

Assessment and Funding Feasibility

Prepared for:

LEXINGTON STRIDES AHEAD FOUNDATION



May 29, 2007

**RESOURCE DEVELOPMENT GROUP
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I. ASSIGNMENT

Resource Development Group (RDG) was retained by Lexington Strides Ahead Foundation for the following:

Conduct a series of interviews with private/public sector leaders to determine the following:

- 1 Depth of understanding and support for One Team One Vision's economic development, workforce and minority business programs and strategies;
- 2 Test funding potential from the private sector for a new five-year cycle commencing 2008;
- 3 Identify principal sources of potential funding and a funding goal;
- 4 Determine/Identify potential leadership for a funding campaign;
- 5 Identify potential challenges and impediments in launching and successfully completing a major funding initiative.

Define the elements of a possible funding campaign including strategy, timing and approach.

The results of this assessment are summarized herein.

II. METHODOLOGY

Resource Development Group experience:

Participation in formulation and budgetary funding for more than 100 economic and community development organizations throughout the country. Collectively, these total more than \$500 million in operating capital and include both Chambers of Commerce and stand alone economic development corporations;

Familiarity with numerous economic and community development programs throughout the United States.

Background information for the study was provided by the Commerce Lexington staff

Individual interviews with 59 strategically identified private and public sector leaders. See Appendix C: - Leadership Interviews

The Assessment focused on:

- 1 Leadership perceptions of the One Team One Vision program, its successes, shortcomings and future potential.
- 2 Consistency in coordination of missions in light of the Collaborating to Compete report issue November, 2006
- 3 Testing the viability of a private sector funding campaign to raise sufficient funds for a multi-year budget.
- 4 Identifying potential challenges impacting the success of a new One Team One Vision fundraising campaign.
- 5 Identification of leadership or a funding effort.

III. KEY FINDINGS

QUESTION #1

How familiar/involved have you been with One Team One Vision over the past 4 years?

51 of the 59 interviewees were familiar with One Team One Vision and the programs funded by One Team One Vision. 44 of the 59 are current One Team One Vision investors. 26 currently invest in One Team One Vision, pay Chamber dues, and are members of Winner's Circle. The interview pool in total represented 74% of the \$3 million private sector investment pool raised from the 2003 One Team One Vision Funding Campaign

“We are not active but are strong supporters of the program.”

“I’m not significantly involved now. I am very confident in the leadership today.”

“I’ve been involved, and I encourage my employees to get involved with the Chamber and the economic development program.”

“My involvement is directly tied to my financial investment.”

QUESTION #2

How would you rate One Team One Vision and the program's it funds?

36 of the 59 interviewed rated One Team One Vision as "effective" or "very effective" in their role as the economic development organization for Lexington. 15 felt they were "somewhat effective", with the remaining 8 responding "do not know".

"I think staff has done a great job as our community's economic development leader"

"This isn't the easiest place to sell so I'm pleased with the work they've done."

"I feel we are headed in the right direction and that finally everyone is on the same page. I think a lot of our future success will be tied to the 'Strategic Doings" effort."

"I have no idea how effective they are. The last time I heard from them was when I was approached to contribute 4 years ago."

Reasons cited for "very effective" and "effective" response:

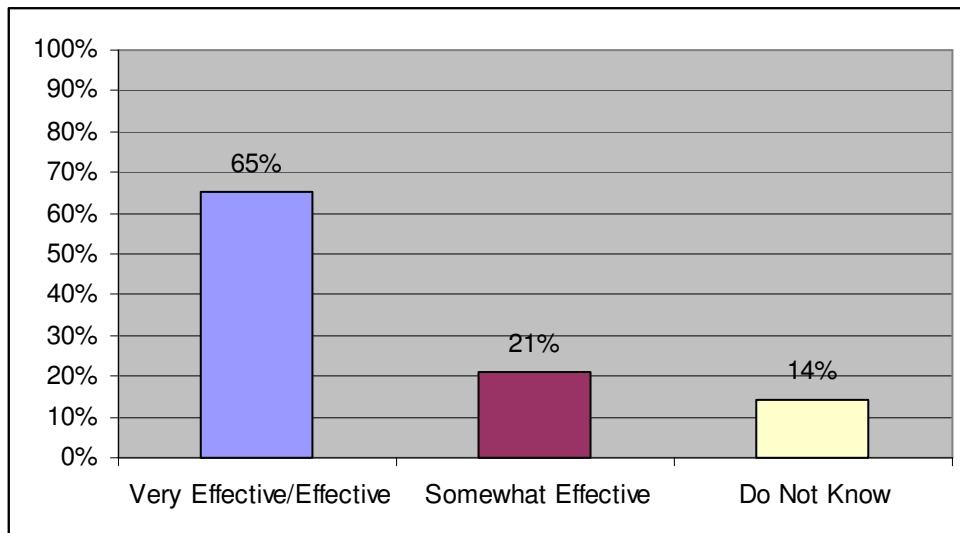
- Activity Levels appear to be high
- Communications are excellent
- Confidence in staff and leadership
- Must remain focused on recruitment, retention, workforce, marketing

Reasons cited for "somewhat effective" response:

- Would like to see more big and marquee projects locate in the region
- Political climate did not provide environment to maximize potential
- Although we have experienced growth, the region continues to lose high-paying manufacturing jobs and the vast majority of growth is in the lower paying service sector

Reason cited for "not knowing"

- Did not feel communication was adequate



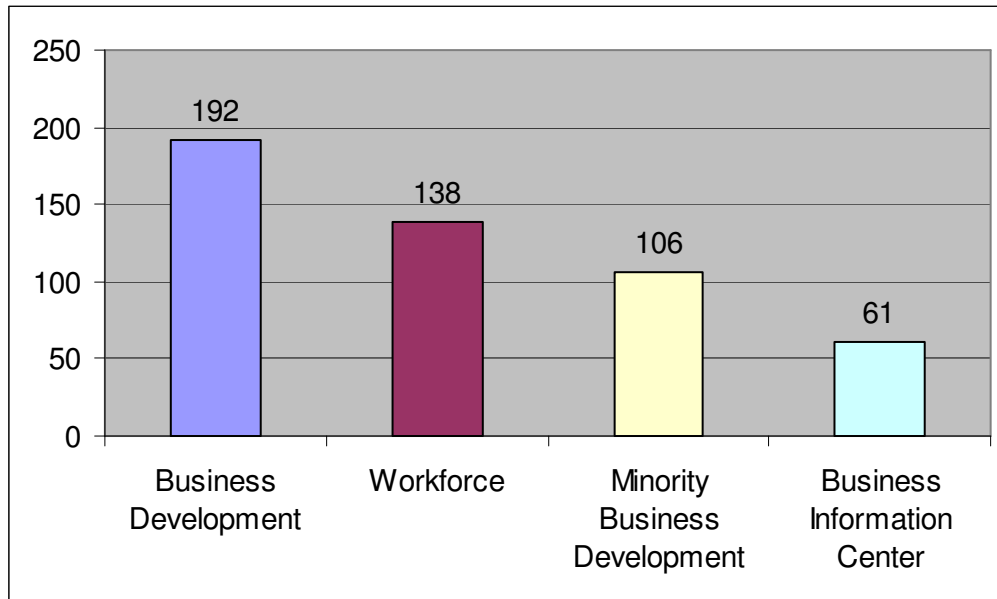
Question #3

Can you prioritize proposed program components from most important to least important?

92% of those interviewed supported the general program of work as presented in the pre-case. When asked to prioritize each component from most important to least, Business development (retention and expansion of existing businesses and recruitment of new companies) clearly received the most support. The breakdown was as follows:

<u>PROGRAM COMPONENT</u>	<u>PRIORITY</u>			
	1st	2nd	3rd	4th
Business Development	32	16	8	0
Workforce Development	14	21	7	5
Minority Business Development	3	12	27	4
Business Information Center	0	7	6	28

(Graph reflects a 1-4 point scale with 4 points given to the top priority and 1 point given to the last priority)



*numbers reflect actual responses and in some case interviewee only mentioned 1 or 2 program areas

"It's like the chicken and the egg; they're all important and critical to a strong economic development program."

“Keeping our companies from moving should be at the top of our list.”

“Quality job creation should be the top priority. The payroll tax drives our ability to provide services and infrastructure so it would serve us well to figure out the best way to attract those higher paying jobs. If we are to grow and attract more employees, we must attract new businesses.”

"I think helping our home companies grow should be our number one priority, but research is important, as well as recruiting outside investment. It's hard not to support the entire program."

“It just makes sense that it’s easier to keep what’s already here as opposed to convincing an outside company to relocate.”

“Workforce issues are clearly important to our business community’s growth but the community and our school systems should be the primary agencies addressing those needs.”

"I would say we need to focus on marketing the region to the rest of the world. We are lacking an aggressive regional vision, where we work to keep all the counties in Central Kentucky growing. The business community and the public officials from the entire Bluegrass region should be working to attract business and not lose out to Chattanooga or Charlotte."

QUESTION #4

In your opinion, is \$1,200,000 per year a reasonable target from businesses throughout the region for an expanded economic development agenda?

76% of those interviewed felt an increase from \$600,000 annually to \$1,200,000 annually from the private sector was too aggressive of a goal. Most (84%) however felt an increase of 20%-30% was both reasonable AND attainable.

"I think that an increase is possible but you need to be able to show the value related to the additional dollars."

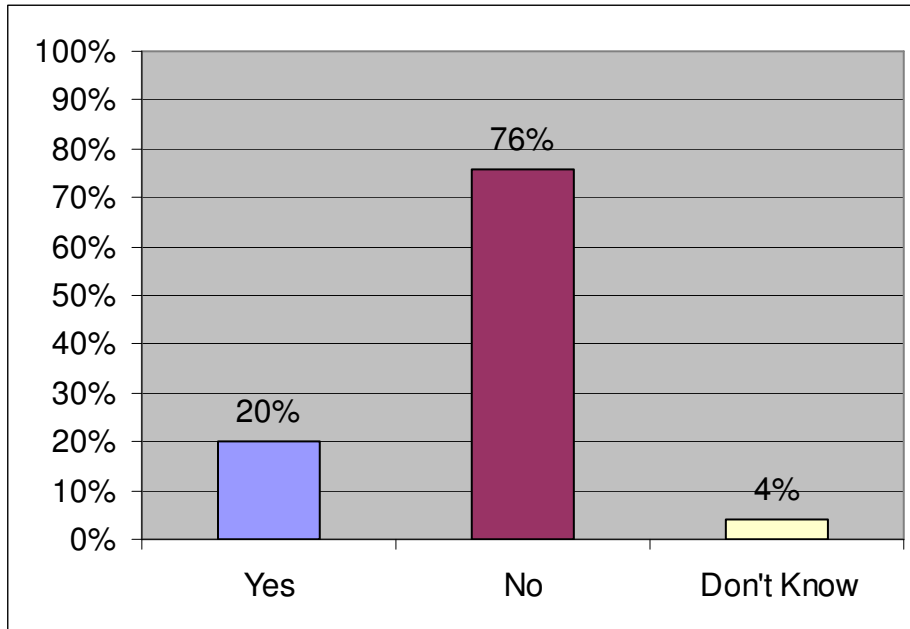
"A 100% increase is extremely aggressive. I do think most folks would consider an increase but I know we wouldn't double our investment."

"We should be able to raise twice that amount! There are hundreds of companies that should be contributing that aren't."

"That is a lot of money. I'm not sure Commerce Lexington is the organization in the community that needs the money the most."

"You had better be able to show what the new money will be used for and how the City's dollars fit in."

Is Target Goal Reasonable?



QUESTION #5

How do you feel about your investment? Would you consider increasing your investment level?

96% of those interviewed that are currently investing in One Team One Vision indicated that they would be willing to consider another 5-year investment commitment, with 46% willing to consider an increase. In addition, of the 15 non-investors, 9 stated their desire to participate in a new campaign.

"I feel private sector funding is a critical element to the partnership and I will consider an increase based on the goal."

"I am very bullish on Lexington and we will definitely participate this time."

"I really think there are other organizations that could use an increase more so than Commerce Lexington. We will continue at our current level."

"I will need to be convinced that there is no duplication. We invest in the Chamber, One Team, Winner's Circle, and collectively it adds up to a significant number. We are tapped out!"

"Five years ago we didn't have Winner's Circle. Now we do and I'm spending money there that frankly would have gone to economic development."

Reasons cited for an increase:

- 1) Economic Development track record
- 2) Confidence in staff and good stewardship of past funding
- 3) The importance of remaining competitive with other regions with which we compete
- 4) The alignment of the City and Commerce Lexington

Reasons for maintaining or reducing their current investment level:

- 1) Total funding from their company to Commerce Lexington adequate
- 2) Confusion over where dollars are spent, with winner's circle being the most commonly sited source of confusion
- 3) Other organization's requests
- 4) The feeling that funding is available through the City
- 5) Desire for further base broadening

QUESTION #6

How important is direct involvement in program activities and decision making? Is the ability to serve on a board, task force etc. attractive/important?

While it was almost evenly split on the question of involvement (53% said it was important) those with interest in being involved were quite passionate.

“It’s very important. If I’m going to contribute \$10,000 I want to be involved.”

“I’ve always believed that you get out of something what you put in.”

“Yes it is attractive to be involved and the real estate industry needs to be involved in this.”

For those who said that it is not important to be involved, several said:

“I trust the chamber to manage the process.”

“If I trust the people involved, I don’t have to be involved.”

QUESTION #7

Are there any other concerns related to a future private sector funding campaign for One Team One Vision?

12 interviewees cited the need to increase the level of communication to both investors and the general public. There was a general feeling that the public does not understand or appreciate the need for a unified economic development agenda. Many felt we should attempt to utilize our local media to help inform the general public.

11 individuals mentioned the need to continue to improve the working relationship between the public and private sectors. The feeling is that while it has certainly improved from the past four years, it will take complete cooperation and partnering in order for the community to reach its potential, and to grow and prosper.

Nine interviewees expressed support for a more regional approach to marketing and recruitment throughout the Lexington area. The general feeling among the nine is that the Bluegrass Alliance provides the architecture for Lexington and surrounding counties to push a more regional business development agenda.

Four individuals felt a consolidated request inclusive of Chamber dues, Winner's Circle and One Team would make more sense. There is confusion related to the disbursement of dollars from the three funding sources and they felt that one request, specifically identifying where the dollars will be spent would be better received. While this was only an issue with 4 individuals, they collectively represent \$80,000 in annual funding to One Team One Vision.

“Our strength is in our region. If we are going to compete with the Louisville's and Northern Kentucky's of the world, we need to move in a more regional direction and truly cooperate on regional issues. We are the hub, but a lot of our future growth will come from outside the county.”

"It truly looks like the stars are aligning with the City and Commerce Lexington working together. If we can build on that partnership we should see a lot more success down the road."

“We need to do a better job of letting people know what we are doing and the positive impact we can have on the community”

We need to see where all the dollars are going. I question whether the two checks we are writing are funding the same programs. Before we re-invest we need to see exactly what each funding bucket is used for."

IV. RECOMMENDATIONS

FUNDING

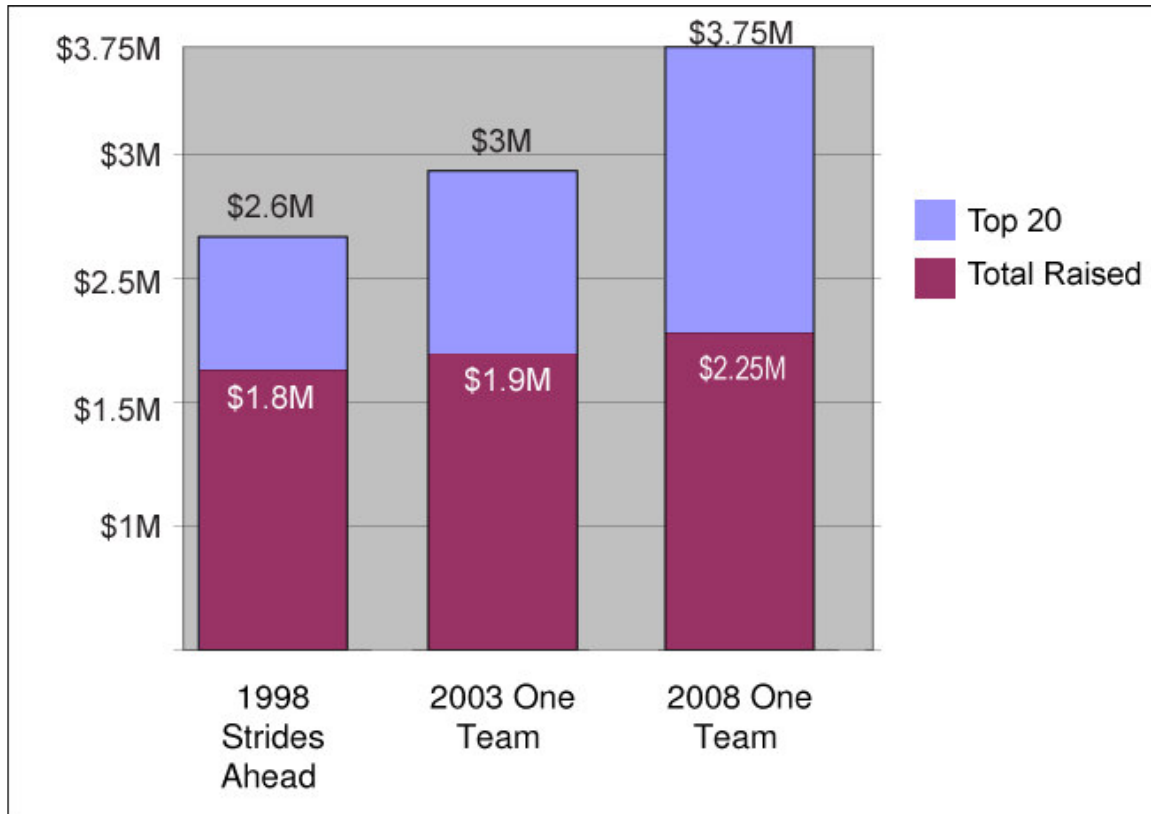
When establishing the goal for an organization that has been through a funding cycle, a key component is the assessment of the top investors past track record to determine the historic rate of support from the previous campaign. In the case of One Team One Vision, the top 20 investors in the first Strides Ahead campaign accounted for 69% of the total dollars raised and the top 20 investors from the second campaign accounted for 63% of the total dollars raised. The top investors typically track very consistently from one campaign to the next. Coupled with the one-on-one interviews, we are able to establish a goal that is both aggressive and attainable. The top 20 investors from the previous two campaigns revealed the following data:

FUNDING TREND ANALYSIS

	<u>1998</u>	<u>2003</u>	<u>Projected 2008</u>
Amount Raised	\$2,600,000	\$3,000,000	\$3,750,000
Number of Investors	92	101	130
Top 20 Investors	\$1,815,000	\$1,900,000	\$2,250,000
Percent of Total	69%	63%	60%

- 46% of assessed investors will consider an increased investment level.
- 4 current investors interviewed indicated they might reduce their current funding with one indicating they would not invest in a future campaign.
- Nine of the 15 non-investors interviewed indicated they would invest in a future campaign, 4 would consider an investment and 2 will not invest.

TOP 20 COMPARISONS/PAST CAMPAIGNS



1. We recommend developing a very specific programmatic budget for the next five years that approximates \$750,000 per year from the private sector. We have projected the Top 20 for the new campaign at \$2,250,000, which represents 60% of our recommended five-year goal of \$3,750,000 million or \$750,000 per year. We believe the remainder can be generated through aggressive base broadening and appropriate increases from current mid and lower level investors.
2. We recommend commencement of a funding campaign June 1, 2007. With proper leadership response and an expanded base, we believe there are resources available within the community to create a resource pool at this level. Our campaign timeline is included as *Appendix C—Campaign Timeline*.
3. We recommend that specific goals with corresponding benchmarks be adopted for each programmatic area. They need to be adopted prior to publicly launching the campaign.
4. It is imperative that the relative roles and projects funded by One Team One Vision, the Commerce Lexington dues stream and Winners Circle be clearly defined. We recommend inclusion of a one-page matrix in all campaign materials that clearly illustrates how dollars are spent.

5. We recommend language adjustments to the current programmatic references to ensure consistency with the language references utilized in the Collaborating to Compete report.
6. The total One Team One Vision budget should be adjusted to reflect the assessment results and recommended target goal.
7. We recommend a five-year (2008-2012) initiative to ensure stability in funding and a timetable that allows for successful implementation. Conversely, it also mandates a sunset to ensure appropriate consideration of continuation.
8. We recommend an enhanced and more targeted approach to communicating with the One Team One Vision investor base. One Team One Vision and Commerce Lexington have built a strong foundation of effective communications; however, as the program expands, new investors will be introduced and a more targeted communication approach will prove valuable. Possible components of an overall investor relations strategy are included in *Appendix D—Investor Relations Program*.

V. NEXT STEPS

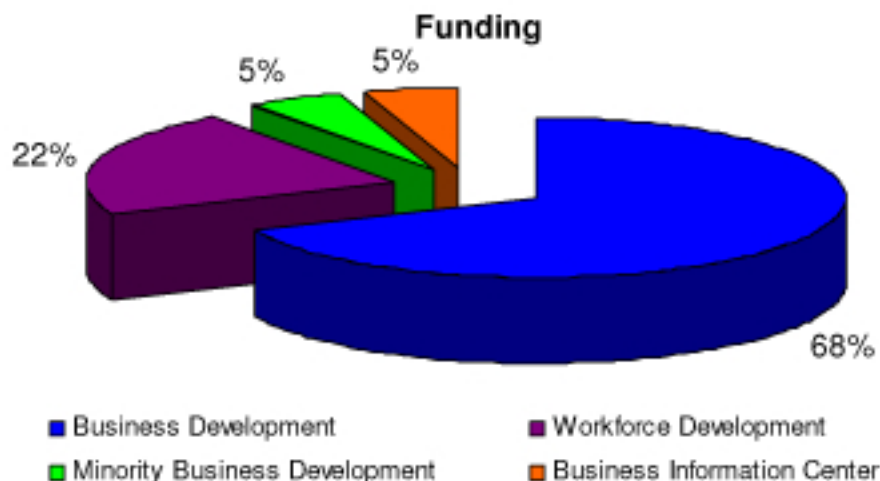
- 1 Identify and Recruit Campaign Leadership
- 2 Establish programmatic benchmarks
- 3 Adjust total One Team One Vision budget and individual program allocations
- 4 Create revenue matrix
- 5 Develop Collateral materials

ONE TEAM ONE VISION 2

What is **One Team: One Vision 2**?

As the conclusion of the One Team: One Vision five-year funding campaign draws near, we are embarking on a new capital campaign for the next five-years – One Team: One Vision 2. This campaign builds upon the three other campaigns that preceded it: One Team - One Vision, Lexington Strides Ahead, and Grow Bluegrass. These campaigns have set aggressive economic development goals to promote balanced, responsible expansion for the Greater Lexington economy. The campaigns provide funding to Commerce Lexington's Economic Development, Minority Business and Workforce Development Divisions to achieve these goals. The One Team: One Vision 2 campaign is imperative to the economic prosperity of Central Kentucky, while keeping Greater Lexington on target to achieve smart growth.

Five Year Funding		
	Current	Proposed
Business Development		
Entrepreneurial Development	\$469,750	\$940,000
Marketing	\$937,500	\$2,460,000
Existing Business Program	\$469,750	\$700,000
Workforce Development	\$625,000	\$1,300,000
Minority Business Development	\$249,000	\$300,000
Business Information Center	\$249,000	\$300,000
TOTAL	\$3,000,000	\$6,000,000



ACCELERATE [ak-sel-uh-reyt]

To cause faster or greater activity, development, progress, advancement

SUBSTANTIATE [suh b-stan-shee-eyt]

To establish by proof or competent evidence

Key Outcomes of the One Team: One Vision Campaign

● You asked and we delivered with the new and improved Commerce Lexington!

The organization was created by the consolidation of The Greater Lexington Chamber of Commerce, Lexington United and The Lexington Partnership for Workforce Development.



● Business Development

- An additional 2,792 jobs have been created.
- An additional \$158,586,817 in capital investments have been made.
- Financed the Blue Grass Business Park
 - 52 Acres Remaining
 - Tenants include:
 - 2 Webasto Facilities, Kito, Sumitomo
- Lexington Venture Club
 - 24 Events
 - 96 Companies Received Approximately \$90 Million



● Marketing

- "A Great Place To Graze"



● Workforce Development

- Health Professions Academy
 - Approximately 500 students have participated in courses
 - Program expanded to include Medicaid Nurse Aide and Medical Sciences
 - A community advisory council comprised of more than 20 hospital, dental, long-term care, medical equipment, hospice, other health related entities and post secondary education provides guidance to the program
- Lexmark Teacher Institute (previously Fast Forward) – Teacher Professional Development (Bringing Relevancy To Curriculum)
 - In 2007 the program increased from 25 to 60 teachers per year.
 - 200 teachers will graduate from the program by 2008.
 - Goal is to become a regional partnership opportunity, growing to more than 200 teachers per year.

● Minority Business Development

- Access Loan Program
 - Successfully loaned \$5 million through partnerships with area banks.
- Certification
 - Successfully created partnership with KMBC to certify minority owned businesses.



● Business Information Center

- Modernized databases
 - Property Database
 - Economic Indicators
- Responded to numerous special projects.
- Provided demographic and economic information and assistance for economic development projects.

CELEBRATE [sel-uh-breyt]

To commemorate an event

ELABORATE [i-lab-uh-reyt]

To work out carefully or minutely;
develop to perfection

**Objectives of
One Team: One Vision 2****COMMUNICATE:** [kuh-myoo-ni-keyt]

To impart knowledge of; make known

- Expansion of economic development marketing program
- Become known as a place for talented and creative people
- Diversity Network
- Procurement opportunities
- Promote technical career opportunities
- Business Information Center

INNOVATE: [in-uh-veyt]

To introduce something new; make changes in anything established

- Entrepreneurial "One Stop" Shop
- Lexington Venture Club
- Job opportunity web interface
- Entrepreneur Leadership Institute

ELEVATE: [el-uh-veyt]

To move or rise to a higher place
or position; lift up

- Access to capital
- Brain Gain
- Job creation
- Existing Business Program
- Lexmark Teacher Institute
- Per Capita Income

COLLABORATE: [kuh-lab-uh-reyt]

To work, one with another

- Minority Supplier Network
- Coordinate & strengthen relationships with strategic partners
- Business Education Network
- Workforce Summit
- Communicate current and relevant employer needs
- Bluegrass Alliance

FACILITATE [fuh-sil-i-teyt]

To assist the progression of

CULTIVATE [kuhl-tuh-veyt]
To promote and improve growth of

Past, Present & Future

Leveraging Economic Development Funding

The objectives of One Team: One Vision 2 are achievable if our investors are willing to work with us to develop a funding strategy for implementation.

The dynamic growth of Lexington and the development and implementation of aggressive economic development programs are no coincidence. For Greater Lexington's phenomenal growth to continue, the focus and funding of significant and innovative strategies is imperative.

The successful and purposeful leveraging of these funds benefits the community, our partners and the region.

One Team: One Vision 2
2007-2012

Unified Business Set-Up

*Commerce Lexington
LFUCG
University of Kentucky*

Expand Minority Business Programs:

Expand Start-Up/Existing Business Recruitment

Workforce Development Brain Gain

Regionalism/Bluegrass Alliance Marketing

Pool of Economic Development Incentives

Branding

Hi-Tech Start-Up Technology

Leveraging Strategic Partnerships

Existing Business Outreach

Promote Start-Up Technology

Business Information Center

Workforce Development

Minority Business Development

Business Expansion

Business Recruitment

Past

Lexington: Strides Ahead
1997-2002

Bluegrass Business Park

Workforce Development

Minority Business Development

Business Information Center

Business Expansion

Business Recruitment

Grow Bluegrass

Business Recruitment

5 Year Funding \$1,500,000

Present

One Team: One Vision
2002-2007

Hi-Tech Start-Up Technology

Leveraging Strategic Partnerships

Existing Business Outreach

Bluegrass Business Park

Workforce Development

Minority Business Development

Business Information Center

Business Expansion

Business Recruitment

5 Year Funding: \$3,000,000

Future

DEMONSTRATE [dem-uh n-streyt]
To make evident or establish by argument or reasoning

Appendix B: Questionnaire

ONE TEAM ONE VISION

Feasibility Questions/Issues March/April 2007

The following is a general guideline for use by the interviewer for the funding feasibility. It is not designed to be a survey instrument but rather a tool to help format the interview and to ensure all subject areas are covered.

General

1. General information about company/firm.
2. How involved have you been with One Team One Vision and the programs it funds over the past 4 years?
3. How would you rate One team One Vision's effectiveness (very effective, effective, somewhat effective, not effective).
4. Take a look at this summary list of targeted program priorities and give me your reaction.
 - a. Do these make sense?
 - b. How would you prioritize the 4 components of the overall plan? Exclude?
 - c.
 - d. Generally speaking, are you supportive of the approach and major priorities as outlined?
6. How important is direct involvement in program activities and decision making to you? Is the ability to serve on the board, task forces, etc. attractive / important?

Funding

7. In your opinion, is \$1.2million per year a reasonable target from corporations throughout the Lexington region? If not, what is a reasonable goal?

One Team One Vision
Assessment Questions

8. How do you feel about your investment?
 - a. Would you consider increasing your investment?
 - c. How would you tackle your particular sector?
 - d. Who are your sectors key leaders?
 - e. What will be most attractive to people in your industry?
 - f. Would a formula approach to funding work?

10. Are you comfortable with a multi-year pledge as long as it is subject to your annual review and approval?

Leadership

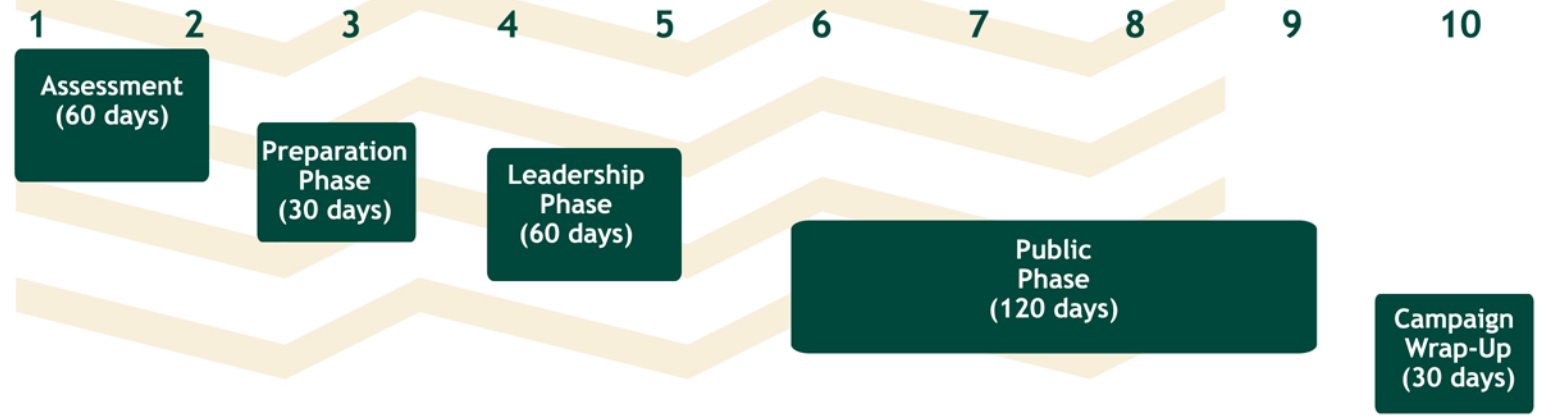
11. Discuss for a minute corporate leadership. If you had a major project and could pick 5 corporate leaders to help you accomplish your mission, who would they be?

An Overview of RDG's Campaign Process

ASSESSMENT	PREPARATION PHASE	LEADERSHIP PHASE	PUBLIC PHASE	CAMPAIGN WRAP-UP
<ol style="list-style-type: none"> 1. Pre-Case Document 2. 40+ Confidential Interviews 	<ol style="list-style-type: none"> 1. Finalize Program of Work, Funding Matrix and Budget Based on Assessment Feedback 2. Finalize Case Statement 3. Recruit Campaign Leadership 4. Develop Correspondence and Demonstration Packet 5. Develop Master Prospect List 6. Complete Prospect Ratings 7. Implement Administrative Systems 	<ol style="list-style-type: none"> 1. Board of Directors 2. First-Tier Investors/Prospects 3. Community, State, and National Foundations 4. Other Trade Groups 	<ol style="list-style-type: none"> 1. Public Information and Public Relations 2. Campaign Kick-off 3. Second-Tier Prospects 4. Broad-Based General Phase 	<ol style="list-style-type: none"> 1. Pledge Redemption/Accounting System 2. Campaign Celebration Event 3. Investor Recognition/Relations

Campaign Timetable

MONTH



Appendix D: Investor Relations Program

History

Once a funding goal for an economic development effort has been achieved, **investors**, including the public sector, hear from the organization only once a year when they receive their invoice to renew their investment. The goal of a good investor relations program is to communicate with your investors not just at invoicing time but throughout the year. By communicating regularly with investors and prospects, it fosters a greater sense of ownership, ensures continued pledge payments and provides a solid base of support for future economic development campaigns.

Goal

The goal of a strong Investor Relations Program is to make every investor and potential investor be an integral part of the program by a systematic and structured:

- 1 Communication
- 2 Recognition
- 3 Opportunities for input and feedback
- 4 Participation in program implementation

1. COMMUNICATION

Communication is the single most important ingredient for a successful investor relations program and should be geared toward reinforcing the **“Return on Investment”** philosophy. Forms of contact include but are not limited to:

- 1 Semi-annual Investor Only Meetings – One of the requirements for good investor relations is to inform investors of activities and successes. In addition, targeted short and long-term goals should be a part of the discussion.
- 2 Investor Only Newsletter – A semi-annual bulletin style newsletter should be utilized focusing on the economic development activities of Northwest Louisiana Economic Development Foundation as well as other programs of interest around the country that have been. The newsletter should include information on targeted industries, number of jobs created and retained and the economic impact of those jobs on the community.
- 3 Annual Report – An annual report should be provided to all investors and prospective investors outlining specifics of the program over the last 12 months.
- 4 Regular updates on the website should be developed and implemented.
- 5 Personalized Direct Mail (Bi-Monthly) – The theme and the

sender should be varied. Topics could include copies of articles on program activities in the area, success stories, and interviews with companies helped, etc.

- 6 Telephone contact between key staff and investor companies quarterly.

2. RECOGNITION

An extremely important component of any successful fund-raising effort is recognizing investors in a positive and thoughtful way for the investment they have made in your program. Many of these items are already being completed or finalized. Components should include:

- 1 Investor only annual reception
- 2 Tangible memento that is creative and unique and should be accompanied by a letter, “Without you we never would have reached our goal...”
- 3 Publicity in newsletters, articles and other printed materials and special mailings.
- 4 Company expansions in addition to new company recruitments should be highlighted at annual investor only reception.

3. ACTUAL PARTICIPATION IN THE IMPLEMENTATION PROCESS

- 1 Lead generation – People from the Lexington region travel around the world. Utilizing these people is a wonderful way to generate leads and further integrate your leadership and community into the program.
- 2 Local image campaign
- 3 Ambassadors
- 4 Host receptions and tours for site consultants and prospects.
- 5 Utilizing Elected Government Officials

Appendix E: Leadership Interviews

Company Name	Contact
Achison-Heller Construction	John Achison
ACS	Tom Blodgett, Pam Hatcher
Adecco	Guy Huguelet
Ball Homes	Ray Ball, Jim Parsons
Bluegrass Community Foundation	Ann Nash
Bluegrass Family Health	Jim Fritz
Campbell House Crown Plaza	Gerry van der Meer
Central Bank & Trust	Luther Deaton
Central Baptist Hospital	Bill Sisson
Ceradyne	Jeff Waldal
Chase Bank	Glenn Leveridge
Coleman Group	Bob Cole
College of Technical Education	Rick Christman
Columbia Gas	Herb Miller
Crowe Chizek	Steve Jennings
Davis & Plomin	Scott Davis
Dean, Dorton & Ford	Richard Dorton
Dinsmore & Shohl	Joseph Terry
E.On US - Kentucky Utilities	Dave Freibert
EA Partners	Al Gross
Exstream Software	Mark Bunning
Fifth Third	Robert Hewitt
First National Bank	Daryl Terry
Frost, Brown Todd	Jack Cunningham
Gray Construction	Jim Gray
Greenbaum, Doll & McDonald	Darby Turner
Haymaker/Bean Commercial Real Estate	Steve Bean
Hisle and Company	Kent Hisle
Isaac Commercial Properties	Al Isaac
J. M. Smuckers	Wayne Braswell
Keeneland	Nick Nicholson, Fran Taylor
Kelly Services	John Perri
Kentucky Blood Center	Susan Berry-Buckley
Kentucky Thoroughbred Association (KTA)	David Switzer

Kentucky-American Water Company	Nick Rowe
Kito USA	Tsuyoshi Osawa, Tomoka Logan
KY Eagle Beer	Ann McBrayer
Lexington Bluegrass Association of Realtors	Elaine Hangis
Lexington Clinic	Dr. Andrew Henderson
Lexington Herald-Leader	Tim Kelly
Lexington Industrial Foundation	Nelson Maynard
Lexington Real Estate	Phil Holoubek
Lexmark	Mark Sisk, Kathy Hillyard
LFUCG	May Newberry, Joe Kelly
Marriott	Mark Jeffrey
Meridian Communications	Mary Ellen Slone
MidAmerican Chemical	Cal Smith
National City Bank	Harry Richart
Stites & Harbison	Ken Sagan
Stoll Keenon Ogden	Bill Lear
The Knight Foundation	Laura Williams
Thomas & King	Adam Edelen
Toyota Motor Manufacturing	Kim Menke
UK Healthcare	Dr. Michael Karpf
University of Kentucky	Tom Harris
Wachovia Insurance	John Milward
Webasto Roof Systems	Marty Bryant
Windstream	Dan Powell, Barry Bishop
WT Young Storage	Bill Young