

# *Forward Wichita* **Assessment Report**



**WICHITA METRO**  
CHAMBER OF COMMERCE

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Funding your vision



resource development  
group

**Resource Development Group, Inc.**  
March 15, 2007

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## I. BACKGROUND

More than five years ago business leaders recognized Wichita was falling behind in their ability to retain and attract business, jobs and capital investment. The economic development and workforce related efforts were without a collective vision or a proactive mission to meet the needs of the region. The decision had to be made to continue to lose ground to other communities across the country or to step up and aggressively confront the issue.

A study, facilitated by Wichita State University, resulted in the formulation of the Greater Wichita Economic Development Coalition (GWEDC). In 2003 the Wichita Metro Chamber of Commerce's leadership and staff initiated the *Business at Full Throttle* campaign as the private sector funding mechanism to implement an aggressive economic development strategy for the GWEDC.

Since January 1, 2004, GWEDC has been focused on expanding the regions commercial and industrial base through aggressive business retention, expansion and recruitment activities. GWEDC was a bold regional response to the many challenges facing the area and is now the "one-stop" for the metro areas economic development inquiries.

In addition to funding the GWEDC's efforts, the Chamber's *Business at Full Throttle* program funded various workforce related activities to provide workforce solutions to area businesses. This included assistance in recruitment, assessment and training by identifying and promoting available resources in the region.

The input and expertise from numerous community leaders provided for the development of clearly defined economic and workforce development programs. Over the last three and a half years, the organization ably executed its plan of action to meet the needs of the ever-changing local business environment. The successful execution of these programs has provided measurable outcomes resulting in positive growth throughout the region.

Conditions throughout the Wichita metro area continue to change as it is faced with ongoing challenges including; the cyclical nature of the aerospace industry,

the recruitment and retention of skilled talent, identity/branding issues and the changing “face” of approaches to economic enhancement. The Board leadership and staff of the Wichita Metro Chamber of Commerce recognize the issues facing the business community and the importance of continuing aggressive and thorough economic and workforce development programs.

Resource Development Group, Inc. (RDG) was selected in the fall of 2006 to conduct a Community Assessment to answer programmatic and funding questions that will assist the Wichita Metro Chamber of Commerce in the strategic development and implementation of programs for the next five years (2008-2012). In November 2006, prior to conducting the assessment, RDG Principal Rob Radcliff conducted an alignment session that brought together more than 40 business leaders to discuss and prioritize the programmatic needs of the Chamber and GWEDC moving forward. (*See Appendix A – Alignment Session Results*) The results of the alignment session resulted in 5 organizational priorities to be tested during the assessment.

The 5 priorities were:

- Jobs
- Talent
- Vision
- Diversification
- Brand/Identity

During the assessment process, RDG used a Pre-Case document and questionnaire specifically developed for the new Forward Wichita program to help guide the interview process. The Pre-Case (*See Appendix B – Pre-Case*) provided a concise overview of the past accomplishments, as well as outlined the priorities of the organization moving forward. The questionnaire (*See Appendix C – Assessment Questionnaire*) provided a consistent platform to gather pertinent information during confidential one-on-one interviews conducted by an RDG representative. In all, RDG met with 109 private and public sector leaders throughout the greater Wichita.

The assessment interviews were conducted in January, February and March of 2007 and the results of that process are contained herein.

## **II. ASSIGNMENT**

**Resource Development Group, Inc. was retained by the Wichita Metro Chamber of Commerce for the following:**

### **Initial Planning**

1. Facilitate all necessary planning sessions with appropriate parties to:
  - Identify specific programming
  - Determine budgetary needs for 5-year period
  - Ensure no duplication/overlap in programming
2. Develop program Pre-Case outlining/packaging programming and budgetary needs for use in interviews and focus groups.

### **Leadership Consensus Building**

1. Conduct individual interviews with 50+ private and public sector leaders to build ownership in the new five-year action plan. RDG and WMCC will mutually agree on the specific number and identity of prospective leaders to be interviewed.
2. Facilitate Focus Groups with current and potential investors.
3. Determine the depth of leadership consensus and strengthen their commitment to the WMCC's economic development and other strategic priorities.
4. Develop a consensus of leadership with respect to, and fully analyze the financial support for, an appropriate budget, which will best maximize the opportunities for the success of the WMCC's strategic agenda for the next five years (financial feasibility).
5. Analyze the present constituency base to identify the strength of this group for increased, future financial support.
6. Identify new prospects for the WMCC, both in terms of the upcoming funding initiative, as well as for longer-term cultivation for future support.

7. Identify the prospective Campaign Leadership and campaign steering committee members.
8. Determine an appropriate Campaign Goal for the funding campaign.

**The results of this Assessment are summarized herein:**

### III. METHODOLOGY

Resource Development Group experience:

- Participation in formulation and budgetary funding of over eighty-five (85) economic and community development organizations throughout the country. Collectively, these total more than \$400 million in operating capital.
- Familiarity with numerous economic and community development programs throughout the United States.
- Educational foundations and background with expertise in economic development and marketing.

Background information was provided by the staff and board leadership of the Wichita Metro Chamber of Commerce.

Interviews with 109 strategically identified private and public sector leaders from throughout the Wichita area. Of those interviewed 94 were current investors of *Business at Full Throttle* and 15 were non-investors. See *Appendix D -- Leadership Interviews*

The Assessment focused on:

- Leadership perceptions of economic and workforce development activity and the role of the Chamber and GWEDC in these processes.
- Identifying challenges that will need to be overcome to enhance the environment to further these efforts.
- Identification of leadership for a funding effort.
- Testing the viability of a funding campaign to raise sufficient funds for a five year budget.

## IV. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

*In general, there is strong support for the Wichita Metro Chamber of Commerce and the Greater Wichita Economic Development Coalition's programs, and the acknowledgment that its efforts have produced positive outcomes for the region. Further, the consensus is clear that the organizations are best positioned to develop and implement aggressive and focused economic and workforce development activities for greater Wichita.*

*From the Assessment process, a number of themes emerged, presenting both challenges and opportunities that should be addressed in order to enhance financial support for the new Forward Wichita program. If these can be addressed in a proactive and positive fashion, RDG believes sufficient funds can be secured to implement a comprehensive economic development agenda, including workforce enhancement initiatives.*

### **THEME #1: Business at Full Throttle – The Results**

#### **Key Questions / Challenges:**

How have investors and non-investors viewed the activities of the Chamber and GWEDC since the inception of Business at Full Throttle? Have the organizations provided an adequate return on investment based on the measurements put in place at the outset of the programs?

#### **Findings and Conclusions:**

89% of those interviewed felt that the organizations had a well developed program of work, a solid implementation strategy and focused mission. Furthermore, that same percentage felt that they had successfully implemented the programs as described in the original action plan.

Of those interviewed that were investors, 94% felt they received an adequate return on their investment. 89% of the non-investors involved in the assessment interview felt that those businesses that did invest in the program saw an adequate return on their investment based on their knowledge of the program and its successes.

Investors and non-investors that questioned the return all had the same general feeling; although the numbers reported were very good, there was some question as to how the job totals were calculated and whether there was some credit taken for jobs that might not have been a direct result of the Chamber and GWEDC's efforts.



## **THEME #2: Communication/ Investor Relations**

### **Key Questions / Challenges:**

Has the Chamber and GWEDC done an adequate job of informing its investors on the specific program of work, including benchmarks, goals/objectives and expected outcomes? Have we done an adequate job communicating the successes and challenges of the program in an effective and timely manor?

### **Findings and Conclusions:**

Communication tested positively for both the Chamber and the GWEDC. 92% of those interviewed felt good about the various types of communications received (briefings, email, newsletters, etc.), the format (quick bites, bullets, etc.), the relevancy of the information provided and the frequency. Although non-investors did not receive direct communication from the GWEDC on its program activity, 82% felt they were adequately informed as to the organizations activity in the region.

There were several suggestions in regard to enhancing communications, specifically in reference to program results:

1. More detail on actual projects. (Where confidentiality is not an issue)
  - a. Successes and losses
    - i. Reasons for not landing a company and what we can do to learn from that for future projects?
2. Detail on jobs created.
  - a. Industry
  - b. Type of positions/job level
  - c. Salary data
3. Share net jobs data – what was lost vs. created.

Of the investor group interviewed, 83% felt that both the Chamber and GWEDC need to do a better job of communicating all aspects of its programs to the general public; in short, creating a broader community awareness of the mission, programs and benefits. The feeling was that those not involved with the organization or close to the program activity were most likely not aware that these efforts were being administered.

### **Recommendations:**

From the results of the assessment process, RDG feels the Chamber and GWEDC

are currently doing an effective job in terms of its investor relations and communications. We do, however, caution that this is the critical element in the longevity of any economic and workforce development funding and a breakdown in communications will have a direct negative impact on future funding efforts.

In regard to communication to the broader community, RDG suggests:

1. Partnership with the Wichita Eagle and/or the Business Journal.
  - a. Run ads promoting the organizations and the programs.
  - b. Develop a regular article series that would highlight specific areas of the programs, highlighting successes, achievements, staff and community benefits.
2. Billboard advertisements
  - a. Promotional ads that develop name recognition and draw readers to the website for further information.
  - b. Provide a “Community Quick-Link” that provides readers in one page, quick read on the programs and the benefits to the community.

IMPORTANT NOTE: All of the above could be secured and accomplished through in-kind investment by the papers and local ad agencies.

### **THEME #3: Private-Public Relationship**

#### **Key Questions / Challenges:**

In the approach to economic and workforce development, how has the relationship between the City of Wichita, Sedgwick County, the surrounding counties and the Chamber changed in the last 3-4 years?

#### **Findings and Conclusions:**

97% of those interviewed were adamant that the Chamber and GWEDC are the correct organizations to be administering the economic and workforce development activities for the greater Wichita area. Although, from that group, 91% felt that both the City of Wichita and Sedgwick County’s administration and public officials play an important role in the partnership.

There was near unanimous (97%) agreement that the relationship between the public sector leadership and private sector leadership in the City of Wichita and Sedgwick County has improved significantly in the past four years. Moreover,

88% stressed the need to continue to foster a strong partnership as a key component in the future success of civic progress.

At the forefront of this issue are the upcoming elections and the changes in several key public offices. Due to this impending transition, there was a strong feeling that these relationships must remain a top priority of the Chamber.

A second theme that surfaced in regard to the public/private relationship, centered around the partnership with the surrounding counties. While less than half (47%) identified this as a topic of discussion, they felt the efforts need to be more inclusive of the MSA as a whole. With key businesses and a large percentage of the workforce coming from the surrounding counties and contributing to the region's asset base, a more collaborative effort would be beneficial to all involved in economic and workforce development activities.

The third and final theme in regard to the public/private partnership is that of the relationship with the State of Kansas. 76% mentioned issues with or at the state level in regard to the ability to retain, grow and recruit business to the area. The most common stated issue was creating a more business friendly environment in regard to taxes and incentives.

**Recommendations:**

Ensure staff and leadership continue open dialog with city and county leadership in regard to economic and workforce development priorities, program implementation and project coordination.

Initiate a plan to quickly connect with and begin the dialog with incoming community leaders from the upcoming elections.

Initiate regular meetings/communication specifically with the surrounding counties economic development and workforce personnel.

## THEME #4: Program Priorities

### Key Questions / Challenges:

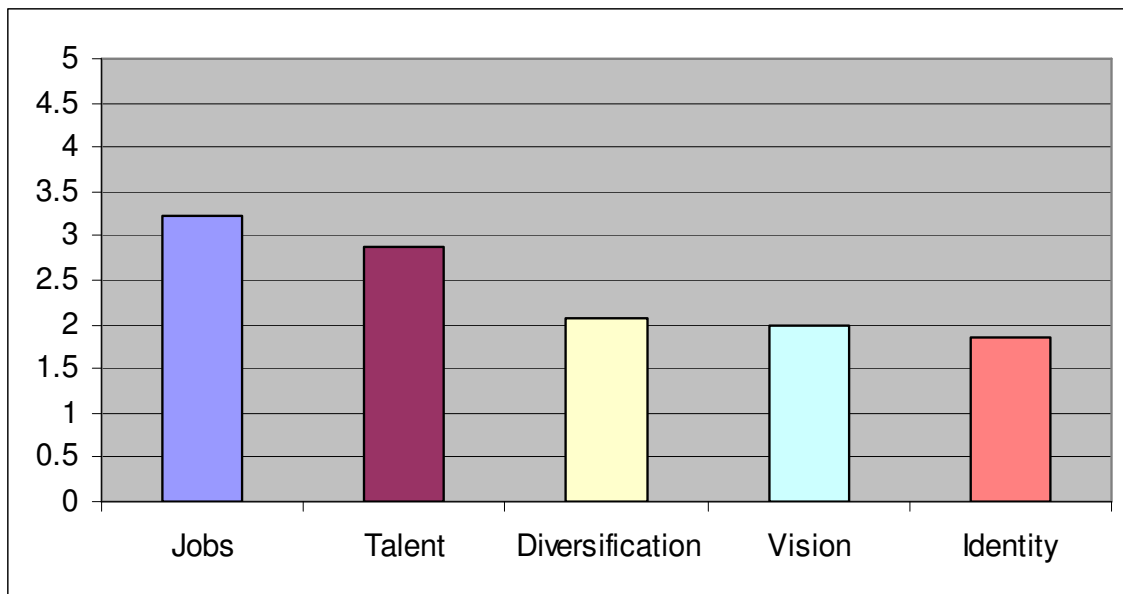
Your thoughts on the 5 priorities identified in the alignment session, do you agree these priorities should be the focus of the organizations efforts moving forward?

How would you rank the priorities 1 to 5 with one being highest priority?

### Findings and Conclusions:

89% agreed with the priorities as they were presented in the Pre-Case document.

**Participants were asked to rank the priorities from 1 to 5 with one being most important.** The graph below illustrates the results:



### Jobs & Talent

Jobs and Talent rank highest in priority and were identified by most (89%) as the core competencies of the Chamber and GWEDC. While the other three components received significant support, there was a strong message conveyed that the organizations remain clear as to its core mission and not allow for “mission creep” or a loss of focus.

### Diversification

Diversification was recognized as a critical opportunity to better balance the local economy and lessen the impact from the cyclical nature of the aerospace industry. By developing the advanced materials, composites and polymers cluster, Wichita will be creating a new market that reaches well beyond the

aviation industry.

### **Vision & Identity**

While Vision and Identity scored lowest, all respondents did agree that these are important community efforts with a certain degree of impact on economic and workforce issues. 79% felt these were “soft programs” that tend to deviate from the core mission and questioned whether Vision and Identity fit within the funding of these Chamber and GWEDC efforts. Much of this comes from the difficulty of being able to quantify the results or show timely tangible returns in these areas.

### **Recommendation:**

In development of the Case Statement, great detail will need to be put into the business plan to overcome any “soft program” objections in regard to Vision and Identity. Clearly defining programs of work and desired outcomes will provide answers to these questions. It will also be important to communicate that these are long term undertakings and are critical to future efforts. Lastly, it will be important to be transparent on the reporting of past and future efforts, clearly expressing how the dollars were spent and detailing the return on investment.

RDG feels the positive response to the priorities reinforces the findings from the planning process. Furthermore, we are confident there is sufficient support of the case to move forward with the five priorities. However, as noted later in this report, based on our recommendation of a target goal lower than the “test budget”, adjustments will need to be made in anticipated program spending levels.

## **THEME #5: Organizational/Programmatic Challenges**

### **Key Questions / Challenges:**

What are the key challenges or issues facing the Chamber and GWEDC moving forward with theses efforts?

### **Findings and Conclusions:**

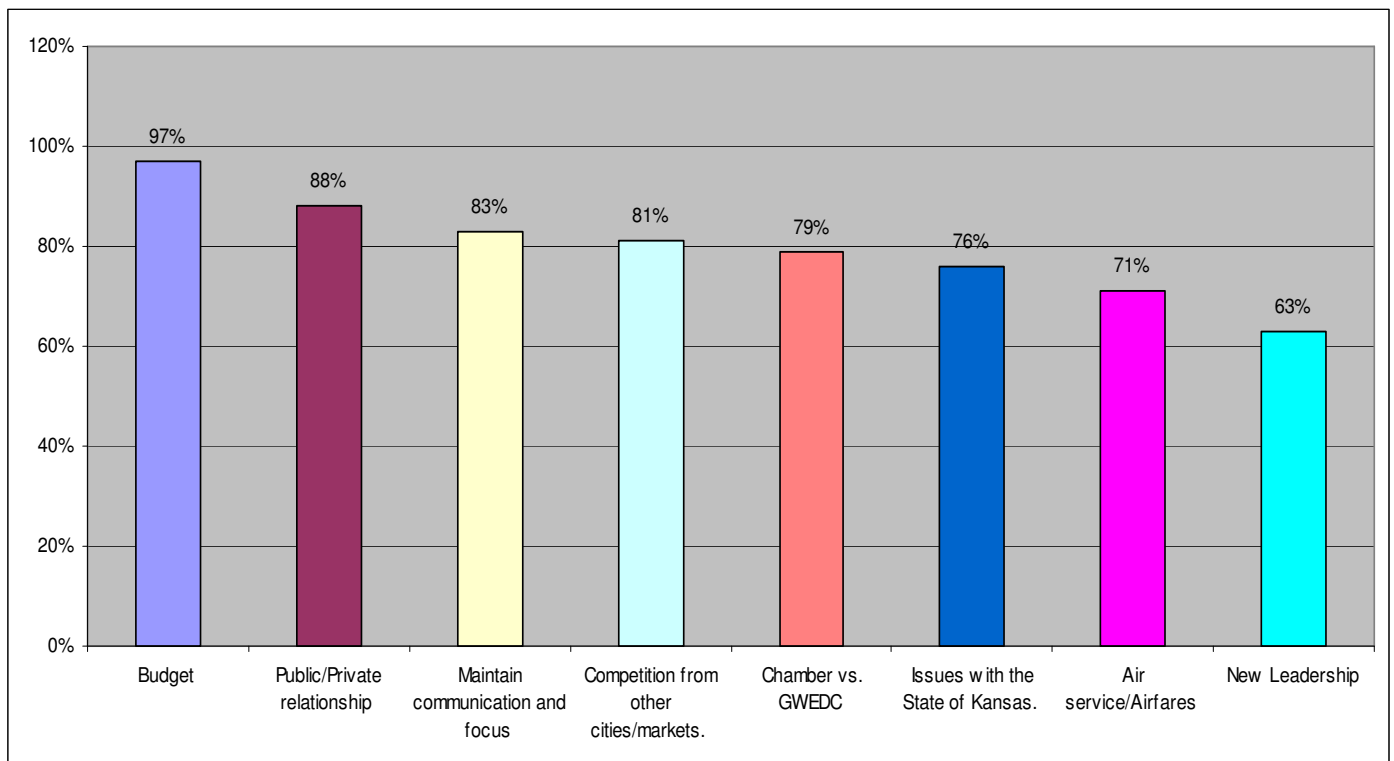
The goal of this section is to help staff and leadership keep a pulse on the issues as seen by the business community. The following are a list of topics identified through the assessment process that local business leaders see as the key

challenges or issues facing the Chamber and the GWEDC moving forward:

### Organizational Challenges

1. Ability fully fund the organization to administer the priorities.
  - a.) Current investors “Stepping up”
  - b.) Broadening of the investor base
  - c.) Other organizations raising funds in the community.
2. Public/Private relationship and common focus on solutions to economic and workforce development.
3. Ability to effectively communicate with investors and the community at large to maintain the energy and a sense of urgency.
4. Competition from other cities/markets.
5. Chamber vs. GWEDC
  - a.) Keeping the missions, programs of work and funding clear so not to confuse “who does what.”
6. Issues with the State of Kansas.
  - a.) Taxes
  - b.) Promoting a business friendly environment.
7. Air service to and from Wichita Mid-Continent.
8. Leadership – The ability to tap new, fresh local leaders and effectively work into the mix.

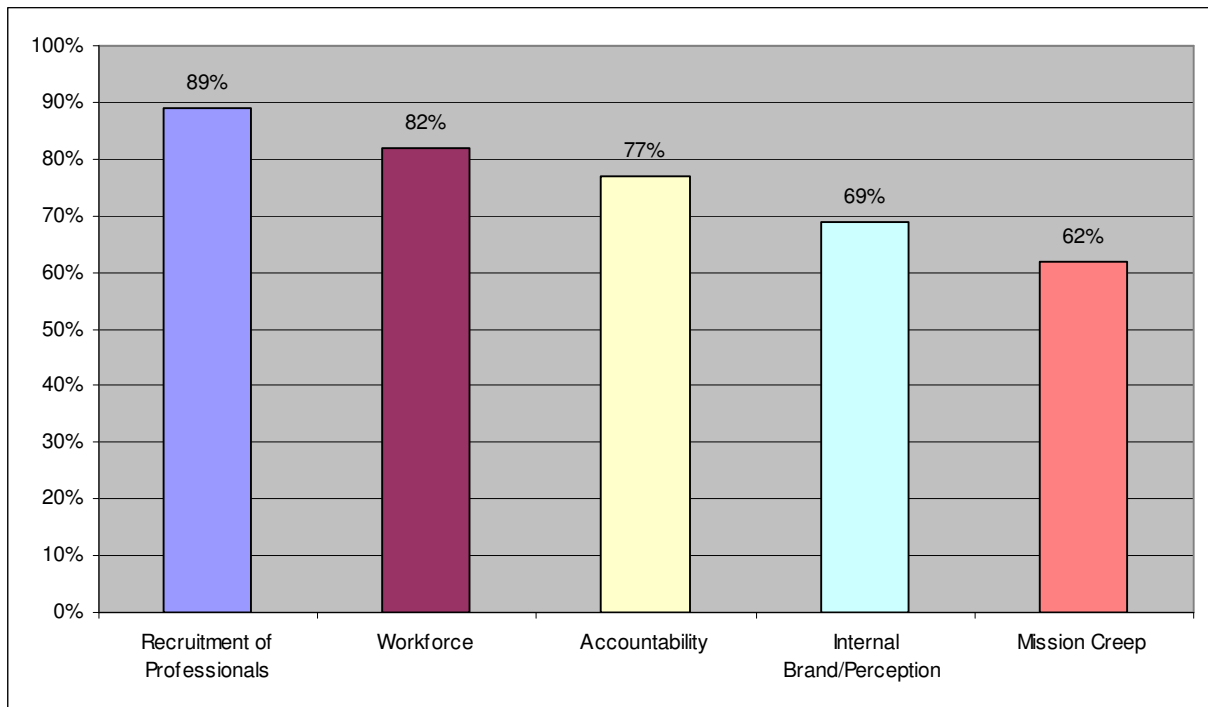
The pie chart below shows the percentage of respondents that identified each challenge.



## Programmatic Challenges

1. Recruitment/attraction of qualified workforce.
  - a.) Engineers and professional services.
  - b.) To have the talent and resources to allow the local economy to grow.
    - i.) Decline in available workforce.
    - ii.) Baby boomers retiring and need to fill that void.
2. Workforce – Proactively address workforce issues while the economy is strong so that we are prepared for any down cycle in the future.
3. Accountability
  - a.) Clearly and effectively measuring program activity.
4. Brand – The internal perception conveyed by Wichitans. Ability to convey community strengths.
5. Mission Creep – Staying focused on what is important.
  - a.) Stay pure to the original mission and keep soft programs out.

The pie chart below shows the percentage of respondents that identified each challenge.



## **THEME #6: Funding Goal**

### **Key Questions / Challenges:**

A budget goal of \$8.03mm was tested during the assessment process. Does the business community have the willingness and the capacity to support funding at this level?

### **Findings and Conclusions:**

When establishing the goal for an organization that has been through one or more funding cycles, a key component is the assessment of the top investors from the previous campaign. Based on their past percentage of the total raised, coupled with the one-on-one interviews, we are able to gauge their future investment and establish a goal that is both aggressive and attainable.

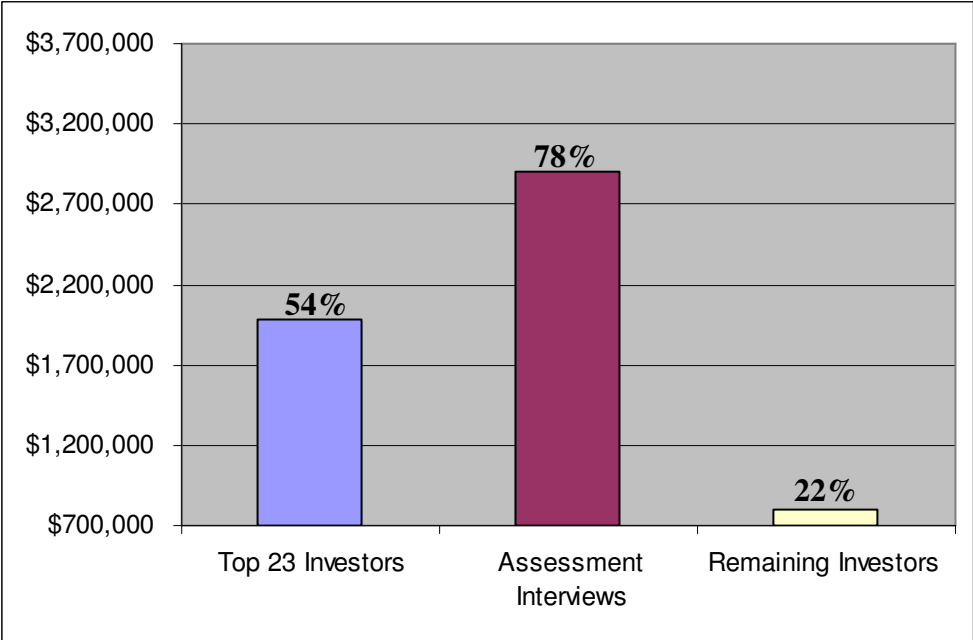
### **Funding Trend Analysis**

- 87 of the 129 current investors were interviewed
- 46 of the top 50 investors interviewed
- 88% of those interviewed agreed to maintain or increase their level of investment
- 41% average increase from the 87 investors
- Top 23 current investors (\$10,000 per year and higher) tracked at an average increase of 39%.
- 97% stated the only solution to achieving the \$8.03 test goal was to significantly expand the investor base.
- 81% of those interviewed felt the community had the capacity to raise that level of dollars
- 76% felt the business community would have the willingness to support based on the limited knowledge of the program benefits in the greater business community

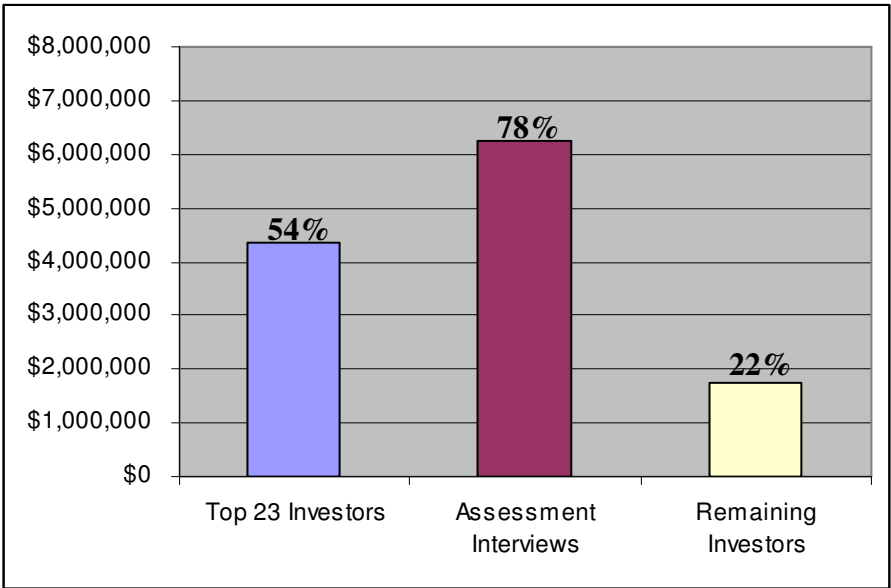
Although the findings indicate a significant level of increase for current investors, it does not provide an adequate increase to reach the desired \$8 million level of funding. In BAFT, the top 23 investors accounted for 54% or \$1,987,500 of the \$3.7 raised. To maintain that percentage on the \$8.03 million goal, the top 23 would need to commit \$4,336,200. The top 23 from the assessment projections total \$2,775,000; \$1,561,200 short of the 54% needed to achieve the test goal.



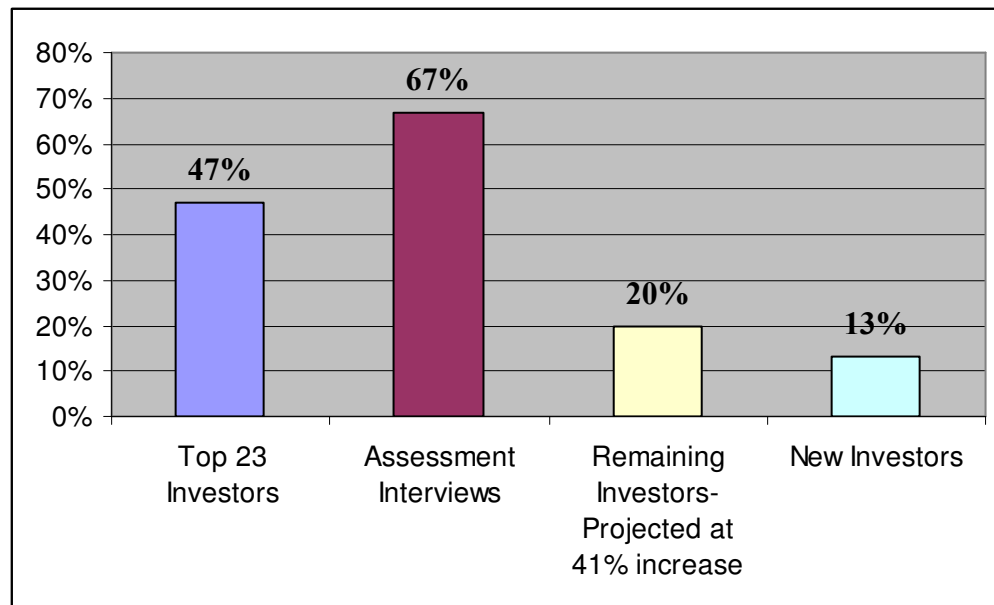
**BAFT-Amount Raised-\$3,700,000**



**Forward Wichita-Test Goal-\$8,030,000**



## Total Projected Investment -\$6,000,000



	BAFT		Test Goal	Forward Wichita Projected Investment	Deficit
<b>Amount Raised</b>	\$3,700,000		\$8,030,000		
<b>Number of Investors</b>	129				
<b>Top 23 Investors</b>	\$1,987,500		\$4,336,200	\$2,775,000	-\$1,561,200
<b>Percent of Total</b>	54%		54%	35%	-19%
<b>Assessment Interviews</b>	\$2,897,750		\$6,263,400	\$4,088,750	-\$2,174,650
<b>Percent of Total</b>	78%		78%	51%	-27%
<b>Remaining Investors</b>	\$802,250		\$1,766,600	\$1,131,172	-\$635,428
<b>Percent of Total</b>	22%		22%	14%	-8%
			Projected at 41% increase		
			Total Projected		
			Goal	\$5,219,922	

The above chart projects over \$5.2 million can be raised from the assessment interview pool and the remaining investor base. This does not include the expansion of the investor base 97% identified as the key element to maximizing the funding efforts.

Based on the analysis of the business community and feedback from the assessment interviews, RDG is of the opinion that an additional \$500,000 to \$750,000 can be raised through a significant expansion of the investor base.

**Recommendation:**

Based on our analysis of past investment levels, coupled with the results of the assessment and our analysis of potential new investment, RDG is willing to guarantee a funding goal of \$6 million. With a goal 25% less than the \$8mm tested in the assessment, a strategy is needed for implementation of the priorities.

RDG recommends the execution of programs based on the rankings of the priorities in the assessment. RDG is committed to maximizing the dollar amount to be raised and will use every resource available to get as far above the \$6mm goal as possible. If the campaign should exceed the \$6mm funding level, additional programs can be administered from the priority list.

To further support this target goal our research and experience indicates that this level of investment is consistent with competitive markets similar and size to Wichita. Below is budget information and per capita spending.

City	Current Annual Budget	Per Capita Spending
Wichita	\$1.2 Million	\$2.10
Oklahoma City	\$3 million	\$2.74
Omaha	\$2 million	\$2.61
Tulsa	\$1.8 million	\$2.09

**Populations based on 2000 US Census Bureau data.**

The campaign timeline can be found at *Appendix E – Campaign Timeline*.

## **THEME #7: Leadership Structure**

**Key Questions / Challenges:**

What is the best and most effective way to structure a leadership team for the Forward Wichita funding effort?

**Findings and Conclusions:**

Based on the success and positive image of the Chamber and its programs, we do not foresee that there will be any issue in securing leadership for the campaign.

**Recommendation:**

RDG recommends the following leadership structure for the Forward Wichita funding effort:

***Campaign Co-Chairs:***

The Campaign Co-Chairs will be 2 to 4 very visible, well respected leaders in the community that will, based on their capacity, make a significant impact on the financial goal of the campaign.

***Steering Committee:***

This group will consist of 15-25 members and, along with the Co-Chairs, will be the “public face” of the campaign. These are individuals that lend credibility and will endorse the campaign by the use of their name and picture in campaign material. These individuals would also be asked to attend key functions throughout the campaign.

***Kitchen Cabinet:***

6-10 key members of the Steering Committee will make up the Kitchen Cabinet. This group works closely with RDG “behind the scenes” during the campaign as an oversight group. RDG will be respectful of their time and use them on an as needed basis. This group will be asked to:

- Attend regular campaign update meetings.
- Assist with general advice and input in regard to campaign progress, prospects, or other areas of need.
- Make contact with investor/prospects on an as needed basis to assist in making introductions, close pending accounts, etc.

## **APPENDIX A: Alignment Session Results**

**Wichita Metro Chamber of Commerce**

*Business at Full Throttle*

**Alignment Session**

**November 14, 2006**

### **What do we do well?**

- Staff Leadership
- Public/Private collaboration
- Communication
- Brand (local)
- Broadened investors & leadership
- Transaction Team
- Push the envelope (Risks)
- Regional collaboration
- Avoided mission creep
- Vision
- Private sector leap
- Simple/Direct message
- Balance sales vs. product improvement
- Built relationship with public partners
- Level of civic competence

### **How can we improve?**

- Larger base of investors
- De-Politicize
- Regional collaboration
- Enhanced communications with past and new prospects
- Toot our horn
- Measure Success
- Strengthen private sector economic development leadership
- Show near-term benefit
- Strengthen public partners
- Staff continuity/stability
- Build trust with surrounding E.D. groups
- Better "Self-talk" (Image)

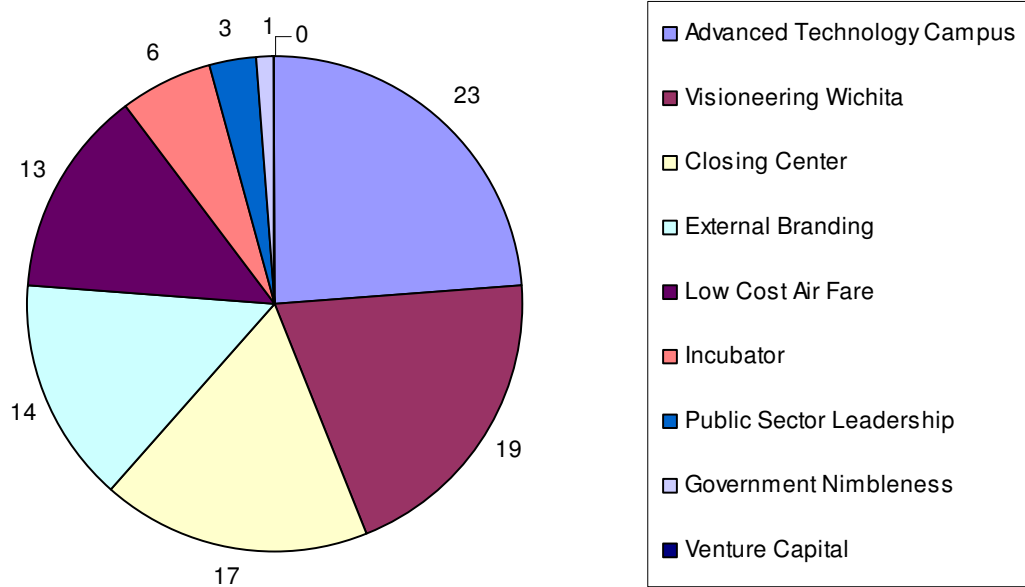
**What do we have to do?**

- Create “Story of Success”
  - Local image
- Retention/Expansion – Existing business
- Workforce Training
- Regional collaboration
- Retain young professionals
- Create jobs
- Raise expectations
- Communicate success/educate
- Private sector to lead charge
- Nurture partnership (Public/Private)
- Keep giving \$
- Target study

**What do we want to do?**

- Visioneering Wichita
- Low cost airline
- Advanced Technology Campus
  - Materials research
- Government nimbleness
- Branding (Exterior)
- Closing Center
- Public sector leadership
- Venture Capital
- Incubator

<b>Voting Results</b>	<b># of Votes</b>
Advanced Technology Campus	23
Visioneering Wichita	19
Closing Center	17
External Branding	14
Low Cost Air Fare	13
Incubator	6
Public Sector Leadership	3
Government Nimbleness	1
Venture Capital	0



# FORWARD WICHITA

An Economic Development Campaign from the **Wichita Metro Chamber of Commerce**

## The Challenge: **Competing to Win**

Wichita competes with 15,000 other communities for jobs, people and capital investment. And that's just in the United States. With the flattening of the world, global competition is fierce.

Almost four years ago business leaders answered the call to heighten our region's economic development competitiveness. Business committed to leading and funding job recruitment and retention and workforce development. We were playing catch-up to our most serious competitors. Today our success story is recognized locally and nationally.

But the world doesn't stand still. Other communities continue to improve their product and so must metro Wichita. We must venture boldly. We must build on the success we have in new jobs and investment. Our future success depends on our ability to compete for jobs, investment and talent. We must think long-term and work together to be better each year.

In 2003 and 2004, 129 companies stepped forward and pledged \$3.7 million to fund economic development efforts. The public sector has worked closely with us to achieve our success story.

## Forward Wichita: **Reaching the Next Level**

Forward Wichita is about building our economic future. We are seeking five-year funding commitments for 2008 through 2012 with funding for GWEDC for 2009 - 2013. Each initiative leverages our success and looks to our current and future competitive advantage.

We accomplished much in our first effort with:

- Job recruitment and retention plus capital investment through GWEDC
- Talent recruitment and retention

After talking with business leaders and surveying the competition, we are adding:

- Advanced materials initiative
- Visioneering Wichita long-term plan
- Brand Wichita community identity

We are committed to winning the competitive race for talent and prosperity. And, we are committed to measuring our efforts and holding each other accountable.

## **Key Accomplishments** – *Business at Full Throttle*

### **Greater Wichita Economic Development Coalition**

- 6,800 jobs retained and recruited through 38 projects by December 2006
- 85% of promised 8,000 jobs secured
- Average wage that exceeds the average Wichita metro wage
- Projected annual payroll nearly \$250 million
- Projected capital investment more than \$302 million
- Diversification with more than 78% of jobs outside of aviation manufacturing
- Return on public investment of 93.8%

### **Workforce Development**

- Workforce Solutions – one-stop access point for businesses to gain training and other human resource assets
- Young Professionals of Wichita – more than 2,000 members
- Support Jabara Campus and streamlined technical education system
- Flying in Formation collaborative engineer recruitment plan



# ForwardWichita Priorities

## JOBS

### Retain and Recruit Jobs and Capital \$3.04 million

More jobs, more wages, and more capital investment are the results for the next phase, with continued emphasis on quality as well as quantity of jobs, diversification and capital investment. Co-ownership of this initiative from our public partners is critical to remaining competitive.

## TALENT

### Retain and Recruit 21st Century Talent \$1.37 million

Attracting and keeping great talent is the key to success. Companies will locate where the right workers live. Forward Wichita will fund recruitment and retention services of professionals, offer seminars for our “front door” personnel to better advocate for Wichita, extend one-stop Workforce Solutions offerings and provide enhanced programming for Young Professionals of Wichita. We will help ensure a pipeline of students motivated to pursue high-skill training and aid in the success of the Jabara campus. These goals are designed to attract and develop needed talent for our region’s growth.

## VISION

### Realize Wichita’s Future \$1.3 million

For two decades, Wichita saw a decline in many measures, including our lack of regional growth, inability to retain young people and declining per capita income. In 2004, six founding partners stepped up to fund the Visioneering Wichita process. The grassroots participation was unprecedented. More than 15,000 people touched the planning and implementation process. Volunteers work on issues in 10 strategic alliances from entrepreneurship and small business to mentoring. The first city-to-city visit to Richmond, Virginia, brought together 60 community leaders.

Forward Wichita funding will advance the Visioneering Wichita process to achieve our long-range plans. The strength of Visioneering Wichita is in its volunteers, with hundreds meeting monthly to tackle our metro community’s greatest opportunities. The result will be long-term change in the benchmarks measured every year – from retaining our young people to increasing our per-capita income.

# ForwardWichita Priorities

continued

## IDENTITY

### Brand Wichita

**\$750,000**

The product we sell is Wichita. We sell it to companies, CEOs, employees, college students, tourists and each other. Other communities have developed common stories and messages to sell their competitive advantages. A strong identity can help a community make the short list – for recruiting new people, retaining young people, or convincing a company to locate in Wichita.

Forward Wichita will fund implementation of a community branding initiative, first with an internal community identity to foster community pride. The last two years of funding will move that message outside our community, telling the story of Wichita's competitive advantage.

## DIVERSIFICATION

### Develop Advanced Materials Cluster

**\$631,000**

As the home to the premier aviation manufacturing cluster, we know strong industry clusters bring economic prosperity. We have the opportunity to develop a second cluster in advanced materials, composites and polymers. This emerging cluster has the ability to both support our aviation manufacturing, while diversifying our economy. GWEDC formed a composites advisory group more than two years ago and conducted a feasibility study this past year.

Funding for this initiative would nurture and develop this emerging cluster by positioning Wichita as a center of excellence for advanced materials and polymers. Working closely with Wichita State University and its world-renowned National Institute for Aviation Research, GWEDC would aggressively market the center to companies, while coordinating cluster development efforts.

## Forward Wichita: Getting it Done

To accomplish the Forward Wichita program, the Wichita Metro Chamber of Commerce will also raise funds to cover the fund-raising expenses of staff and consultant fees (\$343,600), program administration expenses (\$250,000), and for possible cancellations (\$350,000).



**ForwardWichita Total**

**\$8.03 million**

## APPENDIX C: Assessment Questionnaire

**Wichita Metro Chamber of Commerce  
Greater Wichita Economic Development Coalition**

*Forward Wichita*

**Assessment Questionnaire**

1. Attended pre-planning session in November? Any thoughts/feedback from that session?
2. What is your general impression of the GWEDC (Effective, somewhat effective, not effective)?
3. Do you feel GWEDC has performed and provided the results you expected? Shown an adequate ROI?
4. Do you feel GWEDC and the Chamber is effective in communicating with its investors on a regular basis? If not, how often would you like to be communicated with and in what format would you prefer (briefings, letter, newsletter, email, etc.)?
5. Your thoughts on the 5 priorities identified in the alignment session, do you agree these priorities as the focus of the organizations efforts moving ahead?

6. Rank the program priorities:

Jobs	_____
Talent	_____
Diversification	_____
Vision	_____
Identity/Brand Wichita	_____

7. What are the key measurements, benchmarks and return on investment criteria that you would like to see incorporated to grade the programs?

8. What do you see as the key challenges/issues facing the Chamber and GWEDC over the next 3-5 years?

9. Do you see any challenges/issues facing your industry in the next 3-5 years?

10. The Chamber has developed at an initial budgetary goal of \$8.03 million to support these priorities over the next 5 years. Based on your knowledge of the organization and the community, do you feel this is an attainable goal? Does the business community have the capacity to support at this level? Do you feel there is a willingness to support at this level based on the priorities?

11. \$3.7mm was raised for *Business at Full Throttle I*, your current level of investment was \$\_\_\_\_\_. A broadening of the base with new investors will be critical to meeting the new \$8.03mm goal. Further, current investors will be asked to look at their level of investment and increase accordingly. Based on the program of work, budget goal and desired outcomes, is that something you see your company supporting at an increased level? At what level of investment do you see your participation? Would you consider doubling your level of investment?
12. Would you provide the names of some key business and community leaders who you would recommend we ask to serve as a member of our Campaign leadership team?
13. Are there any key business or community leaders that you feel we must talk with during this assessment?
14. Can you think of any key businesses in the community that might not be involved as an investor at this point that should be involved?
15. Do you have any other thoughts, concerns or feedback you would like to share?

## APPENDIX D: Leadership Interviews

Company Name	Contact	Investor
Above & Beyond Corporate Gifts	Lynne Smith	N
Aeroflex Wichita, Inc.	Jeff Gillum	Y
Airbus NorthAmerica	Bill Greer	Y
Allen, Gibbs & Houlik	Paul Allen	Y
Aquila	Larissa Long	Y
AT&T	Les Depperschmidt	Y
Automation-Plus, Inc.	Sheryl Wohlford	Y
Bank of America	Rob Allison	Y
Berry Companies, Inc.	Fred Berry	Y
Berry Companies, Inc.	Walter Berry	Y
BKD, LLP	William Pickert	Y
Boeing Integrated Defense Systems	Derek McLuckey	N
Boeing Integrated Defense Systems	Jarrold Bartlett	N
Boeing Integrated Defense Systems	Gregg LeMaster	N
Boeing Wichita Credit Union	Gary Regoli	Y
Bothner & Bradley, Inc.	Vera Bothner	Y
Capitol Federal Savings Bank	Rhonda Dennis	Y
Cargill Meats Solution	Tom Hayes	Y
Central Bank and Trust Co.	David Hodge	Y
Cessna Aircraft Co.	Jim Walters	Y
City of Wichita	George Kolb	N
Commerce Bank, N.A.	John Clevenger	Y
Commerce Bank, N.A.	Marilyn Pauly	Y
Commerce Bank, N.A.	Douglas Neff	Y
Conco Inc.	Dan Waller	Y
Concrete Materials, Co.	Marty Cornejo	N
CornerBank, N.A.	Roger Elliott	Y
CornerBank, N.A.	Roger Mericle	Y
Cox Communications	Kimberly Edmunds	Y
Cox Communications	Lynn Sangiamino	Y
Cox Communications	Jay Allbaugh	Y
Davis Moore Automotive Inc.	Dawson Grimsley	N
Delta Dental Plan of Kansas Inc	Linda Brantner	Y

Dondlinger & Sons Construction Co., Inc.	Tom Dondlinger	Y
Emprise Bank	Mike Michaelis	Y
Emprise Bank	Tom Page	Y
Engenio Information Technology	Cindy A. Hoover	N
Envision	Linda Merrill	Y
Equity Bank	Brad Elliott	Y
Fahnestock Heating & Air Conditioning, Inc.	George Fahnestock	Y
Fidelity Bank	Clay Bastian	Y
Fidelity Bank	Clark Bastian	Y
First American Title	Craig Burns	Y
Foley Equipment Company	Ann Konecny	Y
Foulston Siefkin	Harvey Sorensen	Y
Foulston Siefkin	Doug Stanley	Y
Fox Kansas/KSAS-TV	Kent Cornish	N
Grant Thornton, LLP	Gary Allerheiligen	Y
Greater Wichita Convention & Visitors Bureau	John Rolfe	Y
Martens Commercial Group, LLC	Steve Martens	Y
HRH of Kansas	Chris Shank	Y
HRH of Kansas	David Cavenah	Y
Hyatt Regency Wichita	Jeff Pace	Y
IMA of Kansas, Inc.	Anita Bourke	Y
Integrated Solutions Inc.	Gary Mason	N
Intrust Bank	Lyndon Wells	Y
Intrust Bank	JV Lentell	Y
Intrust Bank	Charlie Chandler	Y
J.P. Weigand & Sons, Inc.	Connie Simcox	Y
Jackson Hewitt Tax Service	Randy Yeisley	Y
John T. Arnold & Associates, Inc.	Marlin Penner	Y
Johnson Controls, Inc. - York	Stephen Donowick	N
Johnston Supply	Pete Schrepferman	N
Kansas Gas Services	Terly Rose	Y
Key Construction	Ken Wells	Y
Koch Industries, Inc.	Bill Hanna	Y
Koch Industries, Inc.	Allen Wright	Y
KU School of Medicine	Dr Dismuke	Y
KU School of Medicine	Jan Arbuckle	Y
KU School of Medicine	Brenda Gray	Y
Legacy Bank	Frank Suellentrop	Y

Martin K. Eby Construction Co., Inc.	Jim Grier, III	Y
Martin, Pringle, Oliver, Wallace & Bauer, LLP	Jeff Kennedy	Y
McCluggage, Van Sickel & Perry	Jeff Van Sickel	N
MidAmerican Credit Union	James D. Holt	Y
Midcontinent Safety, Inc.	Bob Dool	N
MKEC Engineering Consultants	Kenneth Bengtson	Y
MKEC Engineering Consultants	Kurt Yowell	Y
PJ Wichita, LLC dba Papa John's Pizza	Terry Newman	N
Professional Engineering Consultants, P.A.	Dale Maltbie	Y
Rand Graphics	Randy Vautravers	Y
Raytheon Aircraft Company	John Brauneis	Y
Reno County Economic Development Commission	Dana Regehr	Y
Reno County Economic Development Commission	Dave Kerr	Y
Ritchie Corporation	Tom Ritchie	Y
Ruffin Companies, Inc.	Phil Ruffin	Y
Schaefer Johnson Cox Frey & Associates	Joe Johnson	Y
Sedgwick County	William Buchanan	Y
Sherwood Construction	Howard Sherwood	Y
Southern Kansas Telephone Co., Inc.	Lonnie Stieben	Y
Spirit AeroSystems	Jeffrey Turner	Y
Sullivan Higdon & Sink, Inc.	Samuel M. Williams	Y
Sumner County Economic Development Commission	Janis Hellard	Y
The Hayes Company, Inc.	Stephen Hayes	Y
Utility Contractors, Inc.	Chuck Grier	Y
Valassis Communications	Mike Wood	Y
Via Christi Medical Center	Larry Schumacher	Y
Via Christi Medical Center	Kevin Colin	Y
Wesley Medical Center	Hugh Tappan	Y
Westar Energy	Bill Moore	Y
Westar Energy	Peggy Lloyd	Y
Western Uniform & Towel Service, Inc.	Jim Behring	Y
Wichita Business Journal	John Ek	Y
Wichita Business Journal	Bill Roy	Y
Wichita Clinic	Kimberly Shank	Y
Wichita Eagle	Lou Heldman	Y



Wichita Independent Business Association  
Wichita State University

Cliff Sones Y  
President Don Beggs Y\*

\* In-Kind



WICHITA METRO  
CHAMBER OF COMMERCE

resource development  
group

## An Overview of RDG's Campaign Process

### LEADERSHIP/ STAFF PLANNING SESSION

- The WHAT**
1. To include:  
Chamber Exec.committee  
GWEDC steering council  
Top investors  
Targeted public sector
  2. 3 hour session
  3. Agenda will include:  
- future programming  
- new ideas--branding  
campaign? Presentation  
Center?  
- Measurements  
- Future Budget
  4. Deliverable-components  
of Pre-Case for use on  
Regional Assessment
- The HOW**

### ASSESSMENT

1. Pre-Case Document
2. 50 to 60 confidential  
interviews.
3. 3 to 5 Focus Groups

### PREPARATION PHASE

1. Finalize program of work,  
metrics and budget based on  
Regional Assessment feedback
2. Finalize Case Statement
3. Finalize Campaign Theme
4. Recruit Campaign Leadership
5. Develop Correspondence  
and Demonstration Packet
6. Develop Master Prospect List
7. Complete Prospect Research
8. Implement Administrative  
Systems

### LEADERSHIP PHASE

1. Board of Directors
2. First-Tier Investors/  
Prospects
3. Community, State, and  
National Foundations
4. Other trade groups

### PUBLIC PHASE

1. Public Information and  
Public Relations
2. Campaign kick-off
3. Second-Tier Prospects
4. Third-Tier Prospects
5. Broad-based general  
phase
6. 250-300 total calls

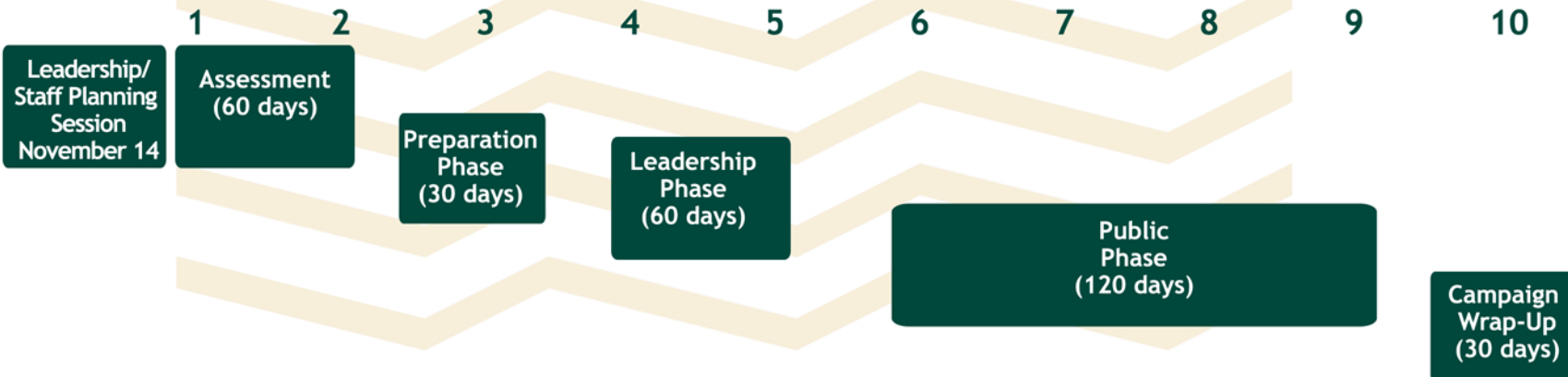
### CAMPAIGN WRAP-UP

1. Pledge redemption/  
Accounting System
2. Campaign Celebration  
Event
3. Investor Recognition/  
Relations

## Campaign Timetable

### MONTH

Campaign start date:  
January 1, 2007



f u n d i n g   y o u r   v i s i o n