

Approved: January 21, 1997
date

MINUTES OF THE SENATE COMMITTEE ON COMMERCE.

The meeting was called to order by Chairperson Alicia Salisbury at 8:00 a.m. on January 17, 1997 in Room 123-S of the Capitol.

Members present: Senators Salisbury, Barone, Brownlee, Feleciano, Gooch, Jordan, Steffes, Steineger and Umbarger.

Committee staff present: Lynne Holt, Legislative Research Department
Jerry Donaldson, Legislative Research Department
Bob Nugent, Revisor of Statutes
Betty Bomar, Committee Secretary

Conferees appearing before the committee:
Gary Sherrer, Secretary, Department of Commerce and Housing

Others attending: See attached list

Upon motion by Senator Gooch, seconded by Senator Barone, the Minutes of the January 16, 1997, meeting were unanimously approved.

Lynne Holt provided copies of an article, referred to by Dr. Charles Warren, from *The Wall Street Journal*, dated January 15, 1997, relating to "Tight labor force, higher wages pinch economy", as experienced by states in the South who had been experiencing rapid economic growth. Attachment 1

Gary Sherrer, Secretary, Department of Commerce and Housing (DOCH), introduced members of his staff and distributed copies the Kansas Department of Commerce & Housing Annual Report, a 1997 Kansas Travel & Event Guide, and a Promotional Portfolio (a copy of each publication on file in the Office of the Legislative Research Department).

Secretary Sherrer reported how the programs and services of DOCH relate to the strategic goals as outlined in "A Kansas Vision for the 21st Century: The Strategic Plan for Economic Development.. He stated the six divisions within DOCH that provide the programs and services consistent with the objectives of "A Kansas Vision" are: Agriculture Products Development, Business Development, Community Development, Housing, Trade Development, and Travel and Tourism. Attachment 2

The Agriculture Products Development Division was changed last year from the Department of Agriculture to DOCH. It has concentrated its resources in value added activities, international trade, market research and development, and trademark programs. The Division is working closely with the Business Development, Community Development, and Trade Development divisions, accessing programs and services to better serve the agricultural community.

The Business Development Division promotes investment and growth for Kansas businesses through the Kansas Enterprise Zone, Export Finance, Minority & Women Business Development, Kansas Match, and Workforce Training. "A Kansas Vision" stresses the need to provide high quality workforce training and life-long learning opportunities to adults. The Division's 3 person staff administering the Workforce Training programs had a significant impact on employees and employers within the state. In FY 1996, the Workforce Training staff secured a record 89 projects that will ultimately train more than 12,000 workers at 79 companies. The Division, in conjunction with the Community Development and Housing division, launched the Kansas Consolidated Plan.

The Community Development Division addresses "A Kansas Vision" through its grant programs: U.S. Small Cities Community Development Block Grant (CDBG) and Main Street Incentives without Walls (IWW). The primary focus is the development of viable communities by providing decent housing and a suitable living environment. CDBG strengthens the Kansas economy through investing more than \$20 million annually and IWW, \$200,000 in community improvement investments.

The Housing Division provides housing opportunities through the development of resources,

CONTINUATION SHEET

MINUTES OF THE SENATE COMMITTEE ON COMMERCE, Room 123-S Statehouse, at 8:00 a.m. on January 17, 1997.

partnerships, and technical assistance. Through the leveraging of public and private capital, the Division created more than \$140 million in economic development in FY 1996. The Division is actively working to provide housing opportunities throughout the state, initiating new programs and services and strengthening those that are most effective.

The Trade Development Division is helping Kansas companies become export-ready. The Division, assisted more than 100 Kansas companies, financially, in promoting their products domestically and internationally. The staff also plays an important role in providing companies with the technical assistance necessary to enter the global market.

The Travel and Tourism Division received a seventy-nine percent increase in inquiries for travel information, thirty-three percent of which resulted in actual visits to the state.

Secretary Sherrer informed the Committee DOCH initiated three elements of accountability that apply to each division. First, the Annual Report, (A copy on file in the Office of the Legislative Research Department); second, customer satisfaction; and third, specific and measurable goals required of every division.

Secretary Sherrer stated DOCH is committed to providing economic opportunity and economic growth through Kansas. The programs and services are dedicated to this goal.

The Committee discussed the role of DOCH, cooperation with Kansas, Inc., and the inadequate business assistance within the banking industry.

The meeting was adjourned at 9:00 a.m.

The next meeting is scheduled for January 21, 1997.

SENATE COMMERCE COMMITTEE GUEST LIST

DATE: January 17, 1997

NAME	REPRESENTING
DUO GRANT	KCCI
John Rolfe	KDOCH
Sheila Davis	"
Sherry Brown	"
Morine Kruse	KDOC & H
ERRON WILLIAMS	KDOC & H.
Betty Hingles	KDOC & H
Steve Kelly	KDOC & H
Bernie Roth	Wichita Area Chamber
Don Strait	KSDÉ
Jean Barber	State Ind. Assn. of KS
Tony Fann	DOB
MIKE WOSCIEN	KTEC
Roger Trumble	KGC

South's Growth Rate Hits Speed Bump

Tight Labor Force, Higher Wages Pinch Economy

By GREG JAFFE

Staff Reporter of THE WALL STREET JOURNAL

The steady hum produced by the South's economy in recent years is now being drowned out by a cry for help: Companies, high-tech and low-tech alike, can't find workers.

"If you could bring me a truckload of 500 computer programmers today, I could find jobs for all of them this afternoon," said Frank Standley, who manages the human-resources department for Service Merchandise Co., the Nashville, Tenn.-based retailer.

The South, like many parts of the country, has been wrestling with a shortage of lower-wage employees for its service economy. But a recent survey of companies by the Federal Reserve Bank of Richmond, Va., shows that the region's labor shortages are beginning to extend far beyond minimum-wage employees.

"Any kind of position that requires a degree of skill — from brick masons to accountants — is in very high demand right now," said Ray Owens, an economist with the Richmond Fed, who did the survey. Consulting companies, software concerns, banking and financial institutions — all are scrambling to fill positions.

Forced to Raise Wages

The pinch means that employers are having to pay higher wages. And higher wages translate into slower economic growth — something the South hasn't experienced of late. In a recent survey, Southeastern economists projected that the region's gross domestic product, the value of all goods and services produced in the region, will grow about 3.4% in 1997, down from 3.7% in 1996.

"The tight labor markets have been slowing job growth in the South for the last two quarters," said Gary Shoesmith, director of the Center for Economic and Banking Studies at Wake Forest University in Winston-Salem, N.C. "And I see the gap between the South and the nation closing even more in 1997."

Indeed, Mr. Shoesmith projected that the number of jobs in the South will increase 2.1% in 1997 compared with national job growth of 1.9%.

Competition from other regions in the

Job-Seekers' Market

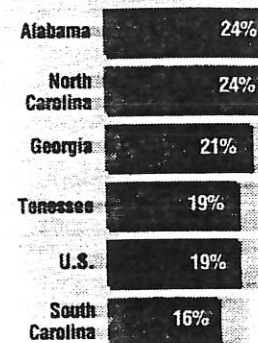
Unemployment Drops...

Southern metropolitan areas, third-quarter 1995 vs. third quarter 1996

METRO AREA	1995	1996
Atlanta	4.5%	3.6%
Birmingham	4.3	2.9
Charlotte	3.7	3.5
Greensboro	3.6	3.1
Nashville	3.7	3.0
Raleigh	2.9	2.3
Richmond	3.9	3.6
U.S.	5.6	5.2

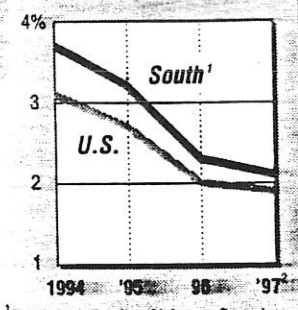
Wages Rise...

Percentage change, 1990 to 1995



...And Job Growth Mirrors the Rest of U.S.

Percentage increase in employment



Sources: U.S. Department of Labor;

Wake Forest University Center for Economic and Banking Studies

¹South is defined as Alabama, Georgia, Florida, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

²Forecast

country and subsequent shifts in migration patterns appear to be the biggest reasons for the change. Traditionally, the South has depended on a flood of new employees to the region from the Northeast and California to help fill positions created during its economic boom.

But as the Northeast and California economies have heated up, fewer residents have been willing to move. In 1994, the South's employable labor force increased by a stunning 2.5%, compared with a nationwide increase of just 1.4% according to Mr. Shoesmith. But since 1994 the growth in the labor force has slowed, increasing by an average of only 1.5% in 1995 and 1996 compared with a national increase of about 1.2%.

Lowest Unemployment

The result: unprecedented lows in unemployment statistics. Even with massive layoffs in recent years in the South's textile and apparel industries, unemployment in the region fell to 4.8% in the third quarter of 1996, compared with the U.S. rate of 5.2%, according to the Bureau of Labor Statistics. (States in the region include: Georgia, Alabama, North Carolina, South Carolina, Tennessee, Virginia,

West Virginia, and Florida).

In major metropolitan areas, which have led the region's boom, the labor market is even tighter. In Birmingham, Ala., and Nashville, Tenn., the unemployment rate fell to around 3% in the third quarter, compared with a national rate of 5.2%.

In Birmingham, Jerry Edwards, chief executive officer of Jordan Machine Co., has never worked so hard to find so few employees.

"We've turned over barrels and drums and searched just about everywhere we can think," said Mr. Edwards, who needs skilled machinists to help manufacture molds for everything from fishing lures to submarine hatch covers.

Despite his efforts — including offers of annual wages that exceed \$20,000, full health benefits and a 401(k) program — Mr. Edwards estimated that his company lost \$400,000 in sales in 1996, simply because it couldn't find enough workers to meet the demand for new orders.

"Business was great last year, but the number of hours we worked was down 20%" from the previous year, Mr. Edwards said.

About 200 miles to the north, in Nashville, Gaylord Entertainment Co., the communications and entertainment concern, is finding itself squeezed at all levels of employment. Desperate to find clerks, janitors and waiters to work in its Opryland hotel and theme park, the company is recruiting workers for jobs paying \$9.50 an hour at offices set up in Puerto Rico and through a local church that sponsors immigrants from the Middle East. Asked to name the church, Gaylord executives decline, fearing that other employers will flock to the source.

Meanwhile, the company is also having trouble filling higher-paid positions. "Competition is intense for white-collar

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Senate Commerce Committee
January 17, 1997

Attachment 1-1 thru 1-2

Tight Labor Markets Slow Down Economy In Southern Region

Continued From Page A2

employees, for accountants for everything," said Elwyn Taylor, director of human resources for Gaylord. "If you pick up the newspaper the classified [ads] go for page after page after page."

The problem is the same in Durham and Charlotte in North Carolina, where Keane Inc. of Boston, can't find enough business analysts and software programmers to keep up with the company's growth. In recent months, Keane has hired a third full-time recruiter in North Carolina and tapped a fourth person to scout for new sources of employees.

"The tight labor market is making my job very difficult right now," says Kevin Gaffney, a technical recruiter for the company's North Carolina offices. "We've been here five years and this is the hardest it's been."

To be sure, the South still retains some advantages over its Northern counterparts, including a warmer climate and, in general, lower pay scales. Those ingredients alone mean the South "should continue to see some in-migration of companies and people," said Robert A. Eisenbeis, director of research for the Federal Reserve Bank of Atlanta. But, he added, "How long that advantage will last is anyone's guess."

Some states, meanwhile, are finding ways to circumvent the problem. In Georgia, for instance — as part of a move to win 2,500 programming jobs offered by Total Systems Services Inc., the fast-growing credit-card processing company—state officials designed and paid for a six- to eight-month computer training program tailored to Total Systems' specifications.

The program, which included doubling the size of the computer-science department at Columbus (Ga.) College, guarantees graduates 50 hours of college credit and promises Total Systems a steady stream of qualified workers for their new operation in Columbus.

"If the labor markets are tight, having a good system of universities and community colleges is important," said Mark Vitner, an economist with First Union Corp., the banking giant in Charlotte. "In a tight labor market companies are going to want to locate near those colleges."

**TESTIMONY BEFORE THE SENATE COMMERCE COMMITTEE
THE KANSAS DEPARTMENT OF COMMERCE & HOUSING
GARY SHERRER, LT. GOVERNOR/SECRETARY
JANUARY 17, 1997**

Madam Chairperson and members of the Committee, I am here today to discuss how the programs and services of the Kansas Department of Commerce & Housing relate to the strategic goals of the Kansas, Inc. document, "A Kansas Vision for the 21st Century: The Strategic Plan for Economic Development." After a brief discussion of this piece, I would welcome any questions and/or comments you might have for me.

I. Introduction

There are six divisions within the Kansas Department of Commerce & Housing that provide programs and services consistent with the objectives of "A Kansas Vision." They are: Agriculture Products Development, Business Development, Community Development, Housing, Trade Development, and Travel and Tourism. Their goals are derived from the agency's mission: To provide leadership to ensure economic opportunity for Kansans. Economic opportunity is the cornerstone of this agency, as it is for "A Kansas Vision." The following information highlights how Commerce & Housing meets this goal.

II. KDOC&H and "A Kansas Vision"

The Agriculture Products Development Division has concentrated its resources in value added activities, international trade, market research and development, and trademark programs. The value added component is a very good example of the Division's commitment to "A Kansas Vision." The Agricultural Value Added Center has the potential for a broad impact on the Kansas economy, and with this program in Topeka, the Division can serve clients more efficiently. The Center has technical expertise to offer clients, grant assistance to develop commercial potential, technology transfer to entrepreneurs, and pilot plant facilities for product development and testing. All of this adds value to Kansas agricultural goods and services, and increases net profits for Kansas farmers as raw commodities are demanded.

The Division is also working closely with the Business Development, Community Development, and Trade Development divisions, accessing programs and services to better serve the agriculture community.

The Business Development Division epitomizes the strategic goals set forth by "A Kansas Vision." The Division promotes investment and growth for Kansas businesses through a number of highly successful programs. Kansas Enterprise Zone, Export Finance, Minority & Women Business Development, Kansas Match, and Workforce Training are just a few of these. All of the Division's programs have had an impact on the Kansas economy, and complete results from Fiscal Year 1996 can be found in our Annual Report.

*Senate Commerce Committee
January 17, 1997*

Attachment 2-1 thru 2-9

"A Kansas Vision" stresses the need to provide high quality workforce training and life-long learning opportunities to adults. The Division's Workforce Training programs--Kansas Industrial Training (KIT), Kansas Industrial Retraining (KIR), and Investments in Major Projects and Comprehensive Training (IMPACT)--have significant impact on employees and employers across the state. These programs have been developed in a manner that provides reasonable flexibility for the client in terms of training curriculum and structure, and allows post-secondary and vocational technical institutions to be a partner in these efforts. In Fiscal Year 1996, the Workforce Training staff (comprised of three individuals) secured a record 89 projects that will ultimately train more than 12,000 workers at 79 companies. Further details on these projects can be found on pages nine through 33 of the Annual Report. The need for workforce training continues to grow. Employers have clearly recognized that success in today's marketplace requires a workforce that possesses specific work skills, is adaptable to changing environments, and can work well in a team atmosphere.

The Division is a catalyst in sustaining and enhancing economic development capacity in Kansas. Their mission is founded upon the creation and retention of jobs and increasing capital investment. The Division's finance and incentive programs are utilized by existing Kansas companies wishing to expand, as well as new companies coming into the state. Last year, in conjunction with the Community Development and Housing divisions, the Business Development Division helped launch the Kansas Consolidated Plan. This initiative provides a comprehensive approach to economic development, allowing Kansas communities to access critical programs and services simultaneously. The agency is currently incorporating the other four divisions, which will result in true consolidation.

The Community Development Division addresses "A Kansas Vision" in a number of ways. One of the Division's programs, the U.S. Small Cities Community Development Block Grant (CDBG), is a significant contributor to the infrastructure of the Kansas economy. The primary focus of the CDBG program is the development of viable communities by providing decent housing and a suitable living environment, and expanding economic opportunities--primarily for persons of low and moderate incomes. CDBG strengthens the Kansas economy through public and private infrastructure enhancements, investing more than \$20 million annually. These community improvement investments benefit Kansas communities of 50,000 or less. Complete information about this program is available in the Annual Report, pages 42 through 45.

Economic development is further enhanced through the Main Street program. In Fiscal Year 1996, Main Street's Incentives Without Walls grant program provided \$200,000 in funding to 17 Kansas communities involved in revitalizing their downtown areas. This resulted in a five to one return-on-investment in dollars leveraged from the private sector, and created and retained nearly 100 jobs. The Main Street program is further explained on pages 43, and 48 through 51 of the Annual Report.

The Housing Division provides housing opportunities for Kansans through the development of resources, partnerships, and technical assistance. Demonstrating the linkage to economic development, the Division, through the leveraging of public and private capital, created more than \$140 million in new economic development activity in Kansas in Fiscal Year 1996.

As it pertains to "A Kansas Vision," the Division is consistently working to increase the availability of affordable housing in Kansas. In Fiscal Year 1996 the Division granted \$1.8 million to first-time home buyers. This was leveraged by nearly \$6 million from local lending institutions. One hundred-sixty households in 31 counties benefitted. During the same time period, the Division, through the Low Income Housing Tax Credit (LIHTC) program and tax-exempt bonds, financed the development of more than 1,000 new rental units, and the rehabilitation of more than 1,700 existing units.

The Division is actively working to provide housing opportunities throughout the state, initiating new programs and services, and strengthening those that are most effective. Fiscal Year 1996 results can be found on pages 56 through 58 of the Annual Report.

The Trade Development Division plays a key role in helping Kansas companies become export-ready, one of the critical strategies in "A Kansas Vision." Through the Kansas Trade Show Assistance Program (KTSAP), more than 100 Kansas companies in Fiscal Year 1996 received the financial help they needed for promoting their products domestically and internationally. Another successful, cost effective avenue for exposing Kansas products overseas is participation in catalog shows, whereby a staff member represents a group of Kansas companies at a foreign trade show. Product samples and information are taken to the show, and trade leads are established for the companies, all without direct company participation, and for a minimal cost.

Division staff also play an important role by providing companies with the technical assistance necessary to enter the global market. This includes understanding the business climate of the world market, knowing where to access other means of financial capital, and cultivating and maintaining relationships with business professionals in other countries. Last fiscal year, the Division hosted nearly 200 dignitaries and business persons from 22 countries including Japan, Korea, Russia, England, and Latin America. Fiscal Year 1996 results from the Trade Development Division are located on page 61 of the Annual Report.

The Travel and Tourism Division promotes tourism opportunities in Kansas designed to increase travel-related expenditures within the state. "A Kansas Vision" clearly explains the need to aggressively pursue these opportunities, which is precisely what the Division is accomplishing through a number of avenues. Several highlights from Fiscal Year 1996 are testimony to the Division's success. Inquiries for travel information increased 79 percent, from 99,929 in Fiscal Year 1995 to 179,006 last year. Thirty-three percent of these inquiries resulted in actual visits to the state, with these visitors spending more than \$16 million during their travels. The Kansas Film Commission facilitated 30 motion picture and television projects, resulting in direct Kansas expenditures of more than \$5 million.

Tourism promotion also included increased advertising in several national and regional magazines, and the distribution of more than 400,000 Kansas Travel and Event Guides, featuring information on a multitude of Kansas events and attractions. Sixteen Attraction Development grants were awarded, projected to increase by 85 percent visitation to various attractions across Kansas. More than 100 full- or part-time jobs are expected to be created as a result. Fourteen Marketing Matching grants were also awarded, allowing attractions to effectively advertise statewide and

regionally. A comprehensive summary of the programs and services of the Travel and Tourism Division is located on pages 65 and 66 of the Annual Report.

III. Accountability

Accountability for our actions is an essential component of our daily operations. There are three elements of accountability that apply directly to Commerce & Housing. First, the Annual Report you have before you is our most comprehensive compilation of accountability. Much like a private corporation, this document is a report to our shareholders--the citizens of Kansas.

The second element is how well we performed. Activities do not necessarily indicate results. Effectiveness of activities measure their success. Last year we created a Quality Assurance Program at Commerce & Housing, designed specifically for this purpose. A complete account of this program is in the Annual Report on pages three through five. I would like to point out some of the numbers that indicate the level of customer satisfaction. In a survey rating the overall quality of service of four of our divisions, nearly 80 percent of the respondents rated the service as "excellent." The remainder all rated it as "good." In rating Commerce & Housing field representatives, 100 percent of the respondents felt satisfied with the service they received.

Finally, accountability is expressed through specific, measurable goals, required of every division. These goals all have standard measurements that include objectives, strategies, and outcomes. These are further broken down into categories such as private dollars leveraged, job creation and retention, and cost/benefit analysis. (An example of division goals is attached.) As another measure of accountability, we are in a partnership with Kansas, Inc. to develop an "econometric" model to help us evaluate the cost/benefit component of some of our projects. This will allow us to gauge our performance and strengthen programs as needed.

IV. Conclusion

At Commerce & Housing we are committed to providing economic opportunity and economic growth throughout Kansas. Our programs and services are dedicated to this goal, and our people are providing the leadership and expertise which allow us to meet this goal--all of which are consistent with the strategies outlined in "A Kansas Vision."

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OBJECTIVES/STRATEGIES	TIMELINE	RESPONSIBILITY	PROJECTED BUDGET	ACTUAL COST	YTD RESULTS
TRAVEL TRADE					
OBJECTIVE #1: Generate \$500,000 worth of articles or broadcast airtime on Kansas Tourism.					
STRATEGIES:					
A. Develop materials for marketing to the press					
Action Steps:					
1. Develop tourism promotional press kit			\$3,000.00		
- write copy	Aug 1	Jerry, MW			
- design letterhead	Aug 5	Admark			
- print letterhead	Aug 16	State Printer			
- kits assembled for mailings	Aug 19 week	Ann			
2. Develop monthly fact/teaser sheet			\$5,000.00		
- send letters to communities requesting input	Aug 9	MW			
- determine editorial calendar	Aug 19 week	MW			
- write copy	Sept 2 week	Admark?, freelance			
- design layout	Sept 9 week	Admark, Andrea			
- printed	Sept 27	State Printer			
3. Produce additional slides for distribution to media		MW, Ann			
- select slides					
-make duplicates			\$2,000.00		
- catalog duplicates					
- establish library "check-out" system for slide distribution					
B. Seek press coverage for attractions, as well as special events with in-state, out-of-state and international media.					
Action Steps:					
1. Establish relationships with 15 key Kansas "dailies", 3 Topeka television stations and 3 Wichita television stations and 5 key radio stations/networks			---		
- Set-up personal visits & deliver new press kit (Fall)	Aug - Sept	MW, Matt Brisch			

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OBJECTIVES/STRATEGIES	TIMELINE	RESPONSIBILITY	PROJECTED BUDGET	ACTUAL COST	YTD RESULTS
- Follow-up with Thank you	Aug - Sept	MW			
- Mail monthly fact/teaser sheet	monthly starting Sept	MW			
- Phone calls on a monthly/quarterly basis	On-going	MW			
- Set-up personal visit in the spring prior to National Tourism Week	March 1997	MW			
2. Establish system of press releases for distribution through CVBs & Chambers of communities with "weeklies"	Sept	MW, Ann	---		
3. Establish contact with key Kansas "weeklies"	Sept	MW, Ann	---		
4. Establish relationships with 25 key national, out-of-state, journalists			---		
- determine 25 key journalists to target	Aug 26	MW			
- determine top 5	Aug 26	MW			
- set-up personal visits with top 5 key out-of-state journalists and deliver new press kits	by Sept 26	MW	\$1,000.00		
- follow-up with Thank You to top 5	by Oct 4	MW			
- send letter of introduction to the remaining 20 journalists	by Oct 4	MW			
- mail fact/teaser sheet monthly	On-going	MW			
- phone calls on a monthly/quarterly basis	On-going	MW			
5. Develop an internal system for public relations for the division including but not limited to press releases, interviews, public speaking engagements and trade shows	Sept	MW			
- set up notebooks	Aug 5	Ann			
- issue memo from Norine Kruse to staff	Aug 9	MW			
6. Develop a comprehensive public relations plan for detailed follow-up of this strategy					
- planning meeting	Aug	staff			
- outline	Aug	MW			
- draft of plan	Sept	MW			
- final plan	Sept	MW			
7. Establish bi-monthly Division newsletter and distribute to appropriate mailing list	On-going	MW, Andrea, staff	\$5,000.00		
C. Market to members of the Midwest Travel Writer's Association					
Action Steps:					
1. Join Midwest Travel Writer's Association	Feb	MW	\$500.00		
2. Attend Spring Meeting (April 1997) in Kansas City	April 2 - 6	MW	\$500.00		

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OBJECTIVES/STRATEGIES	TIMELINE	RESPONSIBILITY	PROJECTED BUDGET	ACTUAL COST	YTD RESULTS
3. Investigate sponsorship of breakfast at Spring Meeting	April 2 - 6	MW	\$4,000.00		
4. Conduct pre or post fam tours			\$2,500.00		
- Coordinate state itinerary	Jan	MW			
- Secure ground transportation	Jan	MW			
- Develop and mail invitations	Jan	MW, Admark			
- Confirm itinerary arrangements	April	MW			
- Conduct tour	April	MW			
- Forward follow-up material	April	MW, Ann			
D. Conduct and host press trips and site visits as needed					
Action Steps:					
1. Investigate Chisholm Trail Fam with OK & TX (Fall)	Aug	MW	\$2,500.00		
2. Conduct America's Heartland Rendevous Fam (Spring)	April	MW	\$2,500.00		
3. Conduct TWA/America's Heartland Fam (tentative Fall)	Fall	MW	\$2,500.00		
4. Conduct Midwest Travel Writer's pre/post fam (Spring)	April	MW	see C-4		
E. Purchase/develop a database sales call system for journalists to develop a more targeted contact list. This database system would allow for tracking of individual writer's activities, as well as publications' activities.	Oct	MW	\$500.00		
F. Contract for national clipping service for tracking and economic analysis of published articles.	Sept	MW	\$6,000.00		
OBJECTIVE #2: Conduct a positive public relations campaign to the tourism industry and the media					
A. Continue legislator and community notification of articles printed			---		
Action Steps:					
1. Re-write letter	Sept 13	MW			
2. Update database	Sept 13	Ann			
3. Establish system	Sept 13	MW, Ann			
B. Establish a system for Thank You's from the Division			---		

GOAL 1. To increase local community development capacity through a systematic process of skill development.

- Outcomes:
- * Redesigned KDOCH planning process
 - * Reinvention of PRIDE is complete and being implemented by Kansas communities
 - * Main Street Emeritus Cities Program modifications implemented
 - * Community Capacity Building Workshop curriculum developed and delivered
 - * Increased number of communities with local comprehensive plans or other planning documentation outlining goals and strategies for local development [REQUIRES BASELINE MEASUREMENT]
 - * Increased number of communities presenting comprehensive solutions to community problems instead of "spot" solutions to "spot" problems and which are linked to local planning documentation [REQUIRES BASELINE MEASUREMENT]

GOAL 2: To establish a system of simple procedures for customers to access resources and which, at the same time, maintains the integrity and legal requirements of the programs.

- Outcomes:
- * Technical Task Force established to develop planning standards to satisfy multiple agency requirements [REQUIRES SUPPORT OF SECRETARY TO OTHER AGENCIES]
 - * Increased number of communities using the comprehensive application round to access resources of multiple programs in a single process
 - * Reduced decision time between application receipt and announcement
 - * Policies developed for "teaming" to improve internal coordination on projects involving multiple program resources
 - * Improved communication mechanisms developed to inform communities of changes at the State and Federal level, to share successful strategies from other communities, and to recognize community achievements
 - * System established to prompt counties to update strategic plans and preserve Enterprise Zone status

GOAL 3: To increase the quality and quantity of regional resources (private, nonprofit, and government) available to assist communities.

- Outcomes:
- * CDBG Grant Administrator Certification Program designed and tested, including identifying networks for training of local government officials

- * Directory of Resources (perhaps expanded version of existing Kansas Rural Development Council database) including private foundation resources developed
- * Improve/restructure regional development organizations to ensure statewide coverage and capacity to deliver services

GOAL 4: To reorganize Community Development Division staff responsibilities to better utilize the respective skills of individuals, to balance workloads, and to improve communication across program and responsibility lines.

- Outcomes:
- * Improve staff communication and clearly define position responsibilities
 - * Redistribute specific responsibilities to achieve improved balance across all division positions
 - * Implement Human Resource Plan ensuring current position descriptions exist, new personnel system adopted, and appropriate classification requested for all Division personnel
 - * Implement training strategy to address specific skill deficiencies or professional development needs of staff