- Upper level concourse expansion
- Main entrance lobby
- Outdoor venue
- Suites & club seating
- Concessions
- Dressing rooms & production offices
- ADA updates/alterations
- Seating replacement

Exhibition Hall Expansion

- Expanded floor space
- Renovate existing space
- New restrooms

Parking / Site Expansion

- Entrance drive repaving
- Parking lot repaving
- New parking lot lighting
- RV parking lot upgrades
- Parking lot expansion

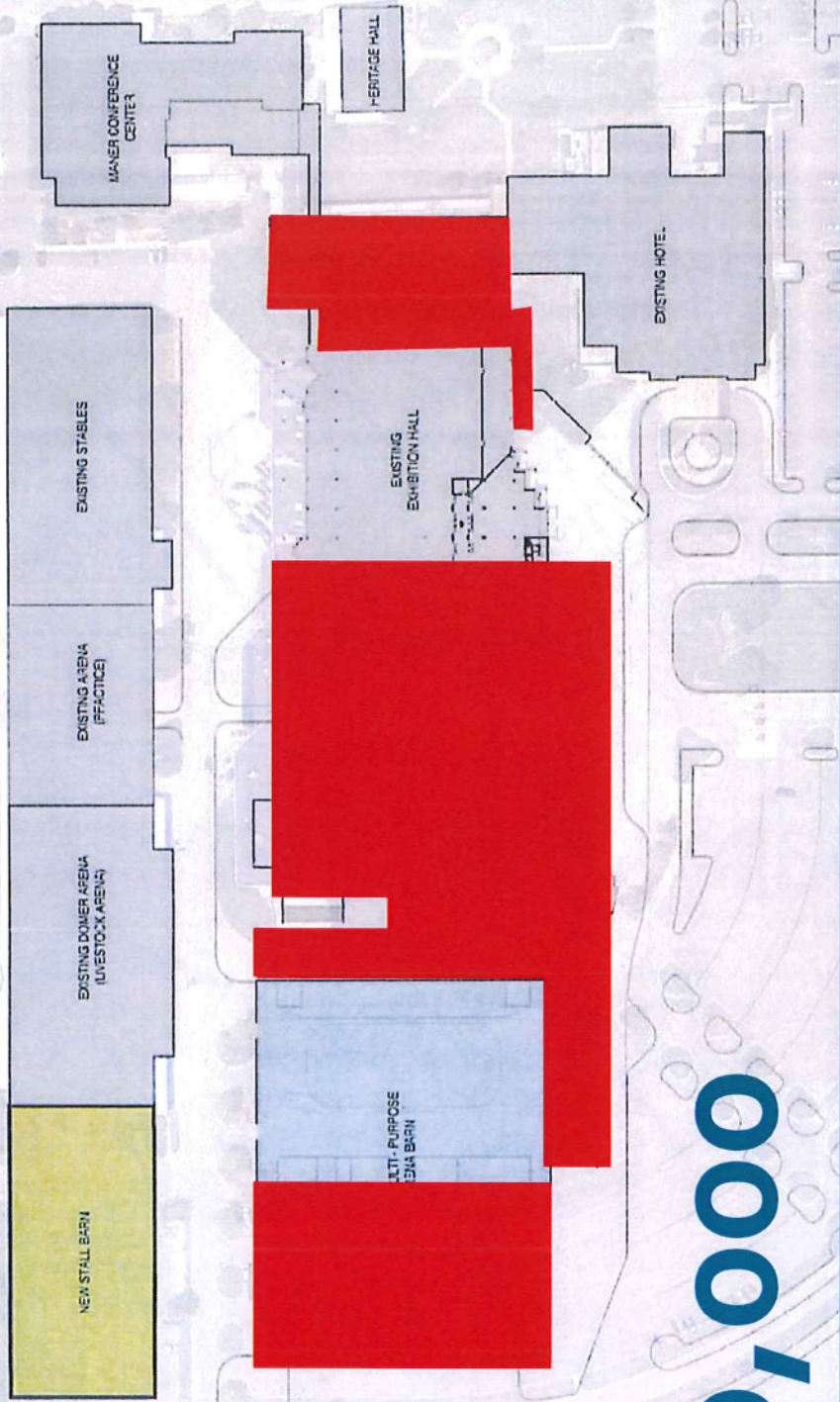
Deferred Maintenance

- Replace Exhibition hall RTU
- Replace arena roof
- Arena skin recaulk
- Replace Ag Hall boiler
- Replace arena boiler
- Facility security cameras
- Exhibition hall AHU

KS EXPO CENTRE



EXPAND PARKING



\$25,000,000

New Livestock Arena

- Warmup barn with concrete floor & ice capability

- Show arena

Expand Livestock Stall Barn

- New construction
- New stalls

Livestock Barn Renovation

- Insulation
- Asphalt stall barn
- Enclose east side of warmup area
- Fans
- Improve ridge venting

Landon Arena Renovation & Expansion

- Expanded lower level
- Upper level concourse renovation
- Upper level concourse expansion
- Main entrance lobby
- Outdoor venue
- Suites & club seating
- Concessions
- Dressing rooms & production offices
- ADA updates/alterations
- Seating replacement

Exhibition Hall Expansion

- Expanded floor space
- Renovate existing space
- New restrooms

Parking / Site Expansion

- Entrance drive repaving
- Parking lot repaving
- New parking lot lighting
- RV parking lot upgrades
- Parking lot expansion

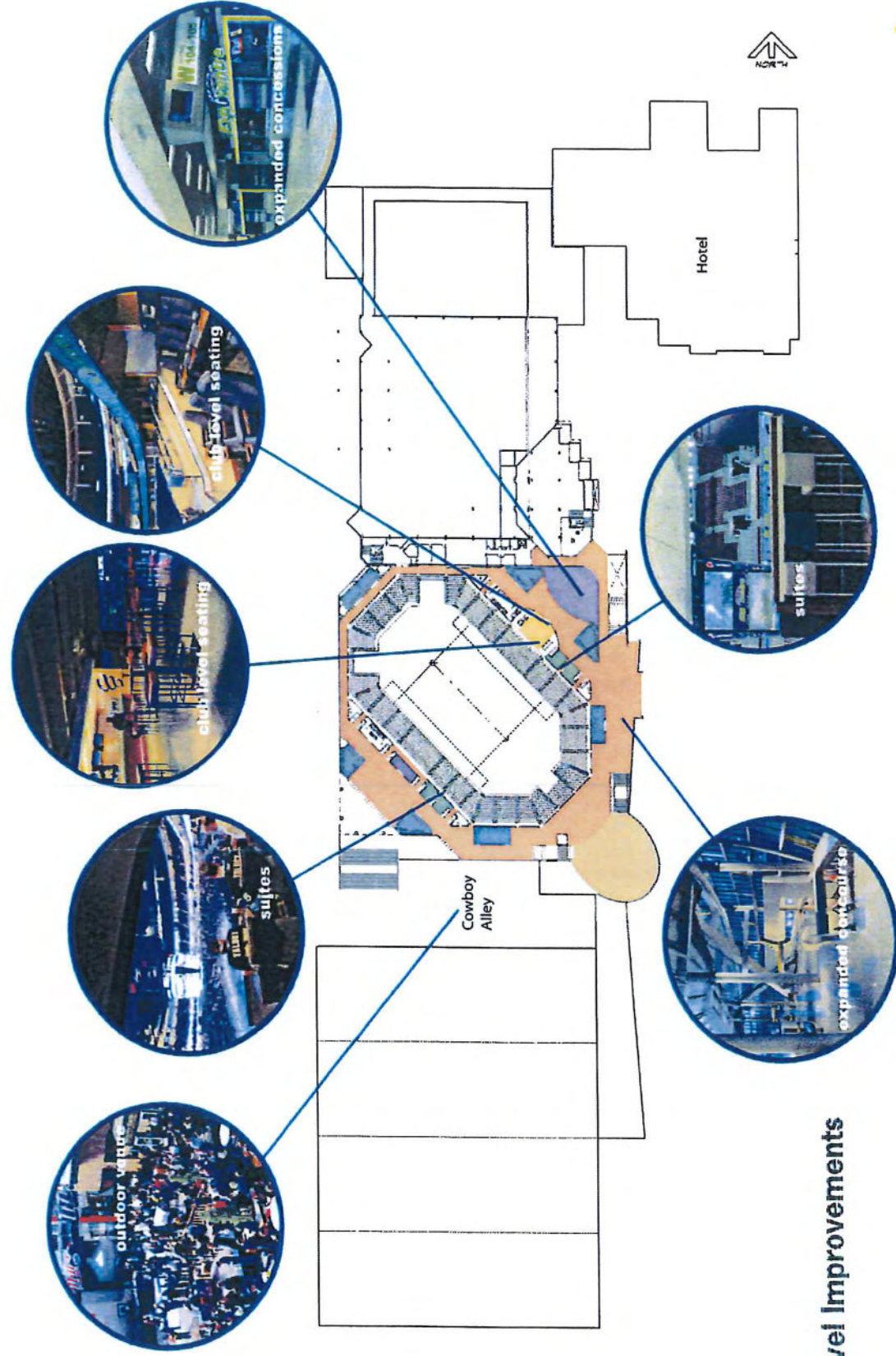
Deferred Maintenance

- Replace Exhibition hall RTU
- Replace arena roof
- Arena skin recaulk
- Replace Ag Hall boiler
- Replace arena boiler
- Facility security cameras
- Exhibition hall AHU

KS
EXPO
CENTRE



QUESTIONS



Concourse Level Improvements

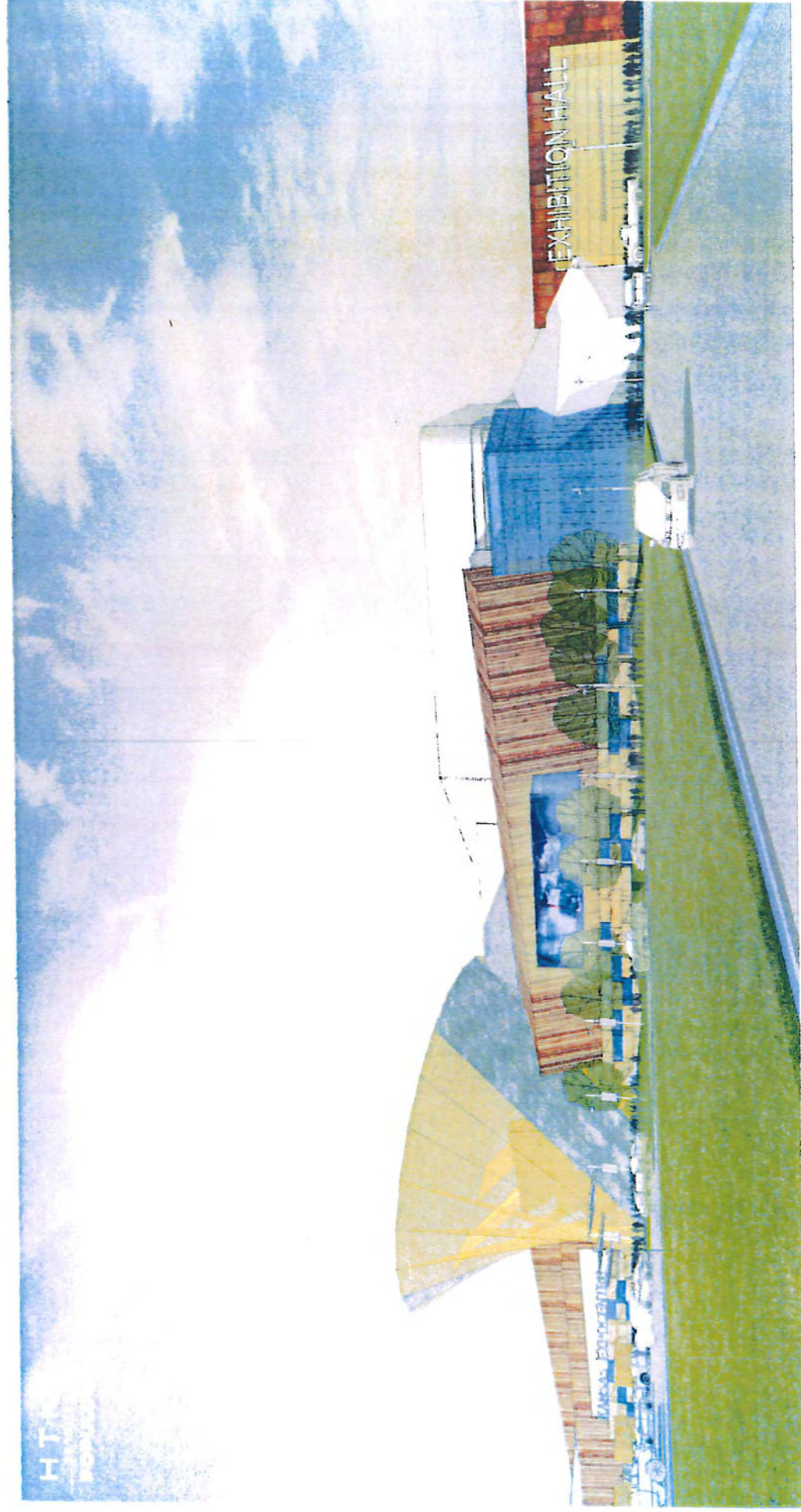


- Concourse
- Club Seating
- Concession
- Restroom
- Lobby
- Suites



Expocentre

HTK
ARCHITECTS
POPULOUS



 **Expocentre**

HTK
ARCHITECTS
POPULOUS





POPULOUS

PROJECT COST SUMMARY

October 3, 2014

Shawnee County - Kansas Expocentre Improvements

Summary of Probable Construction Costs (Budget)

Costs are based on a October 2014 Estimates from Historical Data, Construction 2018

Any deviation from this schedule may vary costs at the rate of 3% per year, minimum.

Summary Numbers include Owner Design and Construction Contingencies, Fees, Inflation, etc. (soft costs)

Bond Issue Projects		Estimated Project Design and Construction Costs	
Package 1: New Livestock Arena	Construction 2018		\$16,232,205
Package 2: Expand Livestock Barn	Construction 2018		\$5,323,342
Package 3: Landon Arena Renovation & Expansion	Construction 2018		\$20,762,157
Package 4: Livestock Barn Renovation	Construction 2018		\$2,288,704
Package 5: Exhibition Hall Expansion	Construction 2018		\$7,135,297
Package 6: Parking / Site Expansion	Construction 2018		\$4,838,751
Package 7: Deferred Maintenance	Construction 2018		\$2,139,108
TOTAL ESTIMATED PROJECT DESIGN & CONSTRUCTION COST			\$51,741,704

Notes:

Total ALL Project Package Anticipated Project Costs	\$51,741,704
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POPULOUS

Package 1: New Livestock Arena
Shawnee County - Kansas Expocentre Improvements

October 3, 2014

Summary of Probable Construction Costs (Budget)

Costs are based on a October 2014 Estimates from Historical Data, Construction 2018

Any deviation from this schedule may vary costs at the rate of 3% per year, minimum.

ITEM/DESCRIPTION	QUANTITY	UNITS	UNIT COST	SUB-TOTAL	TOTAL
GENERAL REQMTS.					\$1,307,790
General Contractor's Bonds & Insurance	\$11,889,000	EA	0.95%	\$112,946	
General Conditions	\$11,889,000	EA	4.95%	\$588,506	
General Contractor's Mark-up on Construction	\$11,889,000	EA	5.10%	\$606,339	
PROJECT ITEMS					\$11,889,000
Warmup Barn w/ Ice	57,000	SF	\$117	\$6,669,000	
Show Arena	60,000	SF	\$87	\$5,220,000	

SUBTOTAL CONSTRUCTION COST as of 10/2014	\$112.79 /SF	\$13,196,790
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ADJUSTMENTS to CONSTRUCTION COSTS	\$1,715,583
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Cost Escalation to 2018 & Construction Contingency	13.00%	\$13,196,790	\$1,715,583
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TOTAL ANTICIPATED PROJECT CONSTRUCTION BUDGET	\$127.46 /SF	\$14,912,373
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PROJECT SOFT COSTS	\$1,319,833
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Total Design, Engineering & Testing Services:			\$1,143,340
Basic Services (Arch/Structural/MEP)	6.5%	EST	\$969,304
Site/Civil Engineering	0.5%	EST	\$74,562
Site Survey	1	LS	\$10,000
Fire Protection Engineer	0.1%	EST	\$14,912
Geotechnical Exploration and Construction Testing			\$74,562
Printing Documents, Etc.	0.15%	EST	\$22,369
Owners Insurances	1	EST	\$5,000
Micellaneous Soft Costs	0.5%	EST	\$74,562

TOTAL PROJECT DESIGN & CONSTRUCTION COST BUDGET	\$16,232,205
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Notes:

Package 2: Expand Livestock Barn
Shawnee County - Kansas Expocentre Improvements

October 3, 2014

Summary of Probable Construction Costs (Budget)

Costs are based on a October 2014 Estimates from Historical Data, Construction 2018

Any deviation from this schedule may vary costs at the rate of 3% per year, minimum.

ITEM/DESCRIPTION	QUANTITY	UNITS	UNIT COST	SUB-TOTAL	TOTAL
GENERAL REQMTS.					\$430,650
General Contractor's Bonds & Insurance	\$3,915,000	EA	0.95%	\$37,193	
General Conditions	\$3,915,000	EA	4.95%	\$193,793	
General Contractor's Mark-up on Construction	\$3,915,000	EA	5.10%	\$199,665	
PROJECT ITEMS					\$3,915,000
Expand Livestock Barn	45,000	SF	\$87	\$3,915,000	
SUBTOTAL CONSTRUCTION COST as of 10/2014					\$4,345,650
ADJUSTMENTS to CONSTRUCTION COSTS					\$564,935
Cost Escalation to 2018 & Construction Contingency		13.00%	\$4,345,650	\$564,935	
TOTAL ANTICIPATED PROJECT CONSTRUCTION BUDGET					\$4,910,585
PROJECT SOFT COSTS					\$412,757
Total Design, Engineering & Testing Services:				\$383,204	
Basic Services (Arch/Structural/MEP)	6.5%	EST		\$319,188	
Site/Civil Engineering	0.5%	EST		\$24,553	
Site Survey	1	LS		\$10,000	
Fire Protection Engineer	0.1%	EST		\$4,911	
Geotechnical Exploration and Construction Testing	0.5%	EST		\$24,553	
Printing Documents, Etc.	0.15%	EST		\$7,366	
Owners Insurances	1	EST		\$5,000	
Micellaneous Soft Costs	0.5%	EST		\$24,553	
TOTAL PROJECT DESIGN & CONSTRUCTION COST BUDGET					\$5,323,342

Notes:

Package 3: Landon Arena Renovation & Expansion
Shawnee County - Kansas Expocentre Improvements

October 3, 2014

Summary of Probable Construction Costs (Budget)

Costs are based on a October 2014 Estimates from Historical Data, Construction 2018

Any deviation from this schedule may vary costs at the rate of 3% per year, minimum.

ITEM/DESCRIPTION	QUANTITY	UNITS	UNIT COST	SUB-TOTAL	TOTAL
GENERAL REQMTS.					\$1,676,950
General Contractor's Bonds & Insurance	\$15,245,000	EA	0.95%	\$144,828	
General Conditions	\$15,245,000	EA	4.95%	\$754,628	
General Contractor's Mark-up on Construction	\$15,245,000	EA	5.10%	\$777,495	
PROJECT ITEMS					\$15,245,000
Lower level (east & south)	14,100	SF	\$250	\$3,525,000	
Upper Level concourse (renovation)	20,600	SF	\$220	\$4,532,000	
Upper level concourse (new)	10,000	SF	\$250	\$2,500,000	
Twister lobby	8,000	SF	\$275	\$2,200,000	
Cowboy Alley	25,200	SF	\$65	\$1,638,000	
Seat replacement	6,800	EA	\$125	\$850,000	
SUBTOTAL CONSTRUCTION COST as of 10/2014			\$217.23 /SF		\$16,921,950
ADJUSTMENTS to CONSTRUCTION COSTS					\$2,199,854
Cost Escalation to 2018 & Construction Contingency	13.00%			\$2,199,854	
TOTAL ANTICIPATED PROJECT CONSTRUCTION BUDGET			\$245.47 /SF		\$19,121,804
PROJECT SOFT COSTS					\$1,640,353
Total Design, Engineering & Testing Services:				\$1,539,744	
Basic Services (Arch/Structural/MEP)	6.5%	EST		\$1,242,917	
Site/Civil Engineering	0.5%	EST		\$95,609	
Site Survey	1	LS		\$10,000	
Fire Protection Engineer	0.2%	EST		\$38,244	
Food Service	0.3%	EST		\$57,365	
Geotechnical Exploration and Construction Testing	0.5%	EST		\$95,609	
Printing Documents, Etc.	0.15%	EST		\$28,683	
Owners Insurances	1	EST		\$5,000	
Micellaneous Soft Costs	0.5%	EST		\$95,609	
TOTAL PROJECT DESIGN & CONSTRUCTION COST BUDGET					\$20,762,157

Notes:

Package 4: Livestock Barn Renovation
Shawnee County - Kansas Expocentre Improvements

October 3, 2014

Summary of Probable Construction Costs (Budget)

Costs are based on a October 2014 Estimates from Historical Data, Construction 2018

Any deviation from this schedule may vary costs at the rate of 3% per year, minimum.

ITEM/DESCRIPTION	QUANTITY	UNITS	UNIT COST	SUB-TOTAL	TOTAL
GENERAL REQMTS.					\$187,000
General Contractor's Bonds & Insurance	\$1,700,000	EA	0.95%	\$16,150	
General Conditions	\$1,700,000	EA	4.95%	\$84,150	
General Contractor's Mark-up on Construction	\$1,700,000	EA	5.10%	\$86,700	
PROJECT ITEMS					\$1,700,000
Simple-Saver Insulation	1	LS	\$1,700,000	\$1,700,000	
Asphalt stall barn				\$0	
Enclosed east side of warmup area				\$0	
Big Ass fans					
Improve ridge venting					
SUBTOTAL CONSTRUCTION COST as of 10/2014					\$1,887,000
ADJUSTMENTS to CONSTRUCTION COSTS					\$245,310
Cost Escalation to 2018 & Construction Contingency	13.00%		\$1,887,000	\$245,310	
TOTAL ANTICIPATED PROJECT CONSTRUCTION BUDGET					\$2,132,310
PROJECT SOFT COSTS					\$156,394
Total Design, Engineering & Testing Services:				\$140,732	
Basic Services (Arch/Structural/MEP)	6.5%	EST		\$138,600	
Site/Civil Engineering		EST			
Site Survey		LS			
Fire Protection Engineer	0.1%	EST		\$2,132	
Geotechnical Exploration and Construction Testing		EST			
Printing Documents, Etc.	0.15%	EST		\$3,198	
Owners Insurances	1	EST		\$5,000	
Micellaneous Soft Costs	0.5%	EST		\$10,662	
TOTAL PROJECT DESIGN & CONSTRUCTION COST BUDGET					\$2,288,704

Notes:

Package 5: Exhibition Hall Expansion
Shawnee County - Kansas Expocentre Improvements

October 3, 2014

Summary of Probable Construction Costs (Budget)

Costs are based on a October 2014 Estimates from Historical Data, Construction 2018

Any deviation from this schedule may vary costs at the rate of 3% per year, minimum.

ITEM/DESCRIPTION	QUANTITY	UNITS	UNIT COST	SUB-TOTAL	TOTAL
GENERAL REQMTS.					\$577,649
General Contractor's Bonds & Insurance	\$5,251,350	EA	0.95%	\$49,888	
General Conditions	\$5,251,350	EA	4.95%	\$259,942	
General Contractor's Mark-up on Construction	\$5,251,350	EA	5.10%	\$267,819	
PROJECT ITEMS					\$5,251,350
New exhibition hall	33,400	SF	\$123	\$4,108,200	
Renovation of existing exhibit hall for expansion	6,900	SF	\$76	\$524,400	
New Toilets	2,250	SF	\$275	\$618,750	
SUBTOTAL CONSTRUCTION COST as of 10/2014					\$5,828,999
ADJUSTMENTS to CONSTRUCTION COSTS					\$757,770
Cost Escalation to 2018 & Construction Contingency	13.00%		\$5,828,999	\$757,770	
TOTAL ANTICIPATED PROJECT CONSTRUCTION BUDGET					\$6,586,768
PROJECT SOFT COSTS					\$548,528
Total Design, Engineering & Testing Services:				\$510,594	
Basic Services (Arch/Structural/MEP)	6.5%	EST		\$428,140	
Site/Civil Engineering	0.5%	EST		\$32,934	
Site Survey	1	LS		\$10,000	
Fire Protection Engineer	0.1%	EST		\$6,587	
Geotechnical Exploration and Construction Testing	0.5%	EST		\$32,934	
Printing Documents, Etc.	0.15%	EST		\$9,880	
Owners Insurances	1	EST		\$5,000	
Micellaneous Soft Costs	0.5%	EST		\$32,934	
TOTAL PROJECT DESIGN & CONSTRUCTION COST BUDGET					\$7,135,297

Notes:

Package 6: Parking / Site Expansion
Shawnee County - Kansas Expocentre Improvements

October 3, 2014

Summary of Probable Construction Costs (Budget)

Costs are based on a October 2014 Estimates from Historical Data, Construction 2018

Any deviation from this schedule may vary costs at the rate of 3% per year, minimum.

ITEM/DESCRIPTION	QUANTITY	UNITS	UNIT COST	SUB-TOTAL	TOTAL
GENERAL REQMTS.					\$390,295
General Contractor's Bonds & Insurance	\$3,580,688	EA	0.95%	\$34,017	
General Conditions	\$3,580,688	EA	4.95%	\$177,244	
General Contractor's Mark-up on Construction	\$3,580,688	EA	5.00%	\$179,034	
PROJECT ITEMS:					\$3,580,688
Entrance drive repave	30,250	SF	\$3	\$83,188	
Parking lot repave	1,850	SP	\$1,100	\$2,035,000	
Parking lot lighting replace	190	EA	\$2,500	\$475,000	
RV Parking lot upgrades	40	EA	\$2,000	\$80,000	
Parking lot expansion (displaced by new livestock arena)	825	SO	\$1,100	\$907,500	
SUBTOTAL CONSTRUCTION COST as of 10/2014					\$3,970,982
ADJUSTMENTS to CONSTRUCTION COSTS					\$516,228
Cost Escalation to 2018 & Construction Contingency	13.00%		\$3,970,982	\$516,228	
TOTAL ANTICIPATED PROJECT CONSTRUCTION BUDGET					\$4,487,210
PROJECT SOFT COSTS					\$351,541
Total Design, Engineering & Testing Services:				\$324,105	
Basic Services (Arch/Structural/MEP)	4.5%	EST		\$201,924	
Site/Civil Engineering	2.0%	EST		\$89,744	
Site Survey	1	LS		\$10,000	
Fire Protection Engineer					
Geotechnical Exploration and Construction Testing	0.5%	EST		\$22,436	
Printing Documents, Etc.	0.15%	EST		\$6,731	
Owners Insurances	1	EST		\$5,000	
Micellaneous Soft Costs	0.5%	EST		\$22,436	
TOTAL PROJECT DESIGN & CONSTRUCTION COST BUDGET					\$4,838,751

Notes:

Package 7: Deferred Maintenance
Shawnee County - Kansas Expocentre Improvements

October 3, 2014

Summary of Probable Construction Costs (Budget)

Costs are based on a October 2014 Estimates from Historical Data, Construction 2018

Any deviation from this schedule may vary costs at the rate of 3% per year, minimum.

ITEM/DESCRIPTION	QUANTITY	UNITS	UNIT COST	SUB-TOTAL	TOTAL
GENERAL REQMTS.					\$174,914
General Contractor's Bonds & Insurance	\$1,590,125	EA	0.95%	\$15,106	
General Conditions	\$1,590,125	EA	4.95%	\$78,711	
General Contractor's Mark-up on Construction	\$1,590,125	EA	5.10%	\$81,096	
PROJECT ITEMS					\$1,590,125
Exhibition hall RTU replacement	3	LS	\$75,000.00	\$225,000	
Arena Roof replacement	75,625	SF	\$9.00	\$680,625	
Arena Skin recaulk	49,500	SF	\$7.00	\$346,500	
Aq Hall boiler replacement	1	LS	\$35,000.00	\$35,000	
Arena Boiler replacement	1	LS	\$250,000.00	\$250,000	
Facility Security (most incl in projects)	1	LS	\$25,000.00	\$25,000	
Exhibition Hall AHU controls	1	LS	\$28,000.00	\$28,000	

SUBTOTAL CONSTRUCTION COST as of 10/2014 **\$1,765,039**

ADJUSTMENTS to CONSTRUCTION COSTS **\$229,455**

Cost Escalation to 2018 & Construction Contingency 13.00% \$1,765,039 \$229,455

TOTAL ANTICIPATED PROJECT CONSTRUCTION BUDGET **\$1,994,494**

PROJECT SOFT COSTS **\$144,615**

Total Design, Engineering & Testing Services:			\$129,642
Basic Services (Arch/Structural/MEP)	6.5%	EST	\$129,642
Site/Civil Engineering		EST	
Site Survey		LS	
Fire Protection Engineer		EST	
Geotechnical Exploration and Construction Testing		EST	
Printing Documents, Etc.	0.15%	EST	\$2,992
Owners Insurances	1	EST	\$5,000
Micellaneous Soft Costs	0.5%	EST	\$9,972

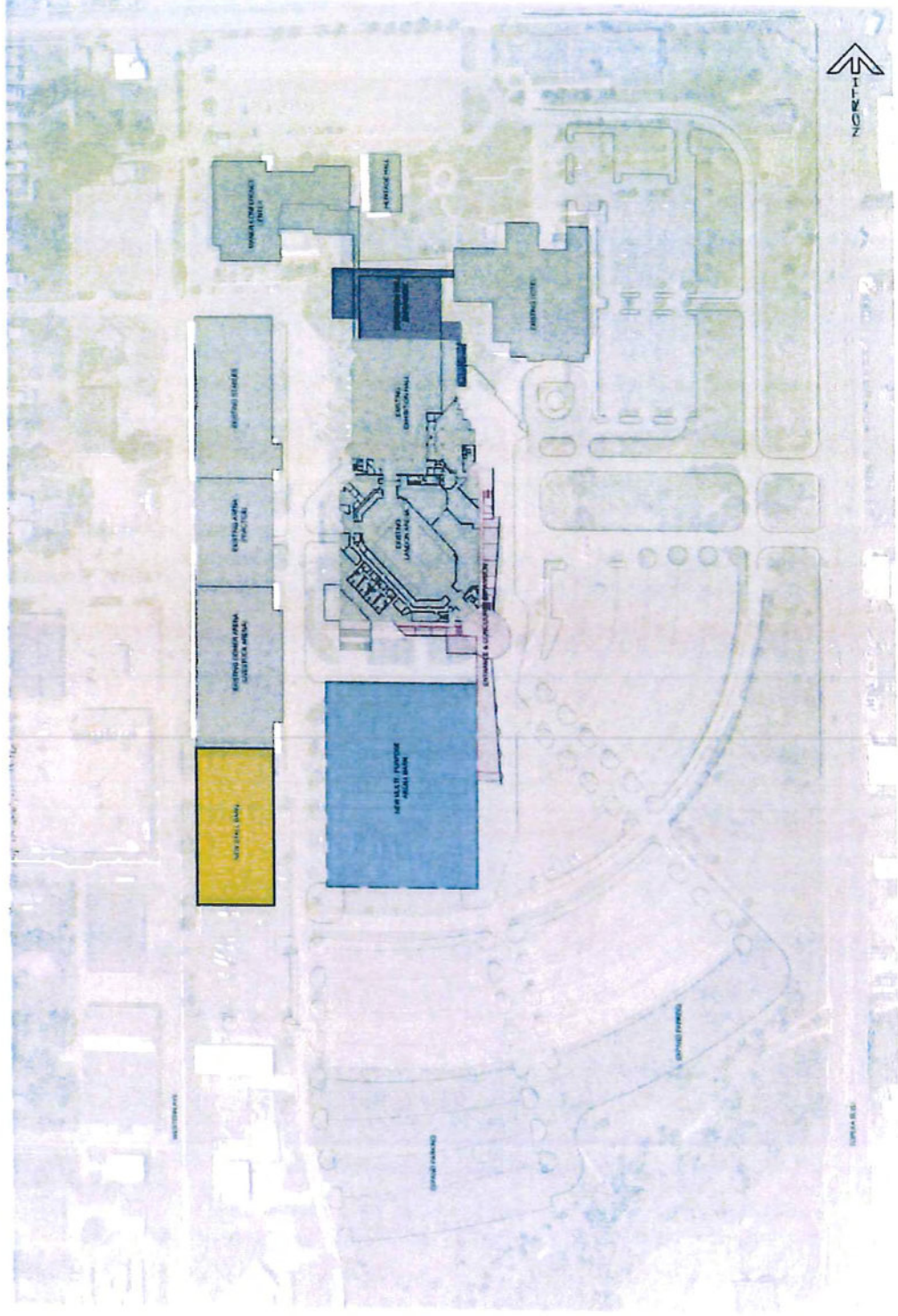
TOTAL PROJECT DESIGN & CONSTRUCTION COST BUDGET **\$2,139,108**

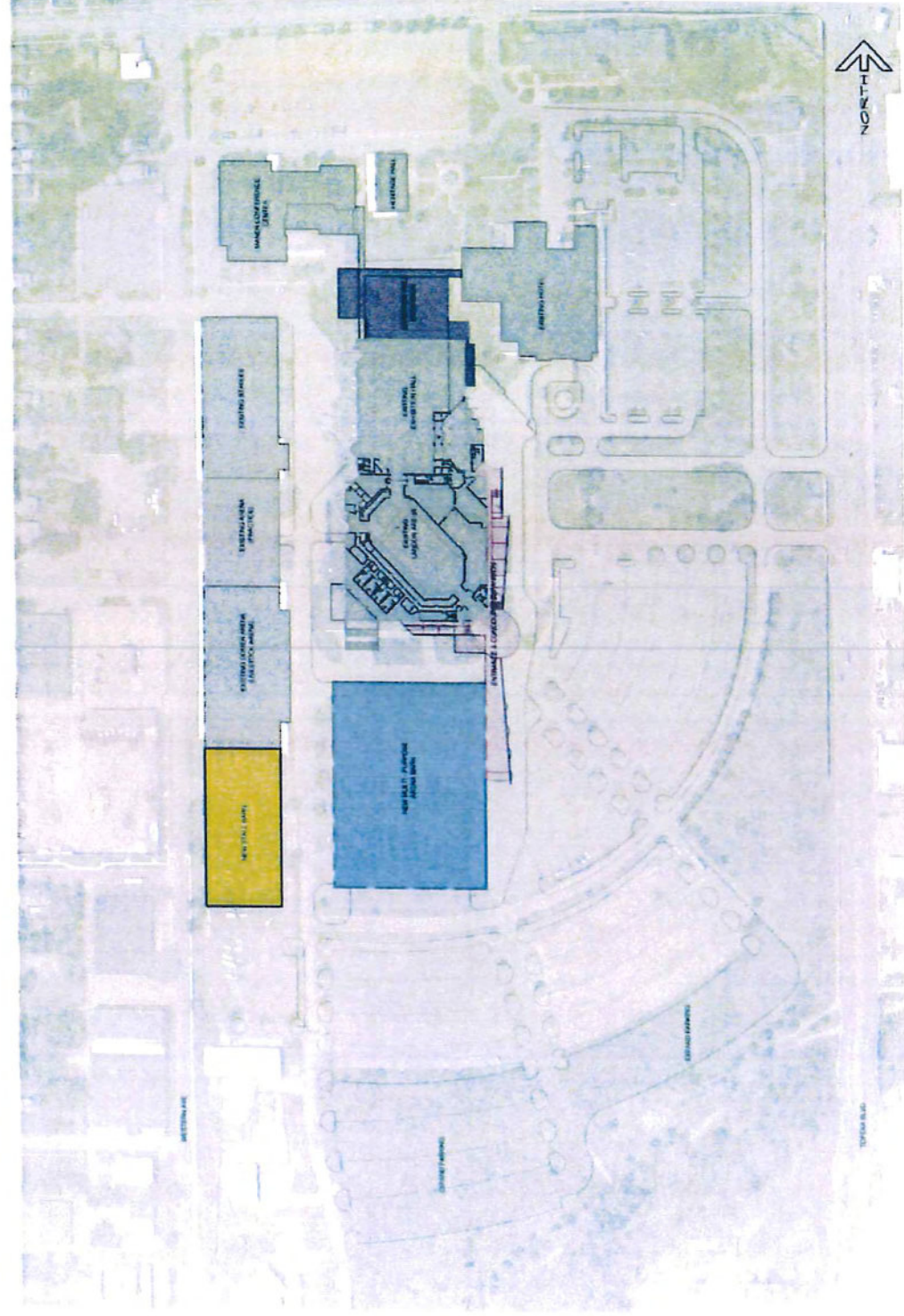
Notes:



POPULOUS

ITEM/DESCRIPTION	QUANTITY	UNITS	UNIT COST	SUB-TOTAL	TOTAL
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Site Plan Improvements



POPULOUS

PROJECT OVERVIEW

NW Carlson Road over Kansas River Bridge (Willard Bridge)

Joint Economic Development Organization

November 18, 2015

Willard Bridge Overview

- ❑ Structurally Deficient
 - Cannot support legal load limits long-term
- ❑ Functionally Obsolete
 - Physical dimensions not sufficient for current vehicle sizes
- ❑ Similar to Minneapolis I-35 Bridge
 - Fracture Critical Bridge
 - No adjacent member support
 - One critical member fails = bridge fails

Bridge Component Overview

▣ Substructure

➤ Piers

▣ Superstructure

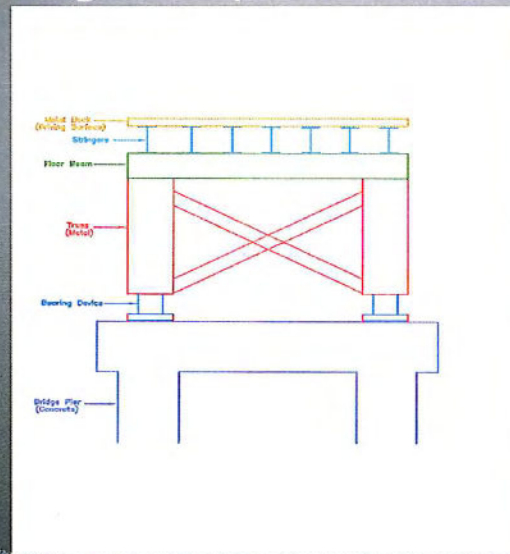
➤ Trusses

➤ Floor Beams

➤ Stringers

➤ Deck

Willard Bridge Components





View of Pin & Hanger Connection



View of Truss Bracing

Sufficiency Rating

❖ Evaluation of several bridge components

- Structural Adequacy & Safety (55%)
 - Bridge Superstructure
 - Bridge Substructure
- Serviceability & Functional Obsolescence (30%)
 - Deck Condition
 - Drainage
 - Bridge Width
- Essentiality for Public Use (15%)
 - Average Daily Traffic
 - Total Length of Detour, if closed

Sufficiency Rating (SR) Recent History

- SR (2006): 61.5
- SR (2008): 61.2
- SR (2010): 61.2
- SR (2012): 61.2
- SR (2013): 50.7
- **SR (Current): 23.7**



11/18/2015



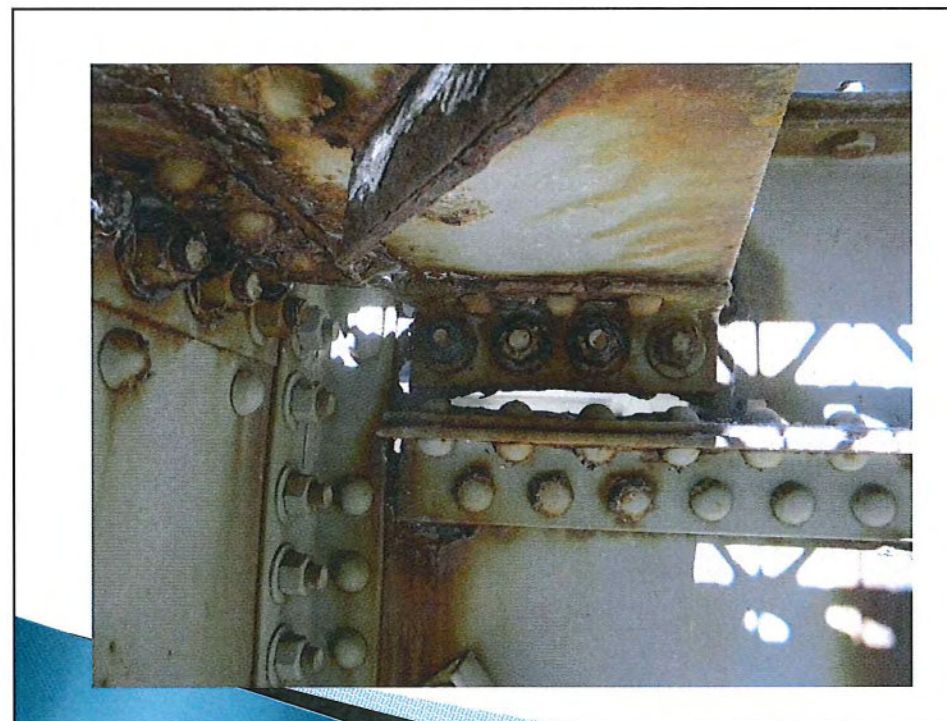
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11/18/2015



What Is Happening?

- **Continued disregard of weight limits**
 - Semi-tractor trailers
 - Other overweight trucks
- **Hastened corrosion of Floor Beams**
 - Floor beams exposed due to grate deck
 - Paint system is failing or has failed
- **Corrosion of Bottom Chord of Truss**
 - Exposed due to grate deck
 - Paint system is failing or has failed
- **Structural rating reduced to 3 (out of 10 max)**
 - A structural rating of 2 = Closure until repaired/replaced

SHORT-TERM OPTIONS?

- **Reduce Weight Limits – DONE (9 Tons)**
 - Passenger Cars and Trucks
- **Replace Three Corroded Floor Beams**
 - May bolster SR back to near 50
 - Estimated Cost: \$1,000,000
 - Bridge Closure: 1–2 months
- **Repaint Bridge**
 - No structural improvement; SR remains at 23.7
 - Estimated Cost: \$3,500,000–\$5,000,000
 - Reduces rate of corrosion
- **Neither are recommended**
 - Minimal Cost/Benefit

• Bridge is still fracture critical and at the end of its useful service life

Bridge Replacement Cost Estimate

➤ Construction:	\$20,035,000
➤ Design:	\$841,822
➤ Construction Engineering:	\$1,803,150
➤ Right-of-Way:	\$114,900
➤ Permits:	\$35,000
➤ Utility Relocation:	\$75,000
➤ Contingencies:	\$1,350,000
➤ Temp Financing:	\$450,000
➤ TOTAL:	\$24,704,872

CASHFLOW NEEDS PROJECTION

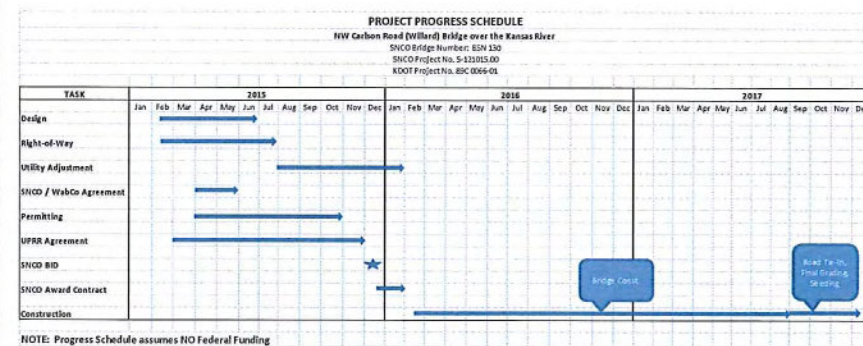
ESTIMATED TOTAL PROJECT COSTS	2009-15	2016	2017	Total
Design	\$841,822*			\$841,822*
R-O-W	\$114,900*			\$114,900*
UPRR Permit	\$35,000*			\$35,000*
Utility Relocation			\$75,000*	\$75,000*
Construction		\$8,014,000	\$12,021,000	\$20,035,000
Const. Engineering		\$721,260	\$1,081,890	\$1,803,150
Contingencies		\$540,000	\$810,000	\$1,350,000
Temp Financing		\$180,000	\$270,000	\$450,000
TOTAL	\$991,722*	\$9,455,260	\$14,257,890	\$24,704,872
*Funding Expended and/or Currently Available				

POTENTIAL FUNDING STRATEGY

YEAR	AMOUNT (est)	FUNDING SOURCE	REPAYMENT SOURCE
2016	\$0.5M	Project Acct. Bal.	N/A
2016	\$10M	KDOT Advance	STE* (2017-2026)
2016	\$1-\$2M	PW391/Fed Exch. Funds/STE	N/A
2017	\$6-\$7M	CST** Excess	N/A
2017	\$1M	Wabaunsee Co.	N/A
2017	\$2-\$3M	PW391/Fed Exch. Funds/STE	N/A
2018 (if nec.)	\$2-\$3M	PW391/Fed Exch. Funds/STE	N/A

*Sales Tax Extension
**Current Sales Tax

Project Schedule



QUESTIONS?

**Joint Economic Development Organization Board Minutes
December 9, 2015**

City Council Chambers, 214 SE 8th Street, Topeka, Kansas, Wednesday, December 9, 2015.

The Joint Economic Development Organization (JEDO) Board Members met at 6:00 p.m. with the following voting Board Members present: Deputy Mayor Karen Hiller, Councilmembers Michelle De La Isla and Jeffrey Coen; and Shawnee County Commissioners Shelly Buhler, Kevin Cook and Bob Archer -6. City of Topeka Mayor Larry Wolgast presided -1.

Nonvoting Board Members Present: Councilmembers Sylvia Ortiz, Jonathan Schumm and Brendan Jensen

Absent: Councilmembers Sandra Clear, Elaine Schwartz and Richard Harmon

PRESENTATION and DISCUSSION by Garner Economics, Inc., regarding the Situation Analysis Final Report for Topeka and Shawnee County, was presented.

Mayor Wolgast announced JEDO Operational Rules do not allow public comment on a non-action discussion item; however, if the Board agrees, and in order to foster a more robust discussion, it may be worthwhile to entertain public comment to give Mr. Garner the opportunity to respond to questions of the public. He stated it would be necessary for the Board to vote to suspend the Rules to allow for public comment.

Commissioner Buhler moved to suspend the JEDO Operational Rules to allow public comment. The motion seconded by Councilmember De La Isla carried unanimously. (7-0-0)

Jay Garner and Jim Walton, Garner Economics, Inc., provided a presentation and recommendation summary overview (*See Attachment A*) of the final report titled, “A Strategy for Effective Economic Development Change in Topeka and Shawnee County Kansas.” (*See Attachment B*)

In response, JEDO Board Members asked the following questions:

1. Is the current community branding already being used by Visit Topeka, Inc., on target?
2. Why are only certain areas of the city being considered for free intranet access instead of the entire city?
3. Why would Topeka and Shawnee County not be considered a good business location prospect?
4. In reference to the workforce development analysis and low level of academic achievement, what are the strategies recommended to continually improve the problem?
5. Expand on the statement, “Topeka and Shawnee County have too many manufacturing companies which has depleted the workforce”?
6. If it was determined to only have one contractor for economic development, what would be the separate roles of each organization (GO Topeka and the Greater Topeka Chamber of Commerce)?

7. Is there still a need to acquire large and small parcels of land for businesses and do other cities utilize smaller parcels of land?

In response, Jay Garner reported the following:

- Community Branding - it is not as robust as it should be and needs work. He noted community branding should be based on the audience and what they want from Topeka and Shawnee County.
- Workforce Development – The community has a great funding source that is not being spent in the most effective manner for what is being received. The noted there are 14 workforce development groups and only 8 are receiving funding.
- Economic Development Groups. There should be only one economic development group because the economic development indicators are not as good as they should be. It is crucial for GO Topeka and the Chamber to be separated. Possibly have one entity managing the town attraction component and one entity actively engaging in career pathways and promotion coordination.
- Manufacturing and Workforce – They do not believe the workforce is depleted; however, there is a group of qualified workers not being served.
- Internet Access – only certain parts of the city were proposed due to the cost of wireless service; however, serving the entire city would not be financial feasible.
- Good Business Location – Topeka and Shawnee County citizens have too much negativity right now and there needs to be a plan in place to end the sustained negativity as it relates to relocating people to the area and quality of life issues.
- Land Inventory - Continue to enhance land inventory including large and small parcels.

Mayor Wolgast asked if there was anyone present who would like to speak to the matter.

Jack Sossoman, Clark Trammell, Joseph Ledbetter, Lazone Grays, Beth Ann Branden, Mick Urban, Wendy Wells, Scott Griffith, Carol Marple appeared to speak and spoke about the final report and recommendations and how it relates to GO Topeka and the importance of following through with the direction given by Garner Economics, Inc.

JEDO Board members asked Jay Garner to expand on the recommendation of hiring a full-time economic development coordinator with support staff.

Jay Garner reported JEDO should hire 1.5 full-time employees for an approximate amount of \$80,000 annually that would be responsible for (1) all public meetings including the administrative functions related to the operations of JEDO (2) JEDO's incentive process and (3) JEDO-funded properties (that should be titled in JEDO's name).

Councilmember Jensen encouraged citizens to move forward with their great ideas by also seeking funding through the private sector not just economic development dollars.

Commissioner Buhler stated JEDO could not resolve all the problems of the community; however, the report failed to identify resources already in place to improve community engagement and quality of life issues.

Councilmember Schumm asked if there were recommendations specifically relating to Shawnee County.

Jay Garner stated there were no recommendations specific to Shawnee County because the majority of the feedback received was from city residents.

Councilmember De La Isla stated that she believes Topeka is an amazing a place with great people; however, they hired Garner Economics because they need change. She encouraged Board members to remain open to feedback.

Deputy Mayor Hiller expressed the importance of the JEDO Board taking responsibility of making the necessary improvements to the economic development model of Topeka and Shawnee County. She noted they have been challenged to make a change and they must decide if they want to follow-through with the recommendations. She expressed her support of moving forward with the recommendations as needed.

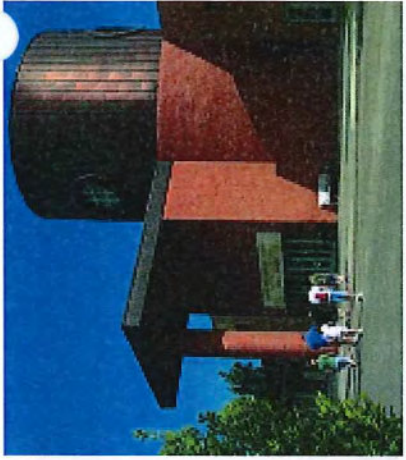
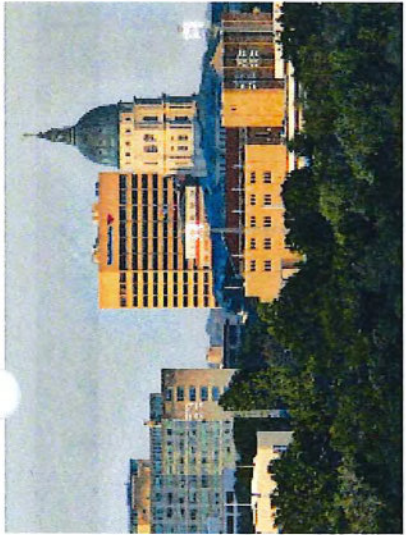
Mayor Wolgast stated he has seen a great change within JEDO over the past several years; however, the Board needs to make a decision regarding the recommendations and how they want to move forward.

Councilmember Schumm stated infrastructure has become a constant demand with the community; therefore, they have to continue to keep building all aspects of infrastructure and the JEDO Board needs to take a more active role in this matter because they have the funding to do so.

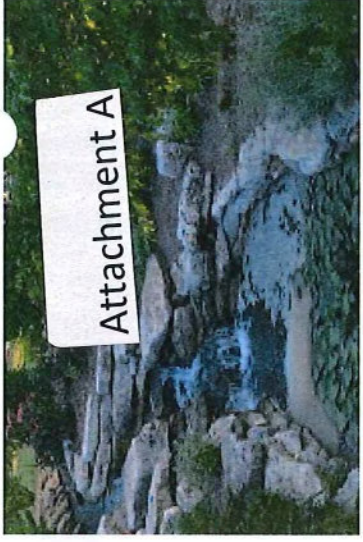
General public comment included Camille Nohe, Clark Trammell, Joseph Ledbetter, Lazone Grays, Scott Griffith and Carol Marple.

Mayor Wolgast announced a JEDO Board meeting would be held December 16, 2015 at 6:00 p.m. in the City Council Chambers located at 214 SE 8th Street, Topeka, Kansas.

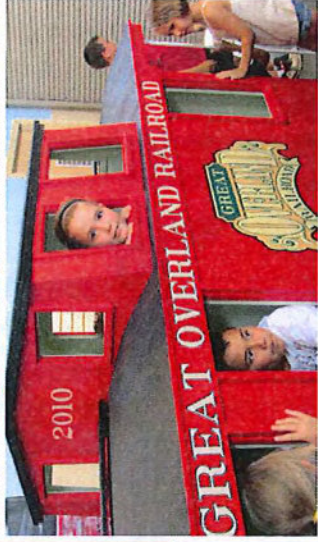
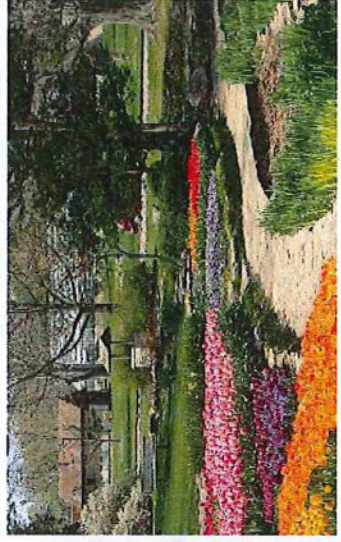
No further business appearing the meeting was adjourned at 8:41 p.m.



City of Topeka & Shawnee County
**JOINT
ECONOMIC
DEVELOPMENT
ORGANIZATION**
United For Growth



Attachment A



A Strategy for Effective Economic Development Change in Topeka and Shawnee County, Kansas

**Presented to the Joint Economic
Development Organization**

Garner | **Economics LLC**
solutions that work

Jay Garner, Garner Economics
Jim Walton, Brand Acceleration
9 December 2015

jay@garnereconomics.com

www.garnereconomics.com

770-716-9544

©Garner Economics, 2015



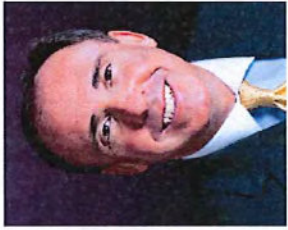
Who We Are

GARNER ECONOMICS provides **creative, strategic** and **executable value** to companies, communities and organizations globally.

We are specialists as corporate site location advisors and economic development **BRANDACCELERATION** is a full-service marketing, communications, branding, and public relations firm with a specialty in economic development.

Results-Oriented Leadership & Experience

Core Team for JEDO



JAY GARNER – PROJECT LEAD
jay@garnereconomics.com



JIM WALTON
jim@brandaccel.com



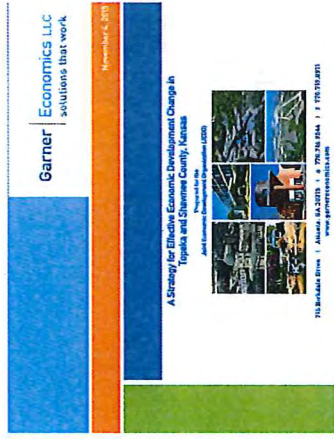
CYNDI DANCY
cyndi@garnereconomics.com



TINA VALDECANAS
tina@garnereconomics.com

Developing the Strategy

Project Goal, Scope and
Methodology



Project Process

Assessment → Recommendations → Strategy

- Organizational assessment
 - Best-practice benchmarking
 - Incentive analysis
 - Marketing audit
- Informed through Stakeholder input and community engagement on the business climate of the community
- Published the *Situation Analysis*

- Thirty-one 1-5 year recommendations:
- ED mission / vision
 - Relationships
 - Gaps in programs impacting the community's business climate
 - Policies to enhance investment
 - Marketing and messaging

- Executing Effectively (Organizational)
- Renew and Transform (Product Improvement)
- Communicate Effectively (External Marketing and Internal Communications)



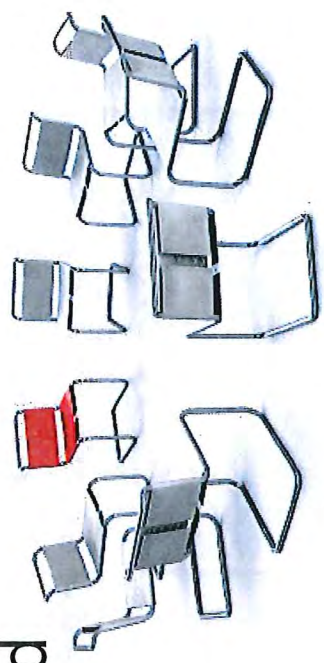
Project Scope

What this strategy is and isn't:

- ED strategy versus a Community Vision
- A strategy that incorporates recruitment, retention, entrepreneurship
- Product development including talent, business climate and infrastructure enhancements
- Organizational recommendations for effective and best in class economic development service delivery

Community Engagement

- Garner Economics held 6 **focus groups** with 124 stakeholders to solicit their perceptions and opinions of the business climate in Topeka
- An electronic survey was distributed by JEDO to a broader audience of Stakeholders. There were 707 responses
- A public listening session was held
- Input augmented team assessments and analysis



Common Comments & Concerns

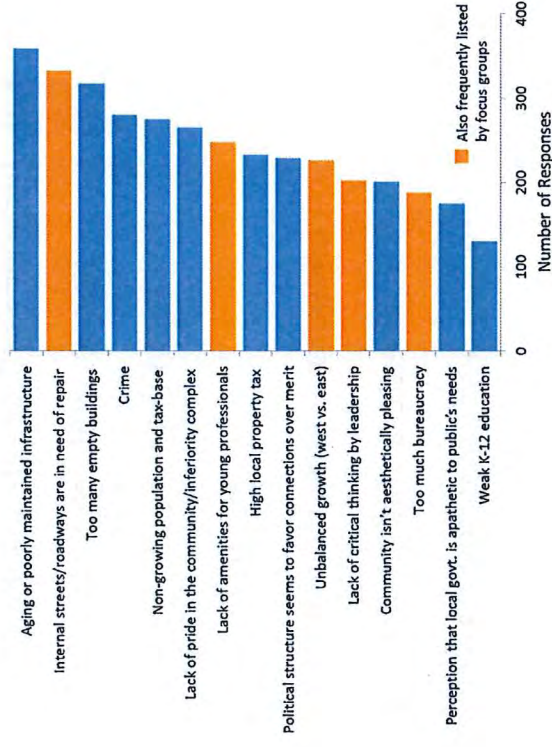
The combined focus groups, survey respondents and listening session participants cited the following key themes:

the area and Shawnee County have

potential, but is seen as average and not distinguishable.

- Negativity and pessimism hinder progress.
- There is much confusion and mistrust as to the roles of JEDO and GO Topeka.
- The area's infrastructure has been neglected and lacks curb appeal. This dissuades new business and talent from considering the area.

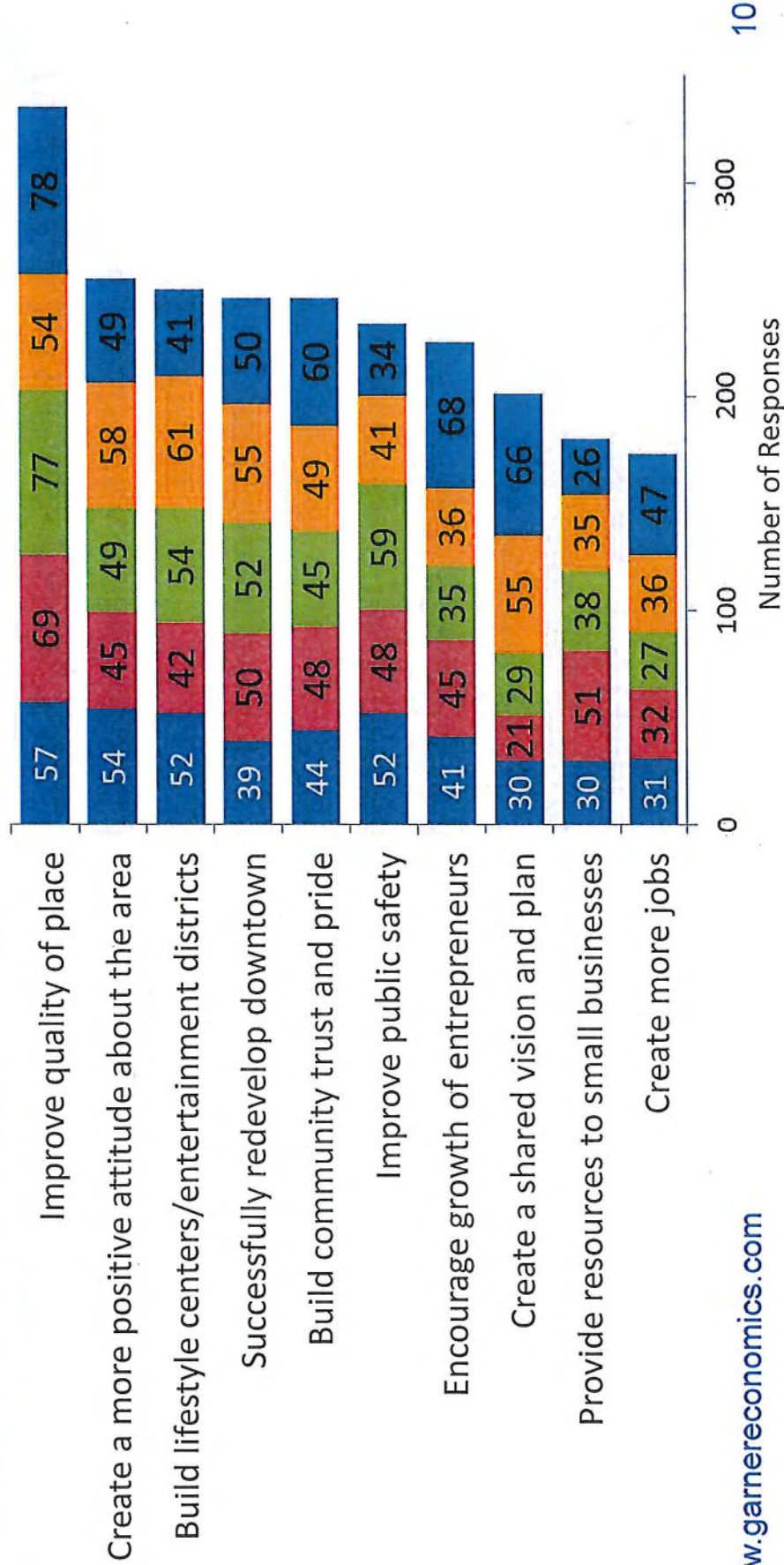
KEY INHIBITORS TO TOPEKA'S SUCCESS

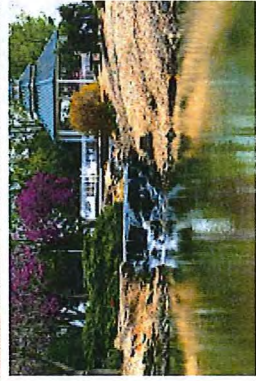
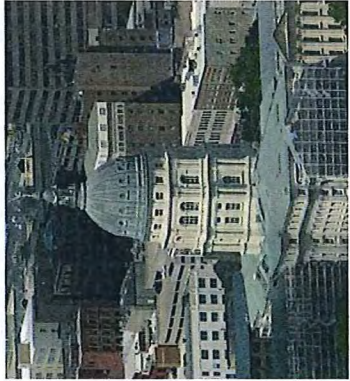




What Citizens Want Topeka to Do

Top actions leadership could take to strengthen Topeka's ability to attract and retain quality companies and talent





How Topeka Compares

- Conducted a **SITUATION ANALYSIS** to examine the economic position and competitiveness of Topeka from a site-selector perspective
- Compared the community to Linn County, Iowa; Minnehaha County, South Dakota; Hamilton County, Tennessee; the State of Kansas; and the United States



Strengths and Weaknesses (22 variables analyzed*)

		Strengths	Weaknesses
Demographic Dynamics		<ul style="list-style-type: none">• None	<ul style="list-style-type: none">• Lower growth rates• High crime rates
Labor Dynamics		<ul style="list-style-type: none">• Median earnings among workers classified as “Self-Employed in Own Incorporated Business”	<ul style="list-style-type: none">• Low percentage of “Self-Employed”
Income & Economics		<ul style="list-style-type: none">• Low Cost-of-Living Index• Availability of cable access	<ul style="list-style-type: none">• Low average weekly wages• Low average per capita income• High percent of population below poverty level (including those with less than a high school education)

*Neutral rankings not listed

The Strategy: Our Philosophy for Achieving Success

Effective economic development strategies take a holistic approach

- Economic Development = wealth building
- How do you achieve economic development? First, build or strengthen the product. Then, create investment from:
 - ❖ Hunters (recruitment, including retail and tourism if applicable)
 - ❖ Gardeners (entrepreneurial)
 - ❖ Nurturers (support existing businesses)



Execute Effectively

Renew and Transform

Communicate Effectively

Where Do We Go From Here?

- Topeka is currently seen as mediocre or average by many citizens
- Topeka needs to strengthen its quality of place to attract and retain world-class talent and the types of companies the community wants to build its economic future

Observations, Conclusions & Recommendations

Thirty-one recommendations built on three foundations

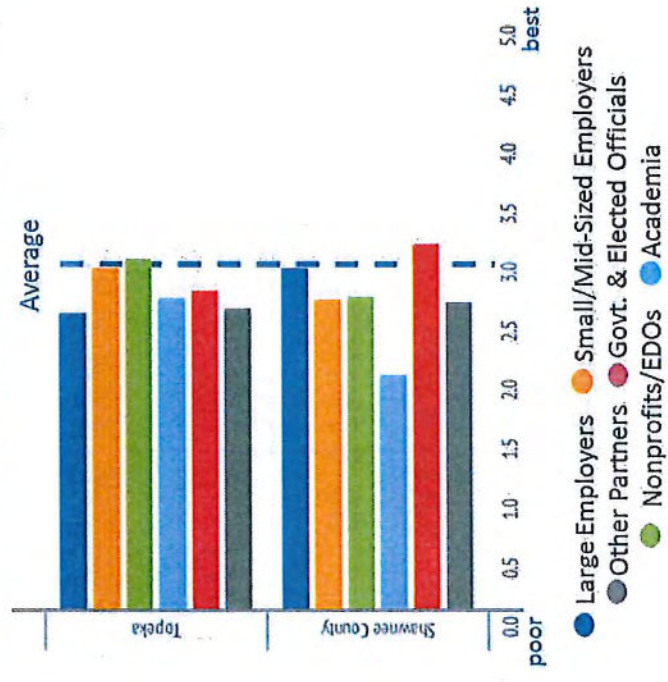
- # 1. Create an environment where high quality companies and talent will want to locate
- ## 2. Mitigate negative perceptions or challenges that deter increased investment
- ### 3. Better organize to execute economic development initiatives
- #### more effectively

[illegible]

Rationale and Proof Points

- “Average” won’t win new investment – or necessarily keep existing businesses
- The community has ample resources, but isn’t utilizing them properly
- Topeka’s quality of place is lacking
 - **Missing infrastructure**
 - **Several perceived and/or real needs**

TOPEKA SEEN AS AVERAGE BY ITS CITIZENS



Execute Effectively

Strategy/Goal

Build a *customer-friendly* and *highly effective economic development service delivery mechanism* for existing and potential businesses in the community and supplement JEDO's contractual/agent positions to focus on economic development needs.

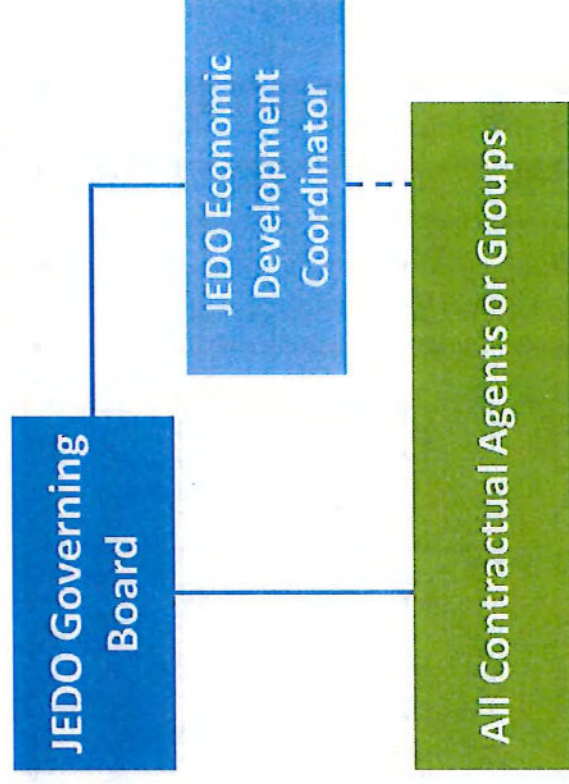
In doing so, Topeka is better able to *attract and retain* the types of companies that will make it competitive for years to come and produce *wealth-creating opportunities* for its citizens.

Execute Effectively

Actions

1. Develop a JEDO-specific mission statement to guide economic development efforts.
2. Hire a full-time JEDO economic development coordinator.
3. Encourage GO Topeka to be a standalone, autonomous organization.

Proposed JEDO Staffing



Execute Effectively

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Opinion

EDITORIALS

Our View: Reshaped board key to economic development

Story Comments

Posted: Wednesday, November 10, 2015 12:00 am

Economic development in Cumberland County will take on a new face and name in just six weeks. We hope it will also take on a more vigorous life.

The Economic Development Alliance of Fayetteville and Cumberland County, a division of the Greater Fayetteville Chamber, will disappear on Dec. 31. It will return on Jan. 1 as the Fayetteville-Cumberland County Economic Development Corp., with a mostly new board of directors that will include a City Council member and a county commissioner.

While the concept of a public-private partnership for economic development is sound, tying it to the Chamber of Commerce was a mistake, making the chamber dependent on local government for funding, and robbing it of a stronger, more effective advocate for economic development.

We'd like to see another chronic pain disappear too: With members of the council and Board of Commissioners on the Economic Development Corp. board, we hope there's a decrease in damaging, uninformed potshots.

City and county politicians have often complained about our lack of progress in recruiting new business and industry. What they missed is that they're part of the problem. Their failure to create a sufficiently safe, attractive community has been our biggest stumbling block.

The county commissioners decided this week that their chairman or his designee would serve on the Economic Development Corp. board. The council hasn't decided which member will serve. Keeping them at the table as recruitment efforts are conducted should involve both boards in development efforts - if the political designs keep their colleagues briefed. That should diminish finger-pointing and foster a more united effort to lure new business here. The Alliance had seasoned, capable economic developers on staff, but they have suffered from a lack of political support. That needs to change on Jan. 1.

What won't change is the need for strong recruitment efforts and a continuing drive to add to Cumberland County's amenities. That especially includes success in passing the upcoming parks-and-recreation bond proposal, which needs enthusiastic support from the city and county boards. So do ongoing efforts to redevelop the downtown area, which is one of the city's most attractive lines for businesses.

We still face tough competition in our search for more private-sector jobs, but the Economic Development Corp. appears better suited to find success.

Advantages of autonomy

“While the concept of a public-private partnership for economic development is sound, tying it to the Chamber of Commerce was a mistake, making the chamber dependent on local government for funding, and robbing it of a strong, independent voice. Removing the Alliance from its organization chart should make the chamber a stronger, more effective advocate for economic development.”

—Fayetteville Observer Editorial, 18 November 2015

Execute Effectively

Actions

4. Create performance metrics to measure the community's health and operational success of JEDO's agents
5. Modify the JEDO/GO Topeka incentive policy.

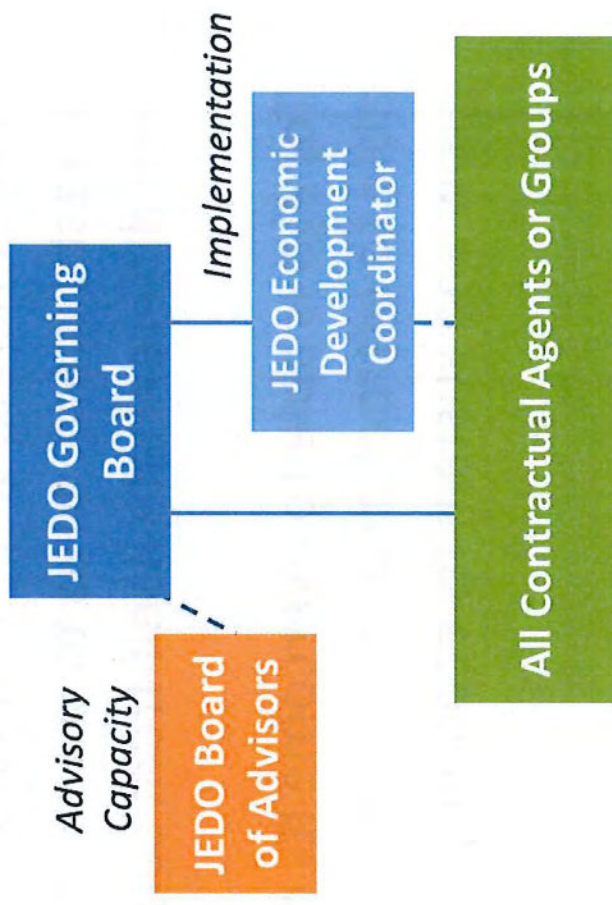


Execute Effectively

Actions

6. Create a JEDO Board of Advisors
7. JEDO should institute new operational guidelines:
 - a. Transfer of land ownership and accountability
 - b. Incentive management
 - c. Funding of its agents
 - d. Fund balances
 - e. JEDO disbursements to agents
 - f. Performance contracts
 - g. Meeting protocol

Proposed Board of Advisors





Renew and Transform

Strategy/Goal

Take concrete steps to improve the City and County's infrastructure, so as to ***strengthen the area's quality of place*** and differentiate itself from competitor regions.

Topeka is able to overcome its current shortcomings and better able to ***attract and retain*** the talent and companies it desires to grow and sustain its economy.

Renew and Transform

Actions

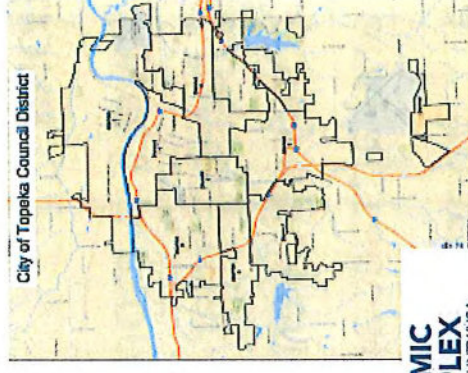
1. Invest in more quality of place projects that will enhance the competitiveness of the community and attract and retain talent:
 - a. Improve gateways into the City
 - b. Provide public free high-speed Internet access in certain areas
 - c. Create a “cool factor” in the core business district



Renew and Transform

Actions

2. Conduct a countywide community improvement planning effort that looks at assets and neighborhood planning by City and County districts
3. JEDO should continue to acquire real estate for economic and growth opportunities



**KANZA ECONOMIC
GROWTH COMPLEX**
TOPEKA, KANSAS, SHAWNEE COUNTY/USA



Communicate Effectively

Strategy/Goal

Proactively work to increase communications about JEDO's economic development efforts so as to grow support for long-term initiatives using the monies from the ½ cent sales tax, as well as differentiate Topeka in the perception of external audiences.

In doing so, JEDO is able to gain support for the initiatives it undertakes and supports, and Topeka becomes known as a vibrant location for high-quality business and world-class talent.

Communicate Effectively

Actions

1. Strengthen internal and external JEDO communications
 - a. Develop and enhance the JEDO website
 - b. Adopt an open-communications policy
 - c. Host a local/regional media tour
 - d. Conduct a community pride campaign
2. Explain the process to disclose Economic Development projects
3. Inclusion of community groups



Communicate Effectively

Actions

- 4. Change the name of GO Topeka
- 5. GO Topeka communications – internal



Non-Insiders	Insiders
<ul style="list-style-type: none">• Secretive• Misunderstood• Impotent• Ineffective• Perception issues• Lack of transparency• People don't understand what they do• Community marketer	<ul style="list-style-type: none">• Visionary• Great listeners• Ambassadors• Optimistic• Service provider• Passionate• Out of the box• Progressive



Communicate Effectively

Actions

6. Strengthen branding around Topeka's value as a business location
7. Develop a prospectus for each targeted industry
8. Refresh the GO Topeka website
9. GO Topeka social media activity
10. GO Topeka trade show, conferences, and event activities



This and That

Should JEDO support/fund these efforts as noted in your RFP Resolution (opinion of Garner Economics)?

1. **Primary jobs only?** No, you should be engaged in what is necessary to enhance the community's competitiveness and quality of place.
2. **Retail?** Yes, but selectively.
3. **Workforce development?** More than 14 organizations in SC doing workforce service delivery and JEDO funded 8 of them this year through GT. There needs to be a separate analysis on what is being offered and who served in the WF service delivery side and its effectiveness.
4. **SBE?** Yes. Already being done with a \$479K a year budget through the EMBD program (well funded).
5. **Venture capital/early stage?** Yes, but risky and use caution. Need professional financial oversight.
6. **Minority Inclusion and Empowerment?** Yes, already being done by GT through the EMBD program (well funded).
7. **How much set aside annually for incentives (cash grants/closing fund)?** \$500,000 - \$<1mm
8. **How much for product improvement/quality of place?** \$1 mm per year
9. **Discretionary fund?** Yes, \$250K-500 annually

Sample budget using \$5mm as the baseline

	Total	JEDO	Private Sector
GT (operating budget)	\$2.1mil	\$1.6mil	\$518K
Incentives (cash grants)	\$1.0mm	\$1.0mm	
Product Improvement (quality of place)	\$1.0mm	\$1.0mm	
Discretionary fund	\$500K	\$500K	
Total	\$4.6mm	\$4.1mm	\$518k

JEDO has a cash fund balance of \$10.3 million. Quality of place projects should be considered (minus committed obligations) from this balance.

What's Next?

The status quo is not an option.

JEDO will need to:



- Increase transparency
- Operate as a \$260 million business
- Better deploy public monies
- Develop metrics to measure performance
- Invest in quality of place and basic infrastructure

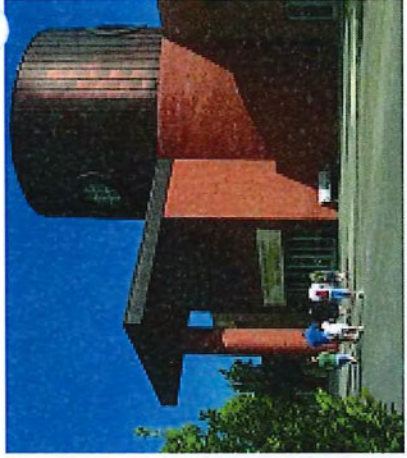
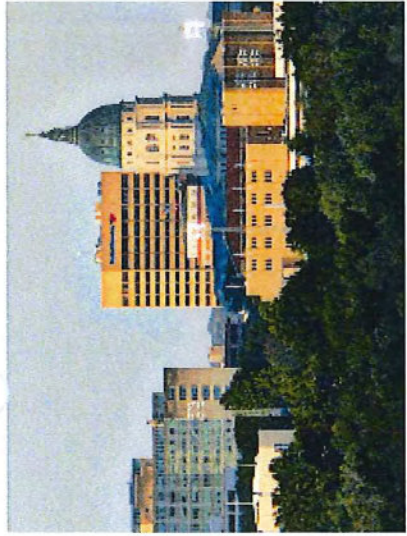


Thank you!

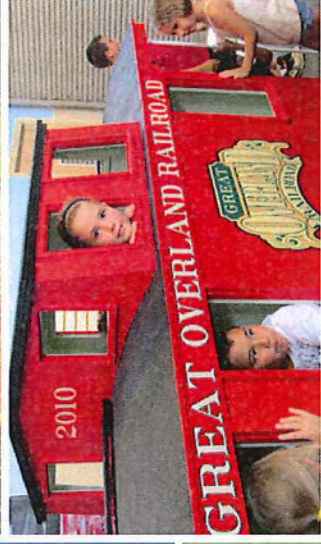
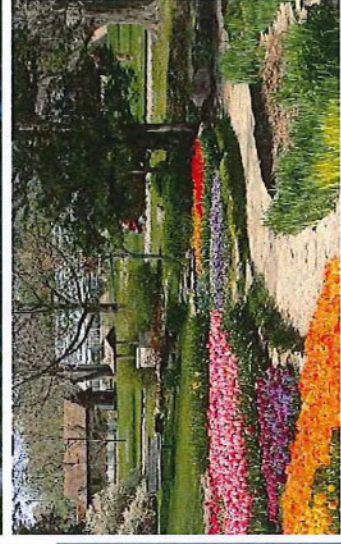
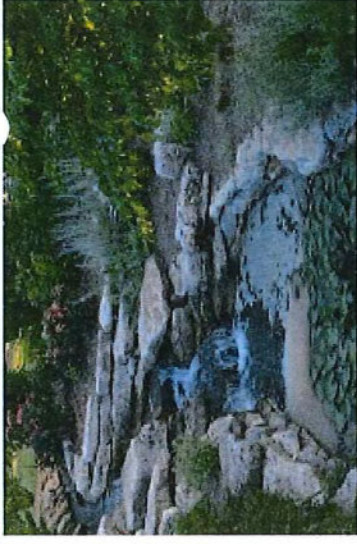
The Strategy for Effective Economic Development Change initiative has benefited greatly from the professionalism and contributions of JEDO and GO Topeka, their leadership, and the many stakeholders who took part in the focus groups, survey and public listening session.

Special thanks to:

- JEDO governing board
- City of Topeka
- Shawnee County
- GO Topeka
- 124 focus groups participants, 707 public survey respondents, and the 12 participants of the community listening session



City of Topeka & Shawnee County
**JOINT
ECONOMIC
DEVELOPMENT
ORGANIZATION**
United For Growth



Questions?

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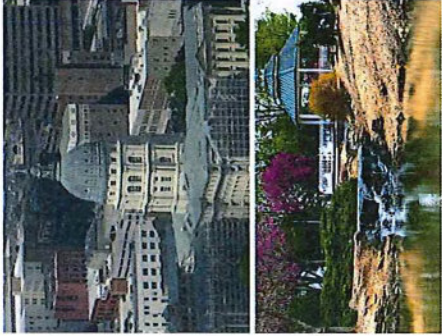
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ECONOMIC DEVELOPMENT MARKETING

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November 4, 2015

**A Strategy for Effective Economic Development Change in
Topeka and Shawnee County, Kansas**

Prepared for the
Joint Economic Development Organization (JEDO)



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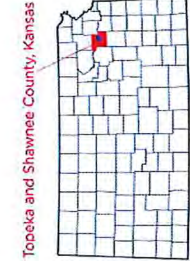
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OVERVIEW

Recognizing its obligation to the taxpayers of Topeka and Shawnee County to ensure that the funds for economic development collected through the recently approved ½ cent sales tax are used effectively and “achieve the highest economic development return on investment,” the Joint Economic Development Organization (JEDO) sought consulting assistance to “advise JEDO on economic development objectives, strategies, and expectations for the Topeka/Shawnee County Community.”¹

After an RFP process, JEDO retained Garner Economics, LLC. Garner Economics selected Brand Acceleration, a marketing and branding firm, to audit the communication process for JEDO and its agents. Together, both firms worked to create a roadmap for attaining these goals. Garner Economics took the lead in assessing how economic development is conducted in Topeka and Shawnee County—overall and through JEDO’s main agent GO Topeka. Brand Acceleration examined internal communications among and from the economic



development organizations in the area and compared the current external marketing of Topeka as a place for business with that of other peer communities.

The result of this assessment and the recommended actions to attain those goals is summarized in **STRATEGY FOR EFFECTIVE CHANGE**, through a series of observations and recommendations on how JEDO can work to enhance its economic development service delivery process and improve the area’s business climate.

While the strategy looks at ways to improve Topeka and Shawnee County’s competitive position as a place for high-quality jobs and world-class talent, the resulting recommendations focus on areas where JEDO can act as a catalyst to lead initiatives to improve economic development service delivery and build on existing assets to strengthen its ability to market the area to prospective companies and retain what already exists. The process to build the strategy is illustrated in Figure 1.

FIGURE 1: PROJECT PHASES & METHODOLOGY

Assessment	Recommendations	Implementation Strategy
Evaluate Topeka/Shawnee County’s competitive position from an economic development perspective <ul style="list-style-type: none">• Organizational assessment• Best-practice benchmarking• Incentive analysis• Marketing audit 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. Presentation of the Phase 1 Situation Analysis.	Position JEDO to achieve success through actionable, short- and long-term (3-5 years) recommendations, including: <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 impacting the region’s business climate• Policies to enhance investment• Marketing and messaging to tell the value of Topeka/Shawnee County as a business location	High-level implementation plans for actionable items, including: <ul style="list-style-type: none">• Economic development service delivery• Incentive policies• Marketing• Metrics and organizational monitoring Presentation of the final report.

¹ Joint Economic Development Board Resolution 2015-1

CHAPTER 1: SITUATION ANALYSIS SUMMARY

A **SITUATION ANALYSIS** was prepared and presented at the end of September 2015, to document the work of the first phase of the engagement. The goal of the assessment phase was twofold: (1) to benchmark Topeka and Shawnee County² against a defined competitor group to ascertain how the area ranks as a potential investment location and (2) to assess the economic development service delivery system in place. Below is a brief summary of the **SITUATION ANALYSIS**.

Seeing Where Topeka/Shawnee Stands

When companies decide on where to locate, they do so by comparing options among different communities. Hence, it is best to know how Topeka compares to similar cities. For the benchmarking exercise, Garner Economics evaluated key demographic and economic indicators for the City and County. These indicators were compared to statewide and national-level data, as well as to competitor communities identified in consultation with JEDO and GO Topeka. The competitor communities were communities with which the area currently competes or regions that Topeka aspires to be more like. The communities were: Linn County, Iowa; Minnehaha County, South Dakota; and Hamilton County, Tennessee. The counties selected comprise the cities of Cedar Rapids, Iowa; Sioux Falls, South Dakota; and Chattanooga, Tennessee. The variables against which Topeka, Shawnee County, and the other benchmark counties, the nation, and the state were compared are listed below.

This analysis relies heavily on raw objective data collected by governmental or impartial third-party agencies that had similar data for all benchmarks. The main source for most demographic

² Unless otherwise noted, reference further in the report to “Topeka” includes Shawnee County.

information is the US Census Bureau’s American Community Survey (ACS), an ongoing survey reporting annual data. For the **SITUATION ANALYSIS**, 2013 was the latest data available for most benchmarks.

As noted in the tables below and as reported in the **SITUATION ANALYSIS**, Topeka ranked neutral or average in a number of economic indicators. While the area is strong in incomes of self-employed workers, touts a lower cost of living, and can provide high speed Internet service in most of Topeka’s service areas, the community falls behind peer communities in terms of:

- Population growth (lower than peers)
- Crime rates (higher than peers)
- Average weekly wage rates
- Levels of self-employment
- Higher poverty rates
- Lower levels of educational attainment








In all other measures, the community is neutral or average. Unless mitigated, such gaps will make it difficult to attract and retain companies and talent to the region, and it will be difficult for the area to differentiate itself as a place for new business investment.











FIGURE 2: HOW TOPEKA COMPARES

Demographic Dynamics	
	Over the last decade, the total population of Topeka and Shawnee County has increased by 3,161 and 7,068, or 3% and 4% respectively. This is a slower rate than Kansas or the United States and less than half the growth rates of the benchmark communities.
	Over the 2009 to 2013 period, Topeka and Shawnee County attracted 3.4% and 2.9% of their new residents from a <i>Different County in Same State</i> —this is higher or on par with other benchmarks. Topeka had a higher percentage of residents moving in from a different state than Linn County as well as the national rate; however, they were lower than rest of the communities and the state along with Shawnee County’s 2.2%. The area ranked slightly below all other benchmarks in attracting residents from <i>Abroad</i> .
	Topeka was slightly more diverse than Linn County, Minnehaha County, and Kansas—ranking highest in those who identified themselves as <i>Two or More Races</i> . Topeka and Shawnee County are less diverse than the nation.
	Although Shawnee County’s median age was the second highest of the benchmarks, the age distribution among all communities was comparable to the largest percentage of population between 25 and 54. Topeka has the highest percentage of those under 5, 20-24, and then those over 75.
	In 2013, Topeka and Shawnee County had the highest property crime rates of all benchmarks and were second only to Hamilton County in violent crime rates.
	Topeka and Shawnee County have the top percentage of <i>High School Graduates</i> for residents ages 25+ but have lower shares of those who have achieved <i>Associate’s Degree</i> . However, the percentage of those with <i>Graduate or Professional Degrees</i> is greater than other benchmark communities and close to state and national rates.
	Among new residents ages 25 and over, Topeka and Shawnee County are adding more <i>High School Graduates</i> than any other category; however, they closely match the state and national level for new residents with a <i>Graduate or Professional Degree</i> outranking the percentage of other benchmark communities attracted in this particular category.

Labor Dynamics

	Topeka and Shawnee County show June 2015 preliminary unemployment rates of 4.9% and 4.6%, similar to the state. Linn and Minnehaha Counties are lower; Hamilton County and national unemployment rates are higher.
	Labor force participation is decreasing; however, the trend is also being followed by most benchmarks with the exception of Hamilton County, which increased sharply from June 2014 to June 2015.
	Topeka has the highest number of single female householders participating in the labor force (24%) and both Topeka and Shawnee County have the lowest percentage of families in the labor force. For married-couple families with both husband and wife in the labor force, Topeka (37%) and Shawnee County (41%) were in the middle of the array with Hamilton County the lowest (36%) and Minnehaha County the highest (53%).
	Employment change for Shawnee County was low at 2% over the past decade; however, it was higher than Hamilton County (-2%). The average annual change for Shawnee County was 1%, the same as Linn County and Kansas.
	Just 4.8% of workers in Topeka and 5.7% in Shawnee County classify themselves as <i>Self-Employed</i> ; this proportion is well below the state, the nation, and the benchmark communities.
	Median earnings among those workers classified as <i>Self-Employed in Own Incorporated Business</i> were \$70,608 in Shawnee County—the highest among all benchmarks. Topeka placed just behind Minnehaha County in this same category with median earnings of \$60,569. Median earnings for those classified as <i>Self-Employed in Own Not Incorporated Business</i> in Topeka were low at \$19,696, but not far behind other benchmarks, which ranged from \$21,541 (Hamilton County) to \$29,695 (Minnehaha County).
	The number of startups from 2008 to 2012 in the Topeka MSA, the smallest geography available for this statistic, was less than other regions; however, the growth rate for Topeka MSA is increasing on a similar trajectory as Kansas and the United States. Chattanooga, which ranked the highest with number of startups among the MSAs, has a growth rate that has flattened since 2010.



Income & Economic Dynamics	
	In 2014, the estimated average weekly wage in Shawnee County was \$801, and its growth rate (25%) was the lowest among all benchmarks. Shawnee County followed the general growth trend of all benchmarks, deviating in 2012 and 2013 with a slower rate.
	Topeka and Shawnee County ranked slightly higher in the lower income categories, dropping with the two highest income category levels of the state and nation. However, they were second only to Minnehaha County in the \$50,000 to \$74,999 category.
	The average per capita income in Topeka in 2013 was \$23,513 and \$25,156 in Shawnee County, the lowest of all benchmarks.
	Topeka has the highest percentage below poverty level within the general population (21%) and children under 18 (29%). Hamilton County was a close second with 27% of children under 18 below the poverty level.
	Topeka and Shawnee County both had a higher number of populations with <i>Less than High School</i> education levels below the poverty level than all other benchmarks.
	Median earnings are low for those with <i>Less than High School</i> , but second highest for those with <i>High School</i> level education. Income for other categories fell in the middle of the array for the benchmarks.
	At 93, the composite Cost-of-Living Index for Topeka was the lowest of all benchmark communities and it had a housing cost index significantly lower than the national average.
	Topeka has the highest availability of cable access and the fastest download and upload speeds of all benchmarks, including Shawnee County.

Community Engagement: What Stakeholders Think

In addition to data comparisons, the team gathered community perceptions of JEDO and GO Topeka and the overall economic development service delivery of the community. This was accomplished through five channels:

- A small benchmark survey of similar economic development organizations
- Desktop research and professional experience of best practices in regional economic development service delivery
- Six focus groups with JEDO-identified stakeholders
- A public listening session
- An online survey to a broader range of Topeka/Shawnee County residents

FIGURE 2: MAIN SOURCES OF COMMUNITY INPUT



Community Perspectives and Key Themes

The focus groups, public listening session, and electronic survey were the mechanisms used by Garner Economics to gauge how stakeholders and the broader public perceive the current activities and results of JEDO and its primary agent GO Topeka (Figure 2).

- The focus groups had 124 participants and were organized into the following categories: Large Employers and Property Owners, Small Business and Entrepreneurs, Government and Partner Organizations, and Civic Groups and Nonprofits. Participants were chosen and invited by JEDO. The focus groups were held on August 17-18, 2015.
- Additionally, a public listening session was held on August 18 to allow citizens to voice their opinions and concerns regarding JEDO. Twelve members of the public spoke.
- Finally, an electronic survey was crafted based on the focus group responses and was distributed to a broader group of stakeholders. The survey was open September 1-10, 2015, and 707 people who either live or work in Topeka and/or Shawnee County completed the survey.

Among the focus groups, public listening session, and electronic survey, a number of key themes emerged. The quotations, statements, and summary of statements provided herein (and within the referenced [SITUATION ANALYSIS](#)) represent the feedback and perspectives provided by participants and respondents. They are opinions and not necessarily facts. Garner Economics used the feedback to provide a context for observed business climate issues and/or to validate observations made during the site visit and obtained via independent research.

Electronic survey responses and opinions expressed in the public listening session closely mirrored the overall sentiments expressed by the focus groups. Within all three mechanisms for feedback, the proportion of negative comments regarding the work of JEDO and GO Topeka as compared to supporters and those with constructive feedback was fairly consistent.

In summary, the key themes are noted below. Please reference the **SITUATION ANALYSIS** and Chapter 3 for further details.

- While many see the potential of Topeka and Shawnee County and are excited about recent developments such as the growth of NOTO and an emerging entrepreneurial community, most participants see the area as average and fear it does not distinguish itself from other adjacent or peer communities. The perceptions validated the data assessment that compared Topeka and Shawnee County to peer communities.
- There is an overriding sense of negativity around economic development in the area and this pessimism hinders progress.
- There is much confusion or misunderstanding as to the roles and results of JEDO and GO Topeka. This uncertainty leads to mistrust and negative perceptions about each organization.
- Participants and respondents believe that much of the area's infrastructure has been neglected and lacks curb appeal. In addition to affecting residents' opinions about the City/County, there is a perception that this also dissuades new business and talent from considering the area.

- The region has assets upon which it can build and while many negative opinions were offered in regard to the area's product and economic development activities, the majority of participants and respondents noted several assets of and strengths in Topeka and Shawnee County.

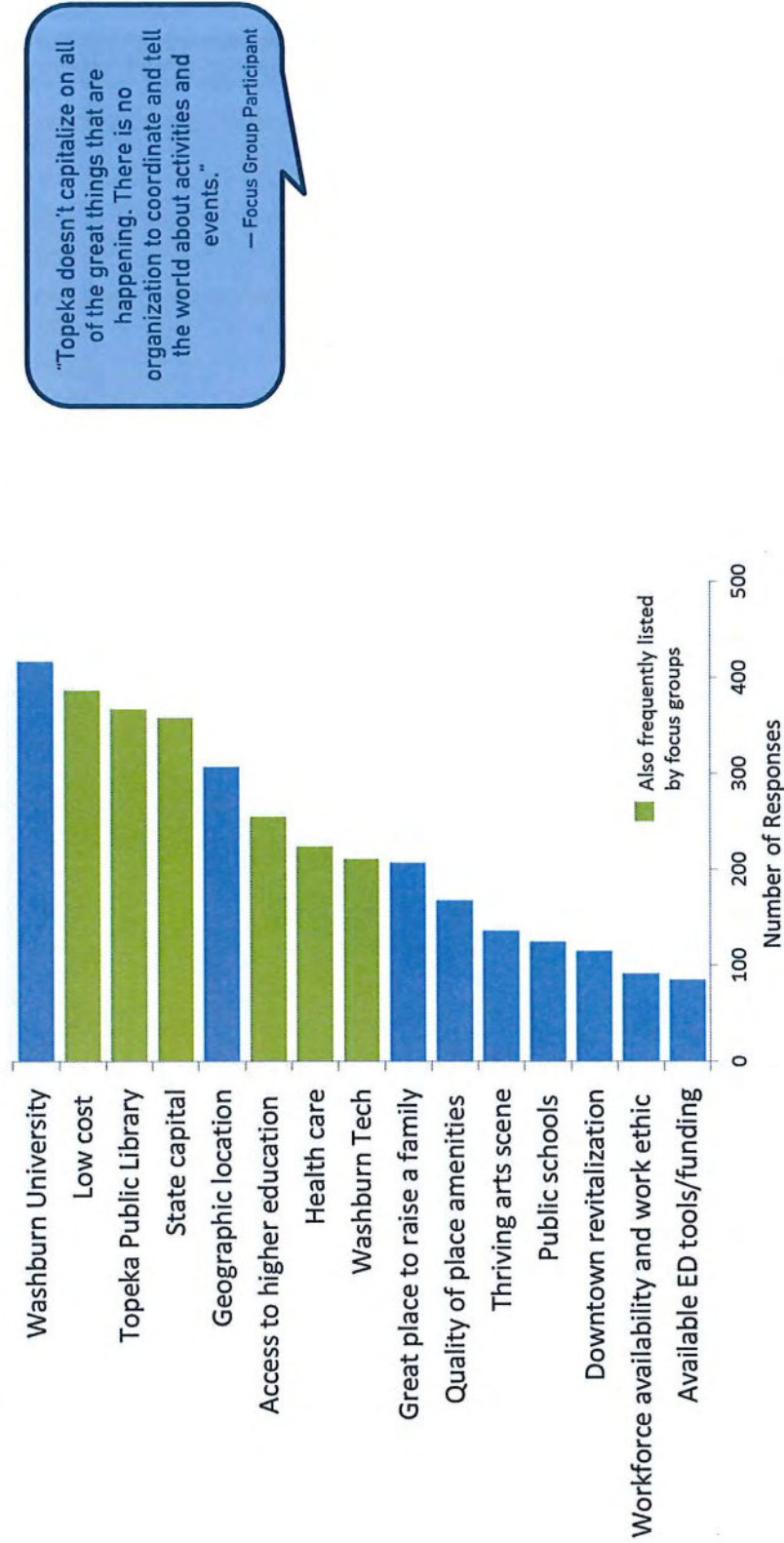
Figure 3 summarizes the feedback on the business climate and infrastructure needs provided by survey respondents. The green bars indicate those issues that were most frequently offered by the survey respondents and focus group participants.

"It is not enough to create a shared vision and plan. The plan must identify the opportunities and threats facing the Topeka and Shawnee County community; understand the strengths and weaknesses of the community to develop the opportunities and stop the threats; and contain specific, measurable, achievable, results-oriented, and time-bound (SMART) goals to maintain the strengths and correct the weaknesses. Otherwise, the vision and plan will only be attractive documents that are placed on bookshelves and not implemented."

FIGURE 3: SUMMARY OF FEEDBACK

When asked to choose up to five options that are City/County's strengths, survey respondents answered:

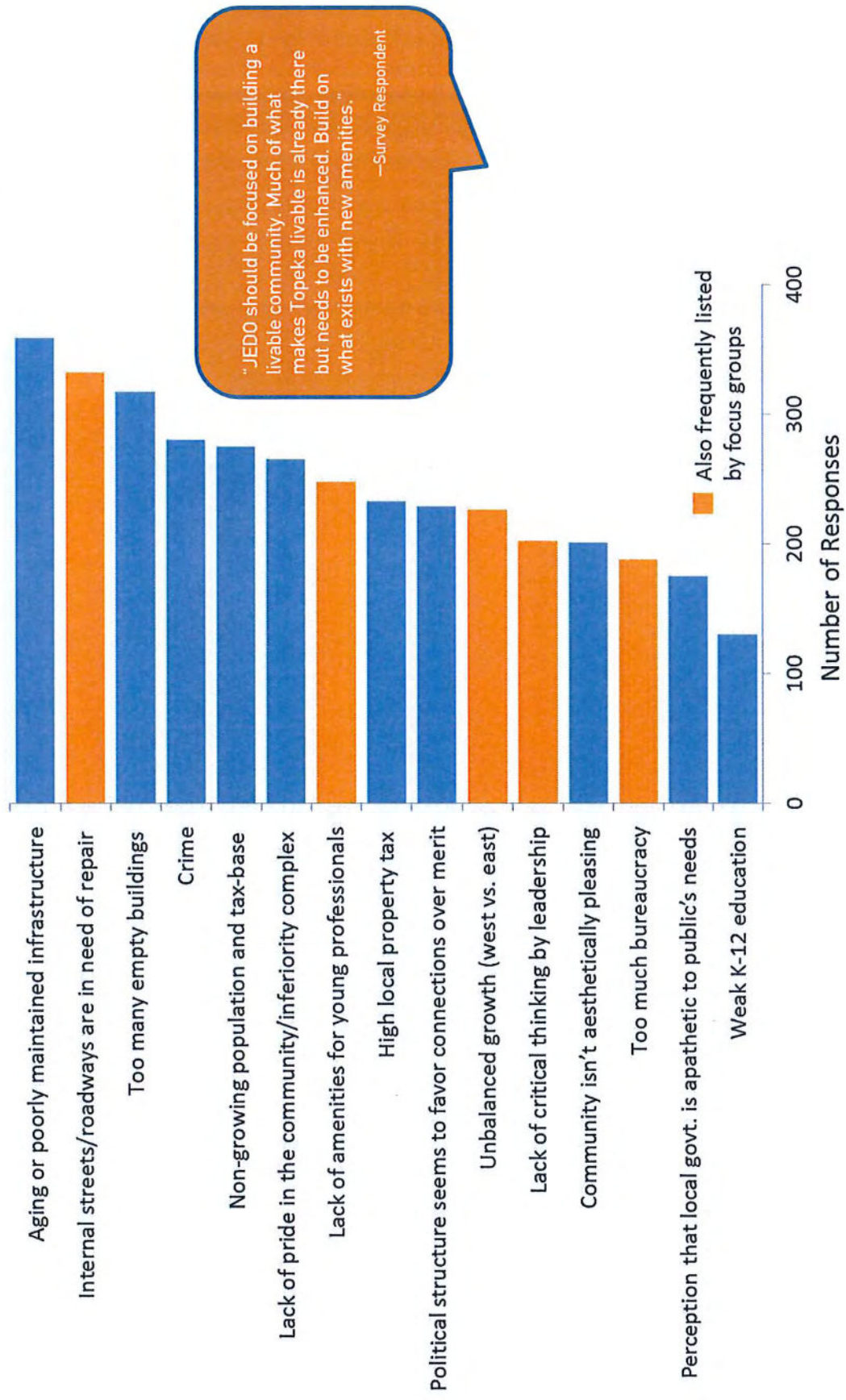
Note: Similarities between frequently provided responses by both the focus group participants and survey respondents are indicated in green.



Summary of Feedback, continued

When asked to choose up to five options that are some of the biggest obstacles that inhibit Topeka and Shawnee County in their ability to attract, expand, or retain businesses and investment, survey respondents answered:

Note: Similarities between frequently provided responses by both the focus group participants and survey respondents are indicated in orange.



CHAPTER 2: WHERE DO WE GO FROM HERE? OBSERVATIONS, CONCLUSIONS, AND RECOMMENDATIONS



To ensure that there are sufficient economic opportunities for its residents and that Topeka attracts high-quality talent and jobs, local government must be proactive in shaping the community's economic future.

The following observations, conclusions, and recommendations are based on data and feedback collected during Phase I of this engagement (and as noted in the previous Phase I Situation Analysis Summary).

Both independent research and the feedback provided by the area's stakeholders strongly suggest that Topeka cannot accept the status quo if it is to become a place where talent and leading businesses want to locate and remain. As the interlocal agency charged with supporting a "strong economic development program designed to expand employment, strengthen the tax base, and diversify and strengthen the Topeka and Shawnee County economy," JEDO must be proactive to change the current trajectory.³

Rationale and Proof Points

From a site-selection perspective, the following are offered as to why change is needed:

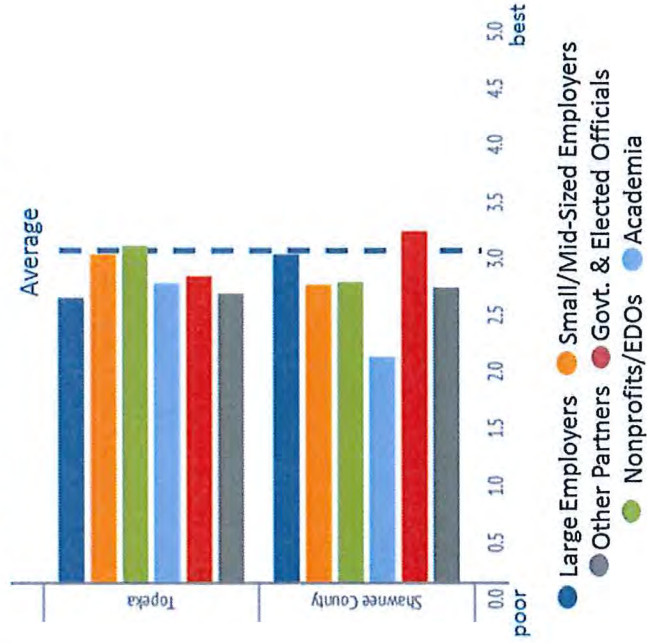
- 1. **Topeka and Shawnee County are seen by its residents as average, at best**

While there were some points of community pride and recognition of the economic development wins and positive attributes of the region as a place for business, the large majority of focus group participants

³ JEDO Contract 1 (2013) – establishing GO Topeka as the primary agent for economic development

and survey respondents ranked the region as average and were hard-pressed to name amenities or assets that set it apart from any other like-sized metropolitan area in the United States. Moreover, there were several negative comments and pessimistic sentiments expressed when asked what the community lacks or could do to improve. Figure 4 notes the ones mentioned most frequently. Comparison data collected in Phase I validates several of these perspectives.

FIGURE 4: TOPEKA SEEN AS AVERAGE BY ITS CITIZENS



2. The importance of place

As labor and companies continue to be more mobile and less dependent on fixed natural assets, the quality of place and environment an area possesses and uses to attract world-class talent and the types of companies it seeks to build its economic future are becoming even more important. While attributes such as business climate and access to space continue to be leading factors in

businesses relocation decisions, all other criteria being equal, quality of place is often a tiebreaker.

In the survey and focus groups, participants noted several areas where Topeka's infrastructure is lacking (Figure 5). Similarly, they recognize the need to strengthen quality of place and ranked several items high among things to be addressed in a strategy and plan (Figure 6).

FIGURE 5: INFRASTRUCTURE STAKEHOLDERS BELIEVE IS MISSING OR LACKING

When asked to choose up to five examples of hard or soft infrastructure that is weak or missing in Topeka/Shawnee County, survey respondents answered.*

Note: Similarities between frequently provided responses by both the focus group participants and survey respondents are indicated in orange.

*Hard infrastructure was defined as the physical networks such as roadways, sewer, broadband Internet, airports and/or ports. Soft infrastructure was defined as institutions or places that support the economic, health, and cultural climate of a place, such as the education system, the health care system, system of government, and/or parks.

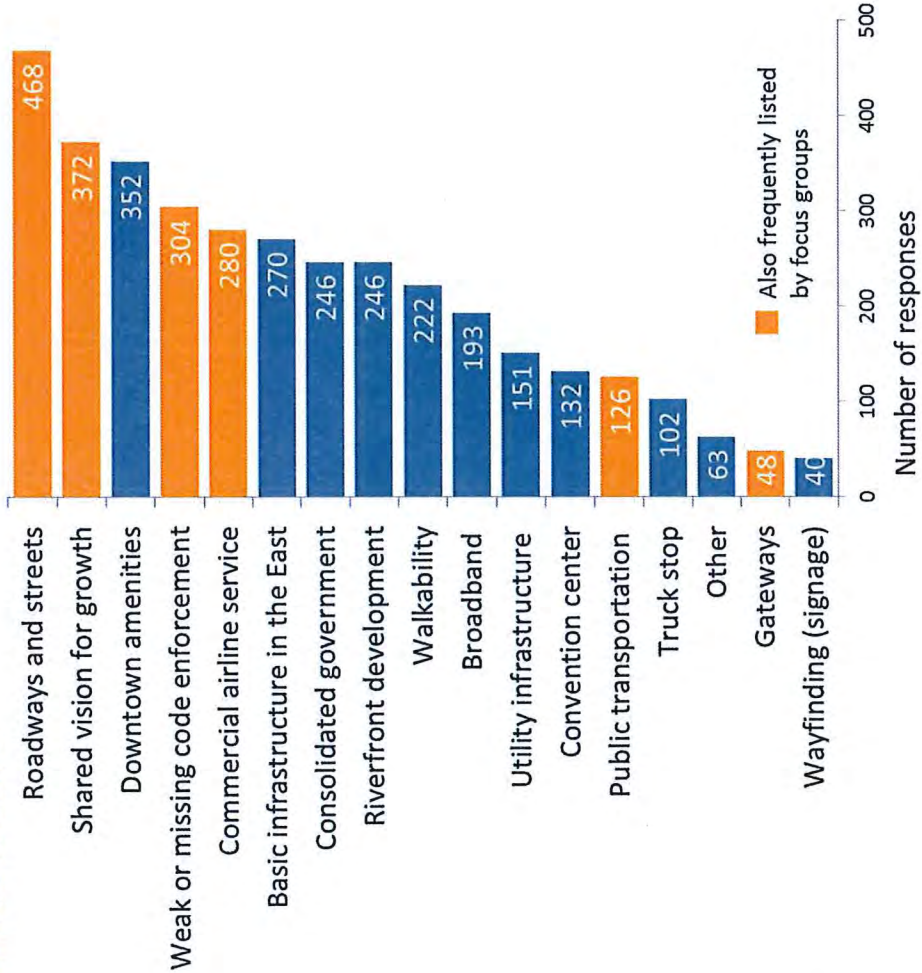
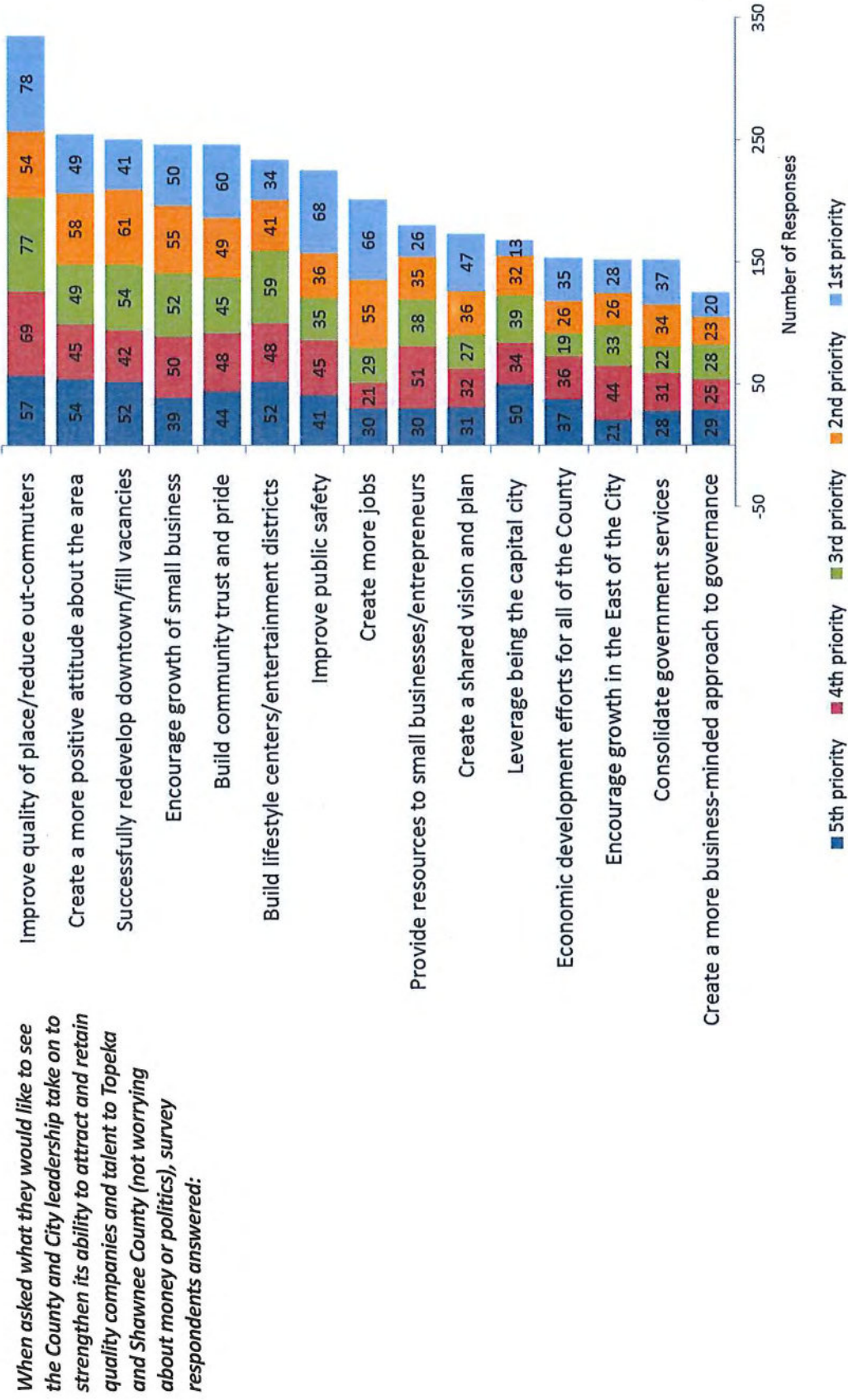


FIGURE 6: WAYS TO ENHANCE THE COMMUNITY'S FUTURE COMPETITIVENESS



3. Ample resources, but unclear mission

Thanks to the leadership of the City and County that had the foresight to create a sales tax earmarked for economic development purposes in 2001, Topeka is blessed with a funding stream to affect such transformational change. While there are many challenges to overcome, Topeka is fortunate that it has the resources to work as a team and overcome several of them.

Nevertheless, an examination of JEDO's operations, perceptions of those operations, and external communications suggest that more needs to be done to educate the citizens of Topeka about how JEDO is using its resources and the results achieved.

"The sales tax for economic development has allowed us to compete for and successfully secure new jobs for the community."
— Survey Respondent

"Before the sales tax we couldn't compete at all: the sales tax made us a player. Whether we have used it effectively is yet to be determined."

Recommendations

Given the analysis of the consulting team based on data and feedback collected during Phase I, the following recommendations were developed to suggest ways that the City and County can work with other organizations involved in economic development initiatives to increase economic opportunities in Topeka. The strategy's first objective is to provide JEDO a framework to consider employing as it seeks to improve and enhance its economic development service delivery and support and augment the work of other organizations involved in improving the area's business climate and quality of place. Additionally, the recommendations that follow aim to leverage Topeka's financial resource structure and to help mitigate current quality of place gaps.

These recommendations are designed to go beyond traditional recruitment, expansion, and retention activities by looking at ways to better connect and leverage the community's talent and workforce, entrepreneurship, infrastructure, and business climate.

Unless otherwise noted, JEDO will serve as the lead organization in the implementation of each recommendation. Also, where appropriate, a budget or cost, timeline for execution, and/or best or lead practice examples are provided.

I. Execute Effectively (Organizational)

If JEDO is to enhance its role as a leader in economic development for the region, it must align its mission and focus on those areas that will directly impact economic growth.

Strategy:

Build a customer-friendly and highly effective economic development service delivery mechanism for existing and potential businesses in the community and supplement JEDO contractual/agent positions to focus on economic development needs.

Goal/Results:

Topeka is better able to attract the types of companies that will make it competitive for years to come and produce wealth-creating opportunities for its citizens.

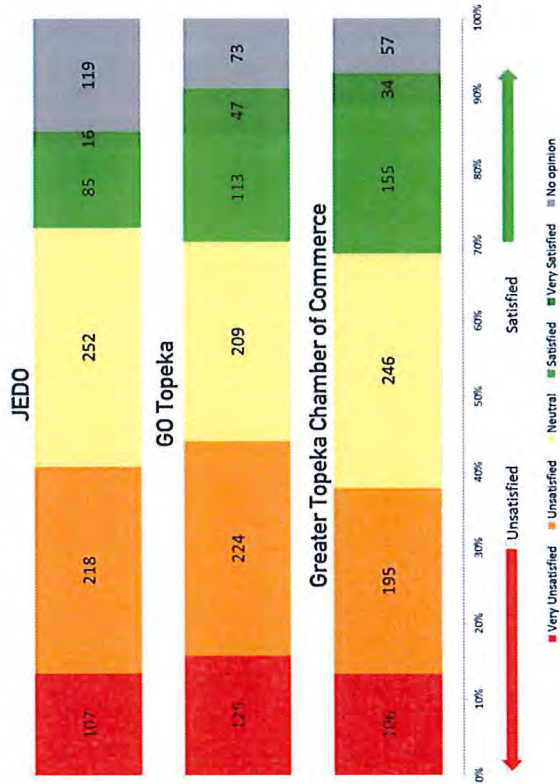
1. Develop a JEDO-specific mission statement that guides economic development efforts for itself and its agents

Observation: The consulting team was not able to locate a mission statement for JEDO within the focus group feedback or through due diligence efforts. Representatives of JEDO have said that the group deferred to its lead agent GO Topeka to craft any economic development mission. Without a stated and agreed-upon JEDO mission statement, stakeholders and constituents are either misinformed as to the organization’s goals or unaware of what it does.

This lack of understanding among the community’s stakeholders and citizens regarding JEDO’s purpose and operations was highlighted in the feedback garnered by the consulting team (Figure 7). Higher numbers of stakeholders within the community rank the operations of both JEDO and GO Topeka as “unsatisfied” or “very unsatisfied” and champions of the organizations (i.e., those that are “very

satisfied” with their work) are in the minority. Another interesting data point is that the number of those respondents who have no opinion of JEDO is more than double that of the number with no opinion of the Greater Topeka Chamber of Commerce.

FIGURE 7: SATISFACTION WITH ECONOMIC DEVELOPMENT GROUPS
What are your past experiences with, and current perceptions of, the various economic development groups involved in investment attraction and retention?



Recommendation: As the organization that oversees more than \$262 million in sales tax funding and then contracts with organizations to implement its goals and objectives, it is imperative that JEDO create a vision and mission statement to drive agreed-upon goals and set a culture of accountability with any recipients of such funding. Ideally, JEDO leadership should create the mission statement that reflects the consensus of the board. This could be done in a board retreat setting or a facilitated work session. In absence of that, Garner Economics

offers two suggestions for a JEDO mission statement—either a simple one or one that is more specific:

- *Simple:* To improve and enhance the economic vitality of Topeka and Shawnee County for the benefit of its citizens.
- *Specific:* The mission of JEDO is to enable Topeka and Shawnee County to become a model for innovation and economic growth, fueled by the diversity of its people and businesses, the growing strength of the community's competitive position, and investments that grow quality jobs and cultivate dynamic, resilient, and livable neighborhoods throughout the County.

2. Create the position of a full-time JEDO economic development coordinator

Observation: There are two inherent issues of concern related to the execution of JEDO's mission as the fiduciary of the ½ cent sales tax. First, while the alternating roles of the City and County as Chair of the organization works, the lack of administrative functions alternating between the two could become problematic. The organization is able to make decisions and set an overall direction for growth; however, the implementation of resulting policy or ability to maintain alignment among policies could be lacking.

In essence, this makes JEDO a \$262 million dollar business with no staff. Such a practice is unheard of in the business world. With such responsibility, JEDO needs to be run more efficiently and effectively. The board should take no shortcuts simply because of its public agency status. Someone needs to be responsible for managing the day-to-day processes and ensuring that the will of the JEDO Board is executed properly.

Secondly, under the current structure, JEDO's reliance on its agent GO Topeka for much of its policy implementation related to incentives, land ownership, land management, and the management of carryover funds is fraught with transparency issues that are more difficult to overcome since GO Topeka is a nonpublic entity.

It is clear from the community engagement process that lack of transparency, lack of defined lines of responsibility and accountability, and perceived mistrust have caused a deep divide between the community, JEDO, GO Topeka, and the Greater Topeka Chamber of Commerce (since GO Topeka is recognized as a subsidiary or department of the Chamber). As indicated in Figure 8, negative perceptions of JEDO and GO Topeka outweigh positive or constructive descriptors.

FIGURE 8: WORDS STAKEHOLDERS USE TO DESCRIBE JEDO AND GO TOPEKA
*What words or phrases describe JEDO? GO Topeka?*⁴

	Positive	#	Negative	#
JEDO	Well-intentioned Serves the community Collaboration Effective Progressive Supportive Inclusive Unique	195 83 41 39 34 23 19 9	"Good old boy" network Little understanding of who JEDO is Non-transparent Ineffective Oriented toward larger companies rather than small Secretive Misunderstood Non-performing No out-of-the-box thinking Controversial Non-inclusive Focused on new growth Corrupt Lack of oversight by public officials Negative press Politically correct	332 321 248 242 230 208 170 151 149 131 120 111 111 103 94 38
GO Topeka	Markets the community Community-focused Has had big wins and done effective work Optimistic Ambassadors Progressive Visionary Passionate Service provider Visible externally Nimble Stepping out of the box Great listeners	178 124 103 80 72 50 48 45 34 26 14 13 12	Non-transparent Unaccountable with funds Poor performing Exclusive group Chamber of Commerce Political Arrogant Misunderstood For-profit organization using tax money Not elected	296 275 256 255 225 208 177 171 156 126

⁴ The table reflects responses from the survey. Options provided in the survey were crafted given feedback most frequently provided within the focus groups. Survey respondents were asked to choose their top five responses from the focus group generated list. Survey respondents were also able to provide "other" phrases. Of the 707 respondents, 1.4 percent or 44 provided "other" comments for JEDO, 2.3 percent or 70 provided "other" comments for GO Topeka.

Recommendation: JEDO should create and hire an economic development coordinator that will be responsible for managing:

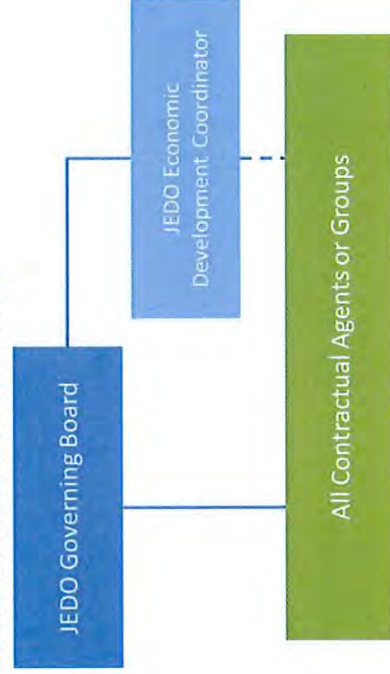
- All of the public meetings (administrative functions related to the operations of JEDO)
- JEDO's incentive process
- JEDO-funded properties (that should be titled in JEDO's name)

Additionally, the coordinator should oversee any JEDO contracts or agents, etc. As the coordinator to ensure JEDO policies and responsibilities are executed, this position would not compete with or work at odds with GO Topeka or whatever group JEDO utilizes to carry out its economic development mission related to recruitment, retention, and entrepreneurship. If structured properly, the responsibilities of this position would be aligned with—and not duplicative of—those contracted for with GO Topeka or other groups utilized by JEDO.

A full-time staff of 1.5 FTEs is recommended to start and then ascertain the workload accordingly (see Figure 9). GO Topeka funding would be reduced based on the amount needed for the FTEs, in addition to other costs GO Topeka has incurred while performing work on behalf of JEDO (e.g., industrial park management). The staff could be housed in either a City or County office and would not need to alter location with the yearly change of JEDO Chairmanship.

Cost: \$80,000 +/- personnel-related costs. Other costs would be covered by the direct transfer of monies from GO Topeka back to JEDO.

FIGURE 9: PROPOSED JEDO STAFFING



3. JEDO should encourage GO Topeka to be a standalone, autonomous organization.

Observation: As noted above in Figures 7 and 8, responses from the community engagement process show lack of support as it relates to the perceived effectiveness of the Chamber, GO Topeka, and JEDO. Moreover, GO Topeka is viewed as an extension of the Chamber (which it is). Despite recent by-laws changes to reflect a greater sense of autonomy, GO Topeka is still part of the Chamber and its head staff reports to the Chamber president. Questions related to transparency, openness, and the utilization of tax money to help the financial state of the Chamber surfaced when the discussion ensued within the focus groups regarding the effectiveness of JEDO, the Chamber, and GO Topeka.

Stakeholders and community members sense a disconnect between the Chamber's role/mission in policy and political advocacy and the perception that the Chamber receives public monies (through its subsidiary GO Topeka). For this reason, some chambers like Jacksonville, Florida and Atlanta, Georgia take no public money so

that they can be true to their mission of advocating for a healthy business climate and pro-business political candidates.

Recommendation: If GO Topeka is to continue to act as JEDO's main agent for economic development service delivery, the JEDO Board should encourage GO Topeka to undergo a complete separation from the Chamber and create a separate governance structure (i.e., separate board of directors, separate tax status, separate by-laws, and separate staffs). Furthermore, GO Topeka should change its name to reflect this new status. (More discussion and recommendations regarding the name change are included in the marketing and communications recommendations section beginning on page 31).

4. Create performance metrics to measure the community's health and the operational success of JEDO's agents

Observation: One of the many goals for the Phase I Situation Analysis was to draw a picture of where the Topeka community stands relative to a set of similarly situated cities/counties—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, knowledge-based industries, and entrepreneurship that will be the cornerstones of successful communities in the years ahead.

As part of this analysis, Garner Economics benchmarked GO Topeka with a similar economic development organization (EDO) located in Alabama. This benchmarking allowed the team to evaluate GO Topeka with a best-practice EDO. The benchmarking report can be found in Appendix A.

The benchmarking exercise to compare Topeka's business climate to peer communities should be continued and updated so that Topeka can measure progress and continue to gauge where it stands relative

to its competition or aspirations. Economic development metrics can shed light on a community's strengths and weaknesses as it competes to attract those kinds of employers and talent and, in turn, grow the region's economy. If properly identified, metrics provide a macro view of the community and should be used to assess the ongoing competitiveness of the Topeka economy and its ability to grow.

Recommendation: JEDO should develop and agree upon a set of metrics to monitor its progress and growth. Metrics should be organized as "Economic" and "Organizational," with the organizational metrics being used to evaluate the performance of JEDO and its agents (e.g., GO Topeka).

Garner Economics recommends JEDO use the following metrics and benchmark the community with a baseline of 2003 and 2013, followed by updates each year. A template for how JEDO could create and monitor the metrics is illustrated in Appendix B.

ECONOMIC BENCHMARKS

- | | |
|--|----------------------|
| • Population growth | • Self-employment |
| • Sources of new residents | • Startup firms |
| • Age | • Household income |
| • Crime rates (violent & property) | • Weekly wage |
| • Educational attainment—bachelor's degree | • Poverty rates |
| | • Covered employment |

ORGANIZATIONAL BENCHMARKS

- Number of new jobs from attraction
- Number of new jobs from expansion
- Number of jobs retained
- Capital investment
- Number of suspects (leads)
- Number of prospects
- Number of company locates from new
- Annual community satisfaction survey of JEDO and GO Topeka

Lead organization: JEDO and GO Topeka

"GO Topeka has done a good job marketing Topeka to external markets, but they haven't told their story well internally. They haven't told the community all of the good things they've done. They need to take the time to tell people how they are spending their money and celebrate the results."

— Focus Group Participant

5. Modify the JEDO/GO Topeka incentive policy

Observation: Garner Economics reviewed the current incentive policy in detail as provided by GO Topeka. Incentives are provided by JEDO and managed through GO Topeka. Given Garner Economics' experience and knowledge of incentive best practices, the team believes that the existing incentive policy is sound given Topeka's current goals and objectives for economic growth.

The team offered a specific suggestion to GO Topeka to improve the incentive policy and are noted below in the Recommendations section. GO Topeka has presented the change (or is in the process of presenting it) to the JEDO Board for consideration.

Going forward, JEDO should consider amending and changing the policy to meet the needs of its economic development strategy.

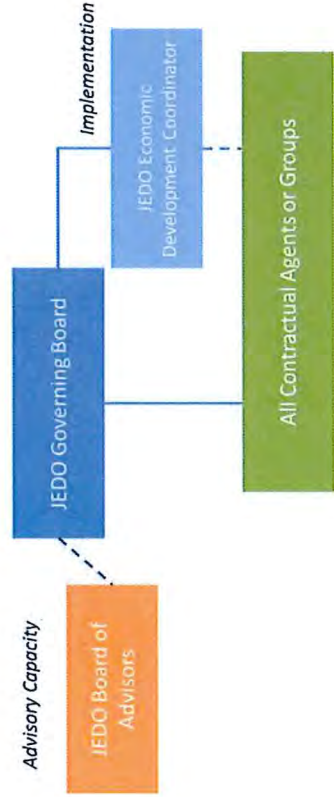
Recommendation: As it relates to attracting higher valued jobs in the region, the team suggests that JEDO offer a 10 percent premium to the current base incentives to those companies that the community attracts or assist in expansion in the most recent targeted list of sectors (i.e., advanced systems technology, food manufacturing, logistics and distribution, and professional and financial services). The additional premium places a greater emphasis on and inducement to JEDO's targeted business sectors and higher valued jobs.

6. Create a JEDO Board of Advisors

Observation: The JEDO meetings that the consulting team has observed—in-person and broadcasted online—have often taken an adversarial tone and have projected trust issues and a lack of collaborative decorum. Added to this (as noted in the community engagement summary), there is a strong perception of transparency issues related to JEDO and its agent (some perceptions are unjustified, but are widely held nevertheless) and there was much feedback that the JEDO Board does not take into consideration the opinions or input of its constituents and stakeholders.

Recommendation: The JEDO Board should engage a representative sample of the general public as a Board of Advisors to meet 2-3 times a year. The role of the Board of Advisors will be to provide input and feedback on JEDO programs and initiatives. As noted in Figure 10, they would provide feedback to the Governing Board.

FIGURE 10: BOARD OF ADVISORS



In addition to strengthening JEDO’s inclusion and engagement efforts, the cultivation of the Board of Advisors will likely yield community champions for the organization and its efforts.

The Board of Advisors should be a non-voting board. The consulting team recommends that each JEDO member (voting and non-voting) be given the opportunity to appoint a Board of Advisors member for a two-year term.

The JEDO coordinator would facilitate the meetings of the Board of Advisors. This group could provide valuable feedback on policy initiatives and in community discretionary spending, noted in the Renew and Transform section.

7. JEDO should institute new operational guidelines (based on the implementation of the recommendations noted above)

Observation: If recommendations 1 and 2 above are implemented, JEDO will be more actively engaged in the execution of its policies rather than relying on a third party to implement JEDO’s directives. Items and activities that emanate directly from JEDO using public tax money (e.g., incentive management, industrial park ownership and management, and financial contributions to outside organizations using JEDO directed tax money), need to be led and managed through JEDO leadership, both on a policy level and execution level.

GO Topeka (or its successor) should be tasked to focus on business solicitation (generating deal flow), business retention, and initiating and supporting programs designed to grow entrepreneurship.

Recommendation: JEDO should create guidelines and procedures for operations that reflect the above division of responsibilities. The roles should include the following:

- a. Transfer the ownership of and accountability for all sales tax-funded developments (e.g., Central Crossing and Kanza Fire) from GO Topeka to JEDO. All management functions associated with the oversight of these parks by GO Topeka will revert to the JEDO coordinator. This would result in a reduction of fees paid by JEDO to GO Topeka.
- b. All incentive monies should be managed through JEDO. The JEDO coordinator will be responsible for working with JEDO's economic development agent in providing an analysis of incentive qualifications to the JEDO board. This would include an economic impact and a Return on Investment (ROI) analysis, which should be paid for by the applicant. Once approved, the JEDO coordinator will be responsible for the incentive oversight in accordance with the new Governmental Accounting Standards Board and new rules on tax abatements:
<http://www.gasb.org/jsp/GASB/Page/GASBBridgePage&cid=1176164472248>
- c. Only fund GO Topeka (or any agent) for the actual operating funds needed. For example, the 2015 GO Topeka budget calls for \$2,077,227, with an overage of \$2.9 million. GO Topeka's budget from JEDO would be incrementally reduced based on tasks for which they are no longer responsible [e.g., land management, funding outside groups as discussed in item (e) below]. Overages are discussed in item (d) below.
- d. JEDO should be in control of all fund balances. There is currently a fund balance of sales tax monies managed by GO Topeka in the amount of \$16.3 million (as of 4/30/2015). Those funds should be transferred to a JEDO-managed fund balance account, which can

then be used for quality of place type projects noted on the next page.

- e. Funding for JEDO-approved projects should be disbursed directly through JEDO. Currently, GO Topeka funds outside groups once the project/funding has been approved by JEDO during budget discussions. There are at least 10 workforce groups that GO Topeka appropriates monies to through JEDO-sourced funds. Additionally, there are miscellaneous organizations like Heartland Visioning, numerous entrepreneurial groups, etc. whose support was approved by JEDO, but for whom monies flow directly from GO Topeka. While the consulting team does not question whether these groups are worthy of JEDO funding and merit assistance, the point is that the programs are using public tax money. Hence, JEDO—as the interlocal government entity—should have ultimate oversight for these organizations and should negotiate performance contracts with each annually, as further described in recommendation (f) below.
- f. Create performance contracts with all organizations that receive sales tax funds through JEDO on an annual basis. When developing a performance contract, the following questions should be asked:
 - Does the issue or the action relate to JEDO's mission?
 - Is it important to the community?
 - Will it attract or retain investment and/or jobs?
 - Is it a duplication of effort?
 - Is it measurable?
- g. The JEDO operational rules accepted February 12, 2014, are sound and should be followed, especially as they relate to following meeting protocol using Robert's Rules of Order.

"Nature abhors a vacuum—when JEDO's work is poorly defined by the elected leaders and the organization, the negative stories prevail."

— Focus Group Participant

II. Renew and Transform (Product Improvement)

Topeka’s future success will rest upon its ability to shape its “product”—its infrastructure, quality of place, physical building stock, economic development service delivery, and regulations—in ways that leverage its unique features to attract the types of companies, investors, and talented workforce the community desires. Many other cities that compete with Topeka—regionally and nationally—have taken proactive measures to differentiate themselves and sell their unique qualities to potential companies. Topeka needs to play catch up.

Strategy:

Take concrete steps to improve the City and County’s infrastructure, so as to strengthen the area’s quality of place and differentiate itself from competitor regions.

Goal/Results:

Topeka is able to overcome its current shortcomings and better able to attract and retain the talent and companies it desires to grow and sustain its economy.

“If you want to have economic development, you need to create an environment where people want to live and businesses want to locate. Businesses look at things like having an educated workforce available, good schools, a reasonable cost of living, a city where its employees will want to live.”
— Survey Respondent

1. Invest in more quality of place projects that will enhance the competitiveness of the community and attract and retain talent

Observation: In 2006, Garner Economics was part of a team engaged by JEDO and GO Topeka to conduct an economic development strategy for the community. Within this strategy, we offered 25 specific recommendations. One key recommendation made was the need for a more attractive community countywide, but clearly with a focus on the gateways into the community. This perception was made based on significant feedback from focus group participants at the time.

However, during this engagement eight years later, the same perceptions pervade the community (and are shared by the consulting team), yet the work done to improve this facet of Topeka is lacking. With the resources afforded to it thanks to the ½ cent sales tax monies, JEDO should advocate for a renewed effort to invest in infrastructure, enhance the blighted areas of the community (e.g., East Topeka), improve the scenic gateways, and successfully redevelop downtown to attract investment and fill the many vacant storefronts.

The Topeka City Manager has also identified this issue as an impediment to economic growth. In a memo to the JEDO Governing Board dated September 15, 2015, he offers the development of a new program called the “Urban Economic Development Fund,” utilizing sales tax funds for specific quality of life/place projects and workforce service delivery needs. The purpose of the fund would be to rehabilitate blighted, derelict, and underutilized facilities and to invest in infrastructure that will attract economic development prospects. The consulting team reviewed this proposal and commends the City Manager for offering a much-needed approach to enhance the community’s quality of place.

Recommendations: The consulting team offers these specific suggestions below to enhance the economic vitality of Topeka and to attract and retain talent from a site-selection perspective.

a. Create a plan to improve gateways into the City—including new signage and landscaping.

As reiterated by focus group participants and survey respondents during this latest engagement, the gateways into Topeka are either nondescript or are in disrepair. As a way to welcome both visitors and potential businesses, the City should work to improve major gateways by enhancing landscaping and creating signage that clearly indicates entrance into the City's boundaries and into the historic downtown and the central business district. Work should also be done to encourage redevelopment or refurbishing of structures near the gateways to complement the face-lift. By improving the overall appearance and creating a unified brand, the City can make itself more distinct and build a sense of community pride.

Lead organization for implementation: City of Topeka

Best practice examples:

- **Augusta, Georgia:** The City of Augusta, Georgia formed a public/private partnership between the Georgia Department of Transportation, the Augusta Convention and Visitors Bureau, local businesses, and concerned citizens to work on several projects aimed at beautifying the City's major corridors. For each of these projects, the group has commissioned plans, conducted bids, managed construction, and continues to oversee ongoing weekly landscape maintenance.
<http://www.augusta.gov/index.aspx?NID=1695>
- **Jersey City, New Jersey:** The Jersey City, New Jersey Gateway Beautification program sought to enhance the appearance of the Gateway areas and to make them safer by upgrading planting; maintaining trees, shrubs, evergreens, and flowering plants; and installing paved walkways and crosswalks, decorative steel fencing, flag and banner poles, and lighting. The program is run by the Jersey City Division of Economic Development.



Examples of Gateway Signage

- b. **Provide public free, high-speed Internet access to enhance the visitor and resident experience in the core business district and in disadvantaged neighborhoods where access is limited based on affordability.**

Access to broadband infrastructure is critical to the development of distressed areas and is an enabling platform for rapidly growing business sectors such as e-commerce, social networking, online education, health IT systems, and delivery of public services. High-speed connections are increasingly becoming a fundamental infrastructure element rather than a luxury for an area.

The City of Topeka should take action to build a free, high-speed wireless node downtown and in distressed neighborhoods. This effort will show residents, visitors, and entrepreneurs that the community has embraced technology and supports a mobile workforce. By working with appropriate vendors to create an area downtown and in specific, disadvantaged neighborhoods that has access to free, high-speed wireless Internet connections, the City will not only create an amenity that will draw activity to the area, but will also provide an added utility and asset to some of the economically disadvantaged populations noted above. The Wi-Fi zone could be publicly sponsored or be supported by the provider.

Lead organization for implementation: City of Topeka working with private-sector providers and leveraging funds from the Kansas Department of Commerce:

<http://www.kansascommerce.com/CivicAlerts.aspx?AID=1003>.

Best practice examples:

- Alexandria, Virginia - <http://wirelessalexandria.com/>
- Amherst, Massachusetts - <http://amherstma.gov/index.aspx?NID=805>
- Anderson, Indiana - <http://www.cityofanderson.com/wifi.aspx>
- Ponca City, Oklahoma - <http://www.poncacityok.gov/index.aspx?NID=417>
- Mountain View, California (in conjunction with Google) - http://www.mountainview.gov/services/learn_about_our_city/free_wifi.asp.



Public Hotspots

c. Create a “cool factor” in the core business district that will encourage families and young professionals to live, work, and play there.

Adopt ordinances that encourage landlords (local and absentee) to improve their properties and encourage homeownership—especially in the core business district—by enticing families and young professionals to move there and making infrastructure improvements to increase overall property values. One way to catalyze activity and growth in downtown areas is to encourage residential activity. The live, work, and play activity brought by residents serves the purpose of encouraging and sustaining other activities. Christopher B. Leinberger of the Brookings Institution detailed the best practices and critical path followed by other municipalities looking to revitalize their downtown. Encouraging residential growth is one of the early success factors of communities that have done well.

The City should enact incentives to encourage landlords to improve their stock. This could be in a combination of training and tools, rewards for improving properties, and working with neighborhood groups to encourage change. As an Entitlement Community for the Federal Community Development Block Grant Program, Topeka could better leverage requests and funding from the US Department of Housing and Urban Development to address these needs.

Additionally, incentive funds from JEDO, falling within the confines of economic development and quality of life, could be used as leverage to incentivize developers and property owners to rehabilitate and renovate properties. This also fits within the confines of the City Manager’s Urban Economic Development Fund.

Lead organization for implementation: City of Topeka

Best practice examples:

- Ogden, Utah - http://www.ogdencity.com/en/doing_business/business_licensing/good_landlord.aspx
- Milwaukee, Wisconsin - <http://city.milwaukee.gov/Landlordtraining>
- Boise, Idaho - <http://pds.cityofboise.org/planning/comp/neighborhood/neighborhood-reinvestment-grants/>



Fast Company recently ranked Boise as the #2 Best City for Millennial Entrepreneurs (September 2015)

2. Conduct a countywide community improvement planning effort that looks at assets and neighborhood planning by City and County districts

Observation: Each district of Topeka and Shawnee County is distinct and unique. Each has its own personality, and as such, they have all their own needs and demands that may be separate and distinct from other parts of the City and County. During community engagement sessions, feedback was received about the needs of East Topeka, downtown (especially vacant buildings), rural parts of Shawnee County with limited Internet access or speeds, and other examples of targeted economic development and quality of place needs.

Recommendation: Each member of JEDO should lead (facilitated and managed by the planning staff and the JEDO coordinator) a planning initiative for their respective district (County Commissioners should match up their districts with the respective City districts to avoid duplication) and conduct a long-term planning discussion of what quality of place amenities are needed to enhance the economic prosperity for these particular neighborhoods/districts. A charrette should be conducted for each session so that the respective planners could help visualize these quality of place enhancements. Topeka must plan first before it can act. This effort leads to a greater and more consensual long-term vision rather than those immediate needs noted in recommendation 1 above.

Lead organization: JEDO, with assistance from the respective planning departments of the City and County.

Best practice examples: Several cities of various sizes have undertaken such a process to envision their futures. By looking at select experiences, Topeka can get a sense of the process that is entailed and tailor on to fit the City's and County's needs.

- One example is PlaniTulsa, a citywide process to update Tulsa's Comprehensive Plan by creating a new vision for the City and setting forth guidelines for its physical development. Input was garnered from the entire community through public workshops, stakeholder interviews, and a public survey. The process also identified a set of guiding principles that will serve as the foundation for future planning efforts. The PlaniTulsa effort is run out of the Mayor's office with the City Planning Office being the lead. The effort also had a consulting team consisting of an urban and regional planning team, transportation experts, an economic development team, and a research arm.
<http://planittulsa.org/>

- Another example is Charlotte City Center. Facilitated by the Charlotte Center City Partners, the plan implements strategies to drive the economic, social, and cultural development of Charlotte's Center City. They work to create a Center City that is a sustainable, visitor-friendly place where residents want to live. The Partners tout the area's modern infrastructure, a tapestry of unique neighborhoods, and a diversity of thriving businesses.

http://files.charlottecentercity.org/2020/Charlotte2020VisionPlan_1_Intro.pdf



Charlotte City Center

3. JEDO should continue to acquire real estate for economic and growth opportunities

Observation: GO Topeka, with funds appropriated from JEDO, owns two industrial parks: Kanza Fire and Central Crossing. There are currently 417 available acres combined from these parks (236 and 181 respectively).

Recommendation: JEDO should evaluate its long-term property needs based on growth scenarios and the needs of its targeted industries strategies to accommodate greater industrial, office, and entrepreneurial activity. It is our understanding that JEDO recently released an option on 570 acres referred to as the Kanza Fire II site. But for future growth needs based on the possibility of increased economic activity, growing your site inventory of shovel-ready sites is imperative.

KANZA ECONOMIC
GROWTH COMPLEX
TOPEKA, KANSAS, SHAWNEE COUNTY/USA



III. Communicate Effectively (External Marketing and Internal Communications) presented by Brand Acceleration

Economic development professionals and elected officials rely on effective communications to build strong relationships while developing a sound base of customers and constituents. Whether asking a prospective employer to open a facility in the area or simply informing area residents of the organization's activities, the way people express their ideas can impact how their audiences perceive those concepts. Poorly communicated ideas, even when fundamentally sound, often fail to interest or satisfy their intended targets.

Strategy:

Proactively work to increase communications about JEDO's economic development efforts so as to grow support for long-term initiatives using the monies from the ½ cent sales tax, as well as differentiate Topeka in the perception of external audiences.

Goal/Results:

JEDO is able to gain support for the initiatives it undertakes and supports and Topeka becomes known as a vibrant location for high-quality business and world-class talent.

By launching this new strategy, JEDO has the opportunity to communicate more effectively to its local constituents on the efforts and initiatives it is taking and supporting to enhance the economic vitality of the community. It also has the opportunity to publicize the renewed goals of its mission statement.

Similarly, GO Topeka (or JEDO's external agent) has the opportunity to be more proactive communicating to its external audience of site location consultants, existing companies, prospective companies, and entrepreneurs—all designed to attract better job opportunities and wealth building for the citizens of Topeka and Shawnee County.

The recommendations that follow are for both JEDO and its agent(s) to communicate more proactively and successfully to its many audiences—both external and internal. The first three of the recommendations are specifically for JEDO; the remaining are directed at enhancing the communications and marketing effectiveness for GO Topeka or JEDO's agent for economic development service delivery.



1. Strengthen Internal and External JEDO Communications

Observation: A significant part of the process of discovering how well a community communicates is listening to the words and phrases its residents and leaders use. In some cases, the words and phrases used are very similar, indicating agreement. In other cases, groups may use completely different words and phrases, indicating disagreement. In Topeka, when describing the Joint Economic Development Organization (JEDO), there was a clear difference between what would be considered insiders and non-insiders. In this situation, the term “insiders” largely refers to individuals close to JEDO or GO Topeka. “Non-insiders” represents those not part of these groups. While the groups were often in agreement, there was a clear trend that may indicate opportunities for improvement.

One of the exercises conducted by the team in Phase I asked each group to identify words and phrases that, in their opinion, represent JEDO's communication habits. The most commonly selected words and phrases are captured in Figure 11.

These words indicate a real difference between people who are informed versus those who are uninformed. While this is not an implication that non-insiders would simply change their perception of JEDO if they were to become informed, it is important to note that people who are not informed about the goings-on of an organization are much more likely to make erroneous assumptions or accept the claims made by a vocal party. With so little communication coming from JEDO and its agent GO Topeka, the public and media are left with only one side of the story, which often portrays a fairly pessimistic point of view. It is quite possible that this communications void contributes to the perception that JEDO is secretive and not inclusive.

FIGURE 11: WORDS THAT DESCRIBE JEDO

Non-Insiders	Insiders
<ul style="list-style-type: none">• Secretive• Misunderstood• Politically correct• Corrupt• Dysfunctional• Anonymous• Confusion• Unknown• Uncertainty• Operates in secrecy• Semi-transparent• Non-transparent• Inept• Not inclusive• Mysterious• Rude• People don't understand what they do	<ul style="list-style-type: none">• Supportive• Collaborative• Growth• Ideas• Misunderstood• Negative press• Lack of transparency• Pessimism• Perception Issues• We're our own worst enemies• Negative attitudes• No public outreach

The groups surveyed often expressed frustration that the JEDO leadership shows a lack of leadership or courage by failing to stand up to opponents when there is an obvious and logical rebuttal. There is a desire among some that the leadership defend its position in order to demonstrate courage and clarity of purpose.

Recommendations: The JEDO leadership has a very significant opportunity to improve its reputation with residents of Topeka. Although not all that ails the organization can be attributed to the aforementioned communications void, a strong and well-thought-out communications strategy could help to improve JEDO's reputation among residents.

a. Develop/enhance the current JEDO website

JEDO should develop a website that offers a clear explanation of the organization's purpose and mission. This can include details of its leadership structure, a listing of leadership term limits, information about how and why the group was established, and a clear and concise definition of *economic development*. The site should also have a calendar of meeting dates and a list of the agenda items to be discussed at each meeting. Make the Standard Rules of Behavior readily accessible to all potential meeting attendees, so they can come prepared to properly discuss any agenda items.

Cost: \$12,000 – \$14,000

b. Adopt an open-communications policy

It is in JEDO's best interest to adopt an open-communications policy that encourages residents to get involved. Invite area residents to meet with JEDO leadership in order to discuss the organization's progress and offer input regarding future plans. In a separate meeting, invite young adults (residents aged 20-35) to offer recommendations about the community's direction and how to best attract and retain young adults.

This open-door policy should extend to online platforms. JEDO already releases all budgets, meeting minutes, meeting announcements, and reports via the JEDO website, all social media platforms, media announcements, community discussion boards, and emails to community leaders and other interested parties. Go Topeka should do the same as its agent. In addition to making this information readily accessible to the public, encourage thoughtful discussion by allowing the public to post comments, suggestions, and questions. The JEDO staff should respond to all posts within 24 hours.



2. Explain the Process to Disclose Economic Development Projects

c. Host a local/regional media tour

The JEDO leadership should conduct a local media tour to meet one-on-one with news directors, editors, and reporters. During these meetings, explain JEDO's purpose, structure, meetings, and open-door policy; promote the new JEDO website; promote social media platforms and invite the public to participate; and invite the media to call and/or visit JEDO leadership. Offer to send JEDO representatives to group meetings throughout the County to answer questions, hear recommendations, and relay vital updates. JEDO should utilize the services of a professional public relations firm with expertise in economic development and community reputation management.

d. Conduct a community pride campaign

Finally, due to a lingering pessimism in the area, consider a community pride campaign to remind area residents of the many positives of living in Topeka and Shawnee County. The scope of such a campaign could vary widely.

Cost: \$15,000 – \$35,000

Observation: A concern expressed by many was that the public is not made aware of prospective economic development projects. Understandably, the public perception may be that if taxpayer money is provided in the form of incentives, then the public should have the right to know the details of the project in advance. What residents often don't know is that site consultants and/or corporate executives nearly always require the community economic development representative to sign a confidentiality agreement that prohibits public disclosure until the project is finalized. This is a non-negotiable practice. If disclosure is ever made (leaked), thus breaking the agreement, the community will very likely be removed from consideration and the jobs will go elsewhere. Additionally, if the word gets out that Topeka can't be trusted, the area's reputation could be tarnished, making the attraction of future jobs projects more challenging.

Recommendation: JEDO should continue to work to explain the need for confidentiality to the public. Conversely, Go Topeka should do so also. In an effort to improve transparency, it is important to provide the public a summary of project details after the location is announced, whether the project selects Topeka/Shawnee County or another location.





3. Inclusion of Community Groups

Observation: Looking to the future, it may be necessary to reassess the relationship between community groups and JEDO. As such, community groups were included throughout the research process.

Recommendation: Prior to JEDO meetings, provide the public with guidelines for productive discussion. Encourage the public to come with constructive suggestions for the future. If JEDO's response to questions and/or concerns requires a bit of time and research, communicate this. Convey to the audience that JEDO intends to look into the topic more and will be prepared to discuss it in more detail at a later date. Also, have a predetermined media strategy about how to address the media and public. JEDO needs to work more diligently to control the narrative. It is important for all parties to be heard. Hopefully, as JEDO works to make these changes, the community groups will mirror its efforts and find ways to be positive and helpful partners.

Recommendations for GO Topeka

4. Change the name of GO Topeka

Observation: Based on feedback garnered in Phase I, there is much confusion as to the relationship between JEDO and GO Topeka and suspicions around how GO Topeka is using the monies entrusted to it. Both GO Topeka and the Chamber (its parent organization) have a tainted image for economic development activities locally (see discussion under "Execute Effectively," pages 17-18). Moreover, most constituents do not differentiate between GO Topeka and the Chamber, nor are they aware of or understand the contractual relationship between GO Topeka and JEDO. Internally (community-based), the two organizations are polarizing. Externally, (outside of Topeka), GO Topeka has a benign image, which means the majority of site location advisors either have no strong negative perceptions of GO Topeka or have no awareness of the organization and what it does. In the site-selection world, having a benign image is better than having a poor reputation.

In assessing GO Topeka's economic development operations and comparing it to the best in class example in Alabama, the consulting team believes that GO Topeka operates efficiently, but could enhance operations if given sufficient staffing and oversight/direction by the JEDO Governing Board.

"GO Topeka brings a lot of envy from other entities in how it has been successful and how it operates. If we told our story better, we wouldn't be sitting here right now."
— Focus Group Participant

Recommendation: If GO Topeka and JEDO maintain the current agent relationship, JEDO should require GO Topeka to change its name so as to reflect the enhancements and refinements to JEDO, as well as to start building more awareness of GO Topeka’s role and its relationship with JEDO.

GO Topeka should capitalize on this opportunity as it restructures itself to overcome current negative perceptions and misunderstandings by mounting an internal communications campaign that articulates its purposes, activities, and past achievements to the community. It can also use this opportunity to better clarify its role and objectives to external markets (see recommendation 4 below).

In looking at successful rebranding activities taken on by other communities, three key words are typically found in the name of an economic development organization:

- The geography identified (e. g., Topeka)
- “Economic”
- “Partnership” or “Alliance”

Examples like the Topeka Economic Partnership or the Topeka Economic Alliance are a start. JEDO should enlist the expertise of an agency with extensive branding experience to help determine and market test the new name.

Lead organization: GO Topeka and JEDO

5. **GO Topeka Communications - Internal**

Observation: As noted above, there is much confusion or misunderstanding regarding GO Topeka and its role in the community’s economic development efforts. In addition to changing the name of the organization, much could be done to improve

communications by GO Topeka within Topeka and to external markets and site selection clients.

Similar to the methodology in considering actions JEDO can take to improve communications, the consulting team assessed how GO Topeka is viewed by “insiders” (those who work closely with JEDO or GO Topeka and are more knowledgeable about its mission) and “non-insiders” (those who are not as engaged and not part of the former groups). Commonly used words or phrases describing GO Topeka (includes only words or phrases related to communications) are:

Non-Insiders	Insiders
<ul style="list-style-type: none">• Secretive• Misunderstood• Impotent• Ineffective• Community marketer• Perception issues• Lack of transparency• People don’t understand what they do	<ul style="list-style-type: none">• Visionary• Great listeners• Ambassadors• Optimistic• Service provider• Passionate• Out of the box• Progressive

As with JEDO, the above disconnect suggests that different approaches should be taken to change perceptions among the above groups. Additionally, given GO Topeka’s role to market the region to external audiences—namely those in the site-selection industry and companies interested in Topeka as a location for business expansions—attention should be given to key messaging that articulates the community’s value-proposition to business and differentiates it from competitor areas.

Recommendation: GO Topeka should focus communications on external markets. Once the organization name change is complete (with accompanying messaging as to its mission and role within the Topeka’s economic development efforts as the primary agent for

JEDO's economic development marketing), GO Topeka should focus communication efforts to external markets and the site-selection community. GO Topeka could continue touting its efforts to promote local entrepreneurship and existing business expansions; however, such communications and messaging should be made in the context of how a strong existing company base and/or vibrant startup community is vital to the overall business climate and attractiveness of Topeka.

6. Strengthen and enhance branding and communications efforts around Topeka's value as a business location

Overall, the current GO Topeka marketing campaigns are used together to form a nicely designed and cohesive campaign. While the layouts are clean and consistent, some graphic elements are dated and a lack of attention to detail has led to some inconsistencies that undermine the power of the pieces. Moreover, while brochures are also effective in addressing the needs of prospective businesses, other collateral is not as communicative.



The larger question for GO Topeka's marketing efforts is whether the entirety of the collateral effectively differentiates Topeka from other potential business locations. The consulting team's assessment is mixed. Topeka is presented in a positive and attractive way, but nothing clearly differentiates the area from the thousands of other communities competing in an increasingly noisy space. Simply stating "We Can Do That" and that Topeka is a place that can "See Farther" doesn't really tell someone unfamiliar with the area what makes it the best place to locate a company.

From the consulting team's perspective, the most important deficiency of current materials is lack of clearly defined direction. A number of the pieces begin strong, but the overall messaging begins to wander. By the conclusion of the piece, the key message about Topeka is not clear. It seemed as though the message was being crafted to match a headline. This was most notable in the "Values" brochure and the "Mars Has Landed" ad.

Recommendation: As part of the overall branding of Topeka as a competitive place for business and talent, GO Topeka should develop a crystal clear strategy statement that defines target industries, target audiences (and their expectations), and exactly what message GO Topeka will convey. The strategy statement will form the basis and "key messaging" for all external marketing collateral produced by GO Topeka. It will set the brand promise for the community for site selection clients and others evaluating Topeka and Shawnee County as a potential business location.

7. Develop a prospectus for each targeted industry that clearly articulates Topeka's value

Observation: Overall, the current collateral pieces are nicely designed and look as though they belong to a cohesive campaign. While the layouts are clean and consistent, some graphic elements are dated and may not resonate effectively with the target audiences.

Recommendation: GO Topeka should create new collateral for each of the community's target industries. When creating the new pieces, Topeka's value proposition for that industry should be clearly defined. The pieces should be short and to the point, not extensive essays that try to tell the whole story in one fell swoop. The pieces should be used to pique the interest of the reader and direct them to the website for more details.

8. Refresh the GO Topeka Website

Observation: Overall, the website does not appear to cater to the wants and needs of the target audiences. In many cases, the most in-demand information is buried deep within the site, making it difficult to access. There seems to be no clear design flow that makes it easy to find desired information. It is more of a collage than a well-thought-out economic development website.

Recommendation: GO Topeka should approach the "refresh" from the perspective of what a site selector or corporate executive wants and needs when navigating the site. In order to meet the needs of the intended audiences, the website should make the most important information (data about sites and buildings, workforce, and the economy) easily accessible. Site selectors or corporate executives will not spend a lot of time rooting around in the site trying to find key information. If the information is not highly visible, the site selector or corporate executive will likely move on.



Website copy should be written by professional Search Engine Optimization (SEO) writers who are knowledgeable in economic development messaging. The attention paid to SEO will better the website's chances of appearing in search results. This will be especially helpful to those who are searching for potential sites but may or may not have Topeka in mind.

Additionally, if Topeka aspires to be a location for global business, the website should be professionally translated. GO Topeka will need to determine which languages are most applicable to target industry clients. All pages of the website need not be translated; however, pages with key information should be considered.

Finally, the website should provide a staff directory that includes individual names, phone numbers, email addresses, and headshot photos. Best practice research shows that site consultants, corporate executives, and real estate professionals do not like fill-in "Contact Us" forms.

9. GO Topeka Social Media Activity

Observation: Despite having an active social media presence, the content posted by GO Topeka is very local and would have little value to national or industry-specific audiences. Also, little is being done to reach a wider audience externally.

Recommendation: GO Topeka should treat social media as a serious business communication tool, including strategy, targets, goals, and practices. The content GO Topeka develops and shares should be informative, educational, and beneficial to target audiences. Considering the organization's target industries, the content should benefit people in the Food, Biomedical, Back Office, Logistics, and Clean Energy industries.

Going forward (and as GO Topeka changes its name), GO Topeka should create and curate content that shows that local leaders and employers are staying up to date on advancements in these fields. This will present the economic development staff as experts in these target industries and make the area more attracted to prospective employers. This type of content should make up roughly 80 percent of the social media posts. Only 20 percent should be promotional.

Additionally, GO Topeka should better utilize hashtags in its social media posts. GO Topeka currently uses hashtags to emphasize words or topics. Hashtags are meant to provide easy sorting of useful content. For example, GO Topeka should use hashtags like #econdev, #workforce, #education, and #rail. These are much more likely to be searched by the targeted audiences.

Costs: This activity may be better served by utilizing a social media marketing firm with expertise in economic development. If GO

Topeka decides to engage a firm, the required budget would be \$5,000 to \$6,000 per year.

10. GO Topeka Trade Show, Conferences, and Event Activities

Observation: Conferences and trade shows are very expensive and time-consuming forms of marketing. GO Topeka attends and participates in several events. While there are numerous shows and conferences that are specific to the target industries, budget may limit the organization's ability to participate at a more extensive level.

Recommendation: GO Topeka should conduct a complete audit of trade shows, conferences, and events, determining which offer the best opportunities for project attraction keeping in mind the audience attending (e.g., corporate decisionmakers or site location consultants who facilitate location decisions).

When attending a conference, pre-set meetings with carefully selected attendees. For example, know which site consultants and corporate executives will be there and contact them in advance to set a meeting. Only attend events where decisionmakers of investment projects will attend. Talking to marketing and sales representatives at a trade show has limited value. Write and rehearse industry-specific "elevator pitches" in order to be prepared for the possible 30-second opportunity.

Costs: For the audit and plan, a budget of \$10,000 to \$12,000 would be required. Total costs will be dependent on the activities defined.



CHAPTER 3: CONCLUSION



Topeka and Shawnee County are in an envious position. They have financial resources at their disposal that many communities beg for. With a ½ cent sales tax dedicated for economic development and quality of life purposes, the tax is estimated to create more than \$262 million in tax proceeds over the next 15 years.

Since its formation, JEDO has served in an oversight role to manage how the sales tax monies are spent. They have utilized as a third party an agent, the Greater Topeka Chamber of Commerce and its economic development function, named GO Topeka. Because of a multitude of factors and considerable public discussion, JEDO engaged Garner Economics to perform a review of how economic development could be done better by JEDO and its agents. With these recommendations noted in the previous chapters, JEDO is now in a better position to serve as a catalyst for positive, transformational change in the community.

The messages from the public have been clear: more transparency, better utilization of how public money is deployed, a need for metrics to measure how Shawnee County is performing economically, how JEDO's agents and funding partners are performing, investing in quality of place and basic infrastructure, and how the public views the performance of JEDO annually. Ways to address each of these items have been referenced in the recommendations section.

In 2006, Garner Economics was part of a consulting team selected by JEDO and GO Topeka to create a countywide economic development

strategy. We offered 25 recommendations on what the client, JEDO and GO Topeka, needed to do to enhance the economic vitality of the community. Some of the same issues that public input respondents considered impediments to economic growth are still being discussed in 2015 as part of our community engagement process. Of the 25 recommendations from 2006/2007, it is believed by many that eight of these recommendations have been implemented, at varying degrees of success. As compared to many other locations where our strategy recommendations are implemented, this is a low ratio.

The status quo is not an option. We encourage JEDO to work differently this time by having an edict that actionable and measurable plans must be brought forth, followed by a review of its success in the implementations of these plans, in order for organizations and programs to receive public money overseen by JEDO.

Garner Economics and Brand Acceleration would like to thank the JEDO governing board, The City of Topeka, Shawnee County, and GO Topeka for their valuable assistance as we sought answers to our questions. A very special thank you to the 124 focus groups participants, the 707 public survey respondents, and the 12 participants of the community listening session who participated and provided tremendously valuable feedback in this process. There were also numerous letters and e-mails from the public expressing their concerns and ideas—all very much appreciated.

RECOMMENDATIONS SUMMARY

The following is a summary of the recommendations offered within. These were developed given the analysis and assessment taken during the first two phases of the project.

Strategy	Goal/Results	Actions	Timeline
I. Execute Effectively (Organizational) Build a customer-friendly and highly effective economic development service delivery mechanism for existing and potential businesses in the community and supplement JEDO contractual/agent positions to focus on economic development needs.	Topeka is better able to attract the types of companies that will make it competitive for years to come and produce wealth-creating opportunities for its citizens.	<ol style="list-style-type: none">1. Develop a JEDO-specific mission statement that guides economic development efforts for itself and its agents.2. Create the position of a full-time JEDO economic development coordinator.3. JEDO should encourage GO Topeka to be a standalone, autonomous organization.4. Create performance metrics to measure the community's health and the operational success of JEDO's agents.5. Modify the JEDO/GO Topeka incentive policy.6. Create a JEDO Board of Advisors.7. JEDO should institute new operational guidelines:<ol style="list-style-type: none">a. Transfer of land ownershipb. Incentive managementc. Funding of its agentsd. Fund balancese. JEDO disbursements to agentsf. Performance contractsg. Meeting protocol	2016 2016 2017 2016 2016 2016-2017

Strategy	Goal/Results	Actions	Timeline
II. Renew and Transform (Product Improvement) Take concrete steps to improve the City and County's infrastructure, so as to strengthen the area's quality of place and differentiate itself from competitor regions.	Topeka is able to overcome its current shortcomings and better able to attract and retain the talent and companies it desires to grow and sustain its economy.	<ol style="list-style-type: none"> 1. Invest in more quality of place projects that will enhance the competitiveness of the community and attract and retain talent: <ol style="list-style-type: none"> a. Create a plan to improve gateways into the City—including new signage and landscaping. b. Provide public free high-speed Internet access to enhance the visitor and resident experience in the core business district and in disadvantaged neighborhoods where access is limited based on affordability. c. Create a “cool factor” in the core business district that will encourage families and young professionals to live, work, and play there. 2. Conduct a countywide community improvement planning effort that looks at assets and neighborhood planning by City and County districts 3. JEDO should continue to acquire real estate for economic and growth opportunities 	2016-2020
			2016-2017
			2016-2020

Strategy	Goal/Results	Actions	Timeline
III. Communicate Effectively (External Marketing and Internal Communications) Proactively work to increase communications about JEDO's economic development efforts so as to grow support for long-term initiatives using the monies from the ½ cent sales tax, as well as differentiate Topeka in the perception of external audiences.	JEDO is able to gain support for the initiatives it undertakes and supports, and Topeka becomes known as a vibrant location for high-quality business and world-class talent.	<ol style="list-style-type: none">1. Strengthen internal and external JEDO communications<ol style="list-style-type: none">a. Develop/enhance the current JEDO websiteb. Adopt an open-communications policyc. Host a local/regional media tourd. Conduct a community pride campaign2. Explain the process to disclose Economic Development projects3. Inclusion of community groups4. Change the name of GO Topeka5. GO Topeka communications – internal6. Strengthen and enhance branding and communications efforts around Topeka's value as a business location7. Develop a prospectus for each targeted industry that clearly articulates Topeka's value8. Refresh the GO Topeka website9. GO Topeka social media activity10. GO Topeka trade show, conferences, and event activities	2016 2016 2016 2016-2017 2016 2016 2016 2016 2016

APPENDIX A: EDO BENCHMARKING SURVEY – COMPARISON

The following are the answers obtained from Shoals Economic Development Authority and GO Topeka. Collected salary information is not reported. The budget breakdown and FTE allocation for each group is shown in Table 2.

TABLE 1: SURVEY RESULTS

	Shoals Economic Development Authority (SEDA)	Growth Organization of Topeka/Shawnee County, Inc. (GO Topeka)
	Organization Structure	
Years in existence	More than 10	More than 10
Mission Statement	SEDA serves as the area's lead organization to design and implement strategies that create new business and employment opportunities essential for sustainable economic growth.	GO Topeka's mission is to create exceptional opportunities for growth, prosperity, innovation, and economic diversity and vibrancy that positively impact current and future citizens of Topeka and Shawnee County by attracting world-class companies, providing existing companies with the knowledge and resources to reach their highest potential, and cultivating entrepreneurial development and growth.
Organization Classification	An independent, standalone economic development entity	A program of, or entity associated with, a Chamber of Commerce or similar entity to undertake economic development service delivery for a city, county, or group of jurisdictions (regional) by contract to a public body(ies)
Organization Legal Charter	Autonomous public body	501c(6)
Service area		
Area population	150,000	178,406
# of communities	10	2
# of counties	2	1
Crosses state line?	NA	NA

SEDA		GO Topeka
Economic Development Program		
Activities included in organization's mission	<ul style="list-style-type: none">• New investment attraction• Regional or local external marketing/branding• Existing Business Retention & Expansion (BRE)• Workforce development• Prospect management/hosting• Property management (e.g., industrial park or spec building management or ownership)• Entrepreneurial development (through programs that nurture entrepreneurship)• Research and analysis• Proposal generation• Community development or product improvement• Public policy advocacy• Incentives analysis and recommendations to a public body	<ul style="list-style-type: none">• New investment attraction• Regional or local external marketing/branding• Existing Business Retention & Expansion (BRE)• Workforce development• Prospect management/hosting• Property management (e.g., industrial park or spec building management or ownership)• Entrepreneurial development (through programs that nurture entrepreneurship)• Research and analysis• Proposal generation• Community development or product improvement• Public policy advocacy• Incentives analysis and recommendations to a public body• Minority- & women-owned business developmentⁱ
# of suspects yearly*	45	40
# of visiting prospect yearly*	20	5
# of visiting prospects making return visit on same project yearly*	11	1-2
Closure ratio	10% ⁱⁱ	18%
Avg time to close a deal with a <u>new</u> company	10-12 months ⁱⁱⁱ	1 year ^{iv}
Dedicated staff to manage relationships w local partners/investors	No	No
Formal client protocol?	No	Yes ^v

*Yearly, based on 3-year average



SEDA		GO Topeka
Funding, Budget and Staffing		
Funding Sources (%)		
• Private sector investors (members)	5	13
• Municipal or County budget allocation (or contribution)	80	86
• Grants	0	0
• In-Kind	0	1
• Other	15 ^{vi}	0
Does community have a dedicated tax to fund programs in the organization?	Yes	Yes
• If yes, what purpose?	Fund special initiatives	Fund special initiatives
• If yes, how much is derived annually	\$7 million	\$5 million
• If yes, what is the source?	Sales tax	County ½ cent sales tax that generates around \$16 million per year
• If yes, are there any prohibitions to the monies?	Up to 10% is used for SEDA operations with the remainder available for activities that directly create job opportunities.	Funds may be used for research, target marketing, existing business retention and expansion, new business recruitment, minority business development, entrepreneurial business development, infrastructure development, site acquisition and development, incentive funds, workforce training and expansion, and other such activities deemed necessary and appropriate. Unofficially, this effort has been limited to primary jobs and, more recently, workforce development.



SEDA		GO Topeka
Outcomes		
Jobs announced (most recent year)	1,024	45
Jobs announced (last 5 years)	3,934	2,322
New/expanded capital investment (most recent year)	\$203,989,278	13,000,000
New/expanded capital investment (last 5 years)	\$529,379,860	392,483,500
Organization's success metrics (as defined by the Board)	<ul style="list-style-type: none">• Number of new jobs from attraction• Number of new jobs from expansion• Number of jobs retained• Capital investment• Number of leads (Suspects)• Number of potential investor visits to the community (Prospects)• Number of company locates (new locations/announcements)	<ul style="list-style-type: none">• Number of new jobs from attraction• Number of new jobs from expansion• Number of jobs retained• Capital investment• Number of leads (Suspects)• Number of potential investor visits to the community (Prospects)• Number of company locates (new locations/announcements)• Strategic plan• Small business development
Organization's top priorities	<ul style="list-style-type: none">• New employment created by external capital investment• New employment created by existing industry expansion• Capital investment^{vii}• Job retention	<ul style="list-style-type: none">• Number of new jobs from attraction• Number of new jobs from expansion• Capital investment• Number of jobs retained• Small business development• Average salaries



EDO Comparison endnotes

- ⁱ GO Topeka is involved in other non-checked items, but not on a day-to-day basis. For instance, the organization is currently working on a retail project involving a new supermarket looking to go into an underserved area of our market. Normally, GO Topeka would just provide data and information to retailers in the market and/or downtown area.
- Separately, GO Topeka is also providing assistance to a new angel/venture capital group getting started in the market and also is doing joint branding and advertising with the Topeka tourism group.
- ⁱⁱ If only those projects that ultimately make an investment are considered, the percentage of successful closures would increase to 30+ percent. The closure on competitive existing industry expansions is much greater at 60+ percent.
- ⁱⁱⁱ The length of time between first contact and determination of a “finalist” list has decreased since so much initial investigation is now accomplished prior to first contact. However, the actual finalist decision making process is as slow as ever.
- ^{iv} Actual closing times vary dramatically and are normally dependent on the prospect and complexity of the project.
- ^v While a formal real estate policy exists, it was released years ago and has not been reviewed or kept up to date.
- ^{vi} Includes rental income from investments.
- ^{vii} Quality of employment growth is beginning to overshadow quantity of employment growth.



TABLE 2: ORGANIZATION BUDGETS

	SEDA		GO Topeka	
	Annual Budget	Staff/FTE	Annual Budget	Staff/FTE
New investment attraction	290,000	1	165,200	0.55
Regional or local external marketing/branding	20,000	.2	266,000	1.07
Existing Business Retention & Expansion (BRE)	120,000	1	51,600	0.58
Workforce development	10,000	.2	197,100	0.35
Prospect management/hosting	15,000	.5	1,000	0.08
Property management (e.g., industrial park and spec buildings management or ownership)	81,000	.5	170,000	0.42
Entrepreneurial development	10,000	.2	478,700	1.6
Research and analysis	30,000	.5	25,900	0.52
Proposal generation	30,000	.5	0	0.22
Community development or product improvement	75,000	.5	0	0.1
Public policy advocacy	5,000	.01	0	0.29
Incentives analysis and recommendations to a public body	90,000	.5	0	0.13
Venture or early stage capital			0	0.01
Retail attraction			1,000	0.07
Downtown development/redevelopment			0	0.01

APPENDIX B: METRICS TEMPLATE

1. ECONOMIC BENCHMARKS FOR SHAWNEE COUNTY

Variable	2005	2013	2014	2015
Population	171,893	178,574	178,406	
Average age	37.6	38.5	38.2	
Crime rates:				
Violent	441	395	510	
Property	6,381	4,088	4,903	
Educational attainment				
Bachelor's degree %	18.8	18.4	18.3	
Graduate degree %	9.3	10.2	10.6	
Self-employment %	8.4	5.7	6.7	
Startup firms	375	184	Not Available - release Sep 2016	
Household income	\$44,052	\$50,150	\$53,507	
Weekly wage	\$665	\$791	\$800	
Poverty rates %	11.9	17.2	14.7	
Covered employment	93,673	95,491	97,000	

Data Sources:

Population: US Census Population Estimates	Startup Firms: US Census Business Dynamics Statistics
Median Age: US Census American Community Survey (ACS)	Household Income: US Census, Small Area Income and Poverty Estimates (SAIPE) Program 2003; ACS 2013-2014
Crime: FBI Uniform Crime Reports; 2014 is Topeka Only as Shawnee County was not reported	Weekly Wage: BLS, QCEW Annual Average
Educational Attainment: US Census ACS	Poverty Rates: US Census ACS
Self Employment %: US Census ACS	Covered Employment: BLS, QCEW Annual Average

2. ORGANIZATIONAL BENCHMARKS FOR JEDO/GO TOPEKA

Variable	2014	2015	2016	2017
Total new jobs from recruitment and local expansion	45	166		
Jobs from <u>expansion</u>	25	116		
Jobs from <u>new investment</u>	20	50		
Capital investment that the organization helped facilitate	\$13,000,000	\$168,800,000		
Number of suspect (leads)	40	25		
Number of prospects (visits)	12	6		
Number of new company locates	1	1		
Number of new startups facilitated	6	8		
Annual community satisfaction survey for JEDO	TBD			
Annual community satisfaction survey for GO Topeka	TBD			



Agenda Item No. 3

**JEDO Board Meeting
December 16, 2015 - 6:00 P.M.**

OVERVIEW and DISCUSSION of GO Topeka's 2015 activities



Agenda Item No. 4

**JEDO Board Meeting
December 16, 2015 - 6:00 P.M.**

APPROVAL of the 2016 Annual Business Plan and Budget for the
Growth Organization of Topeka/Shawnee County, Inc. (*Action Item*)



2016 GO Topeka Economic Partnership Business Plan and Budget

In 2016, GO Topeka Economic Partnership will continue to serve as the community leader in creating opportunities for economic growth that provide a thriving business climate and fulfilling lifestyle for all residents of Topeka and Shawnee County. Our Business Plan is designed to be accountable to the Joint Economic Development Organization (JEDO) and the taxpayers of Topeka/Shawnee County.

GO Topeka Economic Partnership- Our Unique Advantage

GO Topeka's primary function is economic development, which is vital to the growth and prosperity of Topeka/Shawnee County. Through this process of bringing new "outside" dollars into the community, a greater wealth and quality of place is established for our citizens and future generations. GO Topeka achieves this mainly through new capital investment, business creation and recruitment of "primary" jobs, as well as through retention and expansion of existing businesses and entrepreneurial development.

A second, but equally important function, is marketing Topeka/Shawnee County internationally, nationally, regionally and locally. Our unique marketing strategy is a complex mixture of creativity, strategy, relationships and dozens of components that come together to form a comprehensive marketing initiative. In 2016, GO Topeka will continue the targeted marketing focus to fully capture the audience of decision makers in our target sector industries, and to support our existing businesses and entrepreneurial development.

The foundation of any successful economic organization is the relationships it forms, both within and outside of the community. GO Topeka's existing relationships include the following: the taxpayers of Topeka/Shawnee County, existing employers, companies within targeted industries, site location consultants, and local, state, regional and national partners. These relationships develop over years of continuous interactions where a base of trust is established. Our clients and partners rely on GO Topeka to be the expert in business and industry.

The GO Topeka Team has decades of experience working in economic development, the marketing of communities and organizational administration. Those years have been spent building strong trusting relationships with all stakeholders, and increasing our professional expertise in economic development. Our long term relationships with Kansas City Area Development Council, KC SmartPort, Kansas Department of Commerce, Kansas Department of Transportation, state agencies, education institutions, and the Office of the Governor of Kansas have helped impact successful new business recruitment and existing business expansion projects.

As you explore the 2016 GO Topeka Business Plan you'll learn firsthand what sets us apart from the competition. Listed below are some of those functions that we specifically perform.

1. GO Topeka provides the most current and comprehensive information available to companies that are interested in locating or expanding in Topeka/Shawnee County. Samples of that information include:

- Local demographic data
- Quality of life offerings
- Business assistance programs
- Comprehensive Sites and Buildings Database to present Shawnee County available sites and buildings to prospects.
- Public infrastructure
- Available real estate
- Taxes, fees and regulations

2. GO Topeka strategically markets Topeka/Shawnee County to the targeted business industry sectors through a variety of efforts including:

- Website development
- Recruitment from targeted industries
- Electronic, social media and print advertising
- Site selection consultant presentations
- Tradeshow
- Multimedia presentations

3. GO Topeka works diligently with state, regional and community partners to ensure that a positive business environment exists in the community. Our existing business program requires a unique marketing approach and many of the same community assets that attract new companies will keep existing businesses rooted in Shawnee County. There are several reasons why companies thrive in certain communities and struggle in others. These factors include:

- Proximity to markets
- Room to expand
- Local labor skills and availability
- Tax and regulatory environment
- Quality of life issues
- Cost of doing business
- Incentives
- Infrastructure
- Proximity to major universities
- Concentration of existing industries

4. The core of any community/city is its existing businesses. GO Topeka recognizes that much of Topeka/Shawnee County's continued job growth comes from its existing business/industry. Businesses thrive in environments that provide support and resources - making it easy to grow and move their product to the market place. GO Topeka continues our commitment to providing multiple means of assistance and support for primary employers by understanding and addressing their needs, as well as finding solutions to barriers that may keep business from thriving in the community. Additionally, GO Topeka will continue to refocus their ongoing efforts in increasing accessibility, visibility and viability of small business growth.

5. Workforce Development, delivering the skilled worker of the 21st century, will be a key component of GO Topeka programming. In 2016 as the gap in workforce skills continues globally, GO Topeka will work strategically with our partners to continue aligning the existing and future workforce and their skills with the current and future needs of businesses in Topeka/Shawnee County.

6. The purpose of the Entrepreneurial & Minority Business Development funding program is to increase the accessibility, visibility and viability of entrepreneurialism and small business growth for defined entrepreneurs in the community. EMBD promotes economic development, business recruitment and job creation in Topeka and Shawnee County for qualified persons. Entrepreneurial & Minority Business Development provides assistance and programs to empower small, low- to moderate-income, minority, or women-owned business enterprises with the knowledge and resources to build wealth and contribute to the economic betterment of Topeka and Shawnee County.

7. GO Topeka is the developer of two commerce parks, Central Crossing and Kanza Fire. GO Topeka provides the necessary infrastructure to serve businesses in the parks, as well as maintenance within the parks. GO Topeka uses the land in the parks and proceeds received from the half-cent countywide

economic development sales tax to provide incentives for job creation. In addition, GO Topeka markets other available buildings and sites within Topeka/Shawnee County to prospective companies.

Why do companies choose one community over another?

When choosing a new location, companies consider many factors, including: reducing operating costs; gaining better access to skilled labor; establishing a presence in a particular time zone; diversifying risk; or the owner may want to enjoy a better quality of life. Every industry, company, and corporate executive is different. It is the role of an economic developer to understand a company's needs and to portray the area in a positive light. This is most effectively done by providing detailed and accurate data about the community including comparisons to competing areas. Sometimes the information speaks for itself and the company has an easy decision to make. Other times the data may be similar between areas and incentives may come in to play.

How does Topeka/Shawnee County become more competitive?

Topeka/Shawnee County must look strategically at how it can improve its infrastructure, business climate, educational and workforce development (training) programs, quality of life, and other such improvements to make itself more attractive to companies. A community is judged not only by where it is today but by where it is going. In 2016 GO Topeka will increase their focus on the following initiatives to ensure that Topeka/Shawnee County is regarded highly on a global level.

- Supporting and innovating new cutting edge workforce development programs around the needs of 21st century companies.
- Providing assistance and support to existing primary employers and finding solutions to barriers of growth.
- Increasing the accessibility, visibility and viability of small business growth.
- Positioning Topeka/Shawnee County as the center of a nine county region, including Lawrence and Manhattan, to ensure a more global presence.
- Continuing innovative support and education for minority and women business entrepreneurs in Topeka/Shawnee County.

This annual business plan will be flexible, allowing quick adaptation to changing conditions in the economic development marketplace. The 2016 Business Plan is divided into the following action categories:

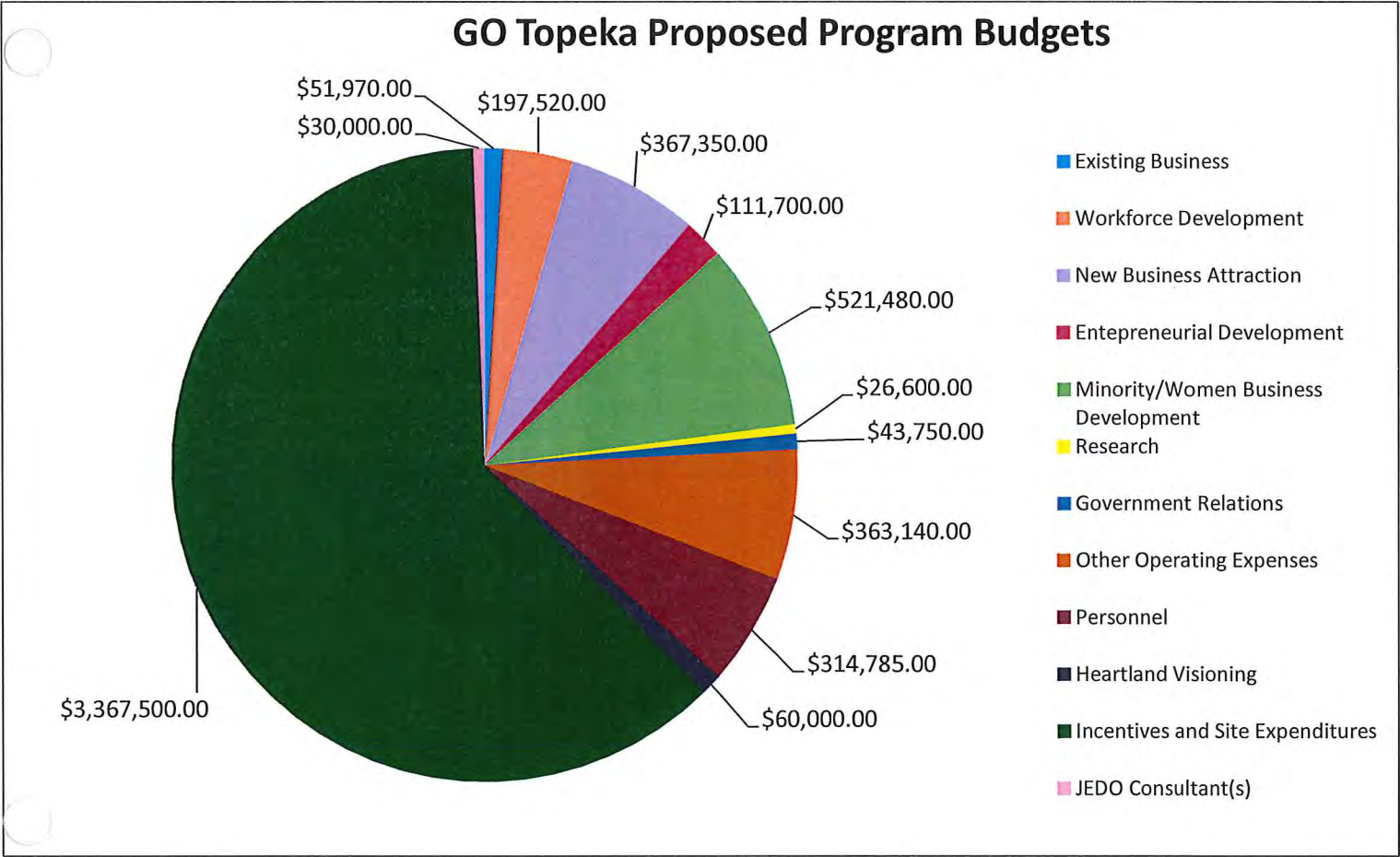
- **New Business Attraction** of new primary jobs and investments
- **Existing Business, Expansion and Retention** of existing primary employers
- **Workforce Development** focused on developing the future workforce
- **Entrepreneurial and Minority Business Development** working to assist and grow minority and women owned businesses
- **Entrepreneurial Development** focused on cultivating and growing potential primary employers and supporting small employers with resources for growth
- **Research** supporting the overall strategy of economic development

In addition to these action items, GO Topeka pursues external funding for priority projects established by the governmental entities of the community.

COMPONENT BUDGET SUMMARY

GO Topeka Proposed Program Budgets	Proposed 2016	Approved 2015
New Business Attraction	\$ 367,350	\$ 432,200
Existing Business	\$ 51,970	\$ 51,550
Workforce Development	\$ 197,520	\$ 197,100
EMBD	\$ 521,480	\$ 500,000
Entrepreneurial Development	\$ 111,700	\$ 110,200
Research	\$ 26,600	\$ 26,900
Government Relations	\$ 43,750	\$ 44,500
Total Program Budget	\$1,320,370	\$1,362,450
Heartland Visioning	\$ 60,000	
Other Operating Expenses	\$363,140	
Personnel (excl. EMBD) salaries	\$314,785	
Incentives and Site Expenditures	\$3,367,500	
JEDO Consultant(s)	\$ 30,000	
TOTAL Proposed Budget	\$5,455,795	

2016 GO Topeka Proposed Total Expenditures



BUSINESS PLAN COMPONENTS AND BUDGETS

A. New Business Attraction

A.1 National and International Marketing \$102,000

- Creative services, as needed
- National awareness advertising involving trade and targeted industry publications
- International awareness marketing
- Electronic marketing in targeted industry sector organizations
- Marketing specifically aligned with target industry sectors
- Expansion of Social Media Strategy

A.2 Economic Development Sales \$102,000

- Creative services for site selector presentations
- Consultant office presentations
- Participation in site consultant events and organizations
- In-Community site visits for prospects and projects
- Prospect/project development
- Webinars with site consultants and industrial real estate consultants
- Visits to targeted industry sector companies

A.3 Regional Marketing and Development Efforts \$81,000

- Participation in Kansas Department of Commerce and Kansas City Area Development Council's hosted site consultant visits
- Prospect Development with Kansas City Area Development Council
- Generate Regional Market Data and Information
- Prospect Development with KC Smart Port
- Support of Regional Bioscience Initiatives
- Prospect Development with Kansas Research Nexus-Regional
- Site Consultant event

A.4 Website Maintenance & Enhancements \$23,000

- Site and demographic GIS database

A.5 Professional Services \$20,000

- Project impact analysis assessments through Impact DataSource
- Eco-Devo Project Tracker subscription and updates
- SwiftSite maintenance and enhancement
- Personnel Hiring

A.6 Professional Development/Partnering EDO's \$19,250

- Kansas Economic Development Association (KEDA)
- International Economic Development Council (IEDC)
- Industrial Assets Management Council (IAMC)
- Team Kansas
- Downtown Topeka Incorporated, Inc. (DTI)
- Targeted industry trade associations
- Commercial Industrial Developers
- South East Development Council (SEDC)
- Economics Development Webinars/Learning series

- Society of Industrial and Office Realtors (SIOR)
- Mid America Economic Development Council (MAEDC)
- IEDC Economic Development Research Partners (EDRP)

A.7 Telecommunications Expense	\$1,800
A.8 Car & Travel Expenses	\$1,500
A.9 Meeting Expenses	\$1,800
A.10 Postage	\$2,400
A.11 Supplies	\$600
A.12 Contingencies	<u>\$12,000</u>
TOTAL COMPONENT BUDGET	<u>\$367,350</u>

B. Existing Business/Expansion & Retention

B.1 Existing Business Visitation Program	\$4,000
<ul style="list-style-type: none"> • Conduct 140 business visits including at least 40 major employers • Two corporate headquarter visits with leading employers • Provide assistance with local/state incentives and resources for business expansion 	
B.2 Existing Employer Recognition Program	\$2,000
<ul style="list-style-type: none"> • Create opportunities for building relationships with existing business leadership and develop events to recognize existing industries. 	
B.3 Existing Employer Support	\$28,000
<ul style="list-style-type: none"> • Enhance partnership with Washburn University • Six Sigma/Center for Organizational Excellence • Local primary employer expansion assistance • HR & group manufacturing meetings • One-on-one/small group relationship building events with local executives • Partner with Entrepreneurial and Minority Business Development program to identify small businesses that need assistance and support. • Financial Services industry seminar 	
B.4 Economic Impact Analysis	\$3,600
<ul style="list-style-type: none"> • Project economic impact analysis assessments developed by Impact DataSource. 	
B.5 Marketing and Promotions	\$3,000
<ul style="list-style-type: none"> • Website support and updates • Program marketing • Promotions 	
B.6 Professional Development and Business Organization	\$4,650

- International Economic Development Council
- Kansas Economic Development Association
- North Topeka Business Alliance
- Sales & Marketing Executives
- Business Retention Expansion International
- Monthly Economic Development Existing Business Programs

B.7 Telecommunications Expense	\$1,800
B.8 Car & Travel Expenses	\$1,020
B.9 Meeting Expenses	\$1,800
B.10 Postage	\$300
B.11 Supplies	\$600
B.12 Contingencies/Unspecified	<u>\$1,200</u>
TOTAL COMPONENT BUDGET	\$51,970

C. Workforce Development

C.1 WorkKeys High School Student Testing	\$35,000
<ul style="list-style-type: none"> • Fund testing of seniors in participating Shawnee County school districts. • Provide testing results to participating schools showing a year by year comparison of test results. • Promotion of WorkKeys/Ready Certificate to area employers. 	
C.2 Employer Workforce Support	\$150,000
<ul style="list-style-type: none"> • Develop a Workforce Advisory group that includes superintendents, Post secondary education, and business leaders to cohesively deliver workforce training • Assist and support Washburn Tech in development of high demand technical training • Participate/assist with meetings with high school counselors to promote careers in manufacturing and technical industries • Assist in development of scholarship programs for students interested in high demand careers • Partner with primary employers to develop innovative solutions to workforce skills gaps • Work with local and regional workforce development experts to assist in the delivery of a skilled workforce in Topeka/Shawnee County • Promote and support the services of the Workforce Center necessary to meet local primary employer needs and for the attraction of future jobs and investment • Create/support opportunities to educate high school and junior high students about careers in manufacturing and technical industries. • Partner with programs to assist veterans in moving to the private sector • Support reintegration programs for previous offenders 	

C.3 Professional Development	\$700
• Kansas Workforce Summit	
C.4 Meeting Expenses	\$600
C.5 Marketing/Promotions Adv	\$9,000
C.6 Car and Travel Expenses	\$1,020
C.7 Contingencies/Unspecified	<u>\$1,200</u>
TOTAL COMPONENT BUDGET	\$197,520

D. Entrepreneurial and Minority Business Development (EMBD)

D.1 Salaries and Benefits (1.5 FTE)	\$129,780
D.2 Telecommunications Expense	\$1,200
D.3 Contract Services/Program Development	\$34,000
• Instructor Training	
• Entrepreneur Software Applications & Licensing	
D.4 Capital Expenditures	\$6,000
D.5 Car, Travel & Meeting Expense for Client Outreach	\$2,700
D.6 Subscription Expense	\$600
• Program Support Materials	
D.7 Professional Development and Outreach to EDO's	\$8,600
• International Economic Development Council (IEDC)	
• National Minority Supplier Diversity Council	
• United States Association for Small Business & Entrepreneurship	
• United States Women's Chamber of Commerce	
• Kansas Economic Development Alliance (KEDA)	
D.8 Postage	\$2,400
D.9 Supplies	\$3,600
D.10 Market Scholarships -Small Business	\$3,000
• Monday Market (TSCPL)	
• Noto Market	
• Farmers Market	
• DT Market	
D.12 Grants & Scholarships	\$30,000
D.13 Marketing/Promotions/Advertising	\$45,000
• To Priority Population (Minority, Low-Income, Women)	

D.14 Client Scholarships	\$5,000
D.15 Small Business Breakfast Buzz & EMBD Conference	\$18,000
D.16 Printing	\$6,000
D.17 Small Business Education and Training	\$27,500
<ul style="list-style-type: none"> • Developing Your Family Child Care Business (36HR) Course • Entrepreneurial Mindset-Who Owns The Ice House (36HR) Course • Kaufman FastTrac New Venture (30 HR) • Kauffman FastTrac Growth Venture (30HR) Course • Quick Books TA, Workshop • Misc Entrepreneur Courses 	
D.18 EMBD Council New Initiatives	\$30,000
<ul style="list-style-type: none"> • Robotics (\$1900) 	
D.19 Legal	\$6,000
D.20 Small Business Awards	\$16,000
D.21 Information Technology	\$1,500
D.22 Contingencies	\$1,200
D.23 712 Innovations	\$75,000
D.24 Professional Women's Roundtable	\$10,000
D.25 Purchasing Initiatives	\$7,500
D.26 Focus Groups	\$3,000
D.27 Commercial Kitchen	\$60,000
Sub-Total	\$533,580
Revenue from registrations, ticket sales, and sponsorships	(\$12,100)
TOTAL COMPONENT BUDGET	\$521,480

E. Entrepreneurial Development

E.1 Program Support for Washburn University Small Business Development Center (SBDC)	\$11,700
<ul style="list-style-type: none"> • Provide in-kind work space - 1,715 sq. ft. 	
E.2 Entrepreneurial Support	\$100,000
<ul style="list-style-type: none"> • Washburn/Washburn Tech Pitch Competitions 	

- New Project Ideas

TOTAL COMPONENT BUDGET **\$111,700**

F. Research

F.1 General Data Acquisition \$22,000

F.2 Professional Development/Conferences \$3,400

F.3 Contingencies \$1,200

TOTAL COMPONENT BUDGET **\$26,600**

G. Government Relations Consultant

G.1 Consultant-Washington, D.C. \$18,000

- Federal Employer retention/expansion
- Federal grants
- Federal Legislation

G.2 Travel \$750

G.3 Governor's Military Council \$25,000

TOTAL COMPONENT BUDGET **\$43,750**

TOTAL OPERATIONAL BUDGET **\$1,320,370**

OTHER OPERATING EXPENSES \$363,140

SALARIES and BENEFITS (exclusive of EMBD salaries) \$314,785

TOTAL OPERATING EXPENSES \$1,998,295

REVENUES \$5,012,000

- Economic Development Sales Tax-\$5,000,000
- Other Income-\$12,000

TOTAL REVENUES OVER OPERATING EXPENSES \$3,013,705

H. Heartland Visioning \$60,000

I. JEDO Consultant \$30,000

J. INCENTIVES AND SITE EXPENDITURES

J.1 Anticipated expenditures on current commitments \$ 1,097,500

J.2 Indirect site/incentive expenditures	\$45,000
• Property taxes, maintenance of parks, cost of incentive reviews	
J.3 New Incentives	\$500,000
J.4 New Workforce Initiatives	\$825,000
• Broadband-\$250,000	
• Transportation-\$500,000	
• Workforce Development & Marketing-\$75,000	
J.5 New Business Initiatives	\$850,000
• Retail Centers-\$500,000	
• Small Business Incentive Program-\$100,000	
• Virtual Spec Building-\$250,000	
J.6 Site Improvements-Kanza Fire	\$50,000
• Landscaping and signage	
TOTAL INCENTIVES AND SITE EXPENDITURES	\$3,367,500
TOTAL RECEIPTS OVER (UNDER) EXPENSES	(\$443,795)
TRANSFER FROM (TO) CASH, INVESTMENTS & LAND HELD FOR DEVELOPMENT	\$443,795
NET RECEIPTS OVER EXPENSES AND INCENTIVES	\$ 0



Agenda Item No. 5

**JEDO Board Meeting
December 16, 2015 - 6:00 P.M.**

APPROVAL of the 2016 Cash Carry-Forward Agreement between the Growth Organization of Topeka/Shawnee County, Inc., and the Joint Economic Development Organization. *(Action Item)*

JEDO CONTRACT NO. C-____ - 2015

CASH CARRY-FORWARD AGREEMENT

THIS AGREEMENT is entered into this _____ day of December, 2015, by and between the GROWTH ORGANIZATION OF TOPEKA/SHAWNEE COUNTY, INC., a non-profit Kansas corporation, hereinafter referred to as “GO Topeka” and the JOINT ECONOMIC DEVELOPMENT ORGANIZATION, hereinafter referred to as “JEDO,” a duly organized separate legal entity authorized by K.S.A. 12-2904(a) which was created by the Interlocal Agreement between the Board of County Commissioners of the County of Shawnee, Kansas, hereinafter referred to as “the County,” and the City of Topeka, Kansas, hereinafter referred to as “the City,” dated December 9, 2004; and

WHEREAS, the Agreement for Services (“Agreement”) recognizes that Go Topeka may incur budgeted expenses that are not due and payable until after the close of the current budget year; and

WHEREAS, the Agreement authorizes the parties to execute a Cash Carry-Forward Agreement before the 31st day of December of each year; and.

WHEREAS, in accordance with the Agreement, the parties mutually desire to enter into this Cash Carry-Forward Agreement.

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

1. GO Topeka shall be permitted to carry forward into 2016 an amount not to exceed Eleven Million Six Hundred Thousand Dollars (\$11,600,000) for the purpose of providing

economic development services as set forth or referred to in the parties' current Agreement for Services.

2. The term of this Cash Carry-Forward Agreement shall be for one (1) year from January 1, 2016 to December 31, 2016.

3. This Cash Carry-Forward Agreement may be amended by mutual, written agreement of the parties only.

4. This Agreement represents the entire agreement between the parties and may be amended only by written agreement signed by both parties.

IN WITNESS WHEREOF, JEDO and GO Topeka have executed this Agreement.

Dated: _____ **JOINT ECONOMIC DEVELOPMENT ORGANIZATION**

By: _____
LARRY WOLGAST, Chair

Dated: _____ **GROWTH ORGANIZATION OF TOPEKA/SHAWNEE COUNTY, a non-profit Kansas corporation**

By: _____
SCOTT SMATHERS, Acting President

Growth Organization of Topeka / Shawnee County, Inc.
Forecasted Statement of Receipts and Disbursements - Cash Basis

WORKING DRAFT ONLY

	Forecast		
	Proposed Budget Year Ending 2016	Estimated/ Expected Year Ending 2015	Approved Budget Year Ending 2015
Receipts:			
Sales Tax	5,000,000	5,000,000	5,000,000
Other income	12,000	12,000	10,200
Total Receipts	5,012,000	5,012,000	5,010,200
Expenditures:			
Salaries	243,601	290,000	290,533
Payroll taxes and benefits	71,184	79,000	86,104
Total Staffing excluding EMBD ^{(1) (2)}	314,785	369,000	376,637
Departmental activities:			
New business attraction	367,350	425,000	432,200
Existing Business	51,970	43,000	51,550
Workforce development	197,520	195,000	197,100
Entrepreneurial and Minority Bus Dev (EMBD) ⁽³⁾	521,480	390,000	500,000
Entrepreneurial Development	111,700	80,000	110,200
Research/Social Media	26,600	18,000	26,900
Government relations	43,750	44,000	44,500
Total Departmental	1,320,370	1,195,000	1,362,450
Other operating expenditures	363,140	341,000	338,140
Total Operating Expenditures	1,998,295	1,905,000	2,077,227
Total Receipts over Operating Expenditures	3,013,705	3,107,000	2,932,973
Heartland Visioning	60,000	60,000	60,000
JEDO Consultant	30,000	62,000	
	90,000	122,000	60,000
Incentives, Site Expenditures and other:			
Anticipated expenditures on current commitments	1,097,500	933,355	1,034,600
Indirect site/incentive expenditures	45,000	45,000	45,000
New incentives	500,000		1,500,000
New Workforce Initiatives ⁽⁴⁾	825,000		
New Business Initiatives ⁽⁵⁾	850,000		
49th St improvements			350,000
Kanza Fire - Signage/Entryway	50,000	75,000	125,000
Site options/acquisitions Kanza Fire Phase II			2,550,000
Total Incentives, Site Expenditures and other	3,367,500	1,053,355	5,604,600
Transfer from (to) cash, investments and land held for development	443,795	(1,931,645)	2,731,627
Net	0	0	0

Summary of Significant Forecast Assumptions - Footnotes

- ⁽¹⁾ Includes estimated 12% health insurance increase July 1, 2016.
- ⁽²⁾ Budget for 2016 is based on 4.5 FTEs This excludes the 1.5 EMBD FTE's.
- ⁽³⁾ This amount is net of EMBD program income. Includes salaries, taxes and benefits budgeted for 1.5 FTEs, \$129,780 in 2016 and \$131,450 in 2015. 2016 budget contemplates utilizing \$21,480 in carryover obligation.
- ⁽⁴⁾ Includes \$825,000 (Broadband \$250k, Transportation \$500k, Workforce \$75k)
- ⁽⁵⁾ Includes \$850,000 (Retail Centers \$500k, Small Business Incentive program \$150k, Virtual Spec Bldg \$200k)



Agenda Item No. 6

**JEDO Board Meeting
December 16, 2015 - 6:00 P.M.**

APPROVAL of the GO Topeka audit firm for the 2015 through 2017 fiscal years. *(Action Item)*



Agenda Item No. 7

**JEDO Board Meeting
December 16, 2015 - 6:00 P.M.**

OVERVIEW of GO Topeka's 2016 Program of Work.



20165 STRATEGIC BUSINESS PLAN PROGRAM OF WORK

Economic Development

Table of Contents

GO Topeka

| 2016~~5~~ Strategic Business Plan

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20165 Strategic Business Plan Program of Work

New Business Attraction (A)

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
<p>A.1. Goal: Increase employment base and provide increased business opportunities annually in Shawnee County</p> <p>1. Attract and Target the following sectors identified in the current Targeted Industry Study:</p> <ul style="list-style-type: none"> Logistics & Distribution Value-Added Food Manufacturing Back Office/Financial/Professional & Financial Services Clean Energy/Advanced Systems Technology Bio-Sciences Aviation <p>Maintain an aggressive economic development program with emphasis on primary jobs in these business sectors for which we have a competitive advantage</p>	<p>Marketing, trade shows, advertising will be focused in these sectors, utilizing electronic media and social media to actively engage the leaders in these industries. Expand on development of leads and prospects in International markets.</p> <p>These sectors will be reevaluated during the first quarter through an updated target market study that is being done.</p>	<ul style="list-style-type: none"> Electronic marketing Create and place at least one digital industry specific ad per target industry Marketing focused on target industry sectors Attend at least two (2) Trade Shows and conferences in these market sectors Memberships/sponsorships of Associations representing the targeted market sectors Implementation of Grow GO Topeka's Social Media Strategy engagement across all platforms by 10% Marketing with trade associations representing the target sector industries Utilization of local companies executive officers to promote the community Expansion of international opportunities for prospect generation 	<p>VP Economic Development Director Business Development</p>
	<p>Maintain our proprietary core list of premier site consultants, focused on the targeted market sectors from which to actively and aggressively pursue for prospects. Continue the current marketing campaign aimed at site consultants to include one on one visits, direct mail, email, social media and electronic media.</p>	<ul style="list-style-type: none"> National awareness advertising is continuing to shift from print to electronic media International awareness marketing focused on international locations with a base in identified targeted sectors Electronic marketing Meet face to face with at least 235 site consultants and/or national real estate brokers 	<p>VP Economic Development Director Business Development</p>

20165 Strategic-Business-PlanProgram of Work

New Business Attraction (A)

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
		<ul style="list-style-type: none">• Revisit and revise marketing materials as needed• Update the look and feel of the marketing materials per the Marketing RFP• Finish the target industry study and freshen marketing message• Maintain current proprietary database of top site consultants.• Expand Social Media Strategy, utilizing Youtube, Linked In, Facebook and Twitter• Simplify and update website.• Undertake a labor study involving both existing businesses and the labor market overall	
3. Customer service focus on creating and cultivating number of prospects served by GO Topeka annually.	Increase the number of prospects currently served by GO Topeka by allotting all resources to develop prospects into qualified projects.	<ul style="list-style-type: none">• Actively turning prospects served into projects with formal proposals delivered.• Initiate direct contact with at least four (4) new companies in target industries• Deliver formal presentations and proposals to prospects.• Create-Keep database of all knowledge requested for RFP's and keep current so as to have all information available to more efficiently create custom proposals.	VP Economic Development, Director Business Development
4. Create and improve business locations within the market.	Continue to expand infrastructure to support businesses.	<ul style="list-style-type: none">• Complete signage for Kanza Fire Commerce Park.• Continue to participate in discussions regarding broadband expansion.	VP Economic Development, Director Business Development

20165 Strategic Business PlanProgram of Work

New Business Attraction (A)

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
A.2. Goal: Annual Increase in number of Primary Jobs in Topeka/Shawnee County at or above the Shawnee County Average Wage.			
1. Focused leads from Geographic areas that are burdened by political, economic or geographic restrictions. Focus on geographic -areas or companies with targeted industries missing business assets that can be provided in the Topeka/Shawnee County market.	Develop a list of companies within the targeted industry sectors that are looking to relocate or expand to pursue. Utilize sales protocol for purpose of mission trips. Partner with KCADC and Kansas Department of Commerce on continued prospect development. Partner with Kansas Research Nexus to promote region to targeted industries. Develop Kansas Research Nexus strategic plan to leverage assets in the region with a focus on closer relationships with Washburn University, Washburn Tech, Kansas University and Kansas State University. Continued implementation of Social Media strategy to promote Topeka as a business location of choice. Create personal relationships and connections with institutes, magazines and entities that conduct community and economic development ratings.	<ul style="list-style-type: none">• Social Media to reach targeted markets & companies• Continued outreach to targeted suspect companies• Engage in allotted 7 Team Kansas outreach opportunities to prospects and/or site consultants.• Host Prospect in-community visits• Prospect public relations and sales to facilitate future visits and site location• Familiarization tours for Prospects in community every three years.• Partnership membership in KCADC• Partnership membership in KC SmartPort• Professional relationship development with IAMC, IEDC, KEDA.• Support of regional bioscience initiatives• Kansas Research Nexus-Regional	VP Economic Development , Director Business Development

20165 Strategic-Business-PlanProgram of Work

New Business Attraction (A)

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
		Partnership <ul style="list-style-type: none">Strategic outreach to rating entities.	

20165 Strategic-Business-PlanProgram of Work

Existing Business

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
B.1. Goal: Increase Primary jobs created by existing businesses and increase levels in assessed value of primary businesses already located in Shawnee County.			
1. Support, assist, and grow Local Primary Employers. Build relationships with existing businesses to become the primary support service for retention and expansion.	Connect with Existing Primary employers in Topeka/Shawnee County by conducting existing business visitation, recognition, support. Utilize impact analysis, information technology, marketing and creative services and professional development education to assist in expansion and retention of existing businesses. Explore and development of resources to support small growing primary employers.	<ul style="list-style-type: none">At least 140 business visits including 40 major employersAttend-Invite county commissioners and city council to attend at least one-on-one-meeting-to-share business-outlookbusiness meeting or visit.Create opportunities to build relationships with primary existing business leadership.Visit-Meet in person with at least two existing primary employers headquarters personnel located	DirectorVP of Existing Business & Workforce DevelopmentVP of Economic-Development

20165 Strategic Business PlanProgram of Work

Existing Business

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
B.1. Goal: Increase Primary jobs created by existing businesses and increase levels in assessed value of primary businesses already located in Shawnee County.			
		<p><u>outside Topeka and Shawnee County</u></p> <ul style="list-style-type: none">Local primary employer expansion assistance. Educate and assist employers with expansion planning and available incentive/resources.One-on-one or small group relationship building with local primary business executives.Coordinate and conduct final assessment, review and selection of Customer Relationship Management (CRM) tool for use by New, Existing, and EMBD programs.Partner with Entrepreneurial and Minority Business Development program to connect small business with leading employers.Participation in North Topeka Business Alliance, South Topeka Business Corridor Manufacturers and Distribution Group, and Sales and Marketing Executives.Hold a Financial Services Workshop to assist existing and potential companies with their development efforts.Hold a Manufacturing & Distribution Roundtable for Plant/General Managers to address legislative, workforce and transportation issues.	

20165 Strategic-Business-PlanProgram of Work

Workforce Development

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
C.1. Goal: Support development opportunities to deliver emerging, and existing workforce, with appropriate skill sets to Existing and New Businesses in Topeka/Shawnee County			
1. Support existing businesses and new business in Topeka/Shawnee by facilitating the delivery of workforce with skills developed to align with needs of employers	Work with and support Washburn & Washburn Tech in their development of programs that support job skills matched to employer needs. Create a strategy to address reaching youth to educate about the careers offered in Shawnee County and how to receive the training to advance into those careers. Develop and implement workforce/business/education sessions to capture needs of employers.	<ul style="list-style-type: none">• Fund WorkKeys testing for all seniors in Shawnee County school districts• Provide WorkKeys testing results to participating schools showing year-to-year results.• Promotion/education of WorkReady/WorkKeys certificate to area employers.• Hold annual HR Manager Summit to learn about workforce gaps and educate about assistance that is available.• Participate in bi-annual meetings with school career coordinators or counselors to promote careers in manufacturing and technical industries.• Develop partnerships with area businesses in Topeka/Shawnee County to support industry workforce needs and assess transitional training opportunities.• Involve local partners as needed (i.e. Washburn University (CFOE), Kansas, Kansas State, Wash Tech, Workforce Center, KDOC, and Board of Regents) to develop program/classes for training needs of area employers.• Present to 500 high school and junior high students about careers in	VP Director of Business Retention and Expansion Existing Business and Workforce Development VP of Economic Development

20165 Strategic Business PlanProgram of Work

Workforce Development

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
		<div>manufacturing/technical industries.</div> <ul style="list-style-type: none">Promote and support the services of the Workforce Center for Topeka/Shawnee County necessary to meet local primary employers needs and support the attraction of future jobs and investments.Continue the scholarship fund for students/adults to attend Wash Tech for specialized training that support local employers.Participate with the manufacturing workforce planning groups.Develop new workforce planning groups by sector in order to provide core training initiatives that drive more students and adults into those careers/companies.Continue efforts to identify and support programs for Veterans.Continue efforts to identify and expand programs for youth.Launch new programs as needed. <div>Areas already under consideration include Veterans and Reintegration.</div>	

20165 Strategic Business Plan Program of Work

Entrepreneurial and Minority Business Development

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
D.1 Goal: Build capital led strategies to foster public/private support and funding to sustain the Topeka/Shawnee County First Opportunity Fund; while filling critical gaps for the underserved small business.			
1. Capacity Building for the Operation Council Governance Structure	Organize Quarterly Meetings Recruit individuals able to adhere to the TSCFOF mission and bylaws Prepare reports on loan fund portfolio activity	<ul style="list-style-type: none"> Conduct four TSCFOF Board Meetings annually Provide timely monthly and quarterly reports financials and loan fund activity. Replace transitioning Council members prior to the first quarter. 	VP of EMBD Operating Council <u>Administrative Assistant</u>
2. Increase TSCFOF Portfolio of qualified clients.	Provide small business financing orientation Provide education & training before, during and after loan process. Work with Navigate and other partners to identify potential loan fund clients.	<ul style="list-style-type: none"> Co-host a small business financial literacy workshop. Create relationships with entities who can provide additional/gap financing for clients. 	VP of EMBD Operating Council/Navigate Partners <u>Administrative Assistant</u>
4. Effectively brand and market the Loan Fund in Shawnee County	Continue marketing TSCFOF throughout the year.	<ul style="list-style-type: none"> Market the TSCFOF Program using all forms of media Social Media Radio/PSA's Newspaper TV/PSA's Increase in number of applications received 	VP of EMBD Operating Council

20165 Strategic-Business-PlanProgram of Work

Entrepreneurial and Minority Business Development

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
D.2 Goal: Promote Growth of Shawnee County existing business or elevate start up businesses; while prioritizing the minority-owned, women-owned and low to moderate entrepreneur.			
1. Provide Small Business Training & Education to promote a strong foundation and growth for small businesses in SNCO.	<p>Small Business Course Offerings:</p> <ul style="list-style-type: none">• Kauffman Fasttrac New Venture• Fasttrac Growth Venture <p>Small Business Workshop/Seminars/Orientations/Events</p> <ul style="list-style-type: none">• Listening To Your Business• Small Business Breakfast Buzz• Monthly Business Visits/Calls• <u>Conduct a series of small business Lunch n Learns covering topics in HR, Financial and Legal areas that support small businesses.</u> <p>Provide Technical Assistance to walk-in clientele.</p> <ul style="list-style-type: none">• Serve as a resource for Neighborhood Improvement Associations<u>Neighborhood Improvement Associations and small businesses</u> by helping them evaluate business and retail market opportunities. <p>Additional programs will be offered as needed based on survey results.</p>	<ul style="list-style-type: none">• Completion of Growth Venture (10 weeks) Business Plan Course (Businesses 3 years or older).• Completion of two New Venture (10 weeks) course.• Hold <u>(12)</u> graduation ceremonies to <u>ies</u> to promote client achievements (Spring and-Fall)• Completion of <u>two free</u> Small Business Breakfast Buzz and seek evaluations of 4.0 or above.• <u>Generate tenFive</u> contacts or calls with small business owners <u>per month</u>• <u>Increase business involvement in programs and activities by 10%</u> <p>Continue offering access to Market Research tools such as demographics, retail analysis, GIS, etc.</p>	VP of EMBD Administrative Assistant
2. Develop and	Conduct a small business survey <u>every other</u>	• Shared survey results (First Quarter)	

20165 Strategic Business Plan Program of Work

Entrepreneurial and Minority Business Development

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
conduct a small business survey 3. Initiate MWBD Council's Signature Initiative Projects	year to determine the needs of the membership EMBD-Advanced Automation Robotics Work with Faculty and Administration to expand training in the community and provide more exposure to the Robotics Program. Continue new Signature Initiative Projects MWBD Council that will address the needs of the community. <u>Host a TED Talk for Women conversation supporting the growth of Topeka</u> <u>Continue to service the East Topeka geographic locations with other SI projects identified and determined by MWBD Council. Guide, support and inform MWBD Council on opportunities that adhere to program mission.</u>	<ul style="list-style-type: none"> Adhere to the signed 2011-2015 partner contract deliverables for Robotics Program. Work with the school to advance the growth of the EMBD-Advanced Industrial Robotics project through existing business contacts and Motoman partnerships. Assist with developing a transition plan for GO Topeka-owned equipment (1) Robotic Arm (2) SES Stations. Continue to support and work with USD 501 on their new TCALC project <ul style="list-style-type: none"> Host two Professional Women's Forums Host an Annual Small Business MWBD Conference, 4th Quarter.. 	VP of EMBD Operating Council Administrative Assistant
4. Small Business Awards	Deliver Small Business Awards in May 2016 Promote community support for the small business choice to gain recognition; encourage EMBD priority population nominations.	<ul style="list-style-type: none"> Seek Sponsorship for Small Business Awards. Increase number of sponsorships for the event. 	VP of EMBD Administrative Assistant
5. Small Business NaviGate Partnership	Support and collaborate in efforts produced by Small Business NaviGate Partners that include: Greater Topeka Chamber, GO Topeka, GO Topeka EMBD, TSCPL, SBDC/WU and Score	<ul style="list-style-type: none"> Conduct joint orientation sessions with NaviGate partners. Support scholarships to workshops and training to of partner organizations. 	VP of EMBD Administrative Assistant NaviGate Partners 712

20165 Strategic Business PlanProgram of Work
Entrepreneurial and Minority Business Development

Strategy(s)	Action Plan	Performance Measurements	Responsible Party
	Create new venues and events to promote a culture of entrepreneurship in Shawnee County including the development of 712 Innovations, LLC the maker space/co-work space.	<ul style="list-style-type: none"> • Continue to work with entrepreneurs and partners to create enhance offerings at the maker space/co-work space concept • Conduct a Navigate-Partner Purchasing/Procurement Forum 	<u>Innovations, SBDC, TSCPL</u>
6. Program Support for Washburn University Small Business Development Center	In-kind infrastructure support	<ul style="list-style-type: none"> • 1,715 square foot work space used to provide support to SNCO small business clients • Phone and internet costs 	GO Topeka VP of EMBD
7. Provide scholarships to small business EMBD Graduates to NaviGate activities	Provide scholarships to small business EMBD Graduates to access all small business tools in Shawnee County through NaviGate Partners.	<ul style="list-style-type: none"> • Quick Books • Tax Courses • Increase participation by 10% in various workshops and events that will add in the growth and development of the entrepreneur and the business 	GO Topeka VP of EMBD
8. Community Outreach	Meet with Neighborhood Improvement Associations determine how we can assist Identify small and minority business representation for the GO Topeka Board Identify the up and coming Entrepreneurs and get them involved.	<ul style="list-style-type: none"> • Coordinate event with Fast Forward • Host a small business "pitch" event with <u>Washburn University</u> • Work with organizations within the community to address the small business "needs gap" and ensure inclusive involvement. 	VP of EMBD GO Topeka



Agenda Item No. 8

**JEDO Board Meeting
December 16, 2015 - 6:00 P.M.**

DISCUSSION regarding implementation of the recommendations made by Garner Economics, Inc.,

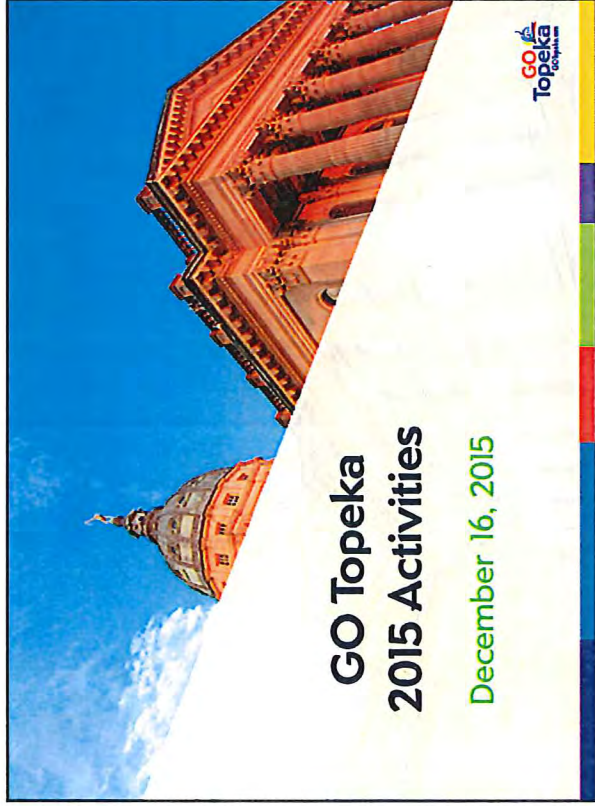
RECOMMENDATIONS SUMMARY

The following is a summary of the recommendations offered within. These were developed given the analysis and assessment taken during the first two phases of the project.

Strategy	Goal/Results	Actions	Timeline
I. Execute Effectively (Organizational) Build a customer-friendly and highly effective economic development service delivery mechanism for existing and potential businesses in the community and supplement JEDO contractual/agent positions to focus on economic development needs.	Topeka is better able to attract the types of companies that will make it competitive for years to come and produce wealth-creating opportunities for its citizens.	<ol style="list-style-type: none">1. Develop a JEDO-specific mission statement that guides economic development efforts for itself and its agents.2. Create the position of a full-time JEDO economic development coordinator.3. JEDO should encourage GO Topeka to be a standalone, autonomous organization.4. Create performance metrics to measure the community's health and the operational success of JEDO's agents.5. Modify the JEDO/GO Topeka incentive policy.6. Create a JEDO Board of Advisors.7. JEDO should institute new operational guidelines:<ol style="list-style-type: none">a. Transfer of land ownershipb. Incentive managementc. Funding of its agentsd. Fund balancese. JEDO disbursements to agentsf. Performance contractsg. Meeting protocol	2016 2016 2017 2016 2016 2016-2017


Strategy	Goal/Results	Actions	Timeline
II. Renew and Transform (Product Improvement)	Topeka is able to overcome its current shortcomings and better able to attract and retain the talent and companies it desires to grow and sustain its economy.	1. Invest in more quality of place projects that will enhance the competitiveness of the community and attract and retain talent: a. Create a plan to improve gateways into the City—including new signage and landscaping. b. Provide public free high-speed Internet access to enhance the visitor and resident experience in the core business district and in disadvantaged neighborhoods where access is limited based on affordability. c. Create a “cool factor” in the core business district that will encourage families and young professionals to live, work, and play there.	2016-2020
		2. Conduct a countywide community improvement planning effort that looks at assets and neighborhood planning by City and County districts.	2016-2017
		3. JEDO should continue to acquire real estate for economic and growth opportunities	2016-2020

Strategy	Goal/Results	Actions	Timeline
III. Communicate Effectively (External Marketing and Internal Communications)	JEDO is able to gain support for the initiatives it undertakes and supports, and Topeka becomes known as a vibrant location for high-quality business and world-class talent.	1. Strengthen internal and external JEDO communications <ul style="list-style-type: none"> a. Develop/enhance the current JEDO website b. Adopt an open-communications policy c. Host a local/regional media tour d. Conduct a community pride campaign 	2016
Proactively work to increase communications about JEDO's economic development efforts so as to grow support for long-term initiatives using the monies from the ½ cent sales tax, as well as differentiate Topeka in the perception of external audiences.		2. Explain the process to disclose Economic Development projects	2016
		3. Inclusion of community groups	2016
		4. Change the name of GO Topeka	2016-2017
		5. GO Topeka communications – internal	2016
		6. Strengthen and enhance branding and communications efforts around Topeka's value as a business location	2016
		7. Develop a prospectus for each targeted industry that clearly articulates Topeka's value	2016
		8. Refresh the GO Topeka website	2016
		9. GO Topeka social media activity	2016
		10. GO Topeka trade show, conferences, and event activities	




Overall Changes

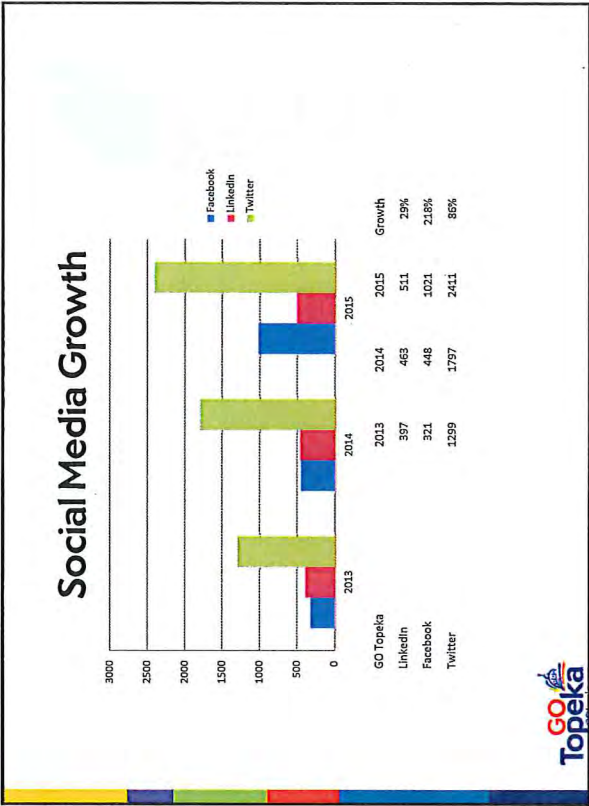
- Change in leadership
- Minutes now posted effective September of this year
- Separate payroll system
- Bylaw changes
- New projects (Alorica, Big Heart, FHLBank of Topeka, Koch & Co., Mars, R&R Pallet)
 - 266 new jobs
 - \$168 million capital investment
- Looking to expand our program of work



New Business Attraction

- Koch & Co. announced their new facility
 - 30 to 50 jobs
 - \$3 million investment
- New web site
- New marketing videos created
 - NOTO art district
 - Biking
 - Row House small business
 - Home grown business
- New consistent brand look
- Social media growth





Marketing Materials



Existing Business/Expansion & Retention

- Alorica:
 - 100 new jobs
 - Facility upgrade
- Big Heart:
 - 12 new jobs and 20 retained jobs
 - Up to \$42 million investment
- FHLBank of Topeka:
 - 17 new jobs and 216 retained jobs
 - Up to \$23 million investment
- Mars:
 - 70 new jobs
 - Up to \$100 million investment
- R&R Pallet
 - 17 new jobs
 - Facility expansion
- Plant manager & HR roundtable
- 122 business meetings
- Financial services summit



Existing Business




Workforce Development

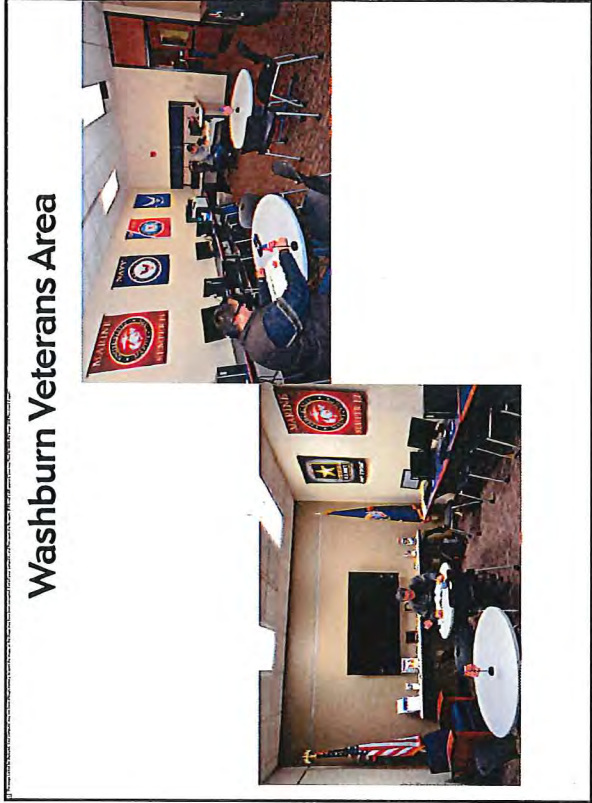
- WorkKeys testing (Topeka, Washburn Rural, Seaman)
- Washburn Tech (scholarships, BNSF marketing)
- Manufacturers in the classroom (over 550 students)
- Topeka Rescue Mission bus passes
- Washburn University Center for Organizational Excellence: Non-profit & Small Business Scholarship Program
- Lean Six Sigma white belt training for plant managers
- Washburn University (pitch contest & Veterans area)



Workforce Development

- Veterans initiatives
 - Washburn veterans area & counseling
 - Publicized job fairs at Fort Riley, McConnell AFB, & Fort Leavenworth
 - Have met/spoken with KanVet, VFW, Topeka Rescue Mission, Topeka workforce center, Ft. Riley, Ft. Leavenworth, Air National Guard, American Legion Headquarters, and the new consultant for the VA office of Transition, Employment and Economic Impact to improve communication and make sure Veterans know about jobs and companies know about available Veterans
 - Participated with LWBD in the 190th Air Guard Refueling Wing commanders call





Workforce Groups Provided Garner

- Local Workforce Development Board, LWDB (this is the former LWIB, with new WIOA language)
- Dept of Children & Family Services (DCF)/Vocational Rehabilitation
- DCF/Economic & Employment Services
- Dept of Corrections
- Veteran Manager/Commerce
- Dept of labor/UI
- The city/county homeless coalition
- Flint Hills Job Corp
- Veterans Administration
- Topeka Rescue Mission (and NetReach, subsidiary of TRM) *
- Let's Help
- Washburn University *
- Washburn Tech *
- High Schools *

* Involved financial assistance

EMBD

- 712 Innovations launched
 - 102 members
 - 25 businesses operating
 - 2 Washburn pitch contest entries
- Purchasing initiative
- Washburn Pitch contest
- Minority focus groups
- Small Business Week(s) and Small Business Saturday
 - 2 weeks worth of activities
 - Cash mobs
 - Prizes
- Women's Recognition Events
- Small Business Awards
- Training/Information Sessions
- Start up firms facilitated
- Loan fund growth
- Community outreach
- EMBD annual conference

EMBD Events



Demographics		2013	2014
• Population		178,574	178,406
• Poverty			
• Market total		17.2%	14.7%
• African American		29.8%	23.6%
• Unemployment		8.3%	4.8%
• Educational attainment (25 and up)			
• Less and high school graduate		11.2%	8.2%
• High school graduate		30.1%	31.2%
• Some college or associate's degree		30.1%	31.8%
• Bachelor's degree or higher		28.5%	28.9%
• Levels of self employment		5.6%	6.7%
• Crime rates			
• Violent Crime (Per 100,000)		395	510
• Property Crime (Per 100,000)		4088	4903
• Median Age		38.7	38.2
• Median Household Income		\$50,150	\$53,507
• Average Weekly Wage		\$791	\$800

Business Plan
and
Budget

Draft Public Budget: Department Expenses

WORKING DRAFT ONLY

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Total Operating Expenditures	1,968,295	1,905,000	2,072,227
Total Receipts over Operating Expenditures	3,043,705	3,107,000	2,937,773

New Business Attraction

A. New Business Attraction	
A.1 National and International Marketing	\$102,000
A.2 Economic Development Sales	\$102,000
A.3 Regional Marketing and Development Efforts	\$81,000
A.4 Website Maintenance & Enhancements	\$23,000
A.5 Professional Services	\$20,000
A.6 Professional Development/Partnering EDO's	\$19,250
A.7 Telecommunications Expense	\$1,800
A.8 Car & Travel Expenses	\$1,500
A.9 Meeting Expenses	\$1,800
A.10 Postage	\$2,400
A.11 Supplies	\$600
A.12 Contingencies	\$12,000
TOTAL COMPONENT BUDGET	\$367,350

Existing Business/Expansion & Retention	
B. Existing Business/Expansion & Retention	
B.1 Existing Business Visitation Program	\$4,000
B.2 Existing Employer Recognition Program	\$2,000
B.3 Existing Employer Support	\$28,000
B.4 Economic Impact Analysis	\$3,600
B.5 Marketing and Promotions	\$3,000
B.6 Professional Development & Business Org.	\$4,650
B.7 Telecommunications Expense	\$1,800
B.8 Car & Travel Expenses	\$1,020
B.9 Meeting Expenses	\$1,800
B.10 Postage	\$300
B.11 Supplies	\$600
B.12 Contingencies/Unspecified	\$1,200
TOTAL COMPONENT BUDGET	\$51,970

Workforce Development	
C. Workforce Development	
C.1 WorkKeys High School Student Testing	\$35,000
C.2 Employer Workforce Support	\$150,000
C.3 Professional Development	\$700
C.4 Meeting Expenses	\$600
C.5 Marketing/Promotions Adv	\$9,000
C.6 Car and Travel Expenses	\$1,020
C.7 Contingencies/Unspecified	\$1,200
TOTAL COMPONENT BUDGET	\$197,520

Entrepreneurial and Minority Business Development (EMBD)

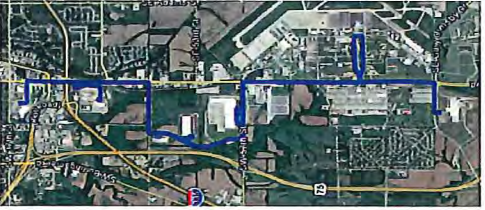
D. Entrepreneurial and Minority Business Development (EMBD)	
D.1 Salaries and Benefits (1.5 FTE)	\$125,780
D.2 Telecommunications Expense	\$1,200
D.3 Contract Services/Program Development	\$34,000
D.4 Capital Expenditures	\$5,000
D.5 Car, Travel & Meeting Expense for Client Outreach	\$2,700
D.6 Scholarship Expense	\$5,600
D.7 Professional Development and Outreach to EDO's	\$2,400
D.8 Postage	\$2,400
D.9 Supplies	\$3,600
D.10 Market Scholarships -Small Business	\$30,000
D.12 Grants & Scholarships	\$30,000
D.13 Marketing/Promotions/Advertising	\$45,000
D.14 Client Scholarships	\$15,000
D.15 Small Business Breakfast Buzz & EMBD Conference	\$15,000
D.16 Printing	\$5,000
D.17 Small Business Education and Training	\$27,500
D.18 EMBD Council New Initiatives	\$30,000
D.19 Legal	\$5,000
D.20 Small Business Awards	\$15,000
D.21 Information Technology	\$1,500
D.22 Contingencies	\$1,200
D.23 Travel Expenses	\$7,200
D.24 Professional Women's Roundtable	\$10,000
D.25 Purchasing Initiatives	\$7,500
D.26 Focus Groups	\$5,000
D.27 Commercial Kitchen	\$60,000
Sub-Total	\$535,580
Revenue from registrations, ticket sales, and sponsorships	(\$12,100)
TOTAL COMPONENT BUDGET	\$521,480

Remaining Departments

E. Entrepreneurial Development	\$11,700
E.1 Program Support for Washburn University	
Small Business Development Center (SBDC)	\$100,000
E.2 Entrepreneurial Support	\$111,700
TOTAL COMPONENT BUDGET	
F. Research	
F.1 General Data Acquisition	\$22,000
F.2 Professional Development/Conferences	\$3,400
F.3 Contingencies	\$1,200
TOTAL COMPONENT BUDGET	\$26,600
G. Government Relations Consultant	
G.1 Consultant-Washington, D.C.	\$18,000
G.2 Travel	\$750
G.3 Governor's Military Council	\$25,000
TOTAL COMPONENT BUDGET	\$43,750

Draft Public Budget: Department Expenses				
WORKING DRAFT ONLY				
	Proposed Budget Year Ending 2016	Forecast Estimated/Expected Year Ending 2015	Approved Budget Year Ending 2015	
Receipts:				
Sales Tax	5,000,000	5,000,000	5,000,000	
Other Income	12,000	12,000	10,200	
Total Receipts	5,012,000	5,012,000	5,010,200	
Expenditures:				
Salaries	243,001	290,000	290,533	
Payroll taxes and benefits	71,184	79,000	86,104	
Total Staffing excluding EMBD ⁽¹⁾⁽⁴⁾	314,185	369,000	376,637	
Departmental activities:				
New business attraction	367,350	426,000	432,200	
Existing Business	51,970	49,000	51,550	
Workforce development	157,520	195,000	197,100	
Entrepreneurial and Minority Bus Dev (EMBD) ⁽²⁾	521,480	390,000	500,000	
Entrepreneurial Development	111,700	80,000	110,200	
Research/Social Media	26,600	18,000	26,900	
Government relations	43,750	44,000	44,500	
Total Departmental	1,320,870	1,195,000	1,352,450	
Other operating expenditures	963,140	941,000	958,140	
Total Operating Expenditures	1,998,295	1,905,000	2,077,227	
Total Receipts over Operating Expenditures	3,013,705	3,107,000	2,932,973	

Draft Public Budget				
Heartland Visioning	60,000	60,000	60,000	60,000
JEDO Consultant	30,000	62,000	122,000	60,000
	90,000			
Incentives, Site Expenditures and other:				
Anticipated expenditures on current commitments	1,097,500	933,355	1,034,600	
Indirect site/incentive expenditures	45,000	45,000	45,000	
New incentives	500,000			1,500,000
New Workforce Initiatives ⁽⁴⁾	825,000			
New Business Initiatives ⁽⁵⁾	860,000			
48th St Improvements	50,000	75,000		350,000
Kanza Fire - Signage/Entryway				125,000
Site options/acquisitions Kanza Fire Phase II				2,550,000
Total incentives, Site Expenditures and other	3,367,500	1,053,355		5,004,600
Transfer from (to) cash, investments and land held for development	443,795	(1,931,646)		2,731,527
Net	0	0		0
Summary of Significant Forecast Assumptions • Footnotes				
(1) Includes estimated 12% health insurance increase July 1, 2016.				
(2) Budget for 2016 is based on 4.5 FTEs. This excludes the 1.5 EMBD FTE's.				
(3) This amount is net of EMBD program income. Includes salaries, taxes and benefits budgeted for 1.5 FTE's, \$125,780 in 2016 and \$131,450 in 2015. 2016 budget contemplates utilizing \$21,480 in carryover obligation.				
(4) Includes \$825,000 (Broadband \$250k, Transportation \$500k, Workforce \$75k)				
(5) Includes \$850,000 (Retail Centers \$500k, Small Business Incentive program \$150k, Virtual Spec Bldg \$200k)				
See Accountant's Compilation Report and Summary of Significant Assumptions and Accounting Policies				

<div><div><div>New Workforce Initiatives: Broadband</div><div><ul style="list-style-type: none">• Working with the City, County, Schools & Library• Offer matching funds for grants• Generate an overall Shawnee County market plan• Prefer to partner with existing providers• Determine two to three test areas where free broadband might be offered• Allocating \$250,000</div></div></div>	<div><div><div>New Workforce Initiatives: Transportation</div><div><ul style="list-style-type: none">• Provide additional transportation opportunities to industry employees• Establish a new bus route 6:00 a.m. to 6:30 p.m.<ul style="list-style-type: none">• Anyone can use this• Monday through Saturday• Companies may participate in cost• Not offered 9:00 a.m. to 1:00 p.m.• Set up a shared cost voucher system possibly with Capital City Cabs<ul style="list-style-type: none">• From 7:00 p.m. to 6:00 a.m.• Only for travel between work and home• Only for Frito Lay, Mars, Bimbo Bakeries, Target, Home Depot, and Reser's• Only for people living in the City limits• Allocating \$500,000</div><div></div></div></div>
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**New Workforce Initiatives:
Workforce**

- KanVet assistance
- Federal Procurement Tech Center
- Marketing
 - Available jobs
 - Workforce assistance
- Allocating \$75,000

**New Business Initiatives:
Retail Centers**

- Effort to aid in improving the attraction of large blighted shopping centers
- Centers considered would be:
 - California Crossing at 29th & California
 - Deer Creek at 6th & Tefft
 - Old Kmart at 240 East 29th Street
 - White Lakes Shopping Center
- Proposing a 25% match up to \$200,000
- Uses for funds include façade improvements, signage, parking, and roof repairs
- Only for new businesses or expanding businesses
- Will not eliminate the need for TIF's and/or CID's
- Allocating \$500,000

New Business Initiatives:

Small Business Incentive Program

- Assist new and expanding small businesses
- Employee Training
 - \$750 per employee up to 2 employees
 - Non franchises, 50 or less people
 - No travel or entertainment expenses
- Equipment Purchase
 - \$5000 matching grant for new or used equipment critical to operations
 - Non franchises, 50 or less people
 - Limited to businesses in certain NAICS codes
- Construction and Renovation
 - \$5000 matching grant for the enhancement or construction of property
 - Non franchises, 50 or less people
- Allocating \$150,000

New Business Initiatives:

Virtual Spec Building

- Design a 300,000 sq. ft. warehouse facility with 36' high ceilings
- Improve/level the site
- Acquire preliminary permits
- Allocating \$200,000

Non Budgeted Consideration

- Evaluating the possibility of opening a training facility in east Topeka
- Working with Washburn and Washburn Tech
- Programs/services initially being looked at include:
 - CDL School (2 week and 6 week)
 - GED/AOK Program
 - Construction: Carpentry & Masonry NCCER training
 - Soft skills training
 - OSHA
- Still have to determine:
 - Demand for programs
 - Costs
 - Building availability
 - Daycare needs
- Funds
 - Additional scholarship money
 - Guessing \$1.5 million to fix up property & \$500,000 per year for 3 years

Draft Public Budget

Heartland Visioning	60,000	60,000	60,000
JEDO Consultant	30,000	62,000	
	90,000	122,000	60,000
Incentives, Site Expenditures and other:			
Anticipated expenditures on current commitments	1,097,500	933,355	1,034,600
Indirect site/incentive expenditures	45,000	45,000	45,000
New incentives	500,000		1,500,000
New Workforce Initiatives ^(a)	825,000		
New Business Initiatives ^(b)	850,000		
49th St Improvements		75,000	350,000
Konza Fire - Signage/Entrway	50,000		125,000
Site options/acquisitions Konza Fire Phase II			2,590,000
Total Incentives, Site Expenditures and other	3,367,500	1,053,355	5,604,600
Transfer from (to) cash, investments and land held for development		443,785	2,731,627
Net		0	0

Summary of Significant Forecast Assumptions - Footnotes

^(a) Includes estimated 12% health insurance increase July 1, 2016.

^(b) Budget for 2016 is based on 4.5 FTEs. This excludes the 1.5 EMBD FTE's.

^(c) This amount is net of EMBD program income. Includes salaries, taxes and benefits budgeted for 1.6 FTE's, \$123,780 in 2016 and \$131,460 in 2015. 2016 budget contemplates utilizing \$21,460 in carryover obligation.

^(d) Includes \$850,000 (Roundabout \$250k, Transportation \$600k, Workforce \$75k)

^(e) Includes \$850,000 (Retail Centers \$300k, Small Business Incentive program \$150k, Virtual Spec Bldg \$200k)

See Accountant's Compilation Report and Summary of Significant Assumptions and Accounting Policies

**Cash Carry-Forward
Agreement**

**Audit
Recommendation**

Program of Work

- Program of Work:**
New Business Attraction Changes
 - Target markets changed based on report received
 - Advanced Systems Technology
 - Food Manufacturing
 - Logistics & Distribution
 - Professional & Financial Services
 - Still focusing on marketing to site selectors
 - Now going to be going directly after companies in the target markets as well
 - Continue growing our social media presence
 - Marketing materials and website have been updated

**Program of Work:
Existing Business & Workforce Dev.**

- Going to involve our public officials more when we meet with industries
- Headquarters visits may occur in our market
- Acquiring and implementing a CRM system
- Establishing consistent meetings with Plant & HR managers
- Continue to launch new workforce development programs

**Program of Work:
EMBD**

- Expanding direct calls & contacts with small businesses
- Adding new programs such as Lunch n Learns but reducing breakfast buzz meetings to 2 per year
- Holding a "TED Talk" event for women
- Adapting robotics efforts with Topeka public schools to account for the new TCALC program
- Continue to work on the small business "needs gap" that exists, focused on the minority community
- Commercial Kitchen consideration
- Minority business directory
- Television show to market small businesses

<p>Program of Work: Garner Report Items Included</p> <ul style="list-style-type: none">• Broadband in disadvantaged neighborhoods• New incentive policy• Updated marketing materials• Updated web site• Social Media expansion and focus• Trade show, conference, and event activities continuously evaluated
--

<p>Program of Work: Garner Report Items Not Included</p> <ul style="list-style-type: none">• Broadband Downtown• Gateway investment• Cool factor downtown• Real estate acquisition• Translation of the website into foreign languages• Community marketing or pride campaign



City and County Leadership,

On Wednesday night December 16th we will be speaking at the JEDO meeting and referencing the materials attached. All of this information is planned for our year-end report distributed after the first of the year.

We felt given some of the recent reporting you have received, it was important we provide what our data shows as a more positive image of our City and County and celebrates the work of your constituents who serve on our committees. We will be happy to address any questions on Wednesday night for those of you who attend the JEDO meeting. If you are not attending and would like to discuss this data in more details please let us know and we will be happy to set up a meeting with you.

Sincerely,

A handwritten signature in black ink that reads "John Hunter". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

John Hunter, Executive Director
Heartland Visioning



Listen to understand the community, Survey 2015

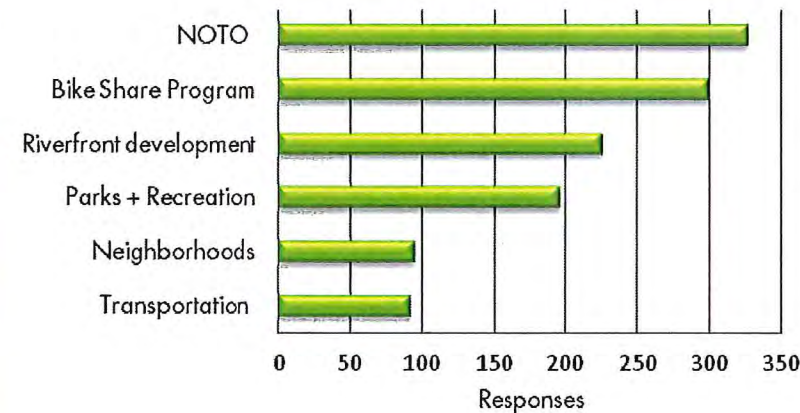
In 2015 Heartland Visioning dedicated its efforts toward verifying the community priorities and educating the public about the successful changes in our community since 2008. To verify community priorities we created a survey for people to complete during our public presentations held between April and October of 2015. We looked for changes in positive perception, areas of pride and continued opportunities for future impact.

Survey Methodology

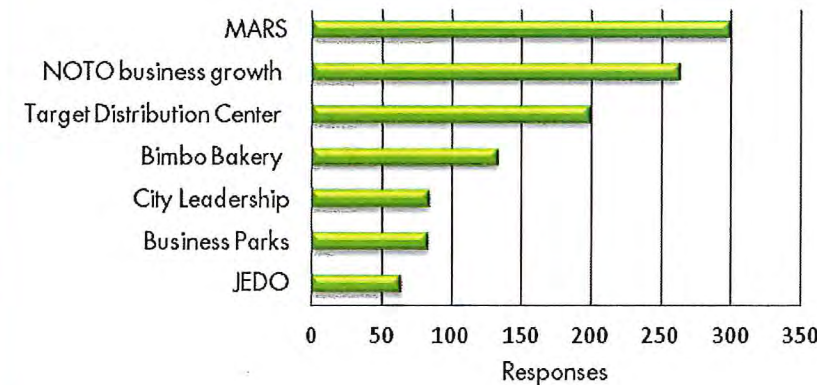
- The survey was created by Heartland Visioning staff and reviewed by the Management Committee. Survey respondents were asked to respond to each question by circling provided responses and adding additional comments.
- Each survey was completed at the end of public presentations including Community Engagements with Shawnee County Public Library, Parks + Recreation, and presentations to retired teachers, Westar, Leadership Greater Topeka, etc. See full list of groups who participated and full survey in our appendix online.
- Data was tabulated, with extra comments thematically analyzed using the Delphi method to sort them into relatable responses. Survey respondents included a wide range of ages from 20 through 65+ with representation both male and female. Different community agencies and organizations were represented in this information gathering process.

What do you perceive as positive change in Topeka?

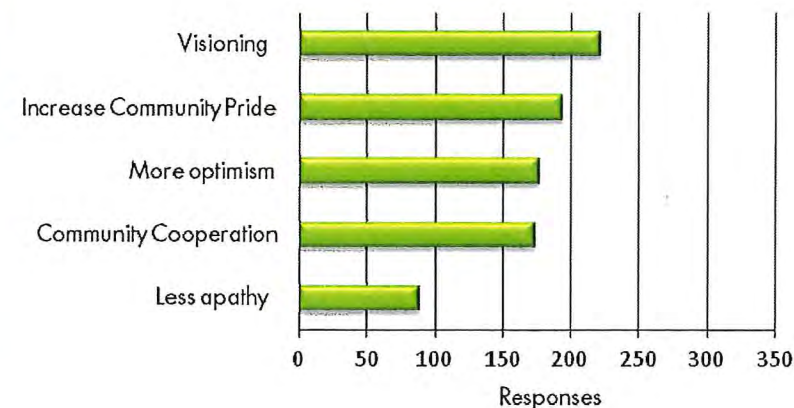
Projects



Economic Development

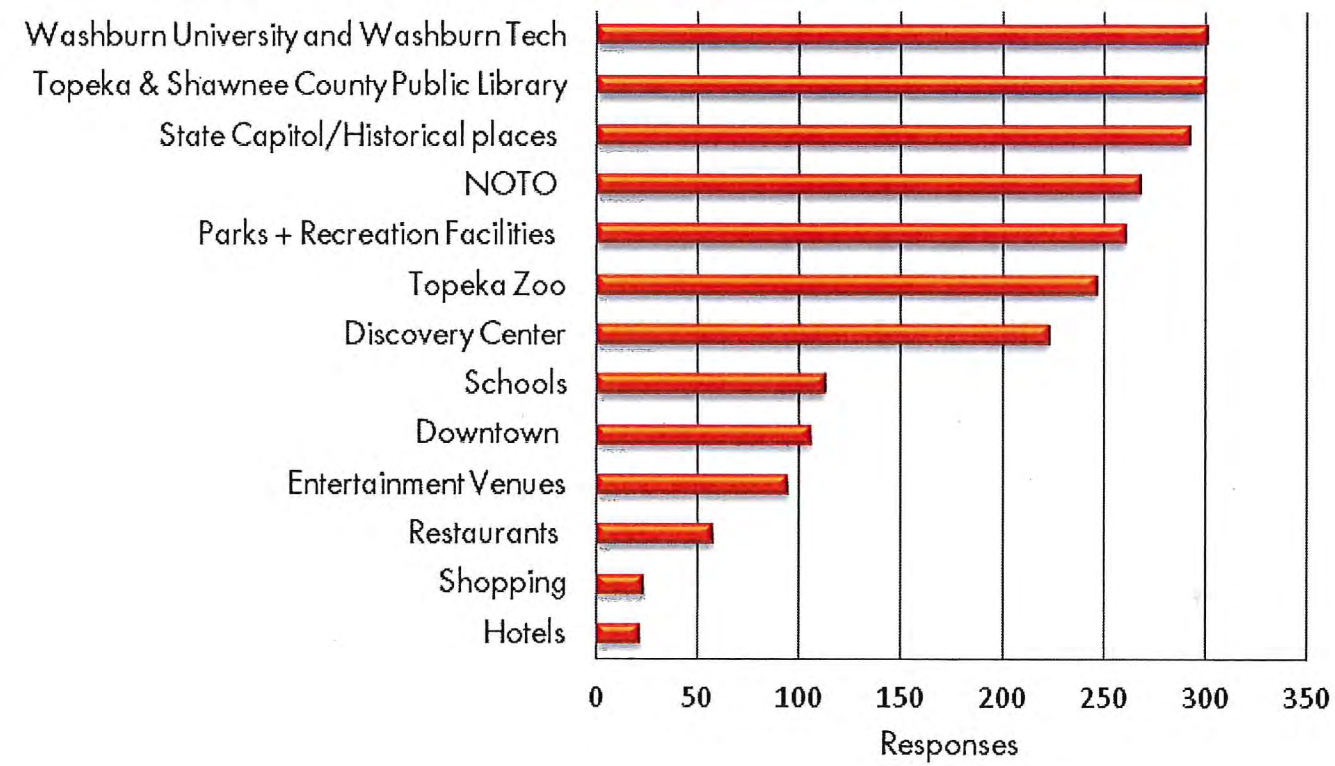


Quality of Life

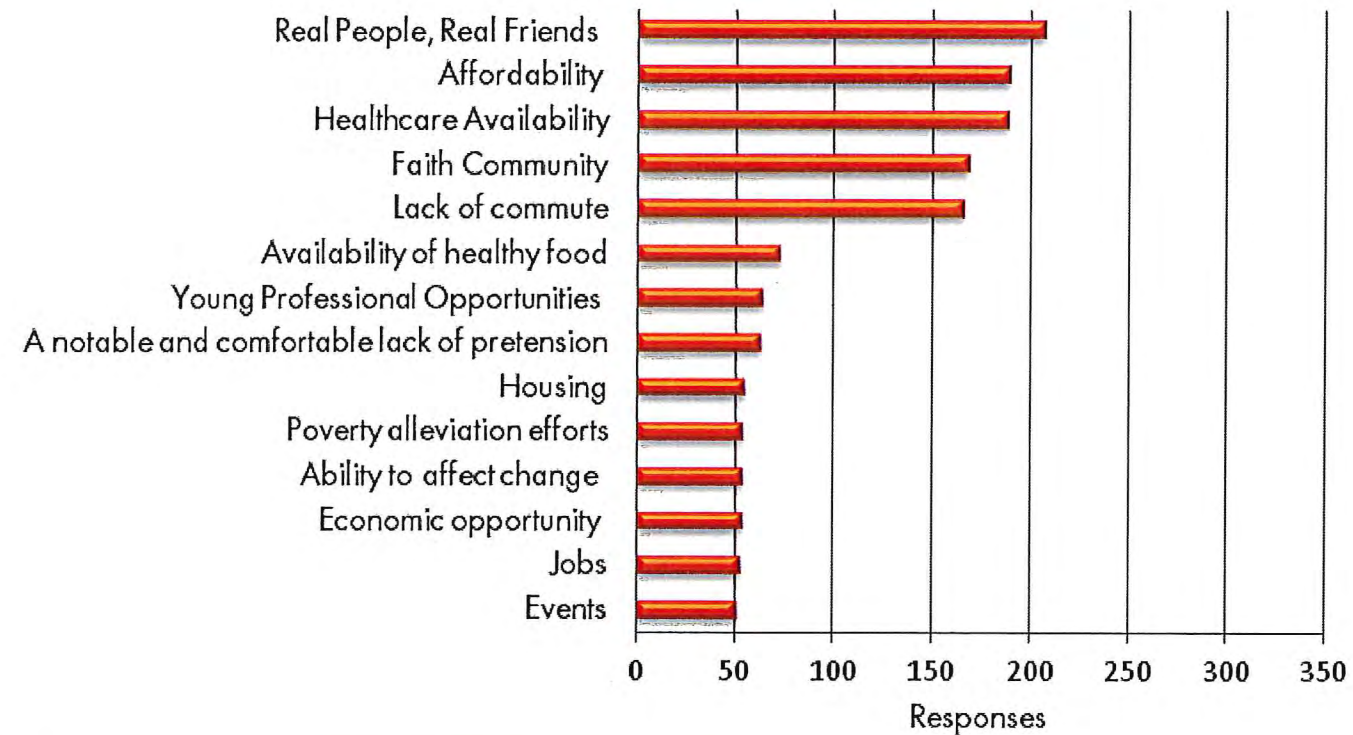


Why are you Proud of Topeka?

Places

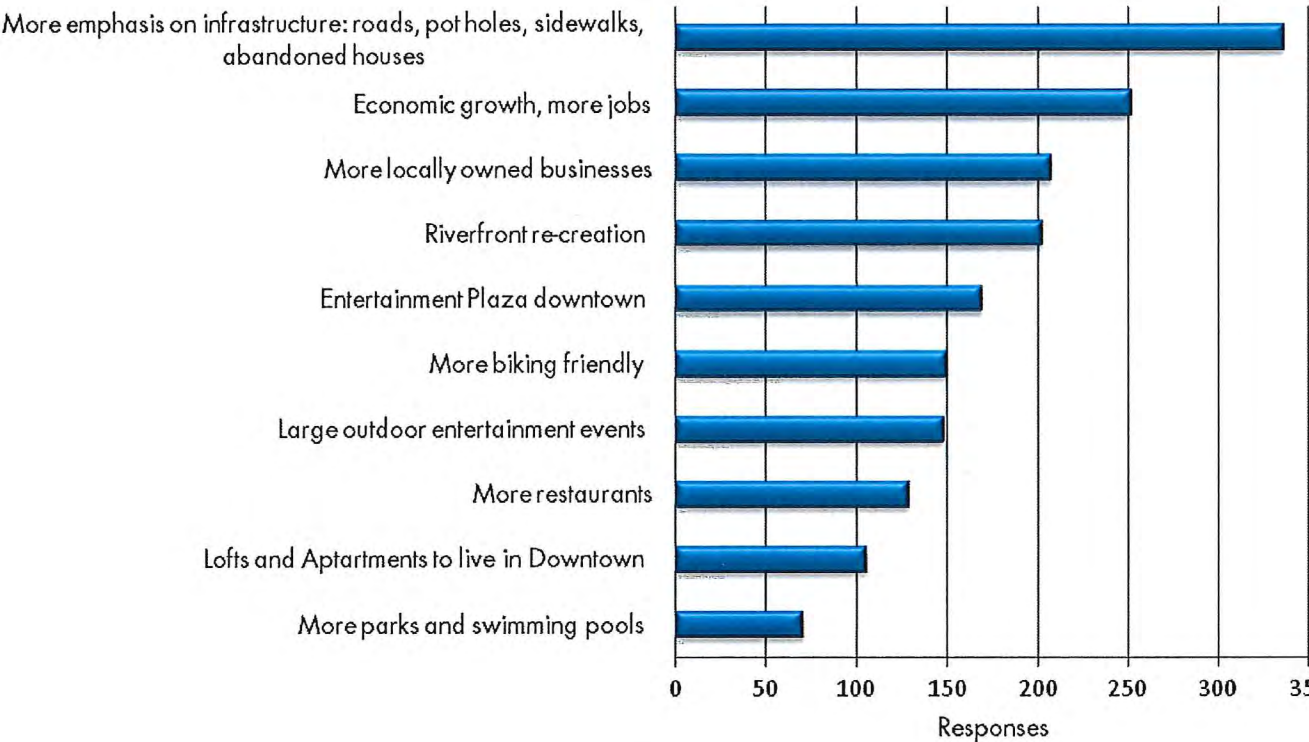


Qualities

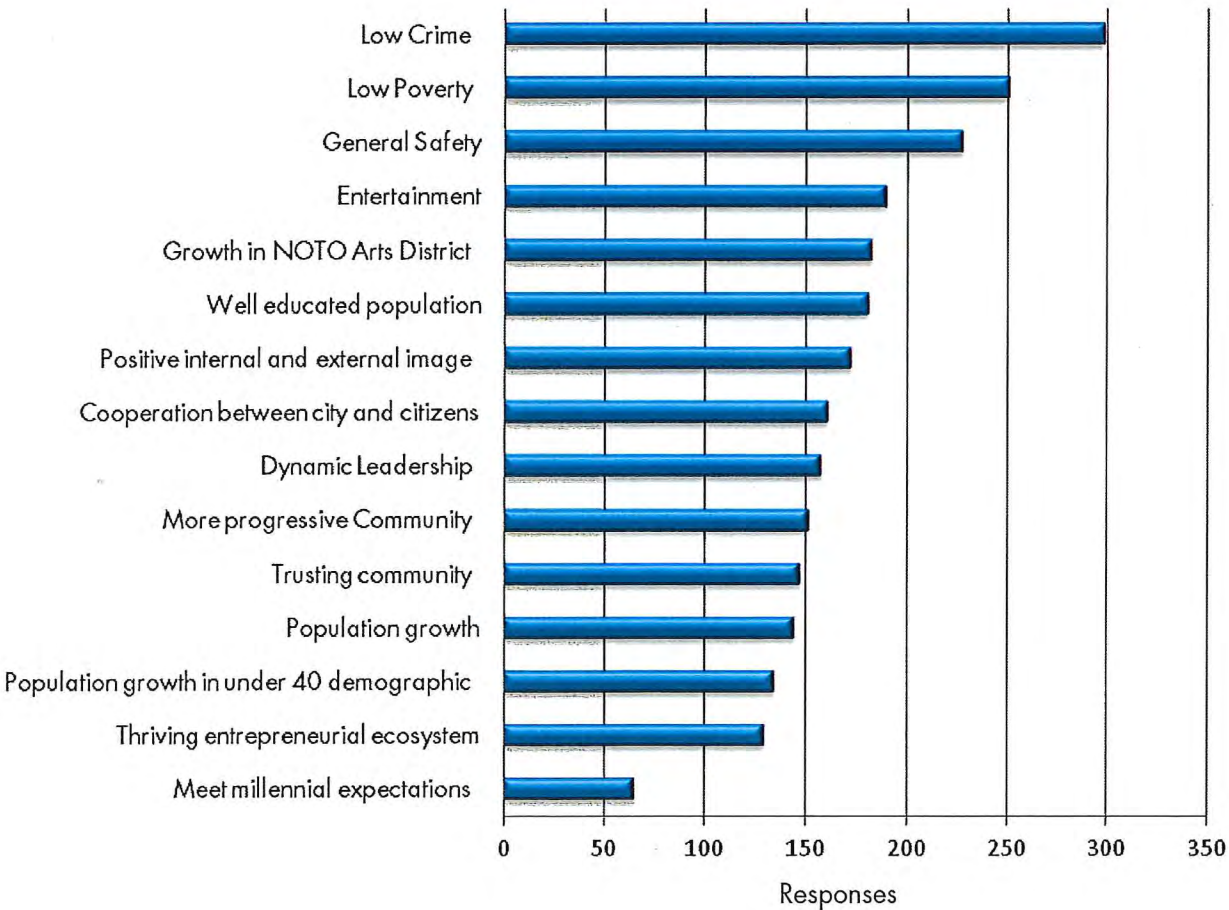


What do you want for the future of Topeka?

Objects



Qualities





2015 Activities, Involvements, and Accomplishments

Community engagements/ presentations (* multiple presentations)

- *City Council new members
- *Community Engagements with Topeka Shawnee County Public Library
- *Community Engagements with Shawnee County Parks + Rec
- *County Commissioners
- *GO Topeka and Greater Topeka Chamber
- * Neighborhood improvement Associations
- 20,30 Club
- C5-Alive
- Cosmopolitan Club
- Fat Wednesday
- Greater Topeka Leadership class
- Heartland Visioning Donor Reception
- Latino Leadership Organization
- Mayor Township luncheon
- North Topeka Business Alliance
- Retired Teachers Association
- Senior Council of the Chamber
- Sheppard's Center
- South and West Rotary clubs
- Sunflower Association of Realtors
- Washburn Alumni Association
- Westar management

On-going monthly partnership and organizational meetings

- Branding Leadership Team – Visit Topeka
- Heartland Healthy Neighborhoods
- Safe Streets – PARS
- Visioning Steering Committee
- Visioning Management Committee
- Over-site of all Visioning Network Priority team activities

Project Development

- Community Pride/Recruit Topeka & Shawnee County first
- Coordinated all scheduling activities for NOTO Consultant
- Constitution Hall
- Downtown Plaza
- Downtown/Monroe Neighborhood Development
- Fourth Friday Fitness Series
- Historical Collaboration
- Jayhawk Theatre
- Levee Tree Cutting project
- Oakland -Seward Avenue Visioning project
- Oregon Trail Riverfront Park
- Riverfront Authority
- Riverfront Stakeholders
- Transient Guest tax process
- Wayfinding – City of Topeka and Visit Topeka

Awareness Campaign (Topeka Proud) – produced media commercials

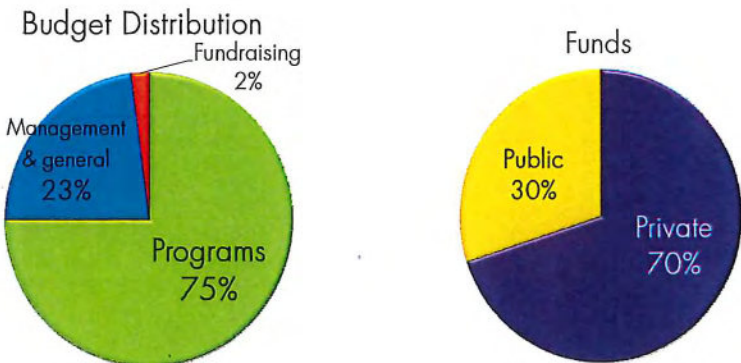
- Bikeshare
- Pine Ridge Prep
- Topeka Proud, Downtown

Community Communications

- Hosted a Donor reception for funders
- Initiated numerous articles that appeared in the Capital Journal
- Kristen's Corner Blog for quality of life stories
- On-going communications with Steering and Management Committees
- Quarterly updates on all major activity
- Visioneer Monthly e-newsletter
- Social media – on-going updates
- Website

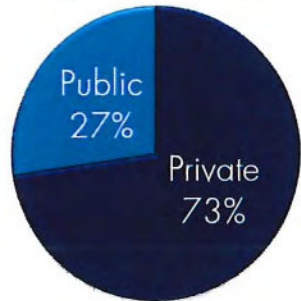
Leveraging Social and Financial Capital

The ROI for every one dollar of public support is four dollars received for Heartland Visioning from the private sector



- In 2015, 141 Visionary Volunteers attended Steering Committee, with an average of 50 per meeting

Percentage of Visionary Volunteers



Funders (2014-2017)

- Allyn Lockner
- Bartlett & West
- Brewster Place
- Capital City Bank
- Capitol Federal Foundation
- City of Topeka
- Community Bank
- Core First
- Cox Communications
- The Craig Group, Inc.
- Downtown Topeka Inc.
- Equity Bank
- FHL Bank Topeka
- GO Topeka
- Greater Topeka Chamber of Commerce
- INTRUST Bank
- KSB Constructors
- Metropolitan Topeka Airport Authority
- Shawnee County
- Security Benefit
- Stormont-Vail HealthCare
- Topeka/Shawnee County Public Library
- Topeka Community Foundation
- UMB Bank
- United Way of Greater Topeka
- Visit Topeka
- Washburn University
- Westar Energy



Go Topeka/Public 2016 Budget (Modified Cash Basis)

Working Draft Only

	Budget
Administrative and Other	Total 2016
	2016
Utilities	930
Telephone	11,840
Office Maintenance	8,030
Machine Rental & Maintenance	17,500
Insurance & Taxes	18,540
Equipment depreciation	8,500
Rent	67,000
Accounting/Audit/Tax/Consulting	70,000
Information Technology	15,500
Car & Travel Expense	17,000
Professional Dues/Memberships	10,500
Legal Services	19,700
Meeting	2,500
Postage	6,200
Supplies	29,900
Payroll license & HR expenses	10,000
Subscriptions	1,200
JEDO Expenses	15,000
Capital Expenditures	27,000
Contingencies/Other Expense	6,300
Total Administrative and Other	363,140

New Initiative Summary

As you are aware, the proposed new workforce and business initiatives were identified by JEDO members as projects of interest in our September meeting. From those discussions we were tasked with trying to come up with recommendations as to how the projects might be implemented. Because of the time available and the other work priorities we just focused on the development of the proposals and do not have any solid data as to their payback.

Broadband:

- Justification: There are pockets within Shawnee County that do not have broadband access and they need it to move ahead
- Benefits: By offering broadband free in certain areas or by offering it further out in the County it is hoped:
 - That students will be able to use it for school work and general school information access
 - That job applicants will have an easier time applying for work
 - That new entrepreneurs will develop
- Cost: Allocating \$250,000
- Payback: Unknown as the number and type of users. Also, this could negatively impact AT&T and COX due to a loss of subscribers.
- Against or Other Options:
 - People in the County know they are not getting broadband when they move out there
 - People in the City have access (some to discounted programs) and they choose to not pay for it

Transportation:

- Justification: There are workers in our community that cannot get to the industrial parks located outside the City limits or at times when the buses do not run
- Benefits: By offering transportation it is hoped:
 - People wanting to work at companies in the southern part of the City can now do so
 - Companies will get more applicants
 - Overall market incomes will rise
- Cost: Allocating \$500,000
- Payback: Unknown due to no true knowledge as to the demand of riders
- Against or Other Options:
 - There are not enough people to justify the expense and we should not do this for a full year
 - We ought to just offer cab vouchers for a defined period to those who need it and not offer a bus route at all
 - People should learn to drive and get a car

Workforce:

- Justification: We need to expand our workforce offerings to help community individuals find jobs or start businesses
- Benefits: By offering this solution we will:
 - Market within the County letting people know where to go to find available jobs and also encourage companies to post their jobs at one central point
 - Work with KanVet to establish an office in Topeka to help Veterans
 - Partner with the Federal Procurement Tech Center to open an office here
- Cost: Allocating \$75,000
- Payback: Unknown as to the number of people who learn from this information or the number of businesses who take advantage of the offices
- Against or Other Options:
 - The existing information is available and sufficient
 - People can travel to other offices within the State
 - The entities should open their own offices with no assistance or aid

Retail Centers:

- Justification: We need to expand and fix up retail in the east part of town
- Benefits: By offering this solution we will:
 - Cleaning up the centers will help the look and feel
 - New retail stores will be more convenient for residents in the east
 - We may recapture some of the retail that currently goes to Lawrence from the east side
- Cost: Allocating \$50,000
- Payback: Unknown since this will also involve offering TIF's and CIDS to make them financially viable for investors. We also do not know how much we recapture from Lawrence and how much we just take from other locations in Topeka which generates no new sales tax revenue.
- Against or Other Options:
 - Why support center or store over another
 - Dillon's and Wal-Mart didn't take incentives
 - No new primary jobs are created

Small Business Incentive:

- Justification: We need to help small businesses expand or get started
- Benefits: By offering this solution we will:
 - Provide capital assistance to offset expenses
 - Encourage small businesses to start or expand
 - Make small businesses feel the community cares
- Cost: Allocating \$150,000
- Payback: Unknown since some small businesses do not generate sales taxes and if they buy equipment it is not taxed either
- Against or Other Options:
 - Franchises should also be included and they are not
 - Why do people expanding or starting now get funds when those that started last year get nothing
 - Giving retail incentives does not grow the sales tax revenue

Virtual Spec Building:

- Justification: By taking care of the dirt work, initial design and permits we save 2 to 3 months in construction time which might be the difference in a company moving here or not moving here
- Benefits: By offering this solution we will:
 - Speed the development time of a new business
 - Have an edge when pitching our site
 - Show as a community we are proactive
- Cost: Allocating \$200,000
- Payback: Unknown until someone takes the site
- Against or Other Options:
 - They can do their own work at their own cost
 - We ought to spend on actual stuff, not virtual stuff
 - Timing isn't always important



[Return to Appraiser Information](#)

Tax Information for 2015 Tax Year

Parcel ID : 1961400001002000
Statement Number: 15073937
Property Address: 3501 77TH ST Wakarusa
[Mill Levy](#) 142.796000
Tax Unit: 459

General Tax	Special Tax	Total Tax
\$1789.24	\$.00	\$1789.24

Tax Balance Information

2015 Tax Balance: \$1789.24 Interest: \$.00
Current Balance* : \$1789.24 0

* This amount reflects the balance at the close of the previous business day. Payments may not always be posted on the day received. Please leave 2-3 days for processing. If this account is delinquent, the current balance may include advertising fees. For more information, call the Treasurer's office at 785.291.5416.

Tax Breakdown by Class

Item	Class	Appraised Value	% Assessment	Assessed Value	Tax
Tax on first 20,000 of residential property	This tax corresponds to the first 20,000 (appraised value) of residential property which is calculated at a lower mill levy.				.00
A. Land Improvement	AR	13150 34340	25.0	3945 8585	563.33000000 1225.90000000
B. Land Improvement					
C. Land Improvement					
D. Land Improvement					
E. Land Improvement					
F. Land Improvement					

Carol Marple-Handout
12/16/2015 12/16/15



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In this section:

- What we do
- Staff
- Management Committee
 - Letter from the Leadership
- Steering Committee
- History
- Calendar
- Frequently Asked Questions

The Visioneer

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info@HeartlandVisioning.com

Management Committee Members

The Management Committee is the executive board of Heartland Visioning. This group is involved in the strategic planning process, oversight of the organizational operations, establishing priorities and putting a focus on "what's next."

Co-Chair, Miriam Krehbiel, President/CEO, United Way of Greater Topeka

Co-Chair, Harry Craig, Chairman & CEO, Craig Group, Inc.

"It is an honor to chair Heartland Visioning. While change in community is never easy, it will be my pleasure working with the staff and volunteers of this organization to continue to move forward in making Topeka a great place to live and work. It takes people from all the community and people with diverse backgrounds and interests to help do this work. I look forward to working with everyone in the community to bring about positive sustainable change." - Miriam Krehbiel

Shelly Buhler, Shawnee County Commissioner

Susan Duffy, General Manager, Topeka Metro

Cindy Homberger, Special Assistant to the President and Professor, Washburn University

Curtis Sneden, Interim President/CEO Greater Topeka Chamber of Commerce

Marsha Pope, Vice President, Topeka Community Foundation

Lisa Stubbs, Program Manager, Security Benefit

Roger Underwood, Senior Vice President, Community Bank

Mayor Larry Wolgast, Mayor, City of Topeka

