

NORTH CENTRAL REGIONAL PLANNING COMMISSION



2008 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

for

Clay, Cloud, Dickinson, Ellsworth, Jewell, Lincoln, Marshall, Mitchell,
Ottawa, Republic, Saline and Washington Counties in Kansas



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Special Note: Unless otherwise cited, the source of all data seen or used in this document comes from the Bureau of Economic Analysis, U.S. Department of Commerce. To learn more about this source go to its website at <http://www.bea.gov/>.

Introduction

For the past 30 years the North Central Regional Planning Commission (NCRPC) has worked diligently with the cities and counties of North Central Kansas in an effort to improve that area we call “home”. Most of our energy has been spent on helping individual places address needed infrastructure, although we have also developed the means by which we can help private enterprise access the financial resources they need to create, expand or save individual business operations. Taken as a whole, our work has certainly focused on the physical demands of the region we serve, but in today’s world, that is not enough.

Since 2000 the NCRPC has taken steps to better provide for human resource development and to prepare for the generational shift associated with the beginning retirement of the “Baby Boomers” and the coming of the “Gen X” and “Millennial” groups. This move was prompted by the fact individuals and organizations alike have requirements that are not being uniformly addressed by state programs or service providers within the region.

Individual leadership and board development, along with market identification, market access and development, production control systems, financial management techniques, workforce training, amongst others, are just some examples of services our communities need in order to remain competitive. And the mindset of those involved must be taken into consideration. The unique thing about human development is such services are consumables not tied to individual place, which means necessary educational and support mechanisms must be developed to make such services accessible to all. The NCRPC believes it can play a major a role in this arena, but only as a catalyst, not as a driver.

Why is a regional approach significant, if not necessary?

We no longer live in a time when our rural cities can or should work in isolation as has been the past habit of most. Aptly defined regions can add value to the mix by providing the critical mass necessary for singular places to compete in the global economy. However, this mass becomes effective only if counties and cities first have the opportunity and desire to work with one another. A regional organization like the NCRPC offers the social network necessary to produce that opportunity. The desire remains the sole responsibility of the individual.

How do we view economic development?

Economic development is one of the engines driving the overall process of community development process, for it affords residents of a community the opportunity to work and accumulate wealth. Its role is to produce sustainable economic prosperity within a defined geography. Success requires continuous growth in leadership and business services; the first to develop a vision of the future and to commit resources; the second to satisfy ever-evolving business needs. It is not something that can be done unilaterally, for it requires cooperation and planning. Nor is it something that happens over night, since requires long-term commitment and investment of both time and money by the stakeholders involved.

How you can become involved?

We invite you to join us in our efforts to make North Central Kansas a better place to live. You are a stakeholder in this region and there are many opportunities for you to become involved, one being to provide input into our Comprehensive Economic Development Strategy process.

As you read the contents of this document provided here, please feel free to contact the NCRPC office with any comments you might like to make concerning what it presents or with any suggestions you might have concerning the growth and development of North Central Kansas. The easiest means of making contact is to go to the “Contact Us” section of our website and follow the simple instructions provided.

Background

This document provides a description of the human and physical resources that compose the economic foundation of North Central Kansas and a detailed explanation of just what the North Central Regional Planning Commission proposes to do to address the development needs of the region.

What is the CEDS?

The Comprehensive Economic Development Strategy – or CEDS – is a plan and like any plan it provides an overview of a subject area and then lists out a series of goals and objectives to be achieved in order to address the defined needs of that subject area. In this case the CEDS is an articulated set of goals and strategies formulated to take advantage of the human and natural resources available in North Central Kansas as a means of improving the region’s economy.

The CEDS Process

The CEDS process is driven by the CEDS Committee and involves setting goals, examining options to reach them and the selection of courses of action. Done properly, it is continuous and guides the economic growth of the region by coordinating the efforts of the regional planning commission, local economic development agencies, local governments and private industry specific to the development of North Central Kansas.

CEDS Organization & Management

The CEDS Committee is comprised of representatives from the North Central Regional Planning Commission, state agencies, community representatives, business leaders, social service agencies and other interested persons and oversees the CEDS process. Effort is made to have representation from all economic interests in the region. The organization and staffing for the NCRPC CEDS builds upon the existing regional development corporation. The CEDS Committee’s aim is to oversee the future economic policies affecting the region and to introduce activities that have a positive impact on the region’s economy. This is achieved by their direction and endorsement of all critical CEDS components including the development of goals, policies and projects. (See attached list of names and affiliations of Committee membership.)

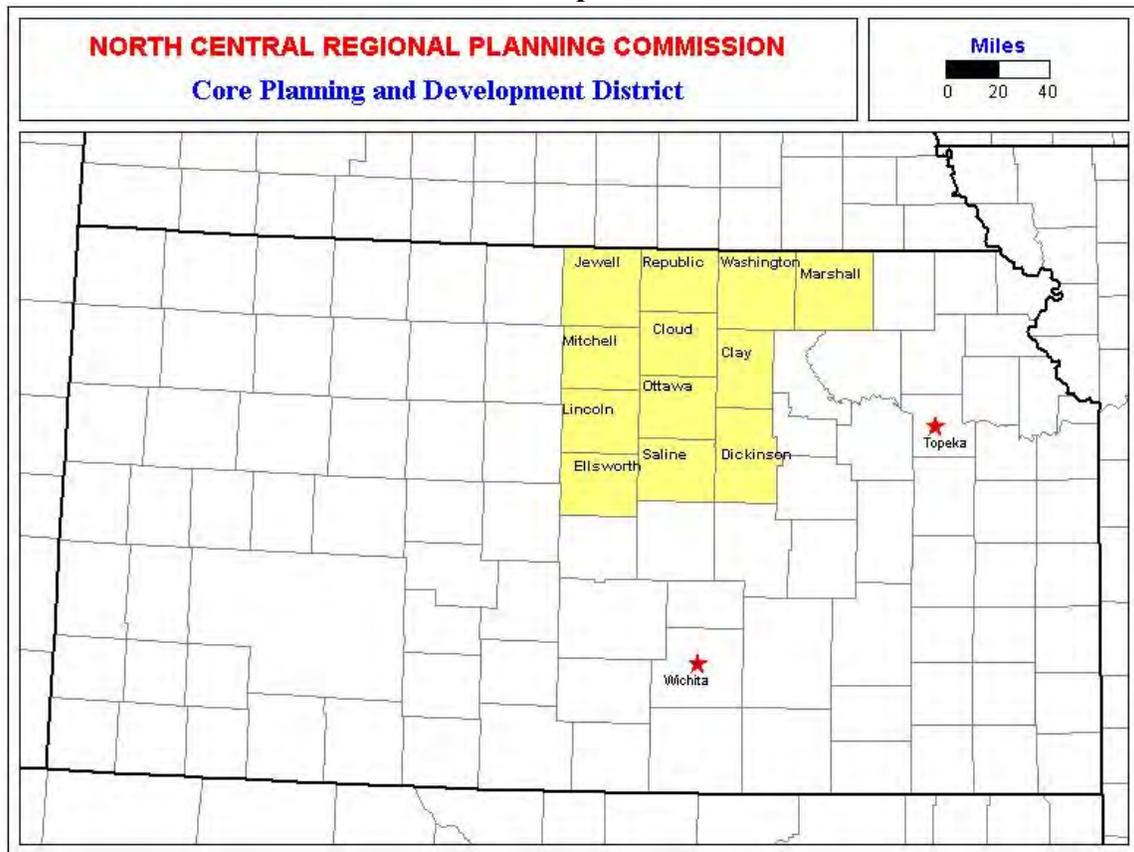
The CEDS Committee meets a minimum of two times each year, once to review and approve the Committee’s Annual Report and the second time to amend the Project Priority List. These meetings are in addition to special events or other needs that may arise.

Regional Characteristics and Resources

Geography

The North Central Regional Planning Commission serves a territory composed of twelve (12) counties and eighty-four (84) corporate places. It spans almost 9,000 square miles and can be seen as the shaded area in the map below. The average size of each city or corporate place within these bounds is less than 2,000 people with the range in size being 50,000 to 21 residents.

Map 1



There are four (4) physiographic provinces present in the region, these being the Glaciated Region found in the northeast corner; the Flint Hills area that runs along the eastern border; the Smoky Hills that dominates the region; and the High Plains in the northwest corner. Physical relief varies no more than 100 feet in any one locale with elevation throughout the region ranging from 1,200 feet above sea level in the southeast area to 1,800 feet in the northwest. (See Appendix B, Map B-14)

Five (5) rivers make their way through the region, these being the Big Blue, the Republican, the Solomon, the Saline and the Smoky Hill rivers. Hundreds of small creeks further dissect the landscape as they feed into the larger streams. The Republican is by far the largest river with its headwaters found in Eastern Colorado. The Big Blue arises in Nebraska while the other three trace their origins to Western Kansas. (See Appendix B, Map B-13)

Thirty-three (33.0%) of all the state’s impounded water can be within or immediately adjacent to North Central Kansas. The Republican River feeds Milford Reservoir (389,000 acre feet of water storage), the state’s largest lake which first begins in Clay County. White Rock Creek, which feeds into the Republican, first supports Lovewell Reservoir (41,690 acre feet) in Jewell County. Kanopolis Reservoir (49,000 acre feet) in Ellsworth County is fed by the Smoky Hill River, while the Saline River is responsible for Wilson Lake (243,000 acre feet) along the western edge of Lincoln County. Wilson Lake is the third largest body of water in Kansas, while the fourth largest is Glen Elder Reservoir, also known as Waconda (241,500 acre feet). It is served by the Solomon River and can be found in Mitchell County. (See Appendix E)

Tuttle Creek Reservoir (335,000 acre feet) is the second largest lake in the state. It is located in Riley County which borders the NCRPC eastern flank. Add that into the mix and North Central Kansas hosts or has access to 44.0% of the water held in major reservoirs.

The soil of the river bottoms is rich and fertile, producing some of the largest yields in the state. In a typical year 5.0% of the state’s corn production, 18.0% of its sorghum, 12.2% of its soybeans, 18.7% of its wheat comes from North Central Kansas. Such crops further support 9.3% of the state’s beef cattle; 9.2% of the state’s cattle and calf inventory; and 13.3% of all hogs and pigs in Kansas.

In 2006 the region was home to 7,800 farms which accounted for 12.1% of the farms in Kansas. That figure, however, is smaller than that of 2000 when there were 7,940 farms operating in the region. Such farms losses are emblematic of the slow urbanization of rural Kansas, as people move to town and vacate the more rural parts of the countryside.

Population

North Central Kansas achieved its largest population in 1890 which coincided with the end of the nation’s great expansion to the West.

At that point there were 206,912 residents living in the twelve (12) counties that today constitute the region with Marshall (23,912) being the largest followed closely by Washington (22,894) and Dickinson (22,273). Saline County, which is today by far the largest area, had only 17,442 persons in residence at that stage of its history. Ever since then the region has seen its population decline to its present point of 138,743.

Today Saline County (54,170) possesses the largest population with neighboring Dickinson County (19,322) being second and Marshall

Table 1: North Central Kansas Historic Population

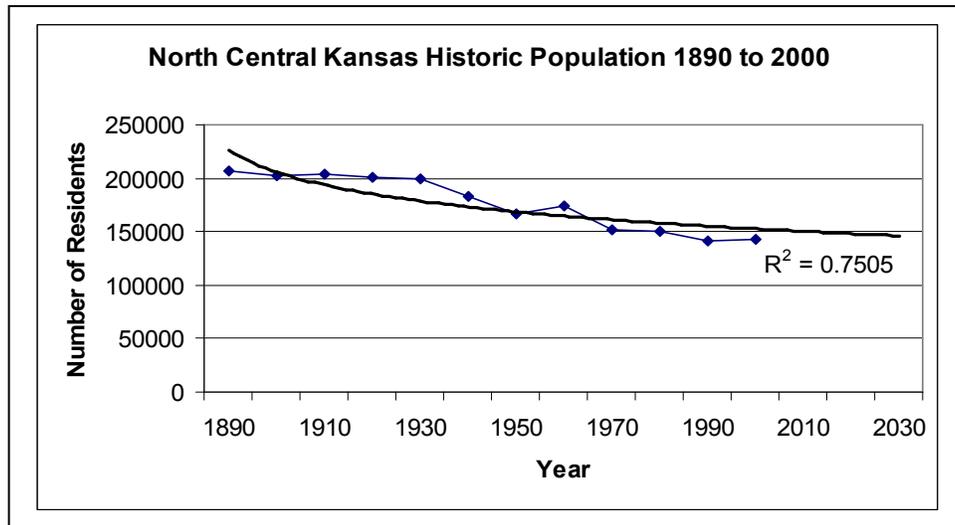
County	1890	2000	2005
Clay	16,146	8,828	8,625
Cloud	19,295	10,221	9,594
Dickinson	22,273	19,371	19,322
Ellsworth	9,272	6,531	6,343
Jewell	19,349	3,764	3,324
Lincoln	9,709	3,575	3,386
Marshall	23,912	10,938	10,349
Mitchell	15,037	6,915	6,299
Ottawa	12,581	6,195	6,168
Republic	19,002	5,806	5,033
Saline	17,442	53,616	54,170
Washington	22,894	6,471	6,030
NCK Region	206,912	142,231	138,643

Source: U.S. Census Bureau, Summary File 1 (SF 1) and Summary File 3 (SF 3)

(10,349) being third. Washington County, once the third largest in the region, has fallen to ninth place.

Figure 1 below displays the historical decline in population. It also projects population numbers out another 25 years. If correct, the region has a 75% chance of seeing its population remain near the present number for the next two decades.

Figure 1



Births, Deaths and Migration

Birth rates typically fall short of death rates in the region which explains much of why the population continues to decline. However, migration in and out of the region has taken its toll as well. Table 2 exhibits what part of each member county’s population growth and decline between 1990 and 2000 was the product of migration. While there is disparity amongst the individual counties, it is worth noting the region as a whole gained from in-migration with Saline County and those nearest it being the targeted destinations. That is important to note, since migration can be used to play a role in fulfilling future labor needs as discussed later.

Table 2
RESIDUAL GROWTH ATTRIBUTED TO MIGRATION, 1990 -- 2000

COUNTY	1990	2000	Diff.	Births	Deaths	Diff.	Migration
Clay	9,158	8,822	(336)	888	1,192	(304)	(32)
Cloud	11,023	10,268	(755)	972	1,650	(678)	(77)
Dickinson	18,958	19,344	386	2,177	2,196	(19)	405
Ellsworth	6,586	6,525	(61)	513	879	(366)	305
Jewell	4,251	3,791	(460)	327	537	(210)	(250)
Lincoln	3,653	3,578	(75)	284	537	(253)	178
Marshall	11,705	10,965	(740)	1,859	1,750	109	(849)
Mitchell	7,203	6,932	(271)	697	967	(270)	(1)

Table 2 – cont'd
RESIDUAL GROWTH ATTRIBUTED TO MIGRATION, 1990 -- 2000

COUNTY	1990	2000	Diff.	Births	Deaths	Diff.	Migration
Ottawa	5,634	6,163	529	575	753	(178)	707
Republic	6,482	5,835	(647)	495	990	(495)	(152)
Saline	49,301	53,597	4,296	6,854	4,359	2,495	1,801
Washington	7,073	6,483	(590)	681	1,018	(337)	(253)
NCK Region	141,027	142,303	1,276	16,322	16,828	(506)	1,782
State	2,477,588	2,628,777	151,189	348,226	215,686	132,540	18,649

Another perspective of population change involves a technique advocated by the Center for Rural Entrepreneurship in Lincoln, Nebraska, which encourages communities to determine the average number of families lost or gained each year as a means of better understanding what is happening. Such an approach allows communities to easily imagine just what could happen if they were able to retain or attract a comparable number of families.

Table 3 thus addresses this matter, since it illustrates the number of families that either came into or left each county between 1990 and 2000, as well as the estimated numbers coming and going between 2000 and 2005. While Dickinson, Ottawa and Saline counties added families during the earlier period, it should be noted that only Saline County has experienced a net population gain during the past five (5) years. And while the region attracted an average of 57 families each year during the 1990s, it has lost 102 families so far each year during the 2000s. If correct that is an alarming figure, for in five years North Central Kansas has lost almost double what it gained in the previous ten.

Table 3
RESULTING IMPACT OF POPULATION CHANGE - 1990 to 2000 and 2005

COUNTY	Gain / (Loss) 1990 - 2000	Annual Average For Period	Families Involved 2.4/Family	Gain / (Loss) 2000 - 2005	Annual Average for Period	Families Involved 2.4/Family
Clay	(298)	(30)	(12)	(199)	(40)	(17)
Cloud	(773)	(77)	(32)	(462)	(92)	(39)
Dickinson	443	44	19	(162)	(32)	(14)
Ellsworth	(53)	(5)	(2)	(188)	(38)	(16)
Jewell	(469)	(47)	(20)	(412)	(82)	(34)
Lincoln	(61)	(6)	(3)	(164)	(33)	(14)
Marshall	(732)	(73)	(31)	(533)	(107)	(44)
Mitchell	(269)	(27)	(11)	(495)	(99)	(41)
Ottawa	596	60	25	(72)	(14)	(6)
Republic	(660)	(66)	(28)	(642)	(128)	(54)
Saline	4,203	420	175	303	61	25
Washington	(571)	(57)	(24)	(462)	(92)	(39)
NCK	1,356	136	57	(1,220)	(244)	(102)

Ethnicity and Race

Table 4 looks at the racial and ethnic mix of the region's population. A comparison of 2006 data with that of 2000 shows the absolute number of Hispanics in the region has increased by 1,421 persons or 24% while the overall population has fallen by 3,585 or 3%. Population loss is largely confined to the "White" category for only one other group, "Native Hawaiian and Other Pacific Islander", experienced negative growth in the region.

Table 4 POPULATION BY RACE IN NORTH CENTRAL KANSAS, 2006								
COUNTY	Total	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or more races	Hispanic
Clay	8,625	8,362	90	39	17	0	117	121
Cloud	9,594	9,382	37	29	56	0	90	105
Dickinson	19,322	18,656	180	128	80	2	276	606
Ellsworth	6,343	5,954	249	44	20	1	75	292
Jewell	3,324	3,281	1	13	4	1	24	24
Lincoln	3,386	3,322	8	18	7	0	31	84
Marshall	10,349	10,133	32	38	44	2	100	91
Mitchell	6,299	6,136	35	31	30	1	66	63
Ottawa	6,168	5,998	32	33	18	1	86	169
Republic	5,033	4,958	20	19	10	0	26	65
Saline	54,170	50,009	1,766	317	986	30	1,062	4,123
Washington	6,030	5,944	11	27	3	0	45	79
NCRPC Region	138,643	132,135	2,461	736	1,275	38	1,998	5,822
% Change 2000-2006	-3%	-3%	7%	11%	11%	-5%	19%	24%
Kansas	2,764,075	2,462,232	164,507	27,374	60,870	1,863	47,229	237,426
% Change 2000-2006	3%	2%	4%	5%	20%	13%	13%	20%

Source: U.S. Census Bureau and Institute for Policy & Social Research, The University of Kansas, 2000 & 2006.

Age Cohorts

Data shown in the next two tables indicates the region continues to age much like other parts of rural America. The largest single sector is that 45 – 64 years of age which grew in number by 12.6% although that was a lesser rate of growth than the 18.7% set at by the state. One bright point is the number of those age 0 to 17 in the region declined by but 2.0% as opposed to 5.5% for the same group at the state level.

**Table 5
AGE GROUPS IN NORTH CENTRAL KANSAS COUNTIES, 1990**

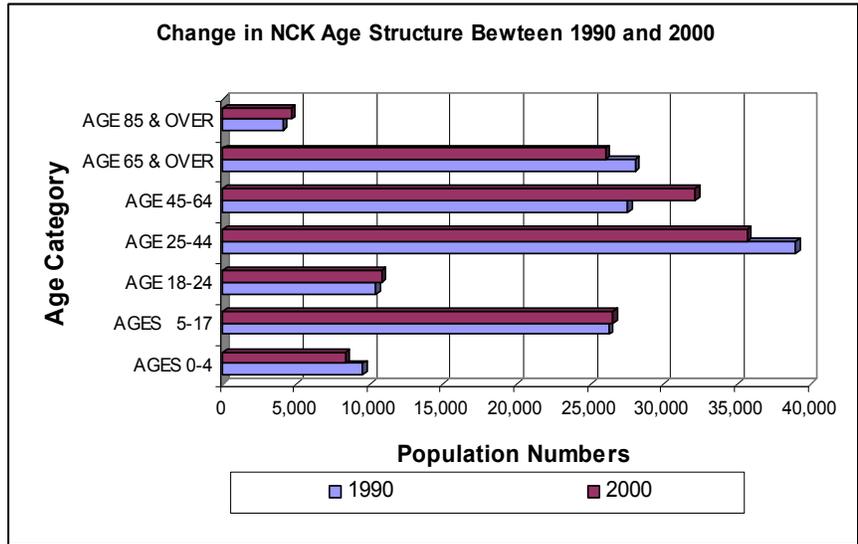
COUNTIES	AGES 0-4	AGES 5-17	AGE 16 & OVER	AGE 18-24	AGE 21 & OVER	AGE 25-44	AGE 45-64	AGE 65 & OVER	AGE 85 & OVER
Clay	590	1,742	7,035	563	6,564	2,351	1,783	2,103	360
Cloud	654	1,860	8,719	1,033	7,848	2,598	2,114	2,725	475
Dickinson	1,289	3,625	14,537	1,289	13,442	5,143	3,853	3,736	576
Ellsworth	374	1,167	5,207	484	4,832	1,847	1,226	1,479	225
Jewell	258	756	3,327	190	3,128	1,018	958	1,051	138
Lincoln	211	661	2,849	149	2,687	898	759	951	175
Marshall	829	2,269	8,878	633	8,317	2,987	2,303	2,684	398
Mitchell	468	1,441	5,521	504	4,988	1,882	1,325	1,563	249
Ottawa	364	1,066	4,306	298	4,036	1,524	1,179	1,163	180
Republic	392	1,085	5,141	280	4,865	1,534	1,389	1,789	275
Saline	3,699	9,288	37,628	4,611	34,353	15,582	9,199	6,986	789
Washington	415	1,314	5,498	385	5,149	1,616	1,460	1,851	292
NCRPC Region	9,543	26,274	108,646	10,419	100,209	38,980	27,548	28,081	4,132
Kansas	189,988	472,267	1,883,068	255,195	1,704,725	776,430	443,877	342,863	42,184

**Table 6
AGE GROUPS IN NORTH CENTRAL KANSAS COUNTIES, 2000**

COUNTIES	AGES 0-4	AGES 5-17	AGE 16 & OVER	AGE 18-24	AGE 21 & OVER	AGE 25-44	AGE 45-64	AGE 65 & OVER	AGE 85 & OVER
Clay	530	1,765	6,970	584	6,413	2,205	2,096	1,791	386
Cloud	528	1,703	8,058	1,019	7,125	2,181	2,254	2,322	513
Dickinson	1,209	3,842	15,265	1,369	13,929	4,902	4,690	3,633	672
Ellsworth	307	1,092	5,024	482	4,607	1,666	1,365	1,308	249
Jewell	196	672	3,040	171	2,832	820	963	965	153
Lincoln	169	627	2,647	144	2,468	774	804	820	189
Marshall	543	2,195	8,227	726	7,871	2,586	2,501	2,414	425
Mitchell	401	1,423	5,422	501	4,832	1,664	1,499	1,469	285
Ottawa	352	1,173	4,557	332	4,208	1,508	1,495	1,029	195
Republic	327	1,032	4,790	269	4,482	1,325	1,518	1,504	295
Saline	3,460	9,783	39,742	4,833	35,851	14,691	11,371	7,241	985
Washington	347	1,250	5,094	369	4,705	1,366	1,580	1,561	302
NCRPC Region	8,369	26,557	108,836	10,799	99,323	35,688	32,136	26,057	4,649
Kansas	184,013	514,624	2,041,263	271,382	1,827,606	767,666	562,288	354,079	51,642

Figure 2

The variation in age group makeup that occurred between 1990 and 2000 is seen in Figure 2. Note the fact the number of those aged 5-17 and 18-24 grew during the decade, while those aged 0-4, 25-44 (prime child bearing years) and 65-Over fell. Also, individuals aged 85-Over increased in number as well; an indication people in the region are living longer.



Components of Personal Income

Income is derived from three (3) sources: Earned Income, a product of ones labor in the form of wages; Transfer Payments from government programs like Social Security, Farm Supplements, etc.; and Dividends, Interest and Rents produced from investments. Per capita personal income is one means of breaking the numbers down in a comparable way, enabling one to compare one location with another. Table 7 thus illustrates the PCPI of North Central Kansas opposed to that of Kansas and the United States.

Table 7
Per Capita Personal Income

	1970	1980	1990	2000	2001	2002	2003	2004	2005
NCK	\$ 3,404	\$ 8,809	\$17,209	\$24,378	\$24,785	\$24,483	\$26,106	\$27,399	\$28,632
Kansas	\$ 3,818	\$ 9,953	\$18,085	\$27,691	\$28,701	\$28,955	\$29,745	\$31,230	\$32,866
US	\$ 4,085	\$10,114	\$19,477	\$29,843	\$30,562	\$30,795	\$31,466	\$33,090	\$34,471

Figure 3

Figure 3 further illustrates the relationship that exists amongst the three sources, showing the region’s PCPI up until the 1990’s closely paralleled those of both the state and nation. However, after 1990 that relationship began to fail as the region’s PCPI dropped below that of the state and nation with the gap growing even larger since 2000.

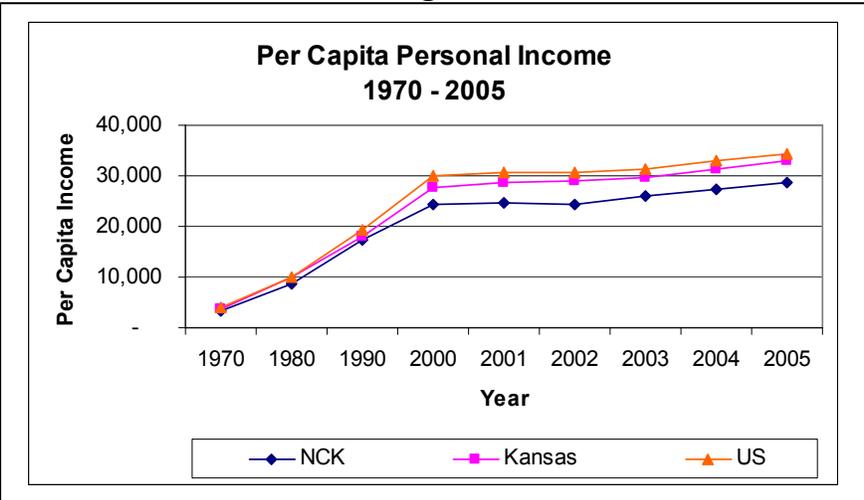


Table 8 further examines the region's PCPI as a percentage of both the state and nation. One conclusion drawn from this and Figure 3 is the PCPI of the region remains close percentage-wise but in terms of dollars the gap grows as state and national PCPI increases.

Table 8									
Regional Per Capita Personal Income as a Percentage of State and US									
	1970	1980	1990	2000	2001	2002	2003	2004	2005
NCK	100%	100%	100%	100%	100%	100%	100%	100%	100%
Kansas	89%	89%	95%	88%	86%	85%	88%	88%	87%
US	83%	87%	88%	82%	81%	80%	83%	83%	83%

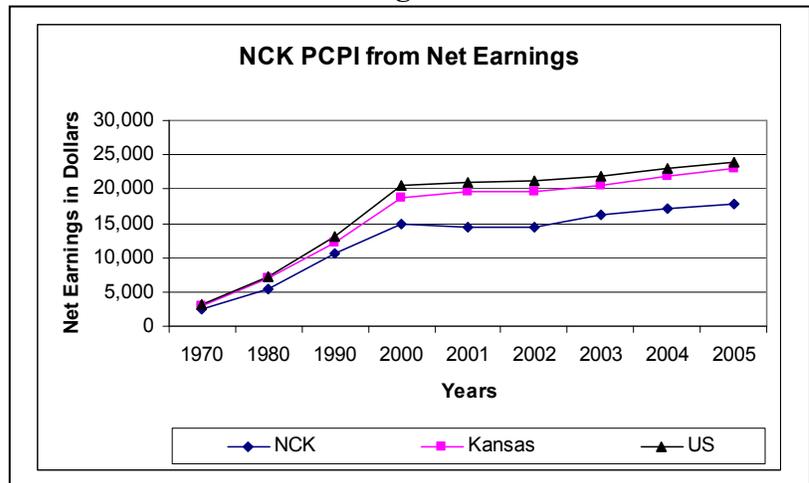
Net Earnings as a Component of PCPI

Income earned through labor continues to grow in North Central Kansas, although again not at the same rate one sees at the state and national levels. In fact the disparity continues to increase as seen in Table 9 and illustrated in Figure 4.

Table 9									
Net Earnings									
	1970	1980	1990	2000	2001	2002	2003	2004	2005
NCK	\$2,444	\$5,411	\$10,635	\$14,788	\$14,532	\$14,325	\$16,229	\$17,234	\$17,765
Kansas	\$2,949	\$7,059	\$12,144	\$18,805	\$19,521	\$19,734	\$20,622	\$21,875	\$22,947
US	\$3,154	\$7,259	\$13,191	\$20,559	\$20,955	\$21,176	\$21,768	\$22,938	\$23,956

Figure 4

The degree of separation that existed in 1970 between the region and the state was but 20% while that which existed in 2005 was 29%. Likewise, the degree of separation between NCK and the nation in 1970 was 29% while in 2005 it was 35%. Such data points out the region is falling behind the economic growth of Kansas faster than it is that of the nation.



Transfer Payments

As noted earlier, transfer payments are sources of personal income stemming from government sources, such as Social Security, farm subsidy payments, and the like. It is in this category that North Central Kansas is ahead of both state and national averages. That should be expected given the region's population is older and agriculture plays a major important role in its economy. Table 10 and Figure 5 provide perspective as to the importance of transfer payments in the makeup of PCPI.

Table 10
Transfer Payments

	1970	1980	1990	2000	2001	2002	2003	2004	2005
NCK	\$ 411	\$ 1,335	\$ 2,671	\$ 4,092	\$ 4,478	\$ 4,726	\$ 4,922	\$ 5,051	\$ 5,340
Kansas	\$ 357	\$ 1,163	\$ 2,244	\$ 3,525	\$ 3,870	\$ 4,131	\$ 4,312	\$ 4,453	\$ 4,724
US	\$ 367	\$ 1,233	\$ 2,386	\$ 3,840	\$ 4,185	\$ 4,465	\$ 4,648	\$ 4,859	\$ 5,149

Figure 5

Dividends, Interest and Rents

The final component of PCPI is that made up of Dividends, Interest and Rents, all sources of income taken from passive activities. Here again the region's socioeconomic structure plays a role in placing the region in a competitive position that closely parallels both the state and nation as shown in Table 11 and Figure 6.

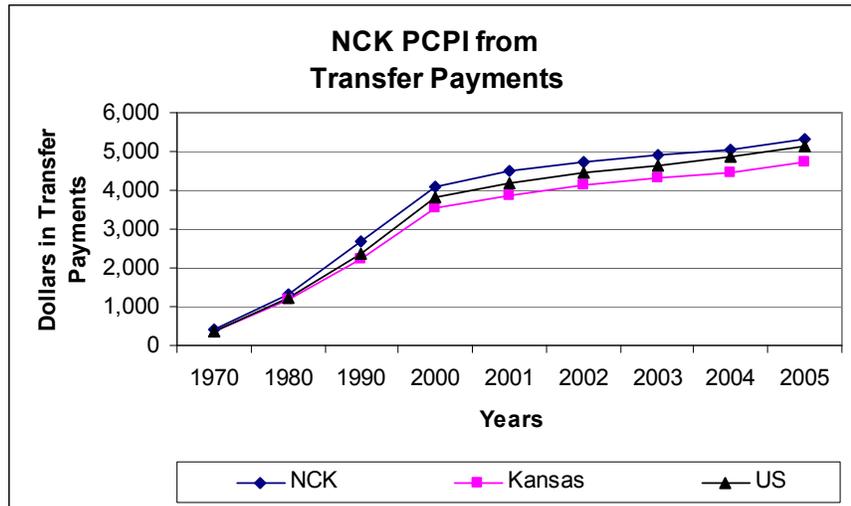
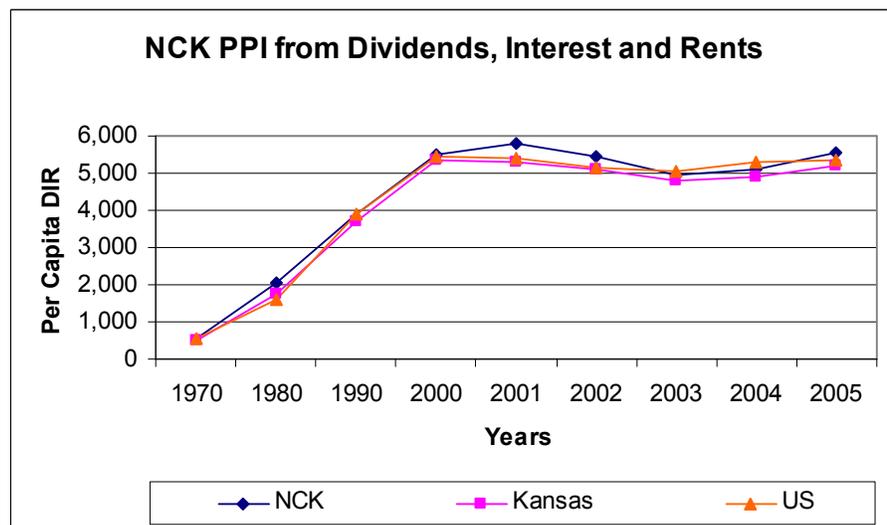


Table 11
Dividends, Interest and Rents

	1970	1980	1990	2000	2001	2002	2003	2004	2005
NCK	\$ 549	\$ 2,062	\$ 3,903	\$ 5,497	\$ 5,776	\$ 5,431	\$ 4,955	\$ 5,114	\$ 5,528
Kansas	\$ 512	\$ 1,730	\$ 3,697	\$ 5,361	\$ 5,310	\$ 5,090	\$ 4,811	\$ 4,902	\$ 5,195
US	\$ 563	\$ 1,622	\$ 3,900	\$ 5,444	\$ 5,422	\$ 5,155	\$ 5,050	\$ 5,292	\$ 5,366

Figure 6

As for absolute dollars, there is very little difference in each of the three levels, nor has there been for the last 35 years. That suggests proportional reliance on Dividends, Interest and Rents as a source of personal revenue is generally universal across the country.



Data for individual counties for all three components of PCPI is discussed later in this document.

Average Earnings per Job

There is significant disparity in the average earnings per job found in each county throughout the region. Only five (5) counties – Dickinson, Ellsworth, Marshall, Mitchell and Saline – exceed the regional average. Adjacent Geary and Riley counties are shown here for comparison, since these two locations heavily influence economic activity along the Eastern border of North Central Kansas. The military installation of Fort Riley dominates the economy of Geary county, while the main campus of Kansas State University plays a heavy role in that of Riley County.

Table 12
Average Earnings per Job (Dollars)

NCRPC	1970	1980	1990	2000	2001	2002	2003	2004	2005
Clay	5,366	9,171	17,247	16,873	17,060	16,196	19,299	21,285	21,294
Cloud	5,315	9,749	17,578	17,759	19,273	18,313	20,845	22,141	22,822
Dickinson	5,033	9,766	16,398	21,576	22,053	21,510	25,070	25,953	26,534
Ellsworth	4,424	9,646	15,745	21,234	20,506	20,364	23,835	25,476	25,118
Jewell	5,030	5,965	19,267	13,003	16,422	12,335	20,737	18,951	20,008
Lincoln	4,817	8,410	14,511	13,486	13,495	11,526	15,388	14,482	15,214
Marshall	4,998	8,362	18,784	23,788	25,774	22,876	27,530	31,375	31,061
Mitchell	4,898	9,121	18,633	22,434	23,281	21,558	26,079	26,672	27,911
Ottawa	5,285	7,650	14,235	15,358	15,685	15,006	18,216	18,645	19,026
Republic	5,138	7,183	15,928	15,755	17,701	16,332	20,132	19,602	19,880
Saline	6,522	13,972	23,827	31,875	29,980	30,972	33,022	33,979	35,115
Washington	4,054	6,006	13,831	15,438	16,247	14,121	17,619	20,824	22,128
NCK	5,073	8,750	17,165	19,048	19,790	18,426	22,314	23,282	23,843
Kansas	6,520	13,531	22,162	31,501	32,687	33,397	35,361	37,286	38,832
US	7,549	15,894	26,561	39,007	40,164	41,116	42,428	44,347	45,817
Geary	6,217	15,689	27,063	35,529	36,821	39,798	43,366	46,847	50,684
Riley	5,875	11,295	16,873	24,292	27,228	28,134	30,987	34,163	35,343

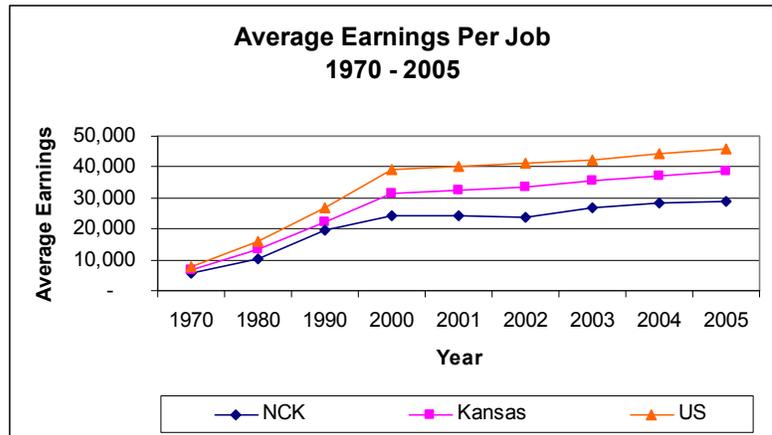
When depicted as a percentage of state and national averages, regional earnings per job have tumbled in the past 35 years with the average difference between the region and state being 65% for the period and that between the region and nation being 54%. It is important to note that the region has not exceeded those averages in the current decade.

Table 13
Regional Average Earnings Per Job as a Percentage of State or US Earnings

NCRPC	1970	1980	1990	2000	2001	2002	2003	2004	2005
Region	100%	100%	100%	100%	100%	100%	100%	100%	100%
Kansas	78%	65%	77%	60%	61%	55%	63%	62%	61%
US	67%	55%	65%	49%	49%	45%	53%	52%	52%

Figure 7

Figure 7 illustrates the time and degree of separation that has occurred and/or been maintained during the period identified with North Central Kansas shown to be lagging behind both the state and nation.



Employment

Fifty-four percent (67%) of the region’s population is accounted for in the region’s workforce compared to a similar ratio of 65% for the state. As such employment in North Central Kansas remains strong as jobs exist for most seeking work, although labor skills do not always match up to business needs.

Table 14 shows the number of residents who are working and the number unemployed. Most analysts agree that 2.0% unemployment is to seen as “full employment” since those in that category are not interested in working or cannot work for health reasons. For North Central Kansas that means the region has but 1.5% of its workforce actively seeking jobs given an unemployment rate of 3.5%.

Table 14				
2005 UNEMPLOYMENT FIGURES FOR NC KANSAS				
COUNTY	LABOR FORCE	EMPLOYED	NOT EMPLOYED	PCT. NOT EMPLOYED
CLAY	4,854	4,690	164	3.4%
CLOUD	5,806	5,625	181	3.1%
DICKINSON	10,775	10,365	410	3.8%
ELLSWORTH	3,190	3,082	108	3.4%
JEWELL	2,113	2,062	51	2.4%
LINCOLN	1,877	1,813	64	3.4%
MITCHELL	3,452	3,336	116	3.4%
MARSHALL	6,280	6,150	130	2.1%
OTTAWA	3,413	3,278	135	4.0%
REPUBLIC	2,834	2,731	103	3.6%
SALINE	30,427	29,234	1,193	3.9%
WASHINGTON	3,589	3,461	128	3.6%
TOTAL NCKS	78,610	75,827	2,783	3.5%

Such a small number of unemployed presents the region with a difficult problem. Its labor force struggles to provide adequate numbers to fill the positions available. It is an issue that needs to be addressed for the region to enjoy a degree of future prosperity.

Unemployment numbers as of December 2007 show slight county to county changes although the regional unemployment average of 3.5% does not change.

Source: Kansas Department of Labor, 2005

Human Resources

Educational Attainment - Educational attainment is a measure of educational level of the population of an area. The census measures these numbers for the population aged 25 and over, the traditional age by which students have completed their initial chosen post secondary education. The attached table shows the educational level of the workforce in North Central Kansas and also offers the state's figures for comparison. The general observation of the difference between the state and the counties comprising the NCRPC region reveals to things; 1) the region as whole has a higher percentage of the population that has only a high school education and 2) the region as whole has a much lower percentage of people with a bachelor's degree.

Workforce Job Classification Composition – Table 15 summarizes the workforce composition of the 12 counties in the NCRPC region. “Share” indicates the percentage of the total workforce employed in that line item identified. In addition, the state numbers are included for comparison purposes. The composition of the job classes in the region is important since it provides a clear picture of the actual types of jobs in which people are working; it serves to nullify common misperceptions. For example, it is common in rural Kansas to assume that there are few professional or management level positions available in the community. However, reviewing the actual data tells a different story. Within the table it is relatively easy to compare the region to the state numbers given the index provided. Review of particular counties (Appendix D) also allows one to pick out particular industries or even individual employers that are playing a strong role in the local employment market. For example, the percentage of health care practitioners is stronger for Saline County where a regional medical hub exists.

Table 15
North Central Kansas Workforce Composition - 2000

EEO Code	Occupation	Total	Regional Share	Index of State Share
1	Management, Business and Financial Workers	9,310	13%	1.08
2	Science, Engineering and Computer Professionals	949	1%	0.34
3	Healthcare Practitioner Professionals	2,280	3%	0.95
4	Other Professional Workers	6,530	9%	0.80
5	Technicians	1,545	2%	0.93
6	Sales Workers	7,205	10%	0.92
7	Administrative Support Workers	10,915	15%	0.92
8	Construction and Extractive Craft Workers	3,885	5%	1.11
9	Installation, Maintenance and Repair Craft Workers	4,580	6%	1.11
10	Production Operative Workers	5,950	8%	1.06
11	Transportation and Material Moving Operative Workers	4,250	6%	1.46
12	Laborers and Helpers	4,340	6%	1.26
13	Protective Service Workers	820	1%	0.73
14	Service Workers, except Protective	10,465	14%	1.14
15	Total Civilian Labor Force	73,300	100%	
16	Unemployed, No Civilian Work Experience Since 1995	276	0%	

Source: Kansas City Federal Reserve Bank, 2004
Calculated by the Center for the Study of Rural America, Winter 2004

More information on at least one use of this data will come into play in the next section “Underemployment”.

Underemployment

Although economists have several definitions for underemployment, the one that is relevant here is articulated in an article by Sean Moore “Rural America” in the *MainStreet Economist* of the Federal Reserve Bank of Kansas City Center for the Study of Rural America.

Underemployment , occurs when the skills of workers are not fully used in their current jobs.

So why is underemployment important? The skills surplus available due to underemployment can be a critical asset in today’s market. Economies in the present age are driven by higher-skilled jobs and companies focused on high skilled pursuits and in general, all jobs tend to have evolved to require a higher skill set than previously sought after. Areas of the country that have higher underemployment have the potential to attract, grow and retain businesses with higher skill needs. Likewise, economies may potentially stagnate if there does not appear to be available workers to meet the higher skill needs. The downside to underemployment is of course that the employees who believe they are unemployed are not likely to remain in an area where they cannot secure employment that meets their expectations for income, skill utilization and fulfillment.

The Center uses the basic formula $Underemployment = Supply\ high-skill - Demand\ high-skill$ to quantify the surplus skill level of a community. Workers are considered to be high skilled if they have either a college or postgraduate degree. A calculation of “demand” is based on the mix of occupations in the region and an understanding of what level of education, on average is required for those jobs. One caution regarding the above formula; one can always point to the successful entrepreneur who has barely made it through high school and never considered college, but went on to begin a growing and vibrant business that became critical to the area. There is a portion of the population that will not fit neatly into the definition of “high skilled”. This is in part why it is so difficult to measure underemployment. Discussion about the subject must include an understanding of the complexities of defining high skilled and defining the “demand” for the same.

Rural America has long touted, as an economic development sales pitch, that there are highly skilled people available for employment in rural areas if the companies would just come. The implication is that underemployment is common in rural areas. Unfortunately citing studies from the Center for the Study for Rural America in recent years that surplus of skills appears to be waning. When comparing census data from 2000, rural areas still rate ahead of metro areas, 20% vs. 16% underemployment. However, in 1990 the spread was 34% to 22% respectively. The rural level of underemployment not only decreased, but decreased by a significantly higher percentage than it decreased in metro areas.

The following table shows estimates of underemployment for the NCRPC primary service area. The table compares data from 1990 with 2000 data. As eluded to above, many of the counties have seen their skills surplus from 1990 evaporate by 2000. While no county in the area had a

particularly strong skill surplus, eight of 12 did have a surplus in 1990; in 2000 only two still carry that surplus and it is not a significant positive margin. The statistics themselves do not explain the why behind what has changed, but one would assume that it is related to the issues raised above; namely, higher skilled workers may be leaving the area or businesses needing high skilled workers are choosing not to remain in the area. North Central Kansas may have a better balance between demand and supply of workers than one might have assumed.

Table 16
Underemployment Indicator

County	2000			1990		
	Share of labor force with at least a college degree	Estimated demand for high-skilled labor	Surplus = high supply - high demand	Share of labor force with at least a college degree	Estimated demand for high-skilled labor	Surplus = high supply - high demand
	High Supply	High Demand	Skill Surplus	High Supply	High Demand	Skill Surplus
Clay	17.4	19.7	-2.3	14.8	13.4	1.4
Cloud	16.8	17.9	-1.1	15.6	15.6	0.0
Dickinson	16.3	17.2	-0.9	12.9	14.7	-1.9
Ellsworth	20.7	20.3	0.3	17.3	15.6	1.6
Jewell	15.5	18.8	-3.3	14.9	14.4	0.5
Lincoln	19.7	20.1	-0.4	15.3	13.9	1.4
Marshall	13.9	18.0	-4.1	12.2	14.0	-1.8
Mitchell	18.4	19.5	-1.2	17.0	15.8	1.2
Ottawa	17.6	18.3	-0.7	17.8	14.8	3.0
Republic	17.8	19.4	-1.6	13.5	14.0	-0.5
Saline	20.2	19.0	1.2	18.1	15.4	2.7
Washington	16.5	18.7	-2.3	13.8	14.9	-1.1
NCK AVG	17.6	18.9	-1.3	15.3	14.7	0.5
KS AVG	19.3	20.3	-1.0	16.5	15.2	1.2

Source: Kansas City Federal Reserve Bank, 2004
Calculated by the Center for the Study of Rural America, Winter 2004

Appendix F offers additional detail on specific organizations and programs related to human resource development.

Labor Shed Analysis

Analysis of labor movement throughout the region reveals no single county is entirely isolated in that all exhibit varying degrees of impact on their neighbors. In fact, most counties are home to at least one business whose reach far exceeds the arbitrary political boundaries of its home county. A series of maps in Appendix C illustrates this, for every county in North Central Kansas attracts labor from well beyond its boundaries. The data reflected in the individual slides shows the home locations of residents employed by businesses based inside each county highlighted. Slides of additional locations and groups of counties throughout the state, including the state itself, are included to provide perspective.

One part of the data reveals just how far people are commuting to work each day, while another part suggests people located some distance away may be on the payroll of a business found in the county highlighted. In the latter case the maps exhibit the potential economic impact of businesses based in even the smallest places and further underscore the need for regional cooperation and planning when it comes to business service development and economic policy. It also points out all businesses function within a virtual community whose boundaries can only be identified by tracing the networks that exist in support of any one business. Such information can even more describe the relationships that exist amongst diverse locations, even though these relationships are not readily seen or understood.

Economic Clusters

Economic clusters are broad networks of companies, suppliers, service firms, academic institutions and other organizations that when taken as a whole produce and deliver new products to market. It is very important to identify clusters that exist within any geography and to determine their needs, since such information can help guide investments in public infrastructure and workforce development.

Clusters are identified through statistical review, using such techniques as Location Quotient (LQ) analysis to define the dominant economic sectors. Location Quotients can determine each economic sector in a county by dividing the percentage of county residents employed in a specific sector by the percentage of the state residents employed in that same sector. If the county is performing on par with the state, the number produced is 1.00. Any value above 1.00 indicates that particular economic sector is of greater local importance than that sector is at the state level. Likewise, any number less than 1.00 indicates that economic sector is relatively weak and of lesser importance to the local economy. Generally, values above 1.20 are an indication that sector is significant and representative of a cluster.

Table 17 illustrates such a study with bold numbers indicating a significant economic sector.

Table 17 County Location Quotients for Twelve NAICS Sectors												
County	NR	Const	Mfg	WT	RT	TWU	Info	FIRE	Prof	EHS	Other	PA
Clay	2.97	1.46	0.82	0.76	0.95	0.92	0.42	0.64	0.56	1.19	0.81	0.91
Cloud	2.18	0.91	0.74	1.58	1.13	1.37	0.61	0.52	0.38	1.20	1.01	0.82
Dickinson	2.05	1.18	0.86	1.06	1.35	1.48	0.67	0.69	0.39	0.89	0.96	1.14
Ellsworth	3.21	0.83	0.73	0.79	0.91	1.02	0.76	0.62	0.71	1.03	0.89	2.00
Jewell	5.87	1.54	0.33	0.76	0.80	1.37	0.42	0.56	0.32	0.96	0.95	1.09
Lincoln	5.05	1.18	0.70	0.67	0.81	1.29	0.33	0.52	0.50	1.07	0.65	1.23
Marshall	3.11	0.82	1.01	0.67	0.94	1.85	0.27	0.77	0.39	1.01	1.00	0.66
Mitchell	3.21	0.86	0.62	2.33	0.95	1.00	0.42	0.89	0.54	1.01	0.81	1.55
Ottawa	2.55	1.12	1.01	0.97	0.98	1.40	0.48	0.75	0.69	0.96	0.84	0.93
Republic	5.11	0.92	0.75	1.12	1.10	1.44	0.48	0.57	0.51	0.81	0.79	0.86
Saline	0.55	1.12	1.15	1.00	1.09	0.85	0.76	0.79	0.75	1.02	1.27	0.75
Washington	4.92	1.37	0.69	0.70	0.94	0.94	0.48	0.56	0.39	1.04	0.82	0.86
NCK	3.40	1.11	0.78	1.03	1.00	1.24	0.51	0.66	0.51	1.02	0.90	1.07

Table legend: NR – Natural Resources; Const – Construction; Mfg – Manufacturing; WT – Wholesale Trade; RT – Retail Trade; TWU – Transportation, Warehousing and Utilities; Info – Information; FIRE – Finance, Insurance, Real Estate; Prof – Professional; EHS – Education, Health and Social Services; Others – Other Services; and PA – Public Administration.

The study shown in Table 17 was completed by Kansas State Research and Extension Department of Agricultural Economics using 2000 census data and published in January 2004 identified the LQ of twelve (12) economic sectors in each Kansas county. Data taken from that study for North Central Kansas is represented in the table below. It reveals the strongest sector in the region is Natural Resources which includes Agriculture, Forestry, Fishing and Mining with the region's Location Quotient being 3.40. Two sectors, Information and Professional, stand out as the weakest economic sectors with a Location Quotient of 0.51 each.

It is important to note the region as a whole shows substantial strength in *Natural Resources* and *Transportation, Warehousing and Utilities*, while individual counties possess individual strengths that provide them some degree of competitive edge.

Another study published in tandem by Indiana University and Purdue University in 2007 identified seventeen (17) national economic clusters, defining each cluster a somewhat differently than the standard NAICS (National Association of Industries Classification System) definitions used in by KSU above. The 17 clusters identified by the Indiana schools were:

- Advanced Materials Cluster
- Agribusiness, Food Processing and Technology Cluster
- Apparel and Textiles Cluster
- Arts, Entertainment, Recreation and Visitor Industry Cluster
- Biomedical/Biotechnical (Life Sciences) Cluster
- Business and Financial Services Cluster
- Chemicals and Chemical-Based Products Cluster
- Defense and Security Cluster
- Education and Knowledge Creation Cluster
- Energy (Fossil and Renewable) Cluster
- Forest and Wood Products Cluster
- Glass and Ceramics Cluster
- Information Technology and Telecommunications Cluster
- Manufacturing Supercluster
- Mining (Excluding Fossil Fuels) Cluster
- Printing and Publishing Cluster
- Transportation and Logistics Cluster

That study then went on to locate these by individual county across the US. Clusters found to be present in North Central Kansas can be seen in Table 18 and there are some surprises, the biggest being the importance Biomedical / Biotechnology (Life Sciences) plays in the Ellsworth economy. However, when one explores the workforce makeup for Ellsworth as shown in Appendix D, the extent of the surprise lessens.

Table 18 Economic Clusters Active in North Central Kansas	
Clusters	Counties Impacted
AgriBusiness, Food Processing and Technology	Clay, Dickinson, Jewell, Mitchell, Ottawa and Washington
Biomedical/Biotechnology (Life Sciences)	Ellsworth
Education & Knowledge Creation	Cloud, Mitchell and Republic
Manufacturing Super-cluster	Marshall, Mitchell, Ottawa and Saline
Electrical Equipment, Appliances & Components Sub-cluster	Saline
Fabricated Metal Products Sub-cluster	Ottawa and Saline
Machinery Manufacture Sub-cluster	Clay, Dickinson, Mitchell and Saline
Transportation Equipment Sub-cluster	Marshall
Mining	Dickinson

Source: *Unlocking Rural Competitiveness: The Role of Rural Clusters*, Indiana Business Research Center, Kelley School of Business, Indiana University, January 2007.

No single cluster behaves the same as any other cluster, since each needs its own compliment of business resource services and infrastructure. One size does not fit all, so there are policy implications attached to each cluster.

Again, the importance of Location Quotients and “cluster” analysis is to identify the economic sectors that proportionately employ the most people in a defined geography, providing insight and direction as to where public resources need to be invested to provide support.

Housing

According to 2000 US Census Data, there are 64,836 housing units in North Central Kansas, 57,792 of which are occupied (89.1%) while 7,044 stand vacant (10.9%). This is similar to the State of Kansas, which has 91.8% of its housing units occupied while 8.2% stand vacant. Of the housing units that are currently vacant in the region, 23.5% are for rent, 16.4% are for sale, and another 5.7% have been sold or rented but are unoccupied. Parts of the region are popular for recreational purposes either for hunting or other natural amenities. As a result, 12.7% of the vacant units in the region are for seasonal, recreational, or occasional use.

Table 19 compares owner and renter occupancy for the North Central Kansas region and the State of

Kansas. Of the 64,836 occupied housing units, 42,905 or 74.2% are

Table 19 Regional and Statewide Housing Occupancy Comparisons, 2000		
Housing Occupancy Data	NCK Region	Kansas
Owner Occupied	74.2%	69.2%
Renter Occupied	25.8%	30.8%
Source: 2000 US Census Data		

owner occupied while 14,887 (25.8%) are renter occupied. In Kansas only 69.2% of occupied housing units are owner occupied units and 30.8% are renter occupied.

A difference between the housing stock in the region and that of the average in Kansas is age. Slightly more than one-third (38.1%) of the housing structures in the region were built in 1939 or earlier as compared to 20.1% of housing structures constructed during that same time period in Kansas. The state, on average, has also seen more new housing construction in the past decade than what has been constructed around the region. Aging housing stock is a concern to residents and community leaders around the region as having quality housing is viewed as an asset to the community to maintain and attract new residents.

Other contrasts in housing stock between the region and the state are in relationship to housing values, median monthly mortgage costs, and median monthly rents. Table 20 seen here

identifies average housing cost comparisons between North Central Kansas and the State of Kansas. The fact average housing values within the region are virtually half those of the state underscore the fact housing in the region is old.

Table 20 Regional and Statewide Housing Cost Comparisons, 2000		
Housing Cost Data	NCK Region	Kansas
Median Housing Value	\$47,742	\$83,500
Median Monthly Mortgage Costs	\$617	\$888
Median Monthly Rent Rates	\$333	\$498
Source: 2000 US Census Data		

The median number of rooms in houses in North Central Kansas is 5.8, which is only slightly higher than the State of Kansas median of 5.6 rooms per house. The overwhelming majority of housing units in Kansas and the region are single-unit, detached. Table 21 breaks down housing units by type and size for the region and Kansas.

Table 21 Housing Units by Size and Type, 2000		
Housing Unit Type	NCK Region	Kansas
1-Unit, detached	80.9%	72.4%
1 to 2 Units, attached	5.2%	6.5%
3 to 9 Units, attached	4.8%	7.1%
10 or more Units	3.1%	7.5%
Mobile Home	5.8%	6.4%
Boat, RV, Van, etc.	0.2%	0.1%
Source: 2000 US Census Data		

Several quality indicators can help measure housing condition including presence of complete plumbing facilities, presence of a complete kitchen, the age of a structure and the income level of the household. Age can affect the reliability of a home

Table 22 Housing Condition Summary, 2000		
Condition	NCK Region	Kansas
Households below poverty level	9.58%	10.05%
Units built pre-1980	84.5%	72.3%
Units built pre-1940	38.1%	20.1%
Units lacking plumbing	0.3%	0.4%
Units lacking kitchen facilities	0.4%	0.5%
Total Housing units	64,836	1,131,200
Source: 2000 US Census Data		

because there can be higher rates of structural or systems problems in older homes. The presence of lead-based paint can also be a problem in older homes. Homes built prior to 1940 are most likely to have paint with high lead levels, although lead was not outlawed in paint until 1978. The following table outlines some of these key quality indicators to help measure condition of homes, in general, in the region. The most notable difference between the conditions of the state and the region is the pure age of the homes. In North Central Kansas, 84.5% of the homes were constructed prior to 1980 as compared to 72.3% in the state of Kansas during that same time period.

In general, a need exists in the region to bring homes to a standard condition. This is particularly true in very small and somewhat isolated communities in the region. If issues with substandard homes are not rectified in a timely manner, problems are exaggerated and demolition may become the only viable solution. While demolition cleans up the problem, it also creates a major gap in the housing availability in a community. Housing rehabilitation is unique in the fact that homeowners are involved and a city cannot take on a project to improve its housing assets without the full support and buy-in from homeowners. However, the demand for these types of project remains quite high and the NCRPC has been involved with at least 27 housing rehabilitation projects since 1997. Another seven projects submitted application for housing rehabilitation to the Kansas Department of Commerce Community Development Block Grant program with award announcements expected in January 2008. The following table summarizes the housing rehabilitation projects in which the NCRPC has been involved over the past decade.

Table 23
Housing Rehabilitation Projects in North Central Kansas, 1997-2007

Year	Project Type	Applicant	County	Project Amount
1997	Housing Rehabilitation	City of Glasco	Cloud	\$ 375,000
1997	Neighborhood Redevelopment	City of Abilene	Dickinson	\$ 380,000
1998	Housing Rehabilitation	City of Woodbine	Dickinson	\$ 200,000
1998	Housing Rehab & Demolition	City of Hunter	Mitchell	\$ 315,000
1998	Housing Rehabilitation	City of Tipton	Mitchell	\$ 375,000
1999	Housing Rehabilitation	City of Hope	Dickinson	\$ 208,000
1999	Housing Rehabilitation	City of Jewell	Jewell	\$ 322,268
1999	Housing Rehab & Street Repair	City of Courtland	Republic	\$ 441,800
2000	Housing Rehabilitation	City of Clyde	Cloud	\$ 320,000
2000	Housing Rehabilitation	City of Miltonvale	Cloud	\$ 305,000
2000	Housing Rehab & Demolition	City of Beverly	Lincoln	\$ 272,000
2000	Housing Rehab & Sidewalk	City of Delphos	Ottawa	\$ 335,000
2000	Housing Rehab & Demolition	City of Haddam	Washington	\$ 312,700
2001	Housing Rehabilitation	City of Courtland	Republic	\$ 332,000
2002	Neighborhood Redevelopment	City of Courtland	Republic	\$ 337,000
2002	Housing Rehab & Demolition	City of Munden	Republic	\$ 413,000
2004	Housing Rehabilitation	City of Frankfort	Marshall	\$ 347,960
2004	Housing Rehabilitation	City of Cawker	Mitchell	\$ 399,290
2004	Housing Rehabilitation	City of Scandia	Republic	\$ 338,905
2004	Housing Rehab & Demolition	City of Barnes	Washington	\$ 339,730
2004	Housing Rehab & Demolition	City of Vining	Washington/Clay	\$ 324,962
2005	Neighborhood Redevelopment	City of Clay	Clay	\$ 674,340
2005	Housing Rehab & Demolition	City of Belleville	Republic	\$ 399,220

2005	Housing Rehab & Demolition	City of Clyde	Cloud	\$	334,040
2005	Housing Rehab & Demolition	City of Miltonvale	Cloud	\$	356,186
2006	Housing Rehab & Demolition	City of Narka	Republic	\$	390,660
2006	Housing Rehab & Demolition	City of Blue	Marshall	\$	377,304
2007	Housing Rehab & Demolition	City of Clifton	Clay/Wash	\$	353,815
2007	Housing Rehab & Demolition	City of Linn	Washington	\$	387,100
TOTAL:				\$	12,141,652

Nearly all counties in the region have indicated a need for more housing units or better housing conditions in order to attract residents and maintain housing availability necessary to maintain a steady workforce.

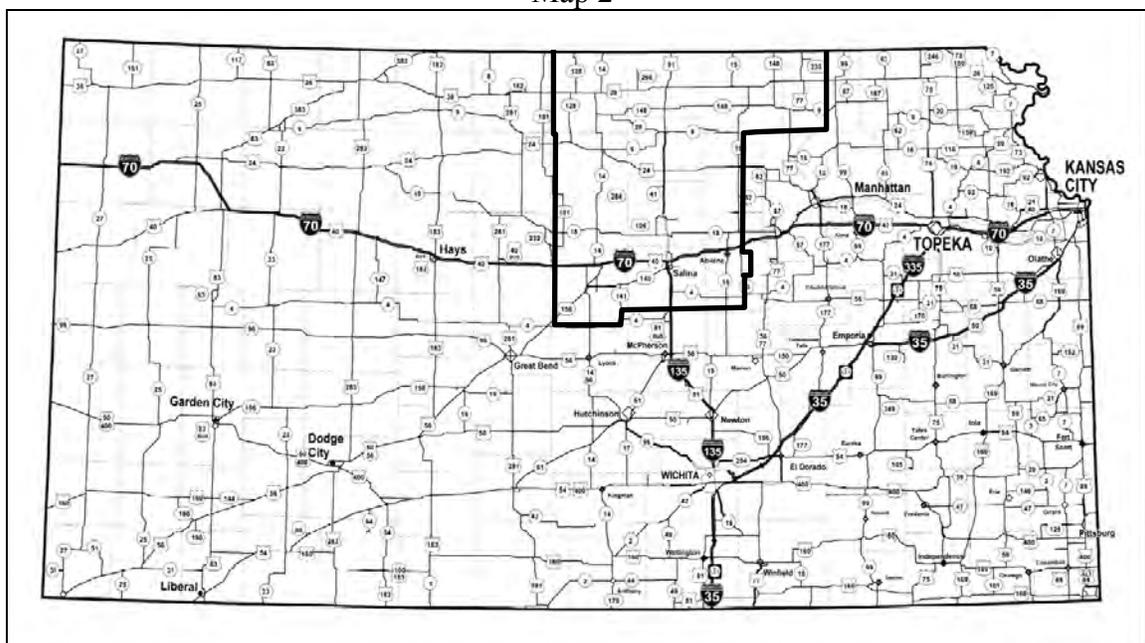
Transportation Network

The following discusses the physical infrastructure present in the region that can be accessed to transport goods and services produced within the region or else to access goods and services found outside North Central Kansas.

Highways

The district is served by a combination of federal and state highways with Saline County being the crossroads for major arteries such as East-West I-70 and North-South I-135. Several prominent federal highways transect the region, including four-lane US-81 which runs from Mexico to Canada; US-36, which enables travelers to go from Colorado completely across northern Kansas; and, US-24 which extends from central Colorado through the central part of the district and on into Kansas City. Otherwise, state and county and local road systems dissect the region in all directions.

Map 2

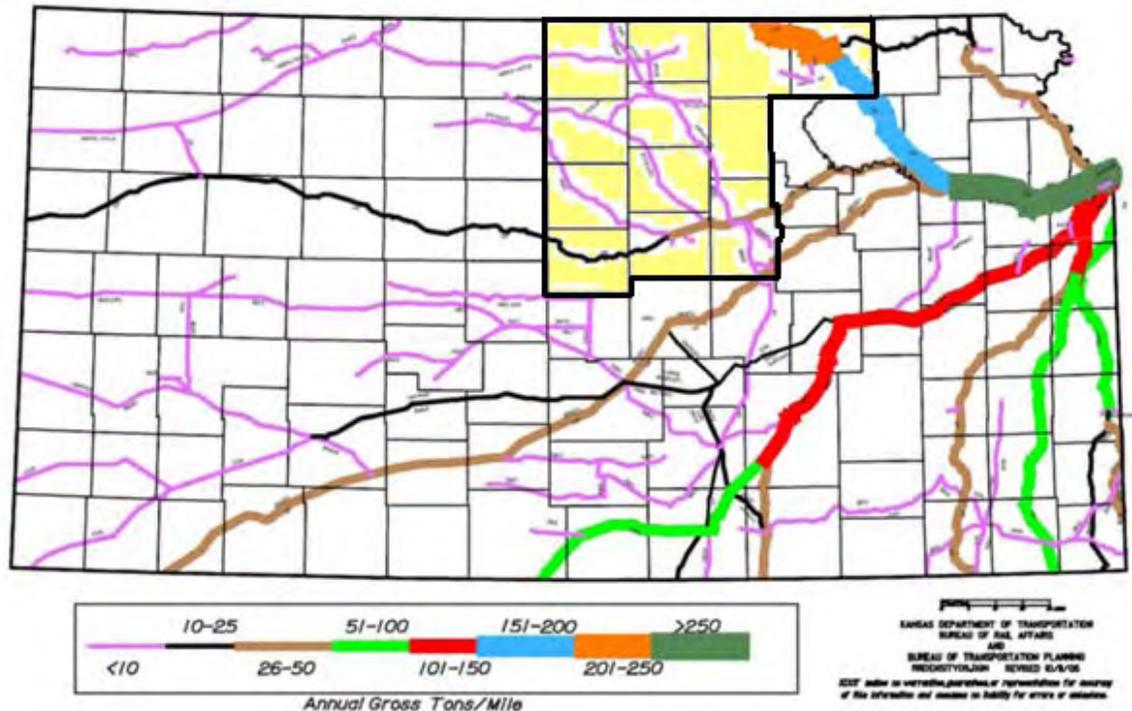


Rail service

Railroads helped establish and develop all portions of North Central Kansas, especially during the late nineteenth century. Rail traffic remains vital to the region and is heaviest along the routes in the Southern and Northeast portions. (See Kansas Rail Density Map 2004 below. NCRPC serves shaded area outlined in black.)

Local rail lines such as Kyle carry agricultural products from storage centers to markets and production facilities such as Salina, Topeka, Kansas City and other points east. Coal trains from Wyoming move along the Burlington Northern / Santa Fe and Union Pacific lines travel through Washington and Marshall counties in the Northeast corner of the region on their way to Kansas City and the Missouri River, as well as through Ellsworth, Saline and Dickinson counties along the Southern border.

Kansas Rail Density Map 2004



Air Service

Private air transportation is possible in all twelve (12) counties of the district, although traffic varies widely. Most accommodate agricultural support services (i.e., crop dusting) and emergency medical services. Others can support small corporate aircraft, serving primarily as terminals for light aircraft. Commercial air service is available only at Salina which possesses

one of the longest runways in the central United States. Details concerning airports within the district can be seen in Table 24.

Table 24: NCK Airport Facilities					
Airport	Services	Runway Surface	Runway Length	Runway Width	Alternate Runways
Abilene Municipal	Public	Asphalt	4,100 ft	75 ft	None
Beloit Municipal	Public	Concrete	3,610 ft	60 ft	2,380 ft and 1,658 ft turf
Belleville Municipal	Public	Asphalt	3,500 ft	60 ft	None
Clay Center Municipal	Public	Asphalt	4,199 ft	75 ft	None
Concordia Blosser	Public	Asphalt	3,600 ft	60 ft	2,205 ft and 1,650 ft turf
Ellsworth Municipal	Public	Asphalt	4,000 ft	50 ft	2,150 ft turf
Herington Tri-County	Public	Concrete & Asphalt	4,175 ft	75 ft	None
Lincoln Municipal	Public	Turf	2,700 ft	370 ft	2,700 ft turf
Mankato	Public	Asphalt	3,544 ft	50 ft	2,300 ft turf
Marysville Municipal	Public				
Minneapolis City-County	Public	Asphalt	4,015 ft	50 ft	None
Salina Regional	Commercial and Public	Asphalt	12,300 ft	150 ft	6,150 ft and 4,100 ft asphalt
Washington County	Public	Concrete	3,400 ft	60 ft	None

Commercial air service at the Salina Airport has a volatile history of up and down numbers, making it difficult to maintain flight schedules that meet area need. Much of the problem is attributed to nearby regional airports being given subsidized rates, which draws passenger traffic away from Salina.

The Salina Airport Authority is currently working with those airports and the Federal Airport Authority (FAA) to coordinate activities and program offerings as a means of ensuring the same benefits are available locally.

Then too, service providers have frequently changed which means different flight schedules and points of destination. Local travel

Table 25: Passenger History at Salina Regional Airport							
Airline	1980	1985	1990	1995	2000	2005	2007
Frontier Airlines	28,282	---	---	---	---	---	---
Air Midwest	---	7,353	5,707	---	---	2,805	2,495
USAir Express	---	---	---	7,840	---	---	---
Great Lakes Airlines	---	---	---	---	10,270	---	---

Source: Salina Airport Authority 2008

agencies site this as part of the problem, since connecting flights at destination points then become part of the consideration. Presently, Great Lakes Airlines is once again providing service, replacing Air Midwest February 5, 2008. It has been noted their flights schedules to Denver are very good, but the return flights to Salina can cause a customer into an overnight stay. Likewise, flights to Kansas City may require the customer to remain overnight at some point given connections there.

Time and distance then presents potential customers with a difficult choice. While they may wish to fly Great Lakes Airlines out of Salina, they must measure what they stand to gain or lose is doing so given a larger airport in Wichita is but two (2) hours away by car; Lincoln, Nebraska three (3) hours; Kansas City three to four (3 – 4) hours; and Denver eight (8) hours.

Telecommunication Systems

A number of independent and cooperative telecommunications companies provide service throughout the region, although the number today is smaller than it was but ten (10) years ago as smaller independent companies have sold out their larger counterparts and some of the nationals have sold off exchanges that for them are too small.

Table 26: Telecommunications Companies			
Company	Address	City	Telephone #
Cunningham Telephone & Cable Co.	P.O. 108	Glen Elder	(785) 545-3215
Rural Telephone Service Co. Inc.	145 N. Main St.	Lenora	(785) 567-4281
ATT/SBC - Business Customers			(800) 499-7928
JBN Telephone Company Inc.		Wetmore	(800) 833-4838
H&B Communications, Inc.	108 Main St.	Holyrood	(800) 432-8296
Twin Valley Telephone		Clay Center	(800) 515-3311
Blue Valley Telecommunications Co.	1557 Pony Express Hwy	Home, KS	(877) 876-1288
Sprint - Business			(800) 877-2000

Broadband Internet services are readily available through these providers in the form of DSL, cable and wireless linkages. The North Central Kansas Community Network (NCKCN) established by the NCRPC remains operational and provides both retail and wholesale service access to the net.

General Infrastructure

Water and sewer systems, streets, roads and bridges, compose the basic infrastructure supporting the region. Given its foundation and mandate, the NCRPC readily works with its member counties and cities in attending to such infrastructure needs.

Water Systems

Water availability and delivery is an essential service of any community. Table 27 describes the capacity, cost and percentage water loss of every water system operating in North Central

Kansas. Those cities or systems highlighted in bold lettering have been targeted by the state for improvement either because of high water loss or water chemical content.

Table 27: Public Water Systems in North Central Kansas

Supplier	2002 – 2006 Average % Unaccounted for Water Loss	2006 Cost Per 10,000 Gallons/Month	2000 Actual Demand in 1000s of Gallons	2030 Projected Demand in 1000s of Gallons
Abilene	14	\$39.00	377,314	510,001
Agenda	14	\$36.00	3,331	2,418
Assaria	3	\$39.05	15,242	15,669
Aurora	10	\$38.00	3,504	2,993
Axtell	7	\$43.50	14,876	13,627
Barnard	17	\$41.00	3,015	2,172
Barnes	25	\$19.00	9,068	9,068
Beattie	19	\$36.75	10,901	11,301
Belleville	10	\$24.14	155,025	144,421
Beloit	10	\$41.85	193,792	184,228
Bennington	9	\$28.60	23,316	26,948
Beverly	30	\$29.50	6,260	5,625
Blue Rapids	16	\$19.05	64,936	66,667
Brookville	16	N/A	8,579	8,845
Burr Oak	15	\$27.00	12,593	9,167
Cawker City	14	\$26.25	32,518	32,738
Chapman	4	\$23.50	85,125	107,702
Clay Center	4	\$25.37	279,873	322,721
Clay Co. RWD#1	7	\$22.00	10,935	10,935
Clay Co. RWD#2	14	\$53.82	N/A	N/A
Clay Co. RWD#3	10	N/A	31,511	34,770
Clifton	13	\$16.20	39,175	32,999
Cloud Co. RWD#1	16	\$62.00	25,824	25,824
Clyde	14	\$26.30	38,203	34,246
Concordia	10	\$32.68	330,890	365,552
Courtland	17	\$22.90	13,760	10,019
Cuba	17	\$24.18	8,541	7,592
Culver	13	N/A	4,840	5,210
Delphos	36	\$21.50	25,649	24,861
Dickinson Co. RWD#1	28	\$60.00	35,731	43,794
Dickinson Co. RWD#2	24	\$64.50	60,880	68,122
Dickinson Co. RWD#3	100	N/A	2,329	4,911
Ellsworth	14	\$46.30	143,849	175,480
Enterprise	8	\$38.00	39,987	50,723

Table 27: Public Water Systems in North Central Kansas (cont'd)

Supplier	2002 – 2006 Average % Unaccounted for Water Loss	2006 Cost Per 10,000 Gallons/Month	2000 Actual Demand in 1000s of Gallons	2030 Projected Demand in 1000s of Gallons
Esbon	29		5,920	5,339
Formoso	10	\$46.00	4,550	4,550
Frankfort	14	\$24.05	39,969	39,969
Glasco	8	\$49.30	18,871	15,932
Glen Elder	10	\$37.50	27,309	24,547
Green	11	\$36.00	4,437	3,816
Greenleaf	11	\$22.20	22,982	18,212
Gypsum	1	\$25.25	16,173	15,100
Haddam	20	\$39.00	8,608	6,260
Hanover	14	\$39.75	20,450	19,745
Herington	14	\$16.30	126,312	148,615
Holyrood	12		29,054	21,898
Hope	10	\$42.25	12,780	14,935
Howison Heights Water District	N/A	N/A	5,028	12,182
Hunter	15	\$43.00	3,250	2,790
Jamestown	11	\$41.20	12,844	10,452
Jewell	12	\$51.00	15,723	14,723
Jewell RWD#1		\$48.30	48,948	50,345
Kanopolis	8	\$38.79	29,983	29,039
Lincoln Center	21	\$26.98	59,434	43,320
Linn	10	\$36.50	19,644	19,728
Longford	4	\$47.50	5,046	5,877
Lorraine	8	\$34.00	7,190	7,190
Mahaska	5	\$25.25	7,004	7,837
Manchester	12	\$47.00	3,157	3,761
Mankato	19	\$30.70	60,044	44,807
Marshall Co. RWD#1	8	\$45.50	5,594	7,258
Marshall Co. RWD#1	N/A	N/A	13,728	20,144
Marshall Co. RWD#3	12	\$53.43	60,280	81,386
Marysville	21	\$32.42	173,095	194,539
Miltonvale	13	\$20.50	24,522	29,853
Minneapolis	15	\$26.30	111,497	117,385
Mitchell Co. RWD#1	N/A	N/A	20,876	26,638
Mitchell Co. RWD#2	15	\$57.08	91,644	90,233

Table 27: Public Water Systems in North Central Kansas (cont'd)

Supplier	2002 – 2006 Average % Unaccounted for Water Loss	2006 Cost Per 10,000 Gallons/Month	2000 Actual Demand in 1000s of Gallons	2030 Projected Demand in 1000s of Gallons
Mitchell Co. RWD#3	N/A	N/A	77,419	78,473
Morganville	30	\$14.50	10,251	11,023
Morrowville	21	\$36.00	6,008	6,280
Munden	6	\$23.75	4,850	3,534
Narka	21	N/A	3,872	2,809
Oketo		N/A	3,939	2,865
Ottawa Co. RWD#1	28	\$55.00	4,111	3,622
Ottawa Co. RWD#2	12	\$52.84	53,599	105,365
Palmer	13	\$26.00	5,082	4,170
Post Rock RWD	18	\$95.60	109,331	135,580
Randall	9	\$58.25	4,700	4,200
Red Bud Lake Improvement	24	\$102.86	1,901	1,901
Republic	19	\$17.00	8,995	6,563
Republic Co. RWD#1	24	\$33.05	57,603	57,973
Republic Co. RWD#2	23	\$52.83	74,534	69,688
Salina	13	\$32.93	2,304,637	2,813,205
Saline Co. RWD#1	10	\$40.00	2,713	4,673
Saline Co. RWD#2	16	\$39.00	21,637	19,252
Saline Co. RWD#3	13	\$39.34	26,771	41,884
Saline Co. RWD#4	19	\$36.68	25,487	35,218
Saline Co. RWD#6	11	\$60.00	5,049	10,477
Saline Co. RWD#7	17	\$79.80	9,213	11,929
Saline Co. RWD#8	18	\$45.00	9,948	20,327
Scandia	19	\$38.00	20,750	15,111
Simpson	21	\$29.00	3,327	3,233
Solomon	18	\$20.00	60,252	81,129
Summerfield	N/A	\$20.00	7,434	5,429
Sylvan Grove	14	\$42.00	14,044	13,779
Tescott	10	\$16.55	13,856	14,231
Tipton	8	\$46.50	9,543	7,358
Vermillion	8	\$32.00	5,307	5,307
Wakefield	10	\$25.00	40,323	42,796
Washington	24	\$22.70	71,036	72,441

Table 27: Public Water Systems in North Central Kansas (cont'd)				
Supplier	2002 – 2006 Average % Unaccounted for Water Loss	2006 Cost Per 10,000 Gallons/Month	2000 Actual Demand in 1000s of Gallons	2030 Projected Demand in 1000s of Gallons
Washington Co. RWD#1	N/A	\$47.70	91,920	133,386
Washington Co. RWD#2	14	\$57.30	51,685	73,787
Waterville	4	\$20.50	38,111	44,049
Wilson	N/A	\$31.00	38,205	29,467

Source: Kansas Water Office 2006 Report

Infrastructure Projects Addressed

The North Central Regional Planning Commission (NCRPC) has made a significant impact in the region's infrastructure, helping member governments access over \$300.0 Million since 1980. Since 1997 the NCRPC has played a major role in the success of at least 57 infrastructure projects as identified in the following table totaling more than \$28 million. At least one more project is awaiting word of award, bringing the total infrastructure projects that the NCRPC has been involved with to 58. For purposes of this report, infrastructure projects are being defined as improvements to water systems, wastewater systems, roads and bridges.

Table 28 NCRPC Assisted Infrastructure Projects, 1997-2007				
Year	Project Type	Applicant	County	Project Amount
1997	Wastewater Project	City of Wakefield	Clay	\$280,000
1997	Sewer District	Dickinson County	Dickinson	\$640,000
1997	Water System	City of Sylvan Grove	Lincoln	\$308,000
1997	Rural Water District	Mitchell Co. RWD#2	Mitchell	\$1,020,200
1997	Water System	City of Hanover	Washington	\$400,000
1997	Rural Water District	Washington Co. RWD#3	Washington	\$1,090,575
1998	Roads & Bridges	Lincoln County	Lincoln	\$400,000
1998	Water Project	City of Assaria	Saline	\$525,186
1998	Water Treatment	City of Abilene	Dickinson	\$1,400,000
1999	Reconstruction of Failed Bridge	City of Beverly	Lincoln	\$17,000
1999	Water Storage & Distribution	City of Longford	Clay	\$369,375
1999	Water Distribution	City of Clyde	Cloud	\$439,000
1999	Water Distribution	City of Miltonvale	Cloud	\$429,720
1999	Street Reconstruction	City of Holyrood	Ellsworth	\$538,500
1999	Wastewater Treatment	City of Abilene	Dickinson	\$701,892
1999	Wastewater Treatment	City of Herington	Dickinson	\$300,000
1999	Water Treatment	City of Ellsworth	Ellsworth	\$850,000

Table 28 (cont'd)
NCRPC Assisted Infrastructure Projects, 1997-2007

Year	Project Type	Applicant	County	Project Amount
1999	Water Distribution	Russell Co./Post Rock RWD	Ellsworth	\$434,000
1999	Sewer Lines	City of Mankato	Jewell	\$405,640
1999	Water Lines	City of Formoso	Jewell	\$670,380
1999	Wastewater Treatment	City of Tescott	Ottawa	\$298,000
1999	Develop New Water Well Field	Washington Co. RWD#2	Washington	\$448,000
2000	Bridge Reconstruction	Jewell County	Jewell	\$327,025
2000	Wastewater System	City of Riley	Riley	\$345,000
2000	Wastewater Treatment	City of Holyrood	Ellsworth	\$580,000
2000	Water Distribution	EW Co./Post Rock RWD	Ellsworth	\$434,000
2000	Wastewater Treatment	City of Lincoln Center	Lincoln	\$1,200,000
2000	Water System Improvements	City of Beverly	Lincoln	\$270,000
2000	Wastewater Treatment	City of Tescott	Ottawa	\$316,500
2000	Wastewater Improvements	City of Republic	Republic	\$101,650
2001	Drainage	City of Blue Rapids	Marshall	\$200,000
2001	Wastewater Improvements	City of Wilson	Ellsworth	\$860,000
2001	Wastewater Treatment	City of Glen Elder	Mitchell	\$374,000
2001	Wastewater Improvements	City of Belleville	Republic	\$1,400,000
2002	Wastewater Improvements	City of Clyde	Cloud	\$417,323
2002	Street Reconstruction	City of Enterprise	Dickinson	\$268,000
2002	Water System Improvements	City of Enterprise	Dickinson	\$180,000
2002	Water System Improvements	Mitchell Co.RWD#3	Jewell	\$550,000
2002	Water Distribution System	City of Tipton	Mitchell	\$288,500
2003	Street Improvements	City of Concordia	Cloud	\$380,000
2003	Bridge Reconstruction	Jewell County	Jewell	\$430,000
2003	Water System Project	Cloud Co. RWD #1	Cloud	\$750,000
2003	Street Improvements	City of Concordia	Cloud	\$380,000
2003	Sewer System	City of Herington	Dickinson	\$850,000
2004	Water Source	Burr Oak	Jewell	\$454,800
2004	Water Storage	City of Aurora	Cloud	\$73,700
2004	Wastewater Improvements	City of Kanopolis	Ellsworth	\$90,746

Table 28 (cont'd)				
NCRPC Assisted Infrastructure Projects, 1997-2007				
Year	Project Type	Applicant	County	Project Amount
2005	Replace Bridges	Washington County	Washington	\$800,000
2005	Water System Improvements	City of Barnes	Washington	\$529,668
2005	Water System Improvements	City of Lorraine	Ellsworth	\$263,700
2005	Street Improvements	City of Frankfort	Marshall	\$523,600
2005	Sewer Extension	City of Clay Center	Clay	\$679,340
2005	Water Well	City of Glen Elder	Mitchell	\$170,000
2006	Sewage Lagoon Development	City of Beattie	Marshall	\$366,324
2006	Water Treatment Upgrades	Ellsworth Co./Post Rock RWD	Ellsworth	\$523,000
2006	Wastewater Treatment Lagoon	City of Woodbine	Dickinson	\$342,000
2006	Construct Water Storage	City of Hanover	Washington	\$471,900
2007*	Replacement of Water Lines	City of Wilson	Ellsworth	\$0
<i>*Applied for in fall 2007. Awards will be announced January 2008. All others awarded in the noted year.</i>			TOTALS	\$28,156,244

Every member county in the 12-county NCRPC service area has benefited from infrastructure improvement projects. An additional neighboring county, Riley, also benefited with one project in the City of Riley. Ellsworth County had the highest number of infrastructure projects with a total of 10 over the past decade. These projects range from a small \$90,746 wastewater improvements project in the City of Kanopolis to a large \$850,000 water treatment project in the City of Ellsworth. Saline County had the fewest infrastructure projects in the past decade with one \$525,186 water project in the City of Assaria. The following table identifies the number of infrastructure projects taking place in each county in the past 10 years.

Table 29	
Infrastructure Projects by County, 1997-2007	
County	Number of Projects
Clay	3
Cloud	7
Dickinson	8
Ellsworth	10
Jewell	6
Lincoln	5
Marshall	3
Mitchell	4
Ottawa	2

Table 29 (cont'd)	
Infrastructure Projects by County, 1997-2007	
County	Number of Projects
Republic	2
Riley	1
Saline	1
Washington	6
TOTAL	58

While the previous data indicates that all counties and nearly half of all cities in a 12-county service area have benefited from infrastructure improvement projects, needs still exist and there is more work to be done. There are 40 member cities that have not had NCRPC's involvement in infrastructure improvement projects in the last decade. Some of these cities chose to focus on other priorities; others have made improvements in the recent past and had no critical infrastructure needs in this time period. Some cities have simply maintained their infrastructure systems using their own means of doing so. One would expect needs to continue to be great over the next five years. This is mostly due to the aging infrastructure systems in place in many of the small communities in the region and the minimal resources available to make the needed improvements. Isolated areas in the region, particularly to the east and to the south, are also experiencing population growth and capacity of existing systems may need to be enhanced to meet the growing demands. The expansion of the military base at Fort Riley is a large contributor to the population growth experienced in places around the region. At a minimum, a water storage project and a waterline replacement project have been identified as needs in two cities in the immediate term. More projects are expected to come forward in the near future.

Slightly more than one-third of all infrastructure projects in the past decade have been wastewater improvements. Water storage and water distribution needs have been equally divided with each category having 11 projects over the last 10 years. Road, street and bridge improvements or replacements have had a similar demand while water source projects were demanded only a small minority of the time. The following identifies the infrastructure needs of the region over the past decade. It is expected that these trends will continue into the future based on an aging infrastructure system and population growth in some areas of the region.

Table 30	
Infrastructure Project by Type, 1997-2007	
Project Type	Number of Projects
Wastewater Treatment	21
Water Storage	11
Water Distribution	11
Roads & Bridges	10
Water Source	5
TOTAL	58

North Central Kansas Region Economic Profile

Aggregate data for North Central Kansas from 1970 to 2005 shows the region's population has declined in the past 35 years while its employment numbers have increased.

Per Capital Personal Income (PCPI) in 2005 was 87% that of the state and 83% that of the nation while it was 89% and 83% of the state and nation respectively in 1970. Components of PCPI have changed during the period, for net earnings have fallen by 10% in the past 35 years while transfer payments increased 7%, and dividends, interest and rents 3%. For comparison the state experienced a -7%, +5% and +2% shift respectively while the nation saw its numbers change -8%, +6% and +2%. The table below tracks these and other changes over the past 35 years.

The rank order of dominant economic sectors are Natural Resources (3.4); Transportation, Warehousing & Utilities (1.24); Construction (1.11); Public Administration (1.07); Wholesale Trade (1.03); and Education, Health and Social Services (1.02). Each of those has a Location Quotient exceeding 1.00 with the first two supporting numbers greater than 1.20, suggesting the presence of clusters.

	1970	1980	1990	2000	2005
Population	151,569	150,000	140,875	142,238	138,641
Inc/Dec	---	-1.0%	-6.1%	1.0%	-2.5%

Full and Part Time Employment

Wage and Salary Jobs	46,067	58,440	60,128	70,323	68,769
Non-Farm Proprietors	12,110	12,650	13,482	15,468	16,506
Farm Proprietors	12,946	10,221	9,204	7,951	7,969

Income and Earnings

PCPI	\$ 3,404	\$ 8,809	\$ 17,209	\$ 24,785	\$ 28,632
Avg. Earnings/Job	\$ 5,445	\$ 10,555	\$ 19,568	\$ 24,477	\$ 28,843

Source of PCPI

Net Earnings	\$ 2,444	\$ 5,411	\$ 10,635	\$ 14,788	\$ 17,765
Transfer Payments	\$ 411	\$ 1,335	\$ 2,671	\$ 4,092	\$ 5,340
Dividends/Int/Rent	\$ 549	\$ 2,062	\$ 3,903	\$ 5,497	\$ 5,528

% of PCPI

Net Earnings	72%	61%	62%	60%	62%
Transfer Payments	12%	15%	16%	17%	19%
Dividends/Int/Rent	16%	23%	23%	22%	19%

County Economic Profiles

Clay County

In 2005 the population of Clay County ranked 47th in size out of 105 counties in the state. Its Per Capita Personal Income (PCPI) of \$31,163 ranked 22nd and was 95% of the state PCPI and 90% of the national average. Average annual growth in PCPI between 1995 and 2005 was 5.0% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Clay County in 2005 was \$268,436,000, which ranked 43rd in the state. This was the same position the county held in 1995 with the annual increase for the ten year period being 4.3% while that of the state was 4.9% and that of the nation, 5.2%.

Retail trade was the largest of 20 major economic sectors in 2006. It had an average wage per job of \$12,646. Manufacturing was second, accounting for 12.2% of all jobs in the county with an average wage of \$26,995.

The table below provides a glance at the changes that have occurred in the past 35 years. Clay County's population has decreased even though its job opportunities have increased. The numbers also illustrate the makeup of PCPI, noting net earnings have fallen by 5% while reliance upon transfer payments and income dividends, interest and rents is up 4% and 1% respectively.

	1970	1980	1990	2000	2005
Population	9,880	9,736	9,126	8,828	8,614
Inc/Dec	---	-1.5%	-6.3%	-3.3%	-2.4%

Full and Part Time Employment

Wage and Salary Jobs	2,371	3,227	2,935	3,526	3,633
Non-Farm Proprietors	782	868	1090	2197	2412
Farm Proprietors	992	776	702	582	584

Income and Earnings

PCPI	\$ 3,256	\$ 8,418	\$ 16,929	\$ 24,574	\$ 31,163
Avg. Earnings/Job	\$ 5,366	\$ 9,171	\$ 17,247	\$ 16,873	\$ 21,294

Source of PCPI

Net Earnings	\$ 2,179	\$ 4,728	\$ 9,899	\$ 14,072	\$ 19,422
Transfer Payments	\$ 445	\$ 1,472	\$ 2,688	\$ 4,241	\$ 5,520
Dividends/Int/Rent	\$ 632	\$ 2,218	\$ 4,341	\$ 6,261	\$ 6,221

% of PCPI

Net Earnings	67%	56%	58%	57%	62%
Transfer Payments	14%	17%	16%	17%	18%
Dividends/Int/Rent	19%	26%	26%	25%	20%

Cloud County

In 2005 the population of Cloud County ranked 44th in size out of 105 counties in the state. Its Per Capita Personal Income (PCPI) of \$25,117 ranked 81st and was 76% of the state PCPI and 73% of the national average. The average annual growth in PCPI between 1995 and 2005 was 3.5% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Cloud County in 2005 was \$24,391,000, which ranked 46th in the state. This marked a decrease in rank since in 1995 the county was 41st in the state with the annual increase for the ten year period being but 2.6% while that of the state was 4.9% and that of the nation, 5.2%.

Retail trade was the largest of 20 major sectors in 2006. It had an average wage per job of \$18,229. Manufacturing was the second largest employer, accounting for 9.7% of the jobs with an average wage of \$32,028.

The table below provides a glance at the changes that have occurred in the past 35 years. Overall, the county's population has declined even though job numbers are up. The data also shows the makeup of PCPI, with net earnings falling by 16% as transfer payments grew by 12% and income from dividends, interest and rents increased by 4%.

	1970	1980	1990	2000	2005
Population	13,396	12,438	10,994	10,221	9,730
Inc/Dec	---	-7.2%	-11.6%	-7.0%	-4.8%

Full and Part Time Employment

Wage and Salary Jobs	3,969	4,576	4,405	4,156	4,346
Non-Farm Proprietors	1,090	1,049	1,015	1,112	1,151
Farm Proprietors	970	809	696	572	573

Income and Earnings

PCPI	\$ 3,237	\$ 8,403	\$ 16,041	\$ 20,385	\$ 25,117
Avg. Earnings/Job	\$ 5,315	\$ 9,749	\$ 17,578	\$ 17,759	\$ 22,822

Source of PCPI

Net Earnings	\$ 2,244	\$ 4,582	\$ 8,871	\$ 9,565	\$ 3,368
Transfer Payments	\$ 442	\$,589	\$ 3,136	\$ 5,102	\$ 6,530
Dividends/Int/Rent	\$ 551	\$ 2,233	\$ 4,034	\$ 5,718	\$ 5,218

% of PCPI

Net Earnings	69%	55%	55%	47%	53%
Transfer Payments	14%	19%	20%	25%	26%
Dividends/Int/Rent	17%	27%	25%	28%	21%

Dickinson County

In 2005 the population of Dickinson County ranked 28th in size out of 105 counties in the state. Its Per Capita Personal Income (PCPI) of \$26,432 ranked 61st and was 80% of the state PCPI and 77% of the national average. The average annual growth in PCPI between 1995 and 2005 was 3.7% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Dickinson County in 2005 was \$506,696,000 which ranked 29th in the state. This is a slip in rank held by the county in 1995 when it was in 27th position. The annual increase in TPI between 1995 and 2005 was 3.5% while that of the state was 4.9% and that of the nation, 5.2%.

Manufacturing was the largest of 20 major economic sectors in 2006. It had an average wage per job of \$29,571. Transportation & Warehousing was the second largest, accounting for 3.4% of the workforce with an average wage of \$39,944.

The table below provides the changes that have occurred in the past 35 years. Like many rural counties, Dickinson experience a decline in population opposed to a growth in job opportunities. The data also shows the source makeup of PCPI, noting a 6% decrease in net earnings with transfer payments growing by 6% and income from dividends, interest and rents by 2%.

	1970	1980	1990	2000	2005
Population	19,989	20,110	18,928	19,373	19,166
Inc/Dec	---	0.6%	-5.9%	2.4%	-1.1%

Full and Part Time Employment

Wage and Salary Jobs	5,604	6,755	6,778	8,023	7,772
Non-Farm Proprietors	1,539	1,643	1,515	1,132	1,160
Farm Proprietors	1,462	1,205	1,081	950	952

Income and Earnings

PCPI	\$ 3,199	\$ 8,855	\$ 14,804	\$ 23,153	\$ 26,432
Avg. Earnings/Job	\$ 5,033	\$ 9,766	\$ 16,398	\$ 21,576	\$ 26,534

Source of PCPI

Net Earnings	\$ 2,218	\$ 5,683	\$ 8,929	\$ 14,176	\$ 16,642
Transfer Payments	\$ 458	\$ 1,407	\$ 2,652	\$ 3,980	\$ 5,155
Dividends/Int/Rent	\$ 523	\$ 1,764	\$ 3,223	\$ 4,996	\$ 4,636

% of PCPI

Net Earnings	69%	64%	60%	61%	63%
Transfer Payments	14%	16%	18%	17%	20%
Dividends/Int/Rent	16%	20%	22%	22%	18%

Ellsworth County

In 2005 the population of Ellsworth County ranked 58th in size out of 105 counties in the state. Its Per Capita Personal Income (PCPI) was \$26,390 which ranked 64th in size and was 80% of the state PCPI and 77% of the national average. The average annual growth in PCPI between 1995 and 2005 was 4.7% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Ellsworth County in 2005 was \$16,097,000, which ranked 60th in the state. This reflected a degree of growth, since the county ranked 66th in 1995 with the annual increase for the ten year period being 4.3% while that of the state was 4.9% and that of the nation, 5.2%.

Health care and social assistance is the largest of 20 major sectors in 2006. It had an average wage per job of \$25,737. Manufacturing was the second largest, accounting for 11.7% of the workforce with an average wage per job \$34,488.

The table below provides a glance at the changes that have occurred in the past 35 years, illustrating the decline in population opposed to the growth in employment opportunities. The numbers also examine the makeup of PCPI, noting the alarming decline in net earnings as transfer payments and income from dividends, interest and rents have increased significantly.

	1970	1980	1990	2000	2005
Population	6,129	6,613	6,584	6,531	6,294
Inc/Dec	---	7.9%	-0.4%	-0.8%	-3.6%

Full and Part Time Employment

Wage and Salary Jobs	2,163	2,537	2,584	2,631	2,557
Non-Farm Proprietors	628	593	670	857	980
Farm Proprietors	688	549	494	458	458

Income and Earnings

PCPI	\$ 3,464	\$ 8,992	\$ 4,644	\$,579	\$ 26,390
Avg. Earnings/Job	\$ 4,424	\$ 9,646	\$ 15,745	\$ 21,234	\$ 25,118

Source of PCPI

Net Earnings	\$ 2,368	\$ 5,133	\$ 7,825	\$ 11,423	\$ 14,486
Transfer Payments	\$ 447	\$ 1,353	\$ 2,875	\$ 4,495	\$ 5,671
Dividends/Int/Rent	\$ 649	\$ 2,506	\$ 3,944	\$ 5,661	\$ 6,233

% of PCPI

Net Earnings	68%	57%	53%	53%	55%
Transfer Payments	13%	15%	20%	21%	21%
Dividends/Int/Rent	19%	28%	27%	26%	24%

Jewell County

In 2005 the population of Jewell County ranked 82nd in size in the state out of 105 counties. Its Per Capita Personal Income (PCPI) of \$28,254 ranked 49th and was 86% of the state PCPI and 82% of the national average. The average annual growth in PCPI between 1995 and 2005 was 4.0% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Jewell County in 2005 was \$93,916,000, which ranked 82nd in the state. This rank was lower than that of 1995 when Jewell County placed 79th in the state. The annual increase in TPI for the period between 1995 and 2005 was 2.0% while that of the state was 4.9% and that of the nation, 5.2%.

Public administration was the largest of 20 major sectors in 2006. It had an average wage per job of \$16,477. Finance and insurance was the second largest, accounting for 3.1% of the workforce with an average wage of \$29,154.

The table below provides a glance at the changes that have occurred in the past 35 years. Unlike other counties in the, Jewell has lost both population and job opportunities. The numbers also examine the makeup of PCPI, noting significant decline in net earnings and a growing reliance on transfer payments and income from dividends, interest and rents.

	1970	1980	1990	2000	2005
Population	6,051	5,201	4,233	3,764	3,324
Inc/Dec	---	-14.0%	-18.6%	-11.1%	-11.7%

Full and Part Time Employment

Wage and Salary Jobs	1,381	1,439	1,114	1,081	1,115
Non-Farm Proprietors	483	474	394	672	708
Farm Proprietors	1,108	848	774	608	610

Income and Earnings

PCPI	\$ 3,370	\$ 6,963	\$ 17,877	\$ 20,246	\$ 28,254
Avg. Earnings/Job	\$ 5,030	\$ 5,965	\$ 19,267	\$ 13,003	\$ 20,008

Source of PCPI

Net Earnings	\$ 2,446	\$ 3,271	\$ 10,678	\$ 9,118	\$ 15,687
Transfer Payments	\$ 397	\$ 1,219	\$ 2,926	\$ 4,608	\$ 6,296
Dividends/Int/Rent	\$ 528	\$ 2,474	\$ 4,273	\$ 6,520	\$ 6,271

% of PCPI

Net Earnings	73%	47%	60%	45%	56%
Transfer Payments	12%	18%	16%	23%	22%
Dividends/Int/Rent	16%	36%	24%	32%	22%

Lincoln County

In 2005 the population of Lincoln County ranked 80th in size out of 105 counties in the state. Its Per Capita Personal Income (PCPI) of \$21,954 ranked 105th and was 67% of the state PCPI and 64% of the national average. The average annual growth in PCPI between 1995 and 2005 was 3.3% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Lincoln County in 2005 was \$74,951,000, which ranked 95th in the state. This again reflected a drop in status in that Lincoln County ranked 93rd in 1995. The annual increase in TPI between 1995 and 2005 was 2.8% while that of the state was 4.9% and that of the nation, 5.2%.

Public administration was the largest of 20 major sectors in 2006. It has an average wage per job of \$15,899. Finance and Insurance was the second largest, accounting for 4.3% of all jobs with an average wage per job of \$26,914.

The table below provides a glance at the changes that have occurred in the past 35 years. Like Jewell, the county's population and job numbers have declined. The numbers also examine the makeup of PCPI, and like many other counties, reliance on net earnings has diminished as income from transfer payments and income from dividends, interest and rents has increased.

	1970	1980	1990	2000	2005
Population	4,559	4,130	3,636	3,575	3,414
Inc/Dec	---	-9.4%	-12.0%	-1.7%	-4.5%

Full and Part Time Employment

Wage and Salary Jobs	1,140	1,252	1,132	1,137	1,019
Non-Farm Proprietors	353	325	365	628	669
Farm Proprietors	796	649	588	483	484

Income and Earnings

PCPI	\$ 3,449	\$ 8,856	\$ 15,922	\$ 20,282	\$ 21,954
Avg. Earnings/Job	\$ 4,817	\$ 8,410	\$ 14,511	\$ 13,486	\$ 15,214

Source of PCPI

Net Earnings	\$ 2,369	\$ 4,630	\$ 8,485	\$ 10,055	\$ 11,904
Transfer Payments	\$ 467	\$ 1,604	\$ 3,068	\$ 4,462	\$ 5,287
Dividends/Int/Rent	\$ 612	\$ 2,622	\$ 4,369	\$ 5,765	\$ 4,763

% of PCPI

Net Earnings	69%	52%	53%	50%	54%
Transfer Payments	14%	18%	19%	22%	24%
Dividends/Int/Rent	18%	30%	27%	28%	22%

Marshall County

In 2005 the population of Marshall County ranked 38th in the state. Its Per Capita Personal Income (PCPI) of \$32,311 ranked 14th and was 98% of the state PCPI and 94% of the national average. The average annual growth in PCPI between 1995 and 2005 was 5.1% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Marshall County in 2005 was \$336,613,000, which ranked 37th in the state. This was the same position the county held in 1995. The annual increase in TPI between 1995 and 2005 was 4.3% while that of the state was 4.9% and that of the nation, 5.2%.

Manufacturing was the largest of 20 major sectors in 2006. It had an average wage per job of \$35,947. Finance and Insurance was second, accounting for 7.1% of all jobs with an average wage of \$40,464.

The table below provides a glance at the changes that have occurred in the past 35 years, illustrating the decline in population opposed to the growth in employment opportunities. The numbers also examine the makeup of PCPI, noting the slow decline in net earnings, an increase in transfer payments percentage, and no such change in income from dividends, interest and rents increase.

	1970	1980	1990	2000	2005
Population	13,135	12,761	11,670	10,938	10,418
Inc/Dec	---	-2.8%	-8.5%	-6.3%	-4.8%

Full and Part Time Employment

Wage and Salary Jobs	3,315	3,863	4,409	5,313	5,459
Non-Farm Proprietors	1,272	1,118	1,106	1,275	1,471
Farm Proprietors	1,544	1,228	1,127	987	989

Income and Earnings

PCPI	\$ 3,290	\$ 7,495	\$ 16,607	\$ 24,834	\$ 32,311
Avg. Earnings/Job	\$ 4,998	\$ 8,362	\$ 18,784	\$ 23,788	\$ 31,061

Source of PCPI

Net Earnings	\$ 2,159	\$ 3,547	\$ 9,274	\$ 13,842	\$ 20,254
Transfer Payments	\$ 489	\$ 1,564	\$ 3,130	\$ 4,386	\$ 5,611
Dividends/Int/Rent	\$ 642	\$ 2,384	\$ 4,202	\$ 6,606	\$ 6,445

% of PCPI

Net Earnings	66%	47%	56%	56%	63%
Transfer Payments	15%	21%	19%	18%	17%
Dividends/Int/Rent	20%	32%	25%	27%	20%

Mitchell County

In 2005 the population of Mitchell County ranked 57th in the state. Its Per Capita Personal Income (PCPI) of \$28,402 ranked 46th and was 86% of the state PCPI and 82% of the national average. The average annual growth in PCPI between 1995 and 2005 was 4.1% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Mitchell County in 2005 was \$181,916,000, which ranked 56th in the state. This was a lower position than that held in 1995 which was 53rd. The annual increase in TPI for the county between 1995 and 2005 was 4.1% while that of the state was 4.9% and that of the nation, 5.2%.

Retail trade was the largest of 20 major sectors in 2006. It had an average wage per job of \$21,456. Manufacturing was the second largest, accounting for 12.4% of all jobs with an average \$37,111.

The table below provides a glance at the changes that have occurred in the past 35 years, illustrating the decline in population opposed to the growth in employment opportunities. The numbers also examine the makeup of PCPI, noting a drop in PCPI from net earnings and a significant increase in the reliance on transfer payments.

	1970	1980	1990	2000	2005
Population	7,979	8,093	7,184	6,915	6,405
Inc/Dec	---	1.4%	-11.2%	-3.7%	-7.4%

Full and Part Time Employment

Wage and Salary Jobs	2,338	3,330	3,325	3,780	3,724
Non-Farm Proprietors	813	741	693	596	667
Farm Proprietors	866	680	592	508	508

Income and Earnings

PCPI	\$ 3,475	\$ 8,135	\$ 17,286	\$ 22,718	\$ 28,402
Avg. Earnings/Job	\$ 4,898	\$ 9,121	\$ 18,633	\$ 22,434	\$ 27,911

Source of PCPI

Net Earnings	\$ 2,315	\$ 4,364	\$ 10,300	\$ 12,808	\$ 17,016
Transfer Payments	\$ 429	\$ 1,318	\$ 2,852	\$ 4,383	\$ 5,748
Dividends/Int/Rent	\$ 730	\$ 2,453	\$ 4,134	\$ 5,527	\$ 5,639

% of PCPI

Net Earnings	67%	54%	60%	56%	60%
Transfer Payments	12%	16%	16%	19%	20%
Dividends/Int/Rent	21%	30%	24%	24%	20%

Ottawa County

In 2005 the population of Ottawa County ranked 59th in the state. Its Per Capita Personal Income (PCPI) of \$24,217 ranked 92nd and was 74% of the state PCPI and 70% of the national average. The average annual growth in PCPI between 1995 and 2005 was 3.4% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Ottawa County in 2005 was \$148,886,000, which ranked 67th in the state, marking a slight increase in status since it ranked 68th in 1995. The annual increase in TPI between 1995 and 2005 was 3.8% while that of the state was 4.9% and that of the nation, 5.2%.

Manufacturing was the largest of 20 major sectors in 2006. It had an average wage per job of \$24,664. Transportation & Warehousing accounted for 1.9% of all jobs with an average wage of \$38,899.

The table below provides a glance at the changes that have occurred in the past 35 years. It shows the county's population has changed little while job numbers have declined. The numbers also examine the makeup of PCPI, denoting less reliance on net earnings and more on transfer payments and income from dividends, interest and rents.

	1970	1980	1990	2000	2005
Population	6,179	5,936	5,599	6,195	6,148
Inc/Dec	---	-3.9%	-5.7%	10.6%	-0.8%

Full and Part Time Employment

Wage and Salary Jobs	1,639	1,619	1,421	1,529	1,554
Non-Farm Proprietors	422	496	609	705	718
Farm Proprietors	811	614	561	525	526

Income and Earnings

PCPI	\$ 3,650	\$ 7,998	\$ 15,216	\$ 22,150	\$ 24,217
Avg. Earnings/Job	\$ 5,285	\$ 7,650	\$ 14,235	\$ 15,358	\$ 19,026

Source of PCPI

Net Earnings	\$ 2,618	\$ 4,466	\$ 8,986	\$ 12,397	\$ 15,276
Transfer Payments	\$ 502	\$ 1,393	\$ 2,669	\$ 3,852	\$ 4,635
Dividends/Int/Rent	\$ 530	\$ 2,140	\$ 3,560	\$ 5,901	\$ 4,306

% of PCPI

Net Earnings	72%	56%	59%	56%	63%
Transfer Payments	14%	17%	18%	17%	19%
Dividends/Int/Rent	15%	27%	23%	27%	18%

Republic County

In 2005 the population of Republic County ranked 69th in the state. Its Per Capita Personal Income (PCPI) of \$24,164 ranked 93rd and was 74% of the state PCPI and 70% of the national average. The average annual growth in PCPI between 1995 and 2005 was 2.3% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Republic County in 2005 was \$124,419,000, which ranked 73rd in the state. This reflected a sharp decline in position from 1995 when the county ranked 61st. The annual increase in TPI between 1995 and 2005 was 0.5% while that of the state was 4.9% and that of the nation, 5.2%.

Health care and social assistance was the largest of 20 major sectors in 2006. It had an average wage per job of \$21,745. Manufacturing was of significance, accounting for 7.8% of all jobs with an average wage per job of \$28,266.

The table below provides a glance at the changes that have occurred in the past 35 years. The county has experienced both population and job loss during that period. The numbers also examine the makeup of PCPI, noting major decline in net earnings, significant growth in transfer payments, and an increase in income from dividends, interest and rents.

	1970	1980	1990	2000	2005
Population	8,448	7,524	6,466	5,806	5,149
Inc/Dec	---	-10.9%	-14.1%	-10.2%	-11.3%

Full and Part Time Employment

Wage and Salary Jobs	2,428	2,411	2,460	2,610	2,256
Non-Farm Proprietors	714	569	641	723	697
Farm Proprietors	1,280	974	851	708	710

Income and Earnings

PCPI	\$ 3,512	\$ 6,946	\$ 16,547	\$ 20,042	\$ 24,164
Avg. Earnings/Job	\$ 5,138	\$ 7,183	\$ 15,928	\$ 15,755	\$ 19,880

Source of PCPI

Net Earnings	\$ 2,554	\$ 3,394	\$ 9,267	\$ 9,870	\$ 13,102
Transfer Payments	\$ 407	\$ 1,265	\$ 2,955	\$ 4,642	\$ 6,116
Dividends/Int/Rent	\$ 551	\$ 2,288	\$ 4,324	\$ 5,529	\$ 4,946

% of PCPI

Net Earnings	73%	49%	56%	49%	54%
Transfer Payments	12%	18%	18%	23%	25%
Dividends/Int/Rent	16%	33%	26%	28%	20%

Saline County

In 2005 the population of Saline County ranked 10th in the state. Its Per Capita Personal Income (PCPI) of \$30,930 ranked 23rd and was 94% of the state PCPI and 90% of the national average. The average annual growth in PCPI between 1995 and 2005 was 3.5% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Saline County in 2005 was \$1,669,619,000, which ranked 10th in the state. This represented a slight drop in status as county was ranked 9th in 1995. The annual increase in TPI between 1995 and 2005 was 3.7% while that of the state was 4.9% and that of the nation, 5.2%.

Manufacturing was the largest of 20 major sectors in 2006. It had an average wage per job of \$39,550. Finance and Insurance was of significance, accounting for 4.0% of all jobs with an average wage per job of \$35,151.

The table below provides a glance at the changes that have occurred in the past 35 years. It illustrates continuous growth in population and job opportunities. The numbers also note a 12% decrease in net earnings as transfer payments increase 7%, and income from dividends, interest and rents increased 6%.

	1970	1980	1990	2000	2005
Population	46,656	48,992	49,413	53,621	53,980
Inc/Dec	---	5.0%	0.9%	8.5%	0.7%

Full and Part Time Employment

Wage and Salary Jobs	17,781	24,898	27,195	34,012	32,885
Non-Farm Proprietors	3,268	4,076	4,730	4,890	5,647
Farm Proprietors	844	790	750	731	734

Income and Earnings

PCPI	\$ 3,623	\$ 10,331	\$ 19,593	\$ 27,778	\$ 30,930
Avg. Earnings/Job	\$ 6,522	\$ 13,972	\$ 23,827	\$ 31,875	\$ 35,115

Source of PCPI

Net Earnings	\$ 2,828	\$ 7,436	\$ 13,457	\$ 18,993	\$ 20,271
Transfer Payments	\$ 328	\$ 1,142	\$ 2,281	\$ 3,608	\$ 4,905
Dividends/Int/Rent	\$ 468	\$ 1,753	\$ 3,856	\$ 5,177	\$ 5,755

% of PCPI

Net Earnings	78%	72%	69%	68%	66%
Transfer Payments	9%	11%	12%	13%	16%
Dividends/Int/Rent	13%	17%	20%	19%	19%

Washington County

In 2005 the population of Washington County ranked 63rd in the state. Its Per Capita Personal Income (PCPI) of \$25,637 ranked 72nd and was 78% of the state PCPI and 74% of the national average. The average annual growth in PCPI between 1995 and 2005 was 4.5% while that of the state was 4.3% and that of the nation, 4.1%.

Total personal income (TPI) for Washington County in 2005 was \$153,797,000, which ranked 65th in the state. This was the same position the county held in 1995. The annual increase in TPI between 1995 and 2005 was 3.2% while that of the state was 4.9% and that of the nation, 5.2%.

Public administration was the largest of 20 major sectors. It had an average wage per job of \$15,110. Manufacturing was also of significance, accounting for 8.2% of all jobs with an average wage per job of \$21,601.

The table below provides a glance at the changes that have occurred in the past 35 years, illustrating the decline in population opposed to the growth in employment opportunities. The numbers also examine the makeup of PCPI, noting a 10% decline in net earnings for the period as reliance on transfer payments increased by 8%, and income from dividends, interest and rents increased by 1%, a trend commonly seen in rural Kansas.

	1970	1980	1990	2000	2005
Population	9,168	8,466	7,042	6,471	5,999
Inc/Dec	---	-7.7%	-16.8%	-8.1%	-7.3%

Full and Part Time Employment

Wage and Salary Jobs	1,938	2,533	2,370	2,525	2,449
Non-Farm Proprietors	746	698	654	681	226
Farm Proprietors	1,585	1,099	988	839	841

Income and Earnings

PCPI	\$ 2,936	\$ 6,748	\$ 14,906	\$ 20,438	\$ 25,637
Avg. Earnings/Job	\$ 4,054	\$ 6,006	\$ 13,831	\$ 15,438	\$ 22,128

Source of PCPI

Net Earnings	\$ 1,955	\$ 3,228	\$ 8,004	\$ 10,738	\$ 14,511
Transfer Payments	\$ 427	\$ 1,373	\$ 2,950	\$ 4,669	\$ 5,961
Dividends/Int/Rent	\$ 553	\$ 2,147	\$ 3,952	\$ 5,031	\$ 5,165

% of PCPI

Net Earnings	67%	48%	54%	53%	57%
Transfer Payments	15%	20%	20%	23%	23%
Dividends/Int/Rent	19%	32%	27%	25%	20%

Summary

North Central Kansas faces many of the same challenges that all of rural America faces, for the data presented in the background section of the NCRPC CEDS points out a number of issues and trends common to any rural area. That context sets the parameters within which economic development initiatives must function if the region expects to address the needs identified; and those parameters can be both daunting and limiting given the following statements.

We know the first concern of private enterprise in North Central Kansas is the cost of conducting business in a specific location, "cost" being defined by operational expenses associated with labor, utilities, taxes, transportation, etc. The second concern is access to needed infrastructure. This might be distance to an Interstate, four-lane highway, railroad, airport, water/sewer, industrial land, etc. And the third concern is labor availability, which is measured not only in numbers, but in skill sets.

Things change from labor's perspective, since labor is more concerned with the job opportunities of any given location and the wages paid; the availability of affordable housing; and the presence of "quality of life" infrastructure. The latter is measured in terms of good medical facilities, schools, parks, libraries, organized outdoor recreational facilities (i.e., bike trails, walking paths, etc.) - things that make a community fun to live in and raise a family.

The combination of those two perspectives set against the background of data describing conditions in North Central Kansas gives rise to the following set of issues that must be addressed and the strategies developed by the NCRPC to do just that.

ANALYSIS OF ECONOMIC DEVELOPMENT ISSUES

Issue 1: Rural Isolation

North Central Kansas spans 9,000 square miles with the average community possessing no more than 1,750 residents. The twelve (12) counties and eighty-four (84) corporate places (cities) that define the political landscape continue to operate independently with minimal effort given to the promotion of cooperative planning and development. Such a socioeconomic environment makes it difficult for each small community or county to individually possess both the critical mass and resource diversity so often necessary to successfully produce and sustain entrepreneurial business growth and development.

Issue 2: Regional Population Loss

Since 1970 the population of North Central Kansas has fallen from 151,569 to 138,641 residents. Such continued loss is really not an indicator of the overall economic health and viability of the region for missed is the fact rural Kansas has lost population on a continuous basis for the past century and yet remains alive. This is exemplified by the fact job opportunities between 1970 and 2000 within North Central Kansas consistently increased from 46,067 to 70,323 wage and salary positions, although as of 2005 the number stood at 68,769 positions. Simple focus on population loss masks the reality that opportunities do exist and discourages private investment and labor immigration.

Issue 3: Labor Supply

The region does not have the labor numbers it requires to fully address the production and service needs of its business community. USDA studies show unskilled and semi-skilled labor is moving from rural locations to more urban settings. This is especially worrisome, since one of the mainstays of the region's economy is the manufacturing sector which historically relies on such people. Other business sectors (i.e., education and the medical field) also utilize such workers and constantly seek such individuals to fill certain slots in their operations. State programs abound, but these are typically focused on training needs, not recruitment. As such most are inadequate in their approach to solving the region's problem in that they are more attuned to areas having an adequate labor supply. Add to that the lure urban areas have on young people and the problem is exacerbated.

Issue 4: Availability of Affordable, Quality Housing

One difficulty all communities face is most suffer a net loss in housing each year as the number of demolitions exceed the number of new home construction. Access to affordable, *quality* housing is seen as one key to the future economic development of North Central Kansas, since members of the workforce not only seek out areas offering jobs, but those locations offering a choice in housing. Some thus believe the lack of a labor pool in the area may be in part attributable to the absence of such housing.

Issue 5: Alternative Energy Resource Opportunities

Oil and gas production have played a relatively minor role in the economic development of North Central Kansas in that such natural resources occur in but a small portion of the region. However, growing emphasis on alternative energy resources offers an opportunity to improve the area's economy by investment in wind energy, ethanol and bio-diesel. Such resources are far more dependent upon the human landscape than that of the natural.

Issue 6: Community Development Resources

Many resources available to the region are the product of federal or state action and bear the weight of the rules and regulations imposed by the legislative and administrative bodies creating the programs. Subsequently, numerous examples exist of where area needs go unmet since a local project does not qualify for federal or state aid and local resources are insufficient to address local need. Local capital unattached to such rules and regulations is thus needed.

Issue 7: Absence of a Rural Perspective in Public Policy

The state Legislature is now predominately composed of representatives from the Kansas City and Wichita urban areas, making it difficult for policy benefiting rural Kansas to be conceived, developed and instituted. This is exacerbated by the fact academic study continues to produce a product that focuses attention on traditional urban operation and structure, making it difficult to introduce a perspective more attentive to a rural geography. There is thus a need to create a mechanism that projects the rural perspective.

Issue 8: Technical Assistance: NCRPC Staff Skill Sets, Capabilities, Capabilities and Needs

The staff of the North Central Regional Planning Commission (NCRPC) serves to address the many needs of North Central Kansas as they are relayed to the office by the counties and cities forming its membership. In so doing the staff has developed skills that enable it to perform tasks on behalf of the NCRPC membership at their request. This activity has focused staff attention in given directions, with those directions not always keeping pace with arising needs or changing circumstances. There is a subsequent need for greater diversification in staff capacity and knowledge.

Issue 9: Regional Leadership Quality and Focus

The growth in non-profit organizations throughout North Central Kansas has introduced multiple interest groups working toward unilateral goals with most such organizations being set up to represent and/or benefit the interests of individual communities. This creates a competitive environment wherein limited resources are consumed in small geographies. The outcome is a traditional system of winners and losers with regional interests being ill-considered or addressed.

Issue 10: The Absence of a Collective Future Vision

Generally speaking, most communities lack a collective vision of the future other than that which follows the footprint laid down by those who originally founded the many communities of North Central Kansas over a century ago. This condition can be best defined by a quote authored by Jarislov Pelikan, who said, “Tradition is the living faith of the dead. Traditionalism is the dead faith of the living.” Translated, that suggests we live amidst the architecture of the past, which is a physical reflection of its originators’ view of the economic structure needed to bear forth their dream. Communities today too often find themselves struggling to maintain that same architecture and structure with little thought give to the question, “Is that same structure conducive to supporting current dreams and aspirations or is it now a physical impediment that must somehow be overcome in order to build something new and more supportive of the future?”

Issue 11: Wealth Creation and Retention

The region’s population is aging and the progeny of the elder cohort is too often gone from the area. Academic studies have quantified the vast transfer of wealth now underway across the country, moving from one generation to another. While this has happened throughout history, today it weighs heavy on the economic future of rural areas for we are seeing not only portable property being shifted to areas outside rural areas, but also control over some of the assets (i.e., buildings, land, etc.) that remain. It is vital, therefore, that we communicate the need for those holding the assets now to invest a portion of those holdings in the communities they have called home over the years. Our main challenge is creating a vision of the future that attracts investment, not from those outside the region, but from those living inside our many communities. After all, if we are unwilling to invest in ourselves, then what reason do others have to invest in us?

Issue 12: Ft. Riley Expansion

Fort Riley is located just off the southeastern border of the primary NCRPC service region. In 2005, as part of the BRAC recommendations, the Department of Defense announced that there would be a significant increase in personnel assigned to Fort Riley. With newly assigned soldiers, the additional of civilian support and the return of the primary contingent previously stationed at the Fort scheduled to return, the area was gearing up to receive approximately 10,000 additional individuals, not including their families. The state commissioned a study to analyze the impact of this influx. The study is available at <http://kdoch.state.ks.us/KDOCHdocs/BD/FtRileyExSum.pdf>. The state also set up a web site to aid families moving to the area, content is available at <http://www.fortrileyconnection.com/index.htm>

The biggest impact on the NCRPC area was in the demand for housing and community infrastructure such as schools medical services. Many families were expected to locate to outlying small communities in the NCRPC and indeed that has materialized. The primary community near Fort Riley is Junction City. Although not an NCRPC member, the connection between the region and the community are strong. Many small communities that the RPC serves

have seen increases in population tied directly to the influx of soldiers and their families. In addition, Cloud County Community College, based in Concordia in the heart of the NCRPC service area, now operates a large and thriving campus in Junction City.

Recent announcements in Washington DC point to a doubling of population at Fort Riley by 2013 to 20,000 soldiers. However, two years after the initial announcement, the population increase has tapered off and there is some concern that the housing market in the community in particular has been overbuilt and is perhaps of a lower quality than would be expected. There is a difficult balancing act between the cost of new construction for a home big enough to meet a family's needs and the house payments that soldier's families can afford. It remains to be seen at what level the population will become stable and whether or not the housing developments will ultimately be filled. While there are currently 15,000 soldiers assigned to Fort Riley, there are 11,000 of them deployed. Families of deployed soldiers do not always choose to locate to the area where their spouse is assigned particularly if lengthy deployment is anticipated.

Because of the rural nature of the Junction City area, USDA Rural Development mobilized a significant new initiative to aid in meeting the perceived needs. The working document regarding that effort can be reviewed at

<http://www.rurdev.usda.gov/ks/2007%20Pages/121406-Fort%20Riley%20Update%20compress.pdf> .

Regional Economic Development Goals, Strategies and Objectives

Goal 1: Regional Economic Development

Purpose – Better organize, maintain and utilize the human and physical resources found throughout North Central Kansas as a means of improving the region’s competitive chances for economic development.

Strategy 1: Develop a social contract that organizes the region’s human capital into a “Virtual NCK” community to better ensure their participation and delivery of needed goods and services.

Objective 1.1: Ensure all local economic development offices, post-secondary education institutions, and other special service providers are engaged and made a part of the “Virtual NCK” community.

Objective 1.2: Market “Virtual NCK” to all business operations inside North Central Kansas such that they have access to and knowledge of the services available.

Strategy 2: Encourage development of a regional consensus that defines just what “economic development” is and isn’t as a means of instilling a common lexicon on the subject within North Central Kansas. This can be used to minimize destructive competition amongst those vying for theoretical priority within any given community, as well as within the region as a whole. It can also be used to focus scarce resources on given goals and objectives within the same set of players.

Objective 2.1: Promote the Home Town Competitiveness model advocated by the Center for Rural Entrepreneurship and its focus on Wealth Retention, Youth Attraction, Leadership Development and Entrepreneurship Development.

Objective 2.2: Host at least one (1) public event each year dedicated to the topic of economic development and the policies and tools that apply.

Strategy 3: Illustrate the regional scale and scope of impact individual businesses and specific projects have as a means to explain the necessity of looking beyond traditional community walls.

Objective 3.1: Use Geographic Information System (GIS) technology to compile a database of businesses and their networks to better identify the “community” in which they operate; to illuminate potential new regional business opportunities; and to expose potential threats to existing business operations within the region.

Objective 3.2: Use Geographic Information System (GIS) technology to compile a database of environmental conditions and infrastructure that can be used as a planning tool by any developer or business needing to examine the breadth and scope of impact their project might have.

Goal 2: Regional Community Development

Purpose – Promote a regional sense of place in which individuals are made aware of the fact that specific locations are but a part of some larger community best described not by arbitrary political boundaries, but by the daily routines of residents as they commute to and from work, educate their children, seek out needed goods and services, and interact with those of common interests.

Strategy 4: Continue to support web publication of “EyeonKansas.org” as a means of introducing all parts of the region to each other and communicating the benefits of living in North Central Kansas.

Objective 4.1: Ensure “EyeonKansas.org” has fresh material each quarter on the people, places and things that occupy some niche of North Central Kansas, making it a unique and interesting place to live.

Objective 4.2: Promote the presence of “EyeonKansas.org” through monthly media advertisement in addition to that already used to promote both NCKCN and the NCRPC.

Objective 4.3: Create space in the NCRPC bi-monthly newsletter that makes area readers aware of “EyeonKansas.org”, highlighting articles in the web publication that pay special attention to businesses of unique character and ability found in North Central Kansas.

Strategy 5: Change the paradigm used to define and otherwise explain North Central Kansas such that one location’s gain is not seen as another’s loss, but rather as the development of the region as a community. Such perspective will assist those seeking to promote greater regional coordination and cooperation, which will lead to a better understanding of the dynamics already underway.

Objective 5.1 Describe the regional footprint of all business projects highlighted in NCRPC publications such that the reader is made aware of the service impact the business has.

Objective 5.2 Use map techniques to better illustrate the linkages that already exist amongst the various cities and counties of North Central Kansas as one means of creating a better “sense of place” and “community” definition within the region.

Strategy 6: Question area leaders and organizations concerning their views of the future. Frame questions in such a way respondents provide detailed views of the present or past along with their expectations for the future.

Objective 6.1: Question each of the economic and community development directors serving the various communities in North Central Kansas.

Objective 6.2: Divide the commonalities into a minimum of two groups, one that explains the consumption needs of the individual communities and one that addresses the same needs of the region.

Strategy 7: Examine the identification of a “sister” region in Mexico as a means of better understanding North Central Kansas as a singular social entity and preparing the region for the continued growth of its Hispanic population.

Objective 7.1: Use like-minded social concerns and values as an aid in overcoming cultural differences.

Objective 7.2: Open up a dialogue that might enable better acceptance of and understanding for Hispanic immigrants appearing in the region.

Goal 3: Business Development

Purpose – Create an environment in which existing businesses and aspiring entrepreneurs are able to access the ideas, services, capital, labor and infrastructure needed to achieve success in their business ventures.

Strategy 8: Use information technology to overcome the time and distance factor that every business and community within North Central Kansas must face on daily basis in the conduct of their business activities.

Objective 8.1: Further enhance the NCKCN system, making it more robust and capable of supporting a high speed Wide Area Network (WAN) system and integrating the system with other service providers wherever and whenever possible.

Strategy 9: Continue to engage the National Institute for Strategic Technology Acquisition and Commercialization (NISTAC), a 501(c)3 operated in association with Kansas State University.

Objective 9.1: Ensure area business has immediate access to the new ideas and the depth of knowledge and research contained within the database of patents managed by NISTAC.

Objective 9.2 Ensure area business has access to legal expertise regarding copywrite and patent rules and regulations.

Strategy 10: Further engage the Advanced Manufacturing Institute (AMI), which is associated with the School of Engineering at Kansas State University.

Objective 10.1: Ensure area business has access to engineering, production and marketing knowledge otherwise absent in the region as a means of meeting special business needs.

Objective 10.2: Create a mechanism whereby AMI can refer product ideas to those North Central Kansas businesses which have both the capacity and capability of producing the product.

Objective 10.3: Work with AMI to devise a technology based economic development program that provides detailed knowledge on the business networks serving businesses within the region.

Objective 10.4: Create a “pipeline” that enables qualified ideas and technologies, products, outside expertise, and capital to flow into North Central Kansas.

Strategy 11: Engage Cloud County Community College (CCCC) and offer to assist that institution with its new business and industry program formed in conjunction with the Small Business Development Center (SBDC).

Objective 11.1: Make CCCC business and industry service staff aware of the various programs the NCRPC already has in place so they might be integrated into those the college develops.

Objective 11.2: Solicit input from CCCC business and industry service staff as to programs they believe to be necessary to meet the business service needs of their clientele.

Objective 11.3: Ensure the SBDC has the tools it requires to address the needs of the region’s retail and service businesses.

Objective 11.4: Identify the business service limitations of the SBDC and seek to establish or implement other programs that address those gaps.

Strategy 12: Build upon the alternative business finance capabilities of the region.

Objective 12.1: Attract funds that enable the NCRPC to establish other “revolving loan funds” and/or “equity investment funds” that compliment those already administered by the NCRPC.

Objective 12.2: Build a base of funds that have no federal or state guidelines that might otherwise restrict their use or application.

Objective 12.3: Compile a list of all revolving loan funds maintained by the counties and cities that make up North Central Kansas, along with the rules and regulations governing application and use of those funds.

Strategy 13: Address the need for unskilled and semi-skilled labor in North Central Kansas.

Objective 13.1: Host a seminar that addresses the rules and regulations regarding the attraction and use of immigrant labor.

Objective 13.2: Link the websites of all federal, state and local agencies listing job opportunities and skills training programs to the NCRPC website.

Strategy 14: Support the creation of at least one (1) entrepreneurship development program within North Central Kansas that provides startups and expanding businesses access to business management, production control and management, and financial management training and support.

Objective 14.1: Have at least one (1) staff member earn **FastTrac Certification** from the Kauffman Foundation in Kansas City, that organization's entrepreneurship development and mentoring program.

Objective 14.2: Compile a listing of comparable programs developed by other cities and regional agencies for similar purpose to use as models for development of such programs in North Central Kansas.

Objective 14.3: Commit funding from the **Rural Business Development Tax Credit** program to underwrite the costs of area businesses entering the program, thereby helping them gain access to the training and support.

Strategy 15: Support the creation of at least one (1) entrepreneurship development program within North Central Kansas focused solely on the business development and management needs of minority groups.

Objective 15.1: Identify members of recognized minority groups who possess the capacity and interest in becoming FastTrac certified, then sponsor their certification.

Objective 15.2: Engage the minority business community to ascertain the specific needs of its members, identifying the strengths and weaknesses of the region's business service provisions, and devising solutions to problems named.

Objective 15.3: List the business services of North Central Kansas in multiple languages as one means of reaching out to minority groups.

Goal 4: Alternative Energy Resource Development

Purpose – Promote and support the growth and development of production facilities focused on alternative energy resources and their application in North Central Kansas.

Strategy 16: Collect information specific to environmental conditions, whether natural or man-made, that might contribute to the development of wind farms and alternative fuels.

Objective 16.1: Provide area business interests with information they need to make investment decisions regarding the development of alternative energy.

Objective 16.2: Provide area governments with information they need to prepare and make policy decisions relative to the development of wind farms within their jurisdictions.

Strategy 17: Interview area officials that have experienced such growth to determine just what questions they faced during implementation of the projects.

Objective 17.1: Find out what questions yet remain in the minds of public officials and others that need to be addressed for them to accept and support the development of such technologies.

Objective 17.2: Find out what information was exchanged during negotiations to determine payment en lieu of taxes (PILOT) fees in exchange for just what government services.

Strategy 18: Host workshops on the subjects of wind, solar, ethanol and bio-diesel production, and other non-traditional energy sources.

Objective 18.1: Inform the general public on the technologies associated with the individual subjects; the potential applications of those technologies; the communities that might be formed and/or impacted; and the prospective policies needed to govern use and application of the technologies and the formation of the communities.

Objective 18.2: Explore the use and application of alternative energy resources (i.e., wind) in the production of products like anhydrous ammonia and hydrogen.

Goal 5: Human Capital Development

Purpose – Improve the quantity, capacity and capability of the human capital found in North Central Kansas.

Strategy 19: Better quantify the population losses of North Central Kansas and thereby offer a better mental image of just what that means on both a local and regional scale.

Objective 19.1: Convert population loss into the number of families each county must retain and/or recapture each year in order to halt their respective loss in population.

Objective 19.2: Develop programs that encourage young people to remain and/or return to North Central Kansas with a reasonable expectation of finding the quality life resources they desire.

Objective 19.3: **Develop a list of “quality of life” resources that successful communities possess that attract young families to those locations.**

Strategy 20: Explore the possibility of supporting the legal immigration of Hispanic individuals into the region as a replacement for the population leaving the area.

Objective 20.1: Obtain a copy of the process through which Hispanic immigrants can achieve legal status in this country and make information concerning that available via the NCRPC website.

Objective 20.2: Create a list of immigrant support services available to the region and make those services known to area businesses via the NCRPC website.

Strategy 21: Engage the labor and workforce development programs offered by the state and better structure them to meet regional need.

Objective 21.1: Focus attention on the need for labor numbers, not just on training programs that address the skill sets area businesses need.

Objective 21.2: Work with the state workforce development program serving North Central Kansas to better integrate their programs with those of the NCRPC.

Strategy 22: Work with the post-secondary educational network operating in the region, helping them initiate and structure academic and technical training offerings that meet regional need.

Objective 22.1: Assist the North Central Kansas Technical College in the placement of state tax credits that can be used to acquire needed

technology and/or facilities in support of workforce training programs.

Objective 22.2: Engage Cloud County Community College in the formation of business support services that meet the needs of area business and industry.

Strategy 23: Visit area employers and solicit their input as to just what skill sets they need in their operations to better address market demands and opportunities.

Objective 23.1: Share findings from such investigation with both Cloud County Community College and the North Central Kansas Technical College business and industry programs.

Objective 23.2: Document findings and solicit comment from the local economic development groups operating within North Central Kansas as a means of further engaging them in the development of solutions to address recognized needs.

Objective 23.3: Work with groups and organizations located outside North Central Kansas as a means of addressing needed services when area providers are unable to meet such needs due to shortfalls in capacity or capability.

Goal 6: Financial Capital Development

Purpose – Build capacity within the financial capital resources of North Central Kansas to ensure it has the ability to meet the financing needs of not only its business community but those of its communities as they seek to address “quality of life” infrastructure demands.

Strategy 24: Use the Kansas Rural Business Development Tax Credit program to approach potential area contributors and ascertain their level of interest in investing in regional programs and projects.

Objective 24.1: Create a list of 12 individuals who are thinking on a level different from their contemporaries.

Objective 24.2: Build a philanthropic culture at the regional level that is intentionally inclusive of the whole region and not just an asset for a specific city or county.

Strategy 25: Create a regional endowment that is dedicated to economic development and is controlled by the North Central Regional Planning Commission, making the funds subject to rules and regulations established by the NCRPC Board or its assigns.

- Objective 25.1: Devise an economic development program that will attract 5.0% of the wealth to be transferred from one generation to the next over the next 10 years.
- Objective 25.2: Develop and/or identify human assets that have experience in developing community foundations to assist with investment and fund management.
- Objective 25.3: Accumulate capital that enables the NCRPC to make direct investments in growth-oriented and potentially high performing private enterprise as a means of assisting businesses in overcoming shortfalls in equity needs, recovering invested capital after the elapse of a set period of time or once the business achieves an agreed upon profit margin.
- Objective 25.4: Accumulate capital that enables the NCRPC to make “gap” financing loans to all kinds of businesses, but especially those of a retail or service nature.

Goal 7: Leadership Development

Purpose – Promote the education and development of area leaders to ensure they have the knowledge and skill sets needed to both recognize and confront the challenges facing the region now and in the future.

Strategy 26: Engage young people in a discussion about the future of North Central Kansas, asking their input and opinions.

- Objective 26.1: Extract information from those conversations concerning what they have in mind specific to their own future, and what – if anything – can be done to make wish to return to their home communities, and other communities like them, in the future.
- Objective 26.2: Identify at least one (1) program the NCRPC can develop and promote as a means of establishing a pathway that enables area youth to return to the region and yet fulfill their personal aspirations and goals.

Strategy 27: Build “organization” leadership such that individual groups work together to collectively establish a vision of the future with each group accepting the responsibility for achieving and/or producing one task necessary for that future to arise. A number of leadership programs already exist in the region, most focused on increasing the knowledge and skills of the individual. More is needed to match individual to organization and then to better define the role and responsibilities of the various organizations operating in North Central Kansas.

Objective 27.1: Structure a leadership program around **The Source** published by BoardSource, targeting the for-profit and non-profit organizations operating in North Central Kansas.

Objective 27.2: Develop a sub-committee within the North Central Regional Planning Commission to oversee the program, to evaluate its progress and to modify its offerings as needed over time.

Strategy 28: Build “regional” awareness in organizational leadership. Educate individuals and organizations in the importance of regional dynamics and the shared relationships that exist amongst separate corporate places.

Objective 28.1: Minimize and/or mitigate the political separation of distinct places when those same places share commonalities that would otherwise enable them to work together towards common goals.

Objective 28.2: Develop an educational program that describes North Central Kansas as a “region” and details the relationships identified components and/or geographies of North Central Kansas play in making it a distinct landscape feature.

Strategy 29: Support continued publication of the web-based **“On-Line Journal of Public Policy and Research”** which seeks to place in the public eye academic study predicated on the rural perspective.

Objective 29.1: Engage Kansas State University, it being the state’s land grant academic institution, as a partner in this endeavor.

Objective 29.2: Promote awareness of the Journal in all NCRPC newsletters.

Objective 29.3: Arrange at least one (1) meeting each year between the NCRPC Board and KSU officials involved with the Journal to review process and procedure as well as to discuss Journal content and suggested policy implications.

Goal 8: Basic Infrastructure

Purpose – Ensure North Central Kansas has access to the basic infrastructure necessary to support existing business and industry plus provide a base upon which additional business and industry can develop and grow.

Strategy 30: **Develop a capital improvements planning program**, providing county and city governments the technical assistance needed to develop and maintain the region's essential infrastructure.

Objective 30.1: Provide each member city and county with a hard bound document that enables them to develop a capital improvements program.

Objective 30.2: Use the NCRPC website to explain the capital improvements planning process and to provide step-by-step instruction on developing such a plan.

Strategy 31: Work with member cities and counties, helping them access financing to address the needs of area roads and bridges, water and sewer systems, and airports.

Objective 31.1: Identify the essential roads and bridges present in each member county.

Objective 31.2: Identify the essential water and sewer systems in each member county.

Objective 31.3: Identify the essential airports in the region.

Objective 31.4: Prioritize and promote the development of all infrastructure that serves multiple locations.

Goal 9: Improve the Region's Housing Stock

Purpose – Ensure residents of the region have access to the best and most affordable living accommodations possible as a means of providing for their personal dreams and expectations for a fulfilling life.

Strategy 32: **Establish a Comprehensive Housing Development Organization (CHDO)**.

Objective 32.1: Gain access to government funds not otherwise available to cities and counties for purposes of housing development.

Objective 32.2: Provide area cities and counties with a competitive advantage over others of like kind not otherwise served by a CHDO.

Objective 32.3: Enable the NCRPC to begin developing housing in the region if the Board should decide to do so.

Strategy 33: Create a working relationship with at least one (1) housing developer who has an interest in North Central Kansas.

Objective 33.1: Gain access to specialized housing development expertise that can assist the region in making sound decisions regarding new home construction.

Objective 33.2: Engage the private sector in a public/private partnership as one means of overcoming the difficulties associated with new home construction in rural Kansas.

Strategy 34: Look to local community and economic development groups for guidance in solving and/or addressing housing issues in their respective communities.

Objective 34.1: Seek local assistance in developing incentive packages that can be used to overcome the up-front costs and fees associated with new home construction.

Objective 34.2: Work with local development groups in determining the housing demands that exist within their community.

Strategy 35: Develop a regional housing plan that not only defines housing issues at the regional level, but also defines them at the local level, be that city or county.

Objective 35.1: Follow the state outline of a housing plan and compile data any developer will need to determine local market and its viability.

Objective 35.2: Make that data available to all via the NCRPC website.

Strategy 36: Improve the quality and quantity of affordable housing in the region by taking advantage of housing rehabilitation and weatherization programs.

Objective 36.1: Ensure that all housing enrolled in a city home rehabilitation program is improved sufficiently enough to meet current housing quality standards, thereby adding a minimum of 20 years to its useful life.

Objective 36.2: Apply use of the weatherization program to improve the energy efficiency of any eligible home.

Objective 36.3: Develop access to and/or control over additional sources of funding that can be applied towards housing rehabilitation and/or home weatherization.

Goal 10: Technical Assistance

Purpose – Maintain a staff that has sufficient skill sets to directly address the needs of area business and industry plus assist local community and economic development groups as they address local needs in fulfillment of their individual responsibilities.

Strategy 37: **Inventory staff skills to document** just what areas of competency exist within the NCRPC as a means of setting the course for future growth and activity.

Objective 37.1: List areas of strengths and areas of weaknesses in staff skill sets to determine what must be done to develop and maintain a staff that fills “gaps” in the skill sets otherwise present in local community and economic development organizations.

Objective 37.2: Develop a list of other federal and state programs, complete with application deadlines, if any, that meet the criteria of projects in which the NCRPC commonly becomes involved.

Objective 37.3: Assign a minimum of one (1) new program to each staff member with it being their responsibility to develop knowledge of and proficiency in that program.

Strategy 38: Inventory the needs of the NCRPC membership as a means of determining what skills the membership wishes the organization to have on staff.

Objective 38.1: List areas of need that have historically arisen during the course of any given year.

Objective 38.2: Annually survey the membership for a list of projects that will require staff assistance in the next five years as a means of preparing the staff for upcoming demands.

Strategy 39: Market access to NCRPC staff as a means of rendering products or services that private enterprise and/or public institutions need and are willing to pay for.

Objective 39.1: Develop a listing of services that are within the capabilities of NCRPC staff and for which users will pay 2 to 3 times the fixed NCRPC hourly coverage rate to access.

Objective 39.2: Develop staff capacity in areas such as environmental review; GIS; meeting facilitation; capital improvements planning; etc.

Strategy 40: Provide non-profit organizations and councils access to staff management services as a means of promoting cooperative planning and program implementation.

Objective 40.1: Continue to oversee and monitor the region’s **Non-Metropolitan Development District (Enterprise Zone)** program in accordance to state program rules, thus ensuring each new or expanding business enterprise has access to state tax credits and tax deductions related to job creation and capital investment.

- Objective 40.2: Continue to oversee and monitor the **Regional Solid Waste Management Program** to minimize costly duplication of planning expense and to promote increased recycling.
- Objective 40.3: Continue to manage the **Homeland Security Program** on behalf of the North Central Kansas Regional Homeland Security Council, ensuring the interests of the region's essential infrastructure are addressed and steps are taken to mitigate damage from potential natural or terrorist events.
- Objective 40.4: Continue to coordinate the activities of the **North Central Kansas Public Health Program**, ensuring the public health needs of the region are addressed and that the expenses associated with such service delivery are minimized through cooperative means.

Community and Private Sector Involvement

It has long been determined that the NCRPC best serves North Central Kansas by providing a **neutral forum** for discussion regarding issues of regional and local importance, then by providing the human resources necessary to fill “gaps” in local capacity or capability once decisions are made to address the issues identified. Subsequently, there is a great deal of interaction between NCRPC staff and area leadership present in both the public and private realms. Information gleaned from those discussions is added to that brought forth during regular NCRPC Executive Committee and CEDS Committee meetings. In addition, the NCRPC engages numerous others by either hosting or participating in meetings designed to address specific issues. Examples are:

- The NCRPC has hosted forums involving area manufacturers, asking them to discuss their specific needs regarding business services.
- The NCRPC has actively participated in multi-city/county and singular city/county planning events devoted to solving problems of importance to the community involved.
- NCRPC staff are individuals known by and invited to attend area “morning coffee groups”, which puts them into close and personal contact with area business leaders in a relaxed setting. Conversation frequently turns to local business needs as regular members discuss the days happenings or recent problems they wish to share.
- The NCRPC has made it possible for staff to sit on boards, committees and advisory groups as one means of both advancing staff capabilities and public awareness of staff, as well as a ensuring the NCRPC has a means of learning what solutions state and local organizations propose.
- NCRPC staff frequently attend city and county government meetings, offering input for discussion and taking away knowledge concerning local concerns and/or needs.

Out of those discussions and observations, lists of projects are developed and maintained. The current list is as follows.

Housing Improvements		
Location	Project Type	Potential Funding Sources
Abilene, City of	Housing Rehabilitation	Cash – CDBG or HOME
Barnes, City of	Housing Rehabilitation	Cash - CDBG
Cawker City, City of	Housing Rehabilitation	Cash – CDBG
Clyde, private	Housing Development	LIH Tax Credit & Historic TC
Glen Elder, City of	Housing Rehabilitation	Cash – CDBG
Mankato, City of	Housing Rehabilitation	Cash – CDBG
Scandia, City of	Housing Rehabilitation	Cash – CDBG
Linn, City of	New Housing Development	LIH Tax Credits - HUD
Miltonvale, City of	New Housing Development	LIH Tax Credits - HUD
Salina, City of	New Housing Development	LIH Tax Credits – HUD – RBDTC Funds

Water System Improvements		
Location	Project Type	Potential Funding Sources
Barnes, City of	Water System	Bonds – CDBG – KDHE RLF
Clay County RWD#2	Water District Source / Distribution System	Bonds - CDBG – KDHE RLF
Dickinson County RWD#1	Water storage / distribution	Bonds – CDBG – KDHE RLF
Greenleaf, City of	Water source / distribution	Kan-Step – Volunteer Labor
Milford, City of	Water Treatment Plant	Bonds - CDBG – KDHE RLF
Summerfield, City of	Water Source	Cash – CDBG - RWD Loan

Community Facilities		
Location	Project Type	Potential Funding Sources
Belleville, City of	Community Center	CDBG – USDA – Local
Beloit, City of	Library	Bonds – CDBG – Tax Credits – Private Donations
Courtland, City of	Fire Station	Bonds – CDBG
Esbon, City of	Fire Station / Community Center	Kan-Step – Volunteer Labor
Frankfort, City of	Fire Station	Bonds – CDBG
Lincoln, City of	Library ADA	Tax Credits
Lincoln County / Sylvan Grove RFD	Fire Station	Cash – CDBG
Miltonvale, City of	Fire Station	Kan-Step – Volunteer Labor
Mitchell County RFD #1	Scottsville Fire Station	Kan-Step – Volunteer Labor
Munden, City of	Community Building	Cash – CDBG
North Central Kansas Technical College	Building Expansion to House GIS Program	RBDTC Funding
North Central Kansas Technical College	Building Expansion for Electrical Training Programs	Education Tax Credit

Infrastructure		
Location	Project Type	Potential Funding Sources
Beloit, City of	Municipal Airport Runway	Bonds – FAA
Cloud County	Roads to industry	Bonds – Tax Increment Financing
Jewell County	Bridges	Cash – CDBG
Marshall County	Bridges	Bonds – CDBG
Minneapolis, City of	Fiber Optic Cable to Industry	RBDTC Funding
Republic County	Roads to industry	Bonds – Tax Increment Financing
Washington County	Bridges	Cash – CDBG

Miscellaneous Infrastructure		
Location	Project Type	Potential Funding Sources
Clay County	Solid Waste Reduction Facility	KDHE
Cloud County	Rural Fire District Truck	CDBG – FEMA
Clyde, City of	Sewer System	Bonds – CDBG
Jewell RFD	Personal Safety Equipment	Homeland Security
Lincoln Center, City of	Safe Routes to School	KDOT - Local
Linn, City of	Fire Truck	CDBG – FEMA
Marshall County	Historic Preservation	KSHS

Business / Entrepreneurship Development		
Location / Inquiry	Project Type	Potential Funding Sources
Salina, City of	Entrepreneurship Development Program	Kaufmann Foundation; RBDTC; City of Salina ED Fund; Salina Chamber; Salina Downtown, Inc.
Minneapolis Development Corporation	Dentist Recruitment	RBDTC; Local donations
Clay County Economic Development	Business Services to local manufacturer	RBDTC; FORDI; SBA; bank
NESIKA, LLC (Republic County)	County road improvement	RBDTC; Bonds; General Fund
Republic County Economic Development	Marketing Program for Area Vegetable Producers	RBDTC; Farmers; Duclos Foundation; Donations
Solomon Valley Economic Development	Labor Numbers and Workforce Recruitment	RBDTC; Local sources
Clay County Economic Development	Labor Numbers and Workforce Recruitment	RBDTC; Local sources
MATRIX LLC (Ottawa County)	Equity needs in support of new product line	RBDTC; KTEC
Private Citizens (various counties)	Ethanol / Biodiesel Production Process Education	Local sources, Dept of Ag, KDOC, KCC
Potential Area Investors (Marshall County, Mitchell County, Saline County)	Wind Energy Education	Kansas Rural Center; KCC; ENREL

All of this information and detail is then woven into programs and projects designed to address the specific needs of the membership and region. The Action / Implementation Plan is such a result.

Action / Implementation Plan

Goal 1: Regional Economic Development

Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGION							
M-H	1.1, 1.2, 2.1, 2.2	Create “social contract” involving all service stakeholders	X	X	ED groups, colleges, business support services	RBDTC, state, local	Planning
M	3.1, 3.2	Develop regional GIS program and database	X	X	NCRPC, ED groups, NCKTC, KSU, KU	RBDTC, cities, counties, private enterprise	
H	3.1, 5.1, 5.2	TBED analysis of NCK	X		NCRPC, AMI, area businesses	RBDTC, KDOC, KTEC, KSU	TA
LOCAL							
M	2.1, 2.2	Promote Home Town Competitiveness (HTC) Model and provide training	X		NCRPC, ED groups	Local, state, private enterprise	Planning

Goal 2: Regional Community Development

Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGION							
M	4.1, 4.2, 4.3, 5.1, 5.2,	Market region via website publication	X	X	NCRPC, ED groups, private citizens	RBDTC, NCRPC, local	
H	6.1, 6.2	Improve dialogue with area organization and business leaders	X		NCRPC, ED groups	NCRPC,	Planning
M	7.1, 7.2	Establish communication linkages with foreign regions	X	X	NCRPC, ED groups, cities, counties, state, universities	RBDTC, local, state, private enterprise	TA

Goal 2: Regional Community Development (Cont'd)							
Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGION (cont'd)							
H	5.1, 5.2	TBED analysis of NCK	X		NCRPC, AMI, area businesses	RBDTC, KDOC, KTEC, KSU	TA

Goal 3: Business Development

Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGION							
H	13.1, 13.2	TBED analysis of NCK	X		NCRPC, AMI, area businesses	RBDTC, KDOC, KTEC, KSU	TA
M-H	8.1	Improve NCKCN	X	X	NCRPC	CDBG, NCKCN, RBDTC, private enterprise	
M-H	9.1, 9.2, 10.1, 10.2, 10.3, 10.4, 11.1, 11.2, 11.3., 11.4	Network region with outside business service providers	X	X	NCRPC, NISTAC, AMI, CCCC, NCKTC	RBDTC, state, KSU, KTEC	
M	11.4, 14.1,	Improve NCRPC staff capacity and capability to serve business community	X	X	NCRPC	RBDTC,	Planning
H	11.3, 14.2, 14.3	Establish an entrepreneurship development program	X	X	ED groups, private enterprise	RBDTC, ED groups, KDOC, StartUp KS	
M	15.1, 15.2, 15.3	Establish a minority entrepreneurship development program	X	X	Minority reps, universities	RBDTC, Private foundations, StartUp KS, state	TA
M	13.1, 13.2	Host workforce seminar offering education on immigrant labor	X		ED groups	RBDTC, state	

Goal 4: Alternative Energy Resource Development

Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGION							
M	16.1, 16.2	Compile and analyze database of NCK environmental conditions	X	X	NCRPC, ED groups, state, federal	KDHE, KDOT, KDOC, universities	
M	17.1, 17.2, 18.1, 18.2	Host workshops on the technology and applications of technology in establishing alternative energy resources and their application	X	X	ED groups, universities, private enterprise	KCC, KDHE, KDOC, USDA-RD, private utilities	TA

Goal 5: Human Capital Development

Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGION							
M	19.2, 19.3	Identify “quality of life” infrastructure that attracts young families	X	X	NCRPC, ED groups, cities	CDBG, USDA, Bonds	
H	20.1, 20.2, 21.1, 21.2	Compile information concerning legal Hispanic immigration	X		State, US State Dept., US Labor Dept.	Local	Planning
M	23.1, 23.2, 23.3	Investigate workforce development needs	X	X	Private enterprise, ED groups, colleges	Local, State workforce programs	

Goal 6: Financial Capital Development

Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGION							
H	24.1, 24.2	Rural Business Development Tax Credit (RBDTC) Project	X	X	NCRPC, KDOC	State Legislature, private enterprise	TA
H	25.1, 25.2, 25.3, 25.4	Wealth Retention Project	X	X	NCRPC, ED Groups, banks, attorneys, investment councilors	Private enterprise, individuals	
M	12.1, 12.2, 12.3	Build NCRPC business development capital base	X	X	RBDTC, private enterprise	State, private enterprise, NCKCN 501(c)3	

Goal 7: Leadership Development

Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGION							
M	27.1, 27.2, 28.1, 28.2	Regional Leadership Development Program	X	X	Elected officials, business executives, ED groups, NCRPC staff	RBDTC	
H	29.1, 29.2, 29.3	Produce informative website journals	X	X	NCRPC, KSU, locals	RBDTC, NCRPC	
M	26.1, 26.2	Youth Leadership Development	X	X	ED groups, NCRPC	RBDTC, Local	

Goal 8: Basic Infrastructure

Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGION							
H	31.1	Highways	X	X	KDOT, Local	US DOT, KDOT, local	Maybe
LOCAL							
M-H	31.2	Water System Improvements (Barnes, Beloit, Clay County RWD#2; Dickinson County RWD#1; Greenleaf; Milford; Simpson)	X	X	Cities, counties	CDBG; KDHE RLF; USDA; Local	Maybe – Public Works
M	31.2	Sewer Systems (Clyde)	X		City	CDBG, KDHE RLF, Bonds	
M-H	31.4	Community Facilities (Belleville, Beloit, Courtland, Esbon, Frankfort, Lincoln, Lincoln County RFD, Miltonvale, Mitchell County RFD, Munden, North Central Kansas Technical College)	X	X	Cities, counties, college, state	CDBG, USDA, Bonds, State tax credits	
H	31.3; 31.4	Airport Facilities and Runways (Beloit, Salina)	X	X	Cities	FAA, Bonds	Maybe – Public Works
M	31.1	Roads/Bridges (Cloud County, Jewell County, Marshall County, Republic County, Washington County)\	X	X	Counties; state	CDBG, KDOT	Maybe – Public Works
H	31.1	Information Technology (Minneapolis)	X		Local ED group, city	RBDTC, Private	
		Recycling Facility (Clay County)					
H	31.4	Emergency Equipment (Cloud County, Jewell RFD, Lincoln Center, Linn)	X		Cities, counties, RFDs	CDBG, FEMA, Homeland Security, local	

Goal 9: Improve Region's Housing Stock

Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGIONAL							
H	32.1; 32.2; 32.3	Create CHDO	X		NCRPC, Interest Groups	KHRC, HUD	
H	33.1; 33.2; 34.1; 34.2	Housing Development		X	Contractors, Cities, Local ED Groups	KHRC, HUD, LIHTC, Private \$	
H	35.1; 35.2	Regional Housing Plan	X		NCRPC, Local ED Groups	Local \$	
M	36.3	Additional Funding		X	NCRPC, Banks	USDA-RD; FHLB	
LOCAL							
M	36.1; 36.3	Housing Rehabilitation: Abilene, Barnes, Beloit, Cawker City, Concordia, Glen Elder, Mankato, Scandia, Linn, Miltonvale, Salina	X	X	Cities, Housing Boards	CDBG, HOME, USDA-RD	
H	36.2; 36.3	Improve Energy Efficiency	X	X	KHRC, NCRPC, Homeowner	DOE, LIEAPP, State WARM	

Goal 10: Technical Assistance

Priority	Objective	Project	Short Term 1-2 Yrs	Long Term 3-5 Yrs	Involved Leaders	Other Assistance	EDA Assistance
REGION							
H	37.1; 37.2; 37.3; 38.1; 38.2; 39.1; 39.2	NCRPC staff training and service delivery	X	X	NCRPC staff; cities; counties; ED groups	Local; CDBG; USDA; FHLB; SBA	Planning; Public Works
LOCAL							
H	39.2; 40.1; 40.2; 40.3; 40.4	Project/Program Mgmt	X	X	Cities; counties; state; local ED groups	Local; CDBG; USDA; SBA;	Public Works

Performance Measures

The NCRPC will measure its performance through the following means.

1. Each of the twelve (12) counties and a minimum of sixty-three (63) or 75% of the eighty-four (84) cities in the region will be visited by at least one (1) staff member every year. Such visits will be measured by staff attendance at public meetings; meetings with local civic groups; or visitations with local businesses.
2. NCRPC staff activity will assist in the development of a minimum of five (5) new businesses each year.
3. NCRPC staff activity will attract a minimum of \$2.0 Million in new private capital investment each year.
4. NCRPC staff activity will assist in the creation of a minimum of twenty-five (25) new jobs each year.
5. All newly created jobs will – on average – offer wages that equal or exceed the Average Earnings per Job of the county in which the business is located.
6. NCRPC staff activity will assist in the retention of a minimum of twenty-five (25) existing jobs each year.
7. NCRPC staff activity will build upon the capital base currently present in the region by raising a minimum of \$250,000 in new capital benefiting the economic development and business finance needs of North Central Kansas each year.
8. NCRPC staff activity will cause a minimum of five (5) new single family houses to be constructed each year.
9. NCRPC staff activity will assist in securing needed financing for a minimum of six (6) public infrastructure projects each year.
10. NCRPC staff activity will assist cities in accessing funds to rehabilitate a minimum of fifteen (15) single family houses each year.
11. NCRPC staff activity will improve the energy efficiency of a minimum of twenty-five (25) living units (i.e, single family houses, duplexes, apartments, etc.) each year within North Central Kansas.
12. NCRPC staff activity will produce no less than six (6) articles for publication in the web-based journals of www.eyeonkansas.org or www.ojrrp.org, describing life and opportunities within the region and/or the needs of rural Kansans.

Partners

Federal

- US Department of Commerce
Economic Development Administration
Denver Regional Office
1244 Speer Blvd, Rm 670
Denver, CO 80204
(303) 844-4474
- USDA Rural Development
2615 Farm Bureau Rd. Clay, Cloud, Dickinson, Marshall, Ottawa, Republic,
Manhattan, KS 66502 Saline and Washington counties
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2715 Canterbury Rd. Ellsworth, Jewell, Lincoln and Mitchell counties
Hays, KS 67601
(785) 628-3081

1303 First American Place State office
Suite 100
Topeka, KS 66604
(785) 271-2700
- Federal Home Loan Bank of Topeka
One Security Benefit Place
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Topeka, KS 66606-2444

Housing: Chris Imming (866) 571-8155 Ext. 6029
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