

**POTTAWATOMIE COUNTY
ECONOMIC DEVELOPMENT CORPORATION
FIVE YEAR
IMPLEMENTATION PLAN**

Prepared by

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Corporation

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Introduction

Pottawatomie County and its Economic Development Corporation (PCEDC) began an economic development strategic planning process in 2011 with the hiring of Angelou Economics to complete a strategic planning and review the county's economic development strengths and weaknesses as well as conduct an assessment of the county's potential target industry.

After completing of the plan, it was decided by the board of PCEDC to strengthen its organization by enhancing its funding base.

- Commissioning Opportunity Funding and Growth Strategies to conduct an economic development funding assessment. The assessment launched the Advance Pottawatomie program which raised \$1 million dollars' worth of pledges in 2013.
- After the successful fundraising campaign, the architect of the Advanced Pottawatomie campaign and document, Robert Cole retired in 2014, and a new experienced director took his place in September 2014, Jack Allston. Mr. Allston hired capable staff with a long financial background, Jessica Venneberg of Onaga.
- Mr. Allston began the process of meeting with as many existing investors and industries as possible from September 1 to December 31. In those interviews many questions were asked about the local economy, the labor force, the services in each community in the county and the quality of life aspects of the county and how that impacts their company and future.
- The staff then prepared a Labor and Target Industry Analysis. *The report included a workforce development or labor analysis as well as a re-examination of the target industries suggested by Angelou Economics in 2012.* The analysis is designed to assess the area from a corporate site selector's perspective
- To prepare for the analysis the staff compiled information from its own databases, research from outside sources and detailed interviews with industries in the county. Those interviews were carefully selected to draw a composite of the industry that most truly represent the county's makeup as well as investors in Advance Pottawatomie.
- That analysis now become the basis for modifying the Advanced Pottawatomie into a new implantation plan. This implementation plan is the most critical step in the economic development process. **The plan incorporates all of the strategies in Advanced Pottawatomie. It merely consolidates the program into more measurable content.** Therefore, it combines the previous work along with the staff's labor and targeting study into a comprehensive and realistic work program for the future. This plan includes:
 - Critical issues found in the labor and targeting study and previous work
 - Goals, objectives and strategies.
 - The timelines for completion and balanced scorecard.

What is Economic Development?

The International Economic Development Council (IEDC), the international association of the profession, states that economic development is:

- Creating wealth by mobilizing human, financial, capital, physical & natural resources to generate marketable goods and services.
- Benefiting the community by expanding job opportunities and the tax base.
- A professional practice whereby developers create results.

Therefore, the following applies for Pottawatomie County:

- The product is the County of Pottawatomie, its cities, its townships and its agriculture and resources.
- The market is target companies that may move or expand.
- The practice is marketing Pottawatomie County and using this implementation plan. Specialized marketing includes new and emerging issues such as workforce development, small business development, infrastructure and transportation.
- The result is new wealth in the form of new jobs and tax base.

Pottawatomie County's Economic Development Implementation Plan

“If you don't know where you are going then any road will get you there.” True in economic development, the process can become chaos unless concept and direction are clearly established.

The proper implementation plan will provide the right concept and direction. The plan will help you to economize scarce resources and place a greater emphasis on the team approach.

Pottawatomie County has prepared the proper implementation plan. With the Advanced Pottawatomie process the communities have set the economic development vision for the future. PCEDC now sets the strategy using the implementation plan as a roadmap.

Adopting the Advanced Pottawatomie plan was just the beginning. The county and PCEDC have worked to make things happen. “Buy in” from community organizations was critical. Considerable volunteer time and a team effort were essential to the plan's success. The Advanced Pottawatomie County plan is being revised as economic conditions change and the challenges of the county and PCEDC as well as its cities players change. Therefore, the implementation plan of 2015 will give the county, PCEDC and its partners a new “roadmap or compass” to follow.

CRITICAL ISSUES AND THREATS FACING THE POTTAWATOMIE COUNTY AREA

Labor Related

- **The resistance to blue-collar training of the young** is leading to large shortages in skilled trade workers and a potential crisis in a few years given the average age of the skilled workforce.
- **Employing military spouses and young Kansas State University graduates and interns is a plus** in relation to the recruitment of new workers and managers.
- **The good quality of the workforce is not promoted, except during the Caterpillar expansion, and in a few other cases.**

Education and Training Related

- **Manhattan Area Technical College and Highland Community College need to enhance its technical skills programming and** work with the school districts to enhance the number of students entering technical and community college.
- **Work Keys needs to be implemented** in all school districts to be able to assess potential skills of students.
- **The community needs to address the lack of skill training in** mechanics, machine repair, machine tooling, CNC and PLC programming and other trade, and seek funding for the technical colleges.
- A program needs to be implemented that **tracks graduates** from the four area high schools in Pottawatomie County.
- **Strong work/career/school exchange programs need to be implemented** in order to ensure that very young people understand the world of work before they enter high school.
- **A Business Education/Workforce Roundtable** needs to be formed with plant managers, human resource managers, school administrators, Kansas Works, the technical and community colleges. (Or have the ability to tap in to Manhattan initiatives along as those programs include Pottawatomie County).

Infrastructure Related

- PCEDC has established a committee and hired a consultant to assist them in the **development of new industrial/office sites in the county.** The committee should move quickly.
- Even though the county has acceptable sewer programs, **a sewer district may need to be studied or established possibly in conjunction with Manhattan,** especially if a large industrial user (ie. agricultural chemical, pet food) is looking at the area for a location.
- Even though, more of quality of life issue, housing is becoming a site selection factor. **More high level planning needs to be developed to address short and long term needs of workers and managers.** A regional housing study is being conducted but it may not answer the issues of Pottawatomie County housing.

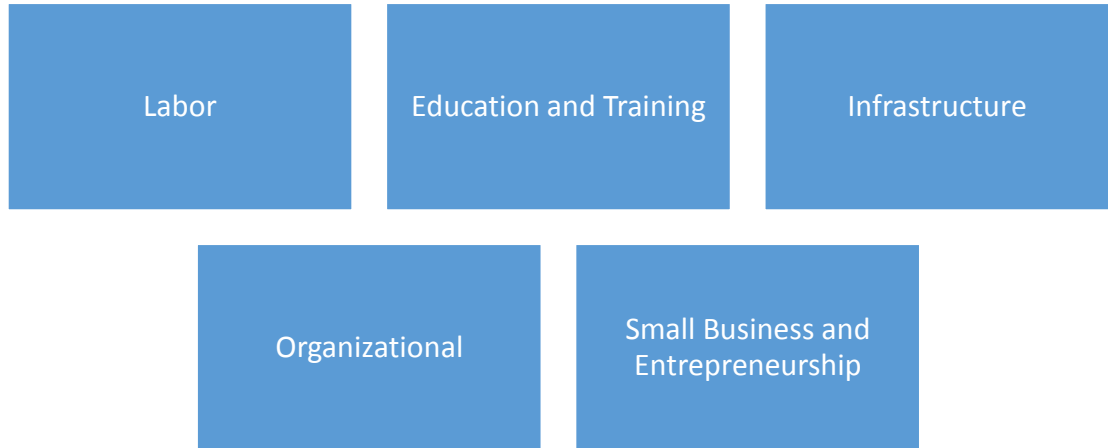
Organizational and Economic Development Related

- **There is no formal partnership between economic development entities in the region.** Despite years of meetings, no formal memorandum of understanding has been developed in prospect handling protocol or pirating from one county to another.
- **A client relationship management (CRM) system** needs to be implemented and installed inside the PCEDC office. Files need to be developed for all existing economic base businesses and AP investors.
- PCEDC has visited with almost all the investors and continues to send newsletters monthly to investors but a **formal bi-yearly investor meetings/briefings** should take place for the both the east side of the county and the central area of the county.
- **PCEDC needs new avenues to be able to connect with small businesses** since its mailing lists is mainly the investors. The Wamego Chamber has been helpful, other Chambers or small business lists must be generated.

Small Business Development and Entrepreneurship

- **There continues to be more need for small business assistance** especially expressed by financial institutions, PCEDC must be able to assist not only referring small businesses to resources but assisting entrepreneurs and others with their financials.
- Even though economic conditions are good **downtowns continue to have vacancies and local Chambers without staffing need support** and marketing assistance for downtown and companies hoping to start businesses in downtowns.
- Unlike other states **Kansas does not have substantial gap financing programs** and often small business can obtain the capital they need to launch an expansion, so PCEDC has to be more creative in assisting these firms.
- **Network Kansas** is providing unique resources for financing small and startup businesses the relationship between Network Kansas and PCEDC needs to grow and include programs like economic gardening.
- **PCEDC needs to take better advantage of assisting small businesses by utilizing resources at Kansas State University**, and especially their Center for Community Engagement and Community Development.

Pottawatomie County Economic Development Issues



GOAL #1 INFRASTRUCTURE AND SITE DEVELOPMENT – Develop a robust infrastructure network to provide high-quality business and industrial parks.

Objective A: Identify new sites improve the inventory of industrial product (sites and buildings) recognizing that prospects must be shown the best alternatives.

- Strategy 1: **Conclude identification of sites with Olsson & Associates** for one or more business or industrial parks to be anchored by Target Industries: (bio-technology/agri-business/food processing, back office/regional information technology) in Blue Township, and along the 24 corridor between Manhattan and Wamego.
- Strategy 2: **Assist communities north of the 24 corridor** in identifying potential industrial/commercial sites as well as to assist in Wamego and St. Mary's.

Objective B: Work with county and city officials to enhance infrastructure in the county to further roads, water, sewer, etc.

- Strategy 1: **Map existing and identify planned infrastructure;** roads, streets, water, sewer, gas, electricity, hi-speed broadband telecommunications related to both existing and planned industrial and commercial development sites to determine if they meet the current and future needs in that sector by working closely with county staff using GIS where possible.

- **Strategy 2: Identify infrastructure needs related to industrial and commercial development sites** and work with public/private entities to provide accurate cost estimates and implement a plan to provide said improvements.
- **Strategy 3: Continue to advocate for rural broadband system expansion** especially in incorporated areas of the County outside the 24 corridor as well as to encourage infrastructure development inside older schools to allow for sufficient fiber optic development.

Objective C: Continue to advocate for more housing, for both workforce and management throughout Pottawatomie County.

- **Strategy 1: Conduct Workforce Housing Needs Study** in concert with the Flint Hills Regional Council as they finish completing housing study for the seven county region of the Flint Hills.
- **Strategy 2: Examine and advocate need for more senior housing** in Pottawatomie County for the next 20 years.

GOAL #2 – WORKFORCE DEVELOPMENT- Develop long-term programs designed to enhance partnerships between business, education, and training officials and commit Pottawatomie County to a long term program to enhance the availability, quality and characteristics of the current and future workforce.

Objective A: Develop creative strategies to prepare young people for the workforce essentials of the new century.

- **Strategy 1: Implement a Workforce Development Roundtable.** The Roundtable should consist of the education and training community, human resource managers (SHRM chapter), and other industrial leaders.
- **Strategy 2: Establish a platform to develop a consensus through the Workforce Development Roundtable to plan workforce direction for the next five to ten years.**
- **Strategy 3: Work with Highland Community College, Manhattan Area Technical College (MATC) and/or Washburn Tech to develop new programs for targeted industry,** including a simulated call center training room that would have multi-functional use.

Objective B: Develop long-term program of enhancing youth awareness of careers and world of work.

- **Strategy 1: Continue to encourage dual credit as a program for high school students and other programs in career technical education similar to old Tech Prep.**
- **Strategy 2: Build alternative education programs into Tech Prep, internships or other initiatives to enhance career viability for client youth.**
- **Strategy 3: Encourage and develop funding for teacher internships with Wamego industry** and other teacher continuing education efforts working closely with the Wamego Chamber and human resource managers.
- **Strategy 4: Enhance existing “Adopt a School Program”** and insure that every manufacturer become involved with the Adopt a School or Adopt a Room effort.

Objective C: Become a Certified Work Ready County through ACT by leveraging the National Career Readiness Certificate (NCRC) and close the skills gap and building common frameworks that link, align and match their workforce development efforts.

- **Strategy 1: Work with all school districts to have students (8th, 9th, 10th or 11th grade) take Work Keys Assessments** at least once per year so in four years all young graduates have taken Work Keys and are entered into the state’s Kansas Works program.
- **Strategy 2: Continue to promote Work Keys and the NCRC so that business and industry know exactly what foundational skills they need for a productive workforce** – and to easily communicate their needs and individuals understand what skills are required by employers – and how to prepare themselves for success and that policy makers consistently measure the skills gap in a timely manner at the national, state and local levels.
- **Strategy 3: Become involved with ACT’s Work Ready Communities Academy** which is for leaders who want to move aggressively forward in work readiness and economic development. The Academy is a twelve month performance-driven program for communities involved with NCRC and going beyond the Certified Work Ready Community.
- **Strategy 4: Promote NCRC, Work Ready Communities and Work Keys** to industry in the county so that they recognize the state of Kansas program through Kansas Works and the local Work Keys initiative of PCEDC and its thrust in becoming a Certified Work Ready Community.

GOAL # 3: ORGANIZATIONAL AND REGIONAL DEVELOPMENT- Continue to develop Pottawatomie County Economic Development Corporation by enhancing private and public sector collaboration, building local partnerships and working closely with Manhattan Regional entities and chambers.

Objective A: Enter into a regional partnership agreement with the Manhattan Chamber of Commerce and Junction City Chamber of Commerce which will enhance development and regional cooperation.

- **Strategy 1:** Ensure that the regional partnership agreement includes a **memorandum of understanding on prospect handling and protocol.**
- **Strategy 2:** Ensure that the regional partnership agreement has a reasonable **non-pirating agreement that** protects the county from other regional economic development approaching Pottawatomie County businesses about relocating.
- **Strategy 3: Support efforts for the regional partnership,** entering into the agreement and encourage expanding its charge and include workforce and legislative initiatives.

Objective B: Maximize Pottawatomie County Economic Development Corporation's visibility and funding and enhance public relations programs.

- **Strategy 1: Continue to inform Advanced Pottawatomie investors** about PCEDC accomplishments and strategies with newsletters and frequent one on one meetings.
- **Strategy 2: Establish mechanisms to inform the general public with news releases** and joint venturing with the Wamego Chamber of Commerce on various programs to enlighten others about PCEDC.
- **Strategy 3: Bi-annually hold investor** receptions to inform investors first hand on PCEDC developments and strategies and seek input. The events should take place in Manhattan and Wamego/St. Mary's.
- **Strategy 4: Build up the internal functions of PCEDC by establishing a CRM (client relationship management)** program for investors (also to be used for existing industry).

GOAL # 4: BUSINESS RETENTION AND ATTRACTION: To attract value-added target industry and retain existing industry accounting for \$30 million in capital investment and 500 jobs at living wages and salaries.

Objective A: Design and implement a targeted marketing program that effectively communicates Pottawatomie County's comparative advantages to business leaders outside of the community in order to attract at least three new industries or assist in three major expansions in the county over the next five years.

- **Strategy 1: Utilize the labor and target industry completed by staff in January 2015** which encompasses a thorough approach in targeting the industry's most likely to locate in the region.

- **Strategy 2: Utilize cost comparison reports on each of the top three target industries.** These will compare the operating costs in Pottawatomie County versus source cities where prospects may be found, **such as Denver, Chicago, St. Louis and Winnipeg.**
- **Strategy 3: Develop a comprehensive marketing strategy directed at targeted industries.** Strategy should include:
 - A comprehensive direct-mail campaign with regional (source city) mailings and, if possible targeted media advertising.
 - Prospecting trips to source cities and to trade show cities with Team Kansas/Kansas Department of Commerce representatives
 - An effective monitoring system utilizing an ACT-type database
 - An effective web based program that can be easily used by site selectors
- **Strategy 4: Join and participate in state and regional organizations like Team Kansas** which gains maximum exposure for the state. If possible, join Team Kansas and participate on ongoing basis with the Manhattan Chamber of Commerce.
- **Strategy 5: Continue participation in the Industrial Asset Management Council (IAMC)** participating with site selectors at their conferences and others and continue to maintain strong site selector lists and contacts.

Objective B: Continue in developing a strong business retention expansion program by actively continuing building relationships with existing industry in Pottawatomie County.

- **Strategy 1: Continue the new industry call program.** Record all progress using an ACT-type contact software.
- **Strategy 2: Develop a “triggered hot response” system.** This system is designed to immediately assist an industry when a “red flag” economic development need arises.
- **Strategy 3: Join, attend meetings and become active with industry associations,** such as the Society of Human Resource Managers (SHRM), American Production and Inventory Control Society (APICS), etc.

GOAL # 5 SMALL BUSINESS DEVELOPMENT AND ENTREPRENEURSHIP
Continue to develop programs for small and new business as well as supporting their efforts for legislation and advocacy and working closely with existing resources, especially those with Kansas State University.

Objective A: Continue to work closely with Network Kansas on their programs and participate in loan programs and small business development.

- **Strategy 1:** Continue to develop use of the E-Community Revolving Loan Fund which is available to start-ups and other small businesses for gap financing.
- **Strategy 2:** Promote economic gardening as a program to assist growing businesses in enhancing their market as well as their business plans and profitability.
- **Strategy 3:** Promote other Network Kansas programs such as Kansas Ice House and Growing Rural Businesses where entrepreneurs gain significant knowledge about business development.

Objective B: Work closely with Kansas State University and its Center for Community Engagement and the Business Department to assist small business and Pottawatomie County.

- **Strategy 1:** Develop close working relationship with Kansas State University in several areas especially with rural enterprise programs and inside their business department to assist individual small businesses on a one on one basis with business students.
- **Strategy 2:** Examine the feasibility and use of the Small Business Development Center having them work closer with the financial institutions and developing more seminars and workshops to benefit small businesses in Pottawatomie County.

Objective C: Specifically design programs to assist tourism that will benefit small businesses and target new retail opportunities that will enhance the tax base in Pottawatomie County.

- **Strategy 1:** Conduct a series of retail studies in key target locations that will most benefit the quality of life and tax base in Pottawatomie County and create a strong retail mix.
- **Strategy 2:** Financially support tourism/visitor opportunities in Pottawatomie that demonstrate economic value for a community by conducting cost-benefit analysis for each event. Events such as the Wamego Tulip Festival and the Pottawatomie County Fair qualify.
- **Strategy 3:** Support eco-tourism programs, such as the Kansas River bicycle trail by seeking more funding and reviewing grant opportunities with the Flint Hills Regional Council.

