

# 2014

## Comprehensive Economic Development Strategy (CEDS)

For Allen, Anderson, Bourbon, Cherokee,  
Coffey, Crawford, Labette, Linn,  
Montgomery, Neosho, Wilson, Woodson

Prepared June 2014

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**Southeast Kansas Regional Planning Commission**

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## Introduction

The Southeast Kansas Economic Development District submitted an initial Overall Economic Development Program (OEDP) in 1975. This 2014 CEDS serves to update the District's 2010 OEDP/CEDS. It presents new and revised data illustrating both the progress and needs of the region. The 2014 CEDS prioritizes issues that impede economic prosperity and growth on both a regional-specific and county-specific level. Regional- and county-specific strategies for dealing with Priority Issues are delineated in the 2014 CEDS. The 2014 CEDS serves as a resource guide to government officials, community leaders and development practitioners. The goals and Program of Work represents the efforts of the Economic Development District (EDD) to collaborate in the use of scarce, natural, human and programmatic resources. This document reflects the efforts of the region's economic development infrastructure to reduce duplication of effort and realize greater economies of scale in development practice throughout the EDD. The 2014 CEDS will serve to outline activities and program strategies that are to be implemented through the year 2018.

The Economic Development District operates as the Southeast Kansas Regional Planning Commission (SEKRPC). SEKRPC is an association of county governments established by inter-local agreements under Kansas Statute 12-716 in 1974. The designated counties include Allen, Anderson, Bourbon, Cherokee, Crawford, Coffey, Labette, Linn, Montgomery, Neosho, Wilson and Woodson.

The SEKRPC's active membership consists of twelve counties as well as 66 communities. The SEKRPC Executive Committee consists of twelve members, one from each membership county and one at-large member appointed by their County Commission. The listings for the Executive Committee and General Commission members are contained within the document. The SEKRPC General Commission consists of four delegates and one alternate from each county. The Regional CEDS Committee was appointed by the Executive Committee and the respective Board of County Commissioners to oversee the 2014 CEDS process. Additionally, each county was asked to form a CEDS Review Committee. These committees were made up of a diverse selection of the population from local government and private sector business and industry to education. A list of the regional and county CEDS committee members is also enclosed.

The district's economic base continues to be a proportional mix of agriculture and industry. Economic factors presented in the 2014 CEDS will demonstrate that the region continues to lag substantially behind the State of Kansas, and the nation as a whole, in key economic indicators such as wages, household income and unemployment. Based upon the presented factors affecting economic prosperity and growth in Southeast Kansas, the SEKRPC and the CEDS Committees have adopted an active strategy designed to meet the short- and long-term economic development and growth goals and objectives. The program emphasizes coordination of local action with assistance from State and Federal agencies in addressing major development issues in the district. The CEDS considers the needs and resources of all counties within the EDD.

GENERAL COMMISSION BOARD MEMBERSHIP LIST

**1. Government Representatives (51-65%)**

Elected officials and/or employees of general impose unit of state, local or Indian tribal government who have been appointed to represent the government.

Name	Government	Position
Carl Slaugh	Allen County	City Administrator - appt by Comm
Joyce Martin	Anderson County	City Administrator - appt by Comm
Jerry Howarter	Anderson County	County Commissioner
Dean Register	Anderson County	County Commissioner
Dave Martin	Bourbon County	City Administrator - appt by Comm
Jack Gamer	Cherokee County	County Commissioner
Larry Crofts	Coffey County	County Commissioner
Kellie Higgins	Coffey County	Eco Devo - appt by Comm
Rick Raynek	Coffey County	County Commissioner
Tom Ragonese	Crawford County	County Project Manager - appt by Comm
Ralph McGeorge	Crawford County	County Commissioner
Lonie Addis	Labette County	County Commissioner
Herb Bath	Labette County	Mayor - Altamont
Carolyn Kennett	Labette County	Eco Devo - appt by Comm
David Lamb	Linn County	County Clerk
Herb Pemberton	Linn County	County Commissioner
Tony Royse	Montgomery County	Indep.ence County Clerk - appt by
Jeff Morris	Montgomery County	County Manager - appt by Comm
Hugo Spieker	Neosho County	County Commissioner
Madaline Shockey	Neosho County	Galesburg Mayor
Kris Marple	Wilson County	County Coodinator - appt by Comm
Eldon McGinnis	Wilson County	Fredonia City Commission
Gwen Martin	Woodson County	County Commissioner
Total - 23		

**2. NON-GOVERNMENT REPRESENTATIVES (35-49%)**

**A. Private Sector Representatives:** Senior management official holding key decision-making position, with respect to any for-profit enterprise.

Name	Company/Enterprise	Position
Dick Works	Farming	Owner
Mike Hill	Arts & Irons	Owner
Tony Tabares	The Red Pepper Restaurant	Co-Owner
Tom Studebaker	Studebaker Refrigeration	Owner
Dudley Feueborm	Feuerborn Funeral Homes	Co-Owner
Total - 5		

**B. Stakeholder Organization Representatives:** Executive Directors of chambers of commerce, or representative of institutions of post-secondary education, workforce development groups or labor groups.

Name	Organization	Position
Jana Taylor	Allen County Chamber	Executive Director
Ginger Norris	KDOC SEK Workforce Dev.	Director
Jean Pritchett	Columbus Chamber	Executive Director
Jennifer Anderson	Burlington Chamber	Executive Director
Harold Benson	Girard Chamber	Executive Director
Steve Vergara	Pittsburg State University	Tech Dev Center Director
Murray McGee	Chanute Area Economic Dev. Agency	Executive Director
Blake Benson	Pittsburg Chamber	Executive Director
Torn Crittenden	Coffeyville Workforce Dev.	Director
Vicky Smith	Neosho County Comm. College	Dean
Yvonne Hull	Coffeyville Community College	Outreach
Carrie Spoon	Yates Center Chamber	Executive Director
George Knox	Labette Community College	Dean
Total - 13		

**3. AT-LARGE REPRESENTATIVES (0-14%)** Others who represent economic interests of the region

Name	Areas of Interest	Background
James Gatewood	Retired Manager/Referee	City Management-Referee
Don Alexander	Alexander Manufacturing	Owner
Jon Hotaling	Retired Eco. Dev. Director	Economic Development
Total - 3		

<u>CALCULATIONS:</u>	<u>Number</u>	<u>Percent%</u>
Government Representatives	23	52
Non-Government Representatives	18	41
Private Sector	5	
Stakeholder Organization	13	
At-large Representatives	3	7
<b>Total Board Membership</b>	<b>44</b>	<b>100%</b>

**APPLICABLE REGULATIONS**

CFR Part 304.2(c):

*The District Organization must demonstrate that its governing body is broadly representative of the principal economic interest of the Region, and, unless otherwise prohibited by applicable State or local law, must include at least one(1) Private Sector Representative and one (1) or more of the following: Executive Directors of Chambers of Commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups, all of which must comprise in the aggregate a minimum of thirty-five (35) percent of the District Organization's governing body. The governing body shall also have at least a simple majority of its membership who are elected officials and/or employees of a general purpose unity of State, local or Indian tribal government who have been appointed to represent the government. Upon the District Organization's showing of its inability to locate a Private Sector*

*Representative to serve on its governing body following extensive due diligence, the Assistant Secretary may waive the Private Sector Representative requirement. The Assistant Secretary shall not delegate the authority to grant a waiver under this paragraph.*

**THE CEDS PROCESS**

The process of revising the Southeast Kansas Comprehensive Economic Development Strategy (CEDS) began in the **Fall of 2013**. The foundation of this document comes from the local strategic planning efforts of each of the twelve counties of the Economic Development District (EDD). The issues and strategies developed in this document represent a synthesis of the priorities established through these local strategic planning efforts. The County CEDS Committees, the respective governing bodies of the twelve counties, the Regional CEDS Committee and the Executive Committee of the Southeast Kansas Regional Planning Commission (SEKRPC) have each responded to opportunities to provide information, submit amendments or otherwise refocus or reformat the CEDS.

Each county’s governing body has adopted a resolution of support for the CEDS. That action represents a culmination of the efforts of local citizens in the development of a regional consensus. The Regional CEDS Committee and the Executive Committee of the SEKRPC have affirmed these local efforts by their acceptance and adoption of the CEDS.

There will never be a final draft of the CEDS. From the start, the objective has been to provide a dynamic useful document. The County CEDS Committees and the Regional CEDS Committee will continue to assess changing economic conditions on a local and regional level. The CEDS will be revised annually to reflect the changes in issues and strategies that impact the region’s economic growth and prosperity.

The CEDS document is intended to be useful to development practitioners, public officials and the general public. It is intended to be a tool that can be used by anyone who desires to improve their community and their region. It is inconsequential how many governing bodies or agencies approve this document if it is not helpful to people and communities. How can we improve the CEDS? Let us hear from you.

STRATEGY COMMITTEE ROSTER, 2014

**1. Private Sectors Representatives (At least 51%)**

Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise.

Name	Company	Position
David Bideau	Law Firm	Partner
Jerry Howarter	Service Business	Owner
Nicholas Galemore	Service Business	Owner
Joe Sinnett	Kansas Gas Service	Manager
Terry Graham	Family Farming	Co-Owner
Gary Houston	Houston Ranch	Owner
Marsha Wallace	Empire District Electric	Director of Economic Development
Tom Studebaker	Studebaker Refrigeration	Owner

Gary Lambert	Prestige Industries	HR Manager
Bruce Fairbank	Labette Bank	Director of Economic Development
Ken Lickteig	Bank of Commerce	Vice President
Tony Tabares	Chili Pepper Restaurant	Co-Owner
Bob Kmiec	Kmiec Farming	Owner
Mary Walker	Burlington Place Apartments	Manager

**2. Representatives of Other Economic Interests (No more than 49%)**

Person who provides additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals

Name	Area of Interest	Position
Jana Taylor	Chamber of Commerce	Iola Chamber
Heather Griffith	Economic Development	Director
Kellie Higgins	Economic Development	Director
Kathryn Richard	Institution of Higher Education	Director
Craig VanWey	Workforce Development	Director
Daniel Mann	Great Plains Development Authority	Director
Tom Ragonese	County Government	Project Manager
Carolyn Kennett	Economic Development	Director
Dennis Arnold	County Planning	Economic Developer
Kris Marple	Local Government	County Coordinator
Stacie Meek	Chamber of Commerce	Director
Aaron Heckman	Local Government	Director
Carrie Spoon	Chamber of Commerce	Director

**CALCULATIONS**

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	14	52%
Representatives of Other Economic Interests (no more than 49%)	13	48%
<b>Total Committee Membership</b>	<b>27</b>	<b>100%</b>

**APPLICABLE REGULATIONS:**

**13 CFR Part 303.6(a):**

*The Planning Organization must appoint a Strategy Committee. The Strategy Committee must represent the main economic interests of the Region and must include Private Sector Representatives (as defined above) as a majority of its membership. In addition, the Planning Organization should ensure that the Strategy Committee includes public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.*

## **REGIONAL CHARACTERISTIC & RESOURCES**

This section summarizes the area's general description, natural resource attributes, environmental issues, political geography, population and labor force, economy, infrastructure services and planning, and economic development activities.

### **THE PHYSICAL ENVIRONMENT**

The Southeast Kansas Economic Development District, about which this report is compiled, consists of the twelve counties in the extreme southeast corner of Kansas. This location places Southeast Kansas in close proximity to the three neighboring states of Missouri, Arkansas and Oklahoma, and it is this locational advantage which has played an important role in the development of the district.

#### **Geography**

The Southeast Kansas District is made up of rolling and broken plains and wooded stream valleys and lies in the physiographic unit known as the Osage Plains Section of the Central Lowlands. A very small portion (approximately 50 square miles) of the Ozark Plateau extends into the southeast corner of Cherokee County. This area constitutes the border of a westward dipping structural plain, which is essentially flat and is part of the Tri-State lead and zinc districts.

Sloping from the northwest to the south and to the east, elevation in the twelve-county area ranges from slightly over 1,000 feet above sea level in Woodson and Allen Counties to less than 700 feet above sea level in Montgomery County. The lowest elevation in the state is three miles south of Coffeyville where the Verdigris River flows into Oklahoma.

All of Coffey, Anderson, Linn, Woodson, Wilson, Montgomery, Allen and Neosho Counties, the western and northern portions of Labette and Bourbon Counties, and the northwest corner of Crawford County lie in the physiographic unit known as the Osage Cuestas. The topography is characterized by a series of northeast-southwest "cuestas", or uplands with a short steep descent, or escarpment, on one side and a long gentle slope on the other, which are developed by differential erosion in slightly tilted alternating hard and soft shales and limestones. The escarpments range in height from approximately 50 feet to more than 200 feet. Whenever the escarpments are bold and the underlying shale is thick, mounds commonly exist to the southeast of and parallel to the escarpment proper. The Kansas, Marais des Cygnes, Neosho, and Verdigris Rivers flow in a general east and southeast direction transverse to the direction of the escarpments and against the dip of the rock formations. The major streams flow in valleys from one to several miles wide with their flood plains from 100 to 200 feet below the cuesta summits.

The remaining 1,000 square miles of Bourbon, Crawford, Cherokee and Labette Counties lie in the Cherokee Plain. The Cherokee Plain is an erosional plain in which the surface slopes to the west at an average rate of ten feet per mile. The total relief of this physiographic unit is 250 feet. The surface is undulating except for a few erosional remnants capped by resistant

sandstone. The valleys are wide, shallow and flat-bottomed. Neosho and Spring Rivers and Drywood Creek, with their tributaries, drain the Cherokee Plain.

## **CLIMATE**

The three major climatic types found in Kansas are Humid Subtropical, Humid Continental with warm summers, and Middle Latitude Steppe (semi-arid). Of these, portions of two are classified by Trewartha's System — Humid Subtropical (Cf) and Humid Continental with warm summers (Dca), and cover the southeastern nine counties of the state.

The Humid Subtropical climate covers the majority of six of the twelve counties, including Montgomery, Labette, Cherokee, Crawford, Neosho, and the southern half of Bourbon County. In these areas, the growing season (frost-free period) averages from about 195 days in the northern four counties to a little over 200 days along the southern tier. Winter temperatures are fairly mild, with January's average staying above the freezing mark. Although sub-freezing and sub-zero temperatures occur, really cold weather is of only short duration. Most precipitation falls in summer, but some cyclonic storms do take place during the cool season.

Summers are temperate, with 100 plus degree days only happening a few times and the average for the warmest month, July, staying around 80. Humidity is high during this time of the year, with the nights remaining hot and sticky. Most of the area's 25 to 42 inches of rainfall comes between March and October as a result of diurnal temperature changes and strong convectational cooling.

The warm summer variant of the Humid Continental climate prevails along the northern boundary of Southeast Kansas. It covers almost all of Coffey, Anderson, Linn, Woodson and Allen Counties and parts of Bourbon, Wilson and Neosho. As would be expected, climatic characteristics are quite similar on both sides of this arbitrary line. The Dca type climate is typically found to the north and west of subtropical humid areas, and is notable for its more severe conditions. The growing season tends to be a bit shorter, and both winter and summer averages are more excessive--producing a broader annual range. While this characteristic of "continentality" is certainly discernible, it is probably of less importance to area residents than local variations in the two general climatic types.

## **NATURAL RESOURCES/AGRICULTURE**

Since World War II, agricultural production has been increasingly concentrated into a smaller number of farms, a smaller number of farm operators and a larger average acreage per farm. Modern technology has enabled farmers and ranchers to more efficiently manage larger farm acreages. These advances in technology have increased yields per acre, but have also increased capital outlays. During this same period, the unit price of agricultural commodities has generally declined. The resulting movement towards fewer farms and ranches has impacted southeast Kansas, causing a general out-migration of people from rural areas.

The counties of southeast Kansas are unique unto them, but bear similarities in climate, physiography and other land use patterns. As is typical of most of Kansas, land in Southeast Kansas is primarily privately owned. Montgomery, Linn and Coffey Counties have small amounts of federal land.

Natural vegetation is one of the most significant features of any landscape. It is important because our utilization of all land is often dictated by the natural vegetation, especially with regard to crop production, range management, forestry, land use planning and ecological research. There is an intimate relationship between plant communities and their physical and chemical environment. Vegetation is not simply the end result of given climatic and edaphic conditions; it directly affects and modifies the surrounding environment.

The primary land cover use in southeast Kansas is cropland (other categories include rangeland, pastureland, miscellaneous, rural transportation, forest land and water).

With the exception of Woodson and Montgomery Counties, all of the counties of southeast Kansas have more than 200,000 acres of prime farmland. According to the most recent information from the Natural Resource Conservation Service (NRCS), half of the 12 counties of southeast Kansas have less than 10,000 acres registered in the Conservation Reserve Program (CRP).

The state of Kansas lies entirely within the prairie province of the United States. The dominate vegetation of southeast Kansas is tall prairie grasses. Bluestem grasses, most common in the eastern third of Kansas, are dense stands of tall and medium-tall prairie grasses which require more available rainfall than shorter prairie grasses.

Although Kansas is considered a prairie state, the southeastern portion originally contained some fine stands of hardwood trees. Hardwood species native to Kansas include cottonwoods, white elm, ash, honey locust, sycamore, box elder, black walnut, wild cherry, oak, red birch, maple, hickory and pecan. Of these hardwood species, hickory and pecan are uniquely native to the southeast corner of the state.

## **RECREATION**

Recreational facilities may not always be viewed as economic development resources; however, they are important to the personal well being of Southeast Kansas residents. Recreational facilities provide jobs to residents of the southeast Kansas region, but recreational facilities also attract people and dollars from other areas of the state and nation. A wide variety of recreational facilities are available in southeast Kansas. Recreational opportunities can be divided into three categories: tourist-orientated, city recreational areas and water resource areas. Tourism opportunities available in southeast Kansas include museums, historical sites and seasonal events.

Examples of these attractions are listed below:

**Museums**

Dalton Defenders Museum, Coffeyville  
Osa & Martin Johnson Safari Museum, Chanute  
Bender Museum, Cherryvale  
Cowtown Museum, Baxter Springs  
Old City Jail Museum, Iola  
Stone House Gallery, Fredonia  
Osage Mission/Neosho County Historical Museum, St. Paul  
Humboldt's Historical Society Museum  
1919 Clock Tower & Museum, Columbus  
Historic Museums & Historic Courthouses and other  
buildings in Coffey, Linn, Wilson, Woodson, Labette,  
Crawford & Cherokee Counties  
Buffalo Historical Society & Museum  
Veteran's Memorial, Girard & Cherryvale  
Historical Depots & Museums and other Buildings in  
Chanute, Cherryvale, Burlington, Fort Scott,  
Art Galleries in Chanute & Garnett

**Historic Sites**

Old Civil War Fort, Fort Scott  
General Frederick Funston Home, Iola  
Fort Scott National Cemetery, Fort Scott  
Big Brutus Mining Shovel, West Mineral  
Civil War Monument & Military Cemetery, Baxter Springs  
Historic St. Francis Church, St. Paul  
Historic Courthouse Square, Yates Center  
Norman No. 1 Oil Well, Neodesha  
The Brown Mansion, Coffeyville  
Iola's Civil War Soldier Statue - Iola Cemetery  
Little House on the Prairie, Independence  
Fort Scott – National Registry of Historic Places  
Civil War Mine Creek Battlefield, Pleasanton  
Shrine of St. Philippine Duchesne, Linn County  
Historic Gold Dust Hotel, Fredonia  
Marais des Cygnes Massacre Site, Lin  
Iola's Veteran's Memorial  
Fort Scott Downtown Business District

**Seasonal and Annual Events**

Neewollah, Kansas' Largest Annual Festival, Independence  
Good Ol' Days, Fort Scott  
Mexican Fiesta, Chanute  
Biblesta, Humboldt  
Old Soldiers & Sailors Reunion, Erie  
Columbus Days, Columbus  
Artist's Alley, Chanute  
Little Balkan Days, Pittsburg  
Balloon Regatta, Columbus  
Flint Hills Oprey House, Burlington  
Inter-State Fair & Rodeo, Coffeyville  
Horse Racing, Coffeyville  
AAUW Square Fair, Garnett  
Cherokee County American Legion Fair, Columbus  
Homecoming Festival, Fredonia  
Saddle Club Rodeo, Columbus  
Yearly county fairs & rodeos in Labette, Wilson,  
Crawford, Allen, Linn & Coffey Counties  
Yellow Brick Road Festival, Sedan  
Little Bear Days, Neodesha  
Jayhawker Fall Festival & Crafts Show, Mound City  
Toronto Days - Fourth of July, Toronto  
Yates Center Days - Memorial Day weekend  
Cowtown Days, Baxter Springs  
Farm City Days, Iola  
Moran Day, Moran  
Altoona Days, Altoona  
May Daze, Burlington  
Galena Days, Galena  
Buffalo Homecoming, Buffalo  
Katy Day's, Parsons

Within the 13-county region of southeast Kansas, which includes Sedan in nearby Chautauqua County, there are 41 lakes, four major reservoirs, three state parks, one National Historic Landmark, three state-owned historic sites, more than 53 National Register sites and 25 museums. And that's just the beginning of tourist attractions, recreational parks, zoos and festivals found in southeast Kansas.

Recreational areas within cities include all tot-lots, neighborhood parks, city parks, R.V. parking, special-use recreational areas, and city/regional parks administered by city governments. There are 119 city-administered parks and recreational areas in the region that comprise 8,351 acres of outdoor recreational land. A large amount of park land is undeveloped. There are 1,428 acres of developed recreational land within cities of the region, which is 17.1 percent of the total. This proportion of developed to undeveloped recreational land is not an undesirable situation. The margin of undeveloped land will allow cities to expand their park facilities as funding permits. According to the Kansas Department of Wildlife and Parks (KDW&P), Southeast Kansas has an adequate supply of recreational facilities to meet minimum standards of recreational opportunities for the next 20 years.

## **INDUSTRY & MINING**

The development history of southeast Kansas is unique from other regions in the state. Although southeast Kansas is currently the most economically depressed region in the State, the region was once the most industrially advanced in Kansas. In the early 1900's, southeast Kansas became the center of industrial commerce, based largely upon the presence of large deposits of metallic, nonmetallic, fuel and non-fuel materials in the area. The region was perhaps the first, and only, area in Kansas to experience industrialization, the type which transformed portions of New England, Middle Atlantic and Great Lakes states into the industrial heartland of the world.

Huge coal deposits, primarily in Cherokee and Crawford Counties, have been mined since before the Civil War. Large quantities of zinc and lead ore were located in Cherokee County. Southeast Kansas also became a center for clay-related industries, not only because of the existence of suitable clays, but also because of the proximity to fuel sources, primarily coal. Abundant limestone deposits permitted the growth of the Portland cement industry in the region. Today, southeast Kansas is known world-wide as one of the leading producers of Portland cement.

The abundance of natural mineral resources in southeast Kansas provided the raw materials for a very intense, albeit short-lived, industrial boom in the region. Zinc mining and smelting was widespread throughout the region, primarily because of a large and easily accessible fuel supply. For a brief period, southeast Kansas was one of the top zinc-smelting centers in the nation. By 1910, however, the Portland cement industry bypassed zinc smelting in terms of the economic, value-added benefits to the region. Although zinc smelting has all but disappeared in the area, cement production remains a viable regional industry which enables Kansas to be ranked twelfth nationally in Portland cement production.

Industrial activity, especially those associated with or dependent upon natural resources, has declined in the district. One reason for this decline is attributable to an overall depletion of natural resources. The most obvious and rapid depletion of a resource was that of natural gas. The gas reserves discovered at the turn of the century were effectively exhausted within twenty years. This constituted a major setback for continued industrial activity because many firms, during the twenty-year span, had converted their operations to a natural gas-fuel base supply. When new reserves could not be found to meet the demand for fuel, many operations went bankrupt or moved elsewhere.

Another factor in the industrial decline of the district was external influences. Perhaps the most important example of this is found in the production of lead and zinc. Market forces outside of the district (combined with the depletion of natural gas) essentially drove the zinc production industry out of Kansas. Improvements in technology and transportation moved the locational advantages of zinc production from the resource-base to the consumer-base, which is located in the eastern United States.

In conclusion, a combination of the depletion of natural resources and external market forces (including advancing technology) worked to check, and eventually reverse, the trends of industrialization which were once evidenced in southeast Kansas.

## **ENVIRONMENTAL ISSUES**

### **SOLID WASTE**

An important issue affecting local governments in southeast Kansas is solid waste management, especially compliance with the requirements of municipal solid waste disposal under Subtitle D of the Resource Conservation and Recovery Act (RCRA). Leadership at the state level has requested increased regional efforts to consolidate solid waste disposal in environmentally-safe facilities. To that end, the Southeast Kansas Regional Planning Commission, in cooperation with the SEE-KAN Resource Conservation and Development District, organized the Southeast Kansas Solid Waste Authority in 1993. The purpose of forming the Authority was to prepare a comprehensive long-term waste management plan for a nine-county area which includes Allen, Bourbon, Cherokee, Crawford, Labette, Montgomery, Neosho, Wilson, and Woodson Counties. The Authority contracted with SCS Engineers in the fall of 1993 to provide services in connection with preparing the solid waste management plan for the Authority and for each member county in the Authority. The planning effort began in September, 1993 and concluded in January, 1995.

In addition to the regional solid waste management plan adopted by the SEK Solid Waste Authority, each county has developed a solid waste management plan.

The SEKRPC has served as the administrator for the Southeast Kansas Solid Waste Authority and its successor, the Southeast Kansas Solid Waste Operating Authority. In 1996, Montgomery County withdrew from the Southeast Kansas Solid Waste Authority and formed a

separate Authority with Chautauqua and Elk Counties. The remaining eight counties formed the Southeast Kansas Solid Waste Operating Authority.

Coffey, Anderson and Linn Counties have also approved Solid Waste Management Plans and/or solid waste management affiliations outside of the District.

Kansas statutes require each county to develop a workable plan to properly manage the county's solid waste. According to the KDHE, the solid waste management plans for counties and groups of counties (such as the Authority)... "should expand upon merely providing for collection and disposal of solid waste. Rather, the goal of a comprehensive plan should be to prevent pollution, conserve resources and properly dispose of any remaining waste in a manner which is both economical and protective of the environment."

Each Kansas County has a Solid Waste Committee or its statutory equivalent. The county Solid Waste Committee serves as an advisory committee to the county's governing body. Each county, or group of counties in a statutorily recognized authority, must consider integrated solid waste management which stresses education, material exchanges, material market development, special waste management and waste reduction and diversion programs.

An integrated solid waste management system provides flexibility, waste material reduction and recovery and views disposal as only one component of a comprehensive and integrated waste management system.

Each county must maintain its approved solid waste management plan. A copy of this plan should be on file at every county courthouse. Persons or entities desiring more detailed information regarding county-specific solid waste management plans and practices should contact their County Engineer or County Clerk.

Extensive explosive contamination exists at the Great Plains Industrial Park. The explosive decontamination is the responsibility of the US Army and remediation will span approximately 10 years. Additionally, clean up of other contaminants is the responsibility of the US Army (Asbestos, lead base paint, and pesticides in the soils, and heavy metals in drainage ditches).

## **SEWAGE TREATMENT/WASTEWATER DISPOSAL**

Wastewater treatment facilities in southeast Kansas are fewer in number than are municipal/county water supplies. Smaller communities are more likely to be without wastewater treatment facilities because they are without the financial resources, population number and density to accommodate treatment facilities. For persons living in these communities, septic tanks, pit privies or old-fashioned outhouses continue to be utilized. Wastewater facilities of this type may spread disease-carrying organisms and pose potential hazards for ground water pollution. SEKRPC assists small communities within the district that wish to apply for financial assistance to improve wastewater facilities. Sewage and wastewater disposal has become one of the most basic of services required for an acceptable quality of life in small communities. The Environmental Protection Agency no longer funds projects for upgrading community infrastructure

to comply with state or federal regulations. Larger community and county projects may apply to the State Department of Health & Environment Revolving Loan Fund for financial assistance. The Community Development Block Grant program of the Kansas Department of Commerce continues to be a source of financial assistance for small communities who are unable to introduce sufficient capital to fund an entire sewer/wastewater treatment project.

The introduction of county/rural sewer districts has enabled a large number of rural residents and persons living in unincorporated areas, to receive quality wastewater treatment.

## **FLOODPLAINS**

Floodplains are low and relatively flat areas adjoining inland and coastal waters inundated by a 100-year flood. A 100-year flood is a flood with a one percent or greater chance of recurring in any given year or a flood of magnitude equaled or exceeded an average of once in 100 years.

Southeast Kansas has numerous areas that are subject to 100-year flooding. Many of the smaller communities are not sufficiently staffed to provide zoning or building permit services. When flood plain data is locally unavailable, information may be obtained through the County Emergency Management Office in each county.

## **WETLANDS**

Due to topographical and climatological characteristics there are numerous wetland areas throughout the southeast Kansas region. Detailed information regarding wetland areas may be obtained through the Kansas Parks and Wildlife Department or the U.S. Parks Department.

## **WATER SUPPLY**

There are two critical types of water supply systems that exist in southeast Kansas — municipal water systems and rural water districts. There are fewer municipal water systems than rural water districts, but the municipal water systems produce and distribute a much greater volume of water. Not every community has a municipal water system nor is all rural areas supplied by rural water districts. These other areas must rely upon local surface water supply or private wells. An adequate water supply is not only necessary for domestic usage, but it is an essential resource for industrial development. There are two criteria that a municipal water system should meet. The first is the ability of the water system to produce at least the maximum daily consumption, which represents the largest domestic and industrial demand that can be placed upon the water system. Second, a water system should provide storage capacity for an equivalent volume of the maximum daily consumption. There are approximately 61 rural water districts in southeast Kansas, serving over 30,000 people.

## **GROUNDWATER**

Most of the groundwater in the region is found in alluvial deposits along major streams and in shallow aquifers of Ordovician age. Water quality throughout the region is highly variable, with areas that are locally polluted by abandoned lead-zinc mines or improperly plugged oil and gas

wells. In addition, some areas are naturally highly mineralized. The groundwater in the region is generally moderately-hard to hard. Groundwater provides a water source for domestic, stock, and public supplies, but most municipalities utilize surface water sources.

## **HAZARDOUS WASTE**

Currently, the district has two Environmental Protection Agency Superfund Sites where past dumping of hazardous waste is being cleaned up. This problem will require continued monitoring through the National Environmental Policy Act.

## **INDUSTRIAL PARKS AND SITES**

There are a number of factors that influence rural economic development. Developed industrial parks and sites is one such factor. Industrial parks, sites and available speculative buildings can be an important inducement to rural economic development. Over one-half of the expanding industrial firms in the U.S. are investigating prospects of locating in rural sites. Supposedly, only cities with populations of 10,000 to 15,000 persons are being considered because these are the communities that can offer reasonable living conditions, required specialized services and adequate financial assistance. Recently, however, many of the smaller communities have demonstrated not only the willingness, but also the ability to offer similar advantages to prospective industries.

In general, rural areas can provide a number of advantages. First, the cost of land is likely to be a fraction of that charged for industrial land in the metropolitan areas. Also, there are normally fewer site development restrictions in rural areas. Other advantages include the availability of low-cost, productive labor, the availability of transportation links between small communities and the consumer-base and the opportunity for growth and expansion of a new firm in a smaller community. Expanding or relocating industries establish written or unwritten priorities for potential site characteristics. Examples of priorities are such things as local fire and police protection, processed industrial water supply, industrial sewage processing, solid waste disposal, availability of natural gas, pool of unskilled/skilled workers, transportation costs and the availability of a "spec" building.

Organizations in southeast Kansas involved in recruitment of industry include Southeast Kansas, Inc., the Kansas Department of Commerce and local county or community Economic Development groups. Recruitment activities may range from establishing promotional campaigns to developing industrial parks and sites, thus attracting new industries to southeast Kansas.

## **ENDANGERED SPECIES OF PLANTS AND ANIMALS**

K.S.A. 32-957, et seq., 32-1009, et seq., and 32-1033, the Kansas Non-game and Endangered Species Conservation Act of 1975 (Act), protects threatened and endangered species and their habitats. The Act must operate within the context of the federal Endangered Species Act of 1973, which covers species threatened or endangered throughout the United States, including mammals, birds, fish, reptiles, amphibians, invertebrates and plants.

The state Act covers the same types of species as the federal law, but it does not include plants. Any publicly-funded development projects or projects requiring a state or federal permit must undergo review by the Kansas Department of Wildlife & Parks to ensure that the project:

1. Poses no danger to the continued existence of any designated threatened or endangered species.
2. Prevents destruction or adverse modification of critical habitat for those species.
3. Prevents causing or contributing to the taking of an endangered or threatened species of plant, fish or wildlife listed under either the federal or state endangered species acts.

Lists of endangered and threatened species and species in need of conservation are available from the KDW&P. These lists are updated every five years, with the last update occurring in 2011.

Before many construction projects begin, HUD, EPA, USDA Rural Development and KDHE require an environmental review be completed for the site. This review identifies endangered species and habitats of plants and animals to be found in the area. If endangered plants and/or animals are encountered, the project is delayed until the appropriate environmental regulating agency is contacted. Construction will not resume until steps have been taken to assure that no endangered species of plants and animals will be unalterably affected.

The staff of the Southeast Kansas Regional Planning Commission has extensive experience in conducting environmental assessments. At this time, no projects have been stopped due to endangered species of plants and animals.

Environmental concerns shall be foremost in consideration of any new development projects. District staff will seek additional training whenever available in recognizing potential environmental impacts of planned development.

## **POLITICAL GEOGRAPHY**

The District is comprised of twelve counties and 66 incorporated municipalities, all having taxing authority. Each county is further divided into townships. These townships have taxing authority however; it is usually limited to road work and fire protection. Most townships contract with private individuals and the county in which they are located to do road blading and construction. In fact, most townships also contract with the nearest community for fire protection.

Thirty-seven public school districts, one four-year university and six two-year colleges operate within the district. There are a total of fifteen accredited non-public elementary/secondary schools within the district that are not tax supported. There are additional non-public schools that are not accredited for one or several reasons. The public districts have taxing authority, while the non-public schools do not. The State-supported universities do not have individual taxing authority, however, they are supported with tax dollars raised via the State.

The district has public water districts that may assess fees to cover operation and maintenance expense. There are three Solid Waste Authorities within the district. Generally, these have no taxing authority even though they have derived powers through Inter-local Agreements between counties. Those districts that operate regional landfills may generate revenue through user fees. With approval of the counties involved, these special districts may also possess limited ability to incur debt and issue revenue bonds for needed infrastructure improvements.

## REGIONAL DEMOGRAPHIC INFORMATION

The district's economy is beginning to show signs of recovery after a period of no economic growth and numerous closures and layoffs.

## POPULATION CHANGE

Population changes in Kansas can generally be characterized by strong growth in metropolitan areas, slight declines in mid-sized counties (populations greater than 10,000) and substantial declines in rural counties (populations under 10,000). As is shown in the following tables, the majority of the counties within the district have lost population during this time period. Woodson County had the largest percentage loss of population (14.97%) within the district, while Crawford County experienced minor growth (2.71%).

**Population Change and Net Migration in Southeast Kansas, by County  
2000-2010**

County	April 1, 2000	April 1, 2010	Change 2000-2010		2001-2010	2001-2010	Net Migration, 2000-2010	
	Population	Population	Number	Percent	Births	Deaths*	Number	Percent
Allen	14,385	13,371	-1,014	-7.0	1,692	1,789	-917	-6.4
Anderson	8,110	8,102	-8	-0.1	1,051	984	-75	-0.9
Bourbon	15,379	15,173	-206	-1.3	2,187	1,888	-505	-3.3
Cherokee	22,605	21,603	-1,002	-4.4	2,683	2,712	-973	-4.3
Coffey	8,865	8,601	-264	-3.0	980	1,080	-164	-1.8
Crawford	38,242	39,134	892	2.3	5,248	4,378	22	0.1
Labette	22,835	21,607	-1,228	-5.4	2,877	2,838	-1,267	-5.5
Linn	9,570	9,656	86	0.9	1,098	1,085	73	0.8
Montgomery	36,254	35,471	-783	-2.2	4,783	4,662	-904	-2.5
Neosho	16,997	16,512	-485	-2.9	2,144	1,999	-630	-3.7
Wilson	10,332	9,409	-923	-8.9	1,228	1,368	-783	-7.6
Woodson	3,788	3,309	-377	-0.2	28,330	14,312	-14,395	-9.1
<b>Southeast Kansas</b>	<b>207,362</b>	<b>201,948</b>	<b>-5,414</b>	<b>-2.6</b>	<b>54,301</b>	<b>39,095</b>	<b>-20,620</b>	<b>-9.9</b>
<b>Kansas</b>	<b>2,688,824</b>	<b>2,853,118</b>	<b>164,294</b>	<b>6.1</b>	<b>403,266</b>	<b>244,550</b>	<b>5,571</b>	<b>0.2</b>

Source: U.S. Census Bureau, 2000 Census; 2010 Census; and CQR, <http://www.census.gov/prod/cen2000/notes/cqr-ks.pdf> (accessed May 9, 2006); Kansas Department of Health and Environment, *Annual Summary of Vital Statistics*, various issues.

\* Kansas total includes deaths not assigned to a county.

Death rates exceed birth rates for several of the counties in our region, which explains some of the decline in population. Crawford & Linn Counties gained from the in-migration in our region as shown in the above table. Population projections below show that Crawford County is the only

county in our region to increase in population, and the region as a whole is anticipated to decrease by 10.9% by the end of 2040.

Every county within the district experienced a decline in population from 2000 to 2010, except for two of the regions twelve counties that increased in population. These counties were Crawford and Linn. As illustrated in the *Population Change and Net Migration in Southeast Kansas, by County* table that follows, the population of the district decreased from a 2000 population of 207,362 to a 2010 population of 201,948, which is a decrease of 5,414 of the district's population. Compared to the statewide increase from a 2000 population of 2,688,824 to a 2010 population of 2,853,118, which is an increase of 164,294 in statewide population.

The population of the district had been anticipated to decrease from a 2010 population of 201,948 to a projected population of 197,054 in 2020. This decrease was expected to continue into the future, with eleven of the district's twelve counties expected to experience decreases in population from the years 2010 to 2040. According to the 2010 U.S. Census, Crawford County is the district's most populous county with 39,134 residents. Montgomery County is close in population with 35,471. The largest city within the district is Pittsburg, located in Crawford County, with a 2010 population of 20,233. The regions 2010 county populations range from 3,309 in Woodson County to 39,134 in Crawford County.

**Population Projections for Southeast Kansas, by County  
2010-2040, Selected Years**

County	April 1,							Percent Change 2010-2040
	2010	2015	2020	2025	2030	2035	2040	
Allen	13,371	12,715	12,132	11,532	10,874	10,210	9,498	-29.0
Anderson	8,102	8,013	7,960	7,818	7,637	7,443	7,247	-10.6
Bourbon	15,173	14,985	14,837	14,576	14,322	14,015	13,698	-9.7
Cherokee	21,603	20,906	20,311	19,527	18,650	17,734	16,749	-22.5
Coffey	8,601	8,548	8,500	8,348	8,132	7,782	7,392	-14.1
Crawford	39,134	39,802	41,027	41,976	42,780	43,385	44,067	12.6
Labette	21,607	21,343	21,290	21,082	20,766	20,330	19,833	-8.2
Linn	9,656	9,439	9,266	8,995	8,736	8,390	7,966	-17.5
Montgomery	35,471	34,453	33,797	32,767	31,633	30,372	29,054	-18.1
Neosho	16,512	16,192	15,984	15,646	15,271	14,872	14,388	-12.9
Wilson	9,409	9,162	8,967	8,689	8,373	8,041	7,707	-18.1
Woodson	3,309	3,129	2,982	2,792	2,638	2,449	2,261	-31.7
<b>Southeast Kansas</b>	<b>201,948</b>	<b>198,690</b>	<b>197,054</b>	<b>193,749</b>	<b>189,812</b>	<b>185,024</b>	<b>179,861</b>	<b>-10.9</b>
<b>Kansas</b>	<b>2,853,118</b>	<b>2,916,705</b>	<b>3,003,691</b>	<b>3,071,541</b>	<b>3,137,345</b>	<b>3,195,809</b>	<b>3,238,356</b>	<b>13.5</b>

Source: U.S. Census Bureau, Census 2010, Summary File 1(SF 1); Wichita State University, Center for Economic Development and Business Research, [http://www.cedbr.org/index.php?option=com\\_content&view=article&id=563&Itemid=220](http://www.cedbr.org/index.php?option=com_content&view=article&id=563&Itemid=220) (accessed March 8, 2012).

## Age of Population

The average median age of the district's population in 2010 was 41.2 years of age compared to the statewide average median age of 36.0. The district's median age in 1960 was 37.7 compared to the statewide average of 26.9. The population of individuals over age 65 within

the district in 2010 is 39,765, compared to a statewide total of elderly population at 435,434. The district's total population within the 18-64 age group in 2010 is 297,230, compared to the statewide population in the same age group of 4,125,895. These two comparisons indicate that the region is losing its young population, and reflects the lack of employment opportunities within the district. The median age in the district ranges from 36.2 in Crawford County to 48.2 in Woodson County. No county in the district has a median age less than that of the state average, except for Crawford County. Again, this reflects the lack of job opportunities for young people and directly effects out-migration of the population.

**Median Age of Persons in Southeast Kansas, by County  
1960-2010**

<b>County</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>
Allen	36.5	37.4	33.1	35.5	38.8	40.8
Anderson	36.8	37.2	35.8	38.1	39.6	42.1
Bourbon	39.6	39.5	35.4	36.8	38.0	38.2
Cherokee	36.0	34.6	34.0	35.8	37.0	40.5
Coffey	39.9	43.0	33.1	36.2	39.2	43.0
Crawford	37.9	32.9	33.3	34.4	33.8	32.6
Labette	35.9	33.7	32.3	35.0	37.9	40.5
Linn	40.8	42.2	37.8	39.3	40.8	44.8
Montgomery	34.8	37.0	33.4	36.5	39.1	39.9
Neosho	35.0	34.7	33.4	36.3	38.4	40.2
Wilson	37.4	41.1	35.7	39.1	40.6	43.1
Woodson	41.4	43.6	41.1	41.4	44.1	48.2
<b>Southeast Kansas Average</b>	<b>37.7</b>	<b>38.1</b>	<b>34.9</b>	<b>37.0</b>	<b>38.9</b>	<b>41.2</b>
<b>Kansas</b>	<b>26.9</b>	<b>28.7</b>	<b>30.1</b>	<b>32.9</b>	<b>35.2</b>	<b>36.0</b>

Source: U.S. Census Bureau, 1970 Census of Population, *General Population Characteristics: Kansas* (PC(1)-B 18); 1980 Census of Population, *General Population Characteristics: Kansas* (PC-1-B 18); 1990 Census of Population and Housing, *Summary of Population and Housing Characteristics: Kansas* (CPH-1-18); Census 2000, *Profile of General Demographic Characteristics* (DP-1), <http://www.census.gov/prod/cen2000/dp12kh20.pdf> (accessed December 1, 2005); 2010 Census, *Profile of General Population and Housing Characteristics: 2010* (DP-1).

**Population in Kansas, by Age and County  
2010**

<b>County</b>	<b>All Persons</b>	<b>Under 5 Years</b>	<b>18 years and over</b>	<b>21 years and over</b>	<b>65 years and over</b>	<b>85 years and over</b>
Allen	13,371	880	10,223	9,528	2,445	406
Anderson	8,102	563	6,045	5,770	1,633	288
Bourbon	15,173	1,120	11,287	10,473	2,628	420
Cherokee	21,603	1,398	16,214	15,447	3,448	456
Coffey	8,601	491	6,514	6,244	1,483	221
Crawford	39,134	2,486	30,409	27,428	5,463	1,022
Labette	21,607	1,498	16,345	15,404	3,587	612
Linn	9,656	539	7,146	7,157	1,867	240
Montgomery	35,471	2,437	27,072	25,228	6,156	1,065
Neosho	16,512	1,137	12,430	11,665	2,866	463
Wilson	9,409	611	7,116	6,869	1,813	289
Woodson	3,309	178	2,651	2,565	750	144
Southeast Kansas	201,948	13,338	153,452	143,778	34,139	5,626
<b>Kansas</b>	<b>2,853,118</b>	<b>205,492</b>	<b>2,126,179</b>	<b>1,999,716</b>	<b>376,116</b>	<b>59,318</b>

Source: U.S. Census Bureau, 2010 Census, *Profile of General Population and Housing Characteristics: 2010* (DP-1).

## LABOR FORCE

Both long- and short-term local economic development trends are important indicators of a region's economic health. The table below shows the size of the district's labor force, along with the unemployment rate for the same years. The district's unemployment rate has remained higher than the statewide average. In 2012, the disparity between the district and state unemployment rates was greater, with the district averaging a 7.1 percent unemployment rate as compared to the state average of 5.7 percent, for a difference of 1.4 percent. Unfortunately, the district continues to experience unemployment rates that are higher than the state average.

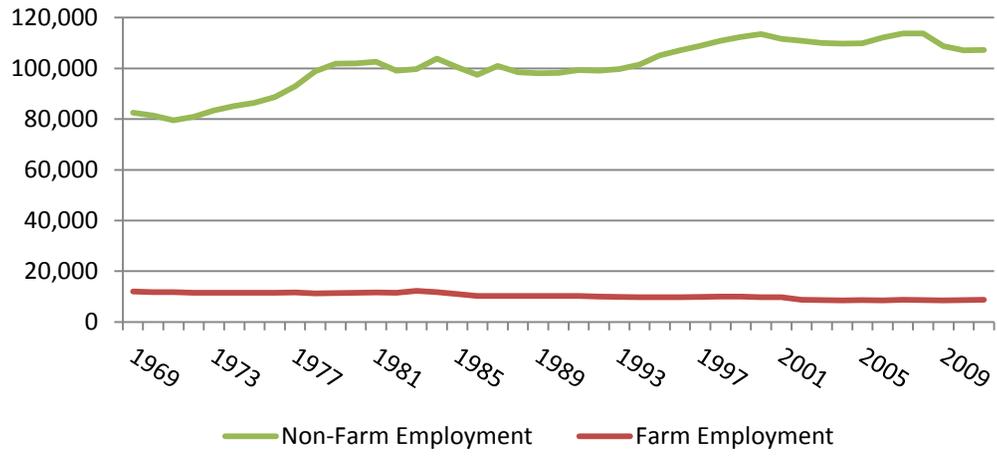
**Civilian Labor Force in Southeast Kansas, by County  
2011 and 2012**

County	2011				2012			
	Labor Force	Employed	Unemployed	Unemployment Rate	Labor Force	Employed	Unemployed	Unemployment Rate
Allen	7,715	7,161	554	7.2	7,470	6,990	480	6.4
Anderson	4,439	4,097	342	7.7	4,293	4,011	282	6.6
Bourbon	8,303	7,694	609	7.3	8,220	7,712	508	6.2
Cherokee	11,515	10,645	870	7.6	11,280	10,458	822	7.3
Coffey	5,360	5,001	359	6.7	5,287	4,976	311	5.9
Crawford	20,483	18,970	1,513	7.4	20,517	19,237	1,280	6.2
Labette	10,952	9,961	991	9.0	10,704	9,853	851	8.0
Linn	4,610	4,122	488	10.6	4,542	4,148	394	8.7
Montgomery	18,649	16,841	1,808	9.7	17,517	16,083	1,434	8.2
Neosho	8,676	8,011	665	7.7	8,196	7,610	586	7.1
Wilson	4,710	4,237	473	10.0	4,692	4,289	403	8.6
Woodson	1,714	1,598	116	6.8	1,631	1,528	103	6.3
<b>Southeast Kansas</b>	<b>107,126</b>	<b>98,338</b>	<b>8,788</b>	<b>8.2</b>	<b>104,349</b>	<b>96,895</b>	<b>7,454</b>	<b>7.1</b>
<b>Kansas</b>	<b>1,498,872</b>	<b>1,401,055</b>	<b>97,817</b>	<b>6.5</b>	<b>1,489,443</b>	<b>1,403,989</b>	<b>85,454</b>	<b>5.7</b>

Source: U.S. Department of Labor, Bureau of Labor Statistics (BLS).  
Data revised annually.

From the table below farm employment has remained close to the same and non-farm employment has shown elevated activity. The Southeast Kansas' population is projected to decrease by 10.9% compared to the State of Kansas population increase of 13.5%.

### Farm and Non-Farm Employment in Southeast Kansas, 1969-2011



## **PROPERTY VALUATION**

Property valuation is a measure of the fixed investments or assets that exist within a county. To allow for comparison, this variable is normalized using county population. A less-populated county can benefit from either an attractive natural resource base such as the largely oil and gas rich southwest or the presence of a large power plant or industrial facility. Evidence shows that eight of the top ten counties in per capita property valuation are rural counties in southwest Kansas. Rural counties, as a group, fared far better in this particular category than metropolitan or mid-size counties. However, part of this is due to the high value of undeveloped land coupled with small populations. This also explains the difference between the southwest's high value in this category and those of the remaining regions. The decision to build large industrial facilities in rural areas, such as a power plant, can provide counties with a base to build a stronger economy. Coffey County, which is home to the Wolf Creek Nuclear Power Plant, has consistently ranked in the top eight in this report for many years. The presence of public structures can cause counties to rank lower than would be expected. Admittedly, substantial economic benefits result from the presence of these facilities. In 2013, the average property valuation per capita in Southeast Kansas was \$12,241.

## **Poverty**

The poverty estimates for Southeast Kansas and the tables on the next page showing public support, either through Food Stamps or Free and Reduced lunches, shows counties with a disproportionate amount of poverty. Eleven of the twelve counties are above the State's 13.8% poverty level in 2011 as compared to ten of the twelve counties above the States 13.2% poverty level in 2009.

**Poverty Estimates for Kansas, by County**  
**All Ages**  
**2009-2011**

County	2009			2010			2011		
	Number	MOE*	Percent	Number	MOE*	Percent	Number	MOE*	Percent
Allen	2,090	+/-477	16.2	2,367	+/-441	18.4	2,412	+/-495	18.7
Anderson	1,071	+/-267	13.9	1,160	+/-273	14.6	1,151	+/-254	14.5
Bourbon	2,546	+/-579	17.5	2,329	+/-557	15.9	2,961	+/-536	20.4
Cherokee	3,789	+/-736	18.4	4,280	+/-721	20.1	3,701	+/-781	17.6
Coffey	924	+/-193	11.2	823	+/-196	9.7	879	+/-194	10.5
Crawford	7,224	+/-1,319	19.5	7,166	+/-1,309	19.2	8,324	+/-1,173	22.3
Labette	3,621	+/-678	17.2	3,608	+/-801	17.1	4,350	+/-664	20.6
Linn	1,180	+/-285	12.8	1,366	+/-296	14.3	1,394	+/-302	14.7
Montgomery	5,797	+/-956	17.4	6,353	+/-1,059	18.6	5,921	+/-1,023	17.6
Neosho	2,888	+/-468	18.6	2,606	+/-550	16.4	2,772	+/-545	17.4
Wilson	1,389	+/-286	15.0	1,474	+/-311	16.0	1,553	+/-279	17.0
Woodson	562	+/-115	18.1	557	+/-123	17.2	558	+/-120	17.3
<b>Kansas</b>	<b>359,692</b>	<b>+/-9,859</b>	<b>13.2</b>	<b>374,677</b>	<b>+/-10,566</b>	<b>13.5</b>	<b>383,859</b>	<b>+/-9,868</b>	<b>13.8</b>

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates, <http://www.census.gov/did/www/saipe/> (accessed December 17, 2012).

\*MOE represents a 90% margin of error.

Data may not sum to totals due to rounding.

Use caution when comparing estimates across counties in the same year. These estimates are correlated because they depend on the same regression coefficients.

**Food Stamp Beneficiaries and Expenditures in Kansas, by County**  
**Fiscal Years 2011-2013**

County	Beneficiaries (average per month)				Annual Expenditures			
	2011	2012	2013	Percent Change 2012-2013	2011	2012	2013	Percent Change 2012-2013
Allen	2,026	2,090	2,093	0.1	\$2,786,981	\$2,904,551	\$2,890,406	-0.5
Anderson	928	868	881	1.5	1,305,836	1,257,638	1,231,818	-2.1
Bourbon	2,700	2,671	2,603	-2.5	3,762,270	3,732,310	3,587,600	-3.9
Cherokee	3,668	3,630	3,724	2.6	5,112,112	5,136,633	5,170,885	0.7
Coffey	798	774	736	-4.9	1,086,006	1,070,866	1,008,231	-5.8
Crawford	6,092	6,380	6,789	6.4	8,700,210	9,226,393	9,905,100	7.4
Labette	3,320	3,350	3,283	-2.0	4,535,532	4,585,772	4,519,221	-1.5
Linn	1,173	1,183	1,229	3.9	1,671,887	1,695,945	1,748,172	3.1
Montgomery	5,423	5,674	6,159	8.5	7,659,343	8,063,101	8,726,169	8.2
Neosho	2,491	2,559	2,596	1.4	3,537,364	3,612,823	3,664,213	1.4
Wilson	1,324	1,392	1,478	6.2	1,855,267	1,937,101	2,046,954	5.7
Woodson	410	397	420	5.8	539,761	539,674	564,432	4.6
<b>Kansas</b>	<b>296,542</b>	<b>303,257</b>	<b>316,424</b>	<b>4.3</b>	<b>\$442,290,000</b>	<b>\$454,499,052</b>	<b>\$471,551,970</b>	<b>3.8</b>

Source: Kansas Department for Children and Families, County Packets, Fiscal Years 2011-2013, <http://www.dcf.ks.gov/Agency/Pages/County-Packets.aspx> (accessed April 25, 2014).

Data may not sum to totals due to rounding.

**Free or Reduced Price Lunch Program Enrollment in Kansas, by County  
2011-12 and 2012-13**

County <sup>1</sup>	2011-12					2012-13					Program Enrollment Percent Change
	Total Enrollment <sup>2</sup>	Free Lunch Program Enrollment	Reduced Price Lunch Program Enrollment <sup>3</sup>	Total Program Enrollment	Percent Program Enrollment	Total Enrollment <sup>2</sup>	Free Lunch Program Enrollment	Reduced Price Lunch Program Enrollment <sup>3</sup>	Total Program Enrollment	Percent Program Enrollment	
Allen	2,387	1,081	328	1,409	59.0	2,380	1,098	296	1,394	58.6	-0.8
Anderson	1,306	511	188	699	53.5	1,306	493	187	680	52.1	-2.7
Bourbon	2,398	1,259	291	1,550	64.6	2,367	1,247	250	1,497	63.2	-2.2
Cherokee	3,758	1,794	489	2,283	60.8	3,725	1,889	416	2,305	61.9	1.9
Coffey	1,588	523	193	716	45.1	1,569	493	204	697	44.4	-1.5
Crawford	6,034	2,925	640	3,565	59.1	6,108	2,988	611	3,599	58.9	-0.3
Labette	4,018	1,897	594	2,491	62.0	3,927	1,858	585	2,443	62.2	0.3
Linn	1,806	781	261	1,042	57.7	1,864	813	250	1,063	57.0	-1.2
Montgomery	5,937	2,957	646	3,603	60.7	5,905	3,023	629	3,652	61.8	1.9
Neosho	2,424	1,214	294	1,508	62.2	2,419	1,262	255	1,517	62.7	0.8
Wilson	1,639	721	262	983	60.0	1,673	798	232	1,030	61.6	2.7
Woodson	466	228	63	291	62.4	476	223	76	299	62.8	0.6
<b>Southeast Kansas</b>	<b>33,761</b>	<b>15,891</b>	<b>4,249</b>	<b>20,140</b>	<b>59.7</b>	<b>33,719</b>	<b>16,185</b>	<b>3,991</b>	<b>20,176</b>	<b>59.8</b>	<b>0.3</b>
<b>Kansas</b>	<b>482,797</b>	<b>187,213</b>	<b>47,833</b>	<b>235,046</b>	<b>48.7</b>	<b>485,147</b>	<b>192,826</b>	<b>47,393</b>	<b>240,219</b>	<b>49.5</b>	<b>1.7</b>

Source: Kansas State Department of Education, School Finance, Reports and Publications, Free and Reduced Enrollments, <http://www.ksde.org/Default.aspx?tabid=1870> (accessed February 11, 2013).

<sup>1</sup> County data aggregated from all buildings report as reported by the Kansas State Department of Education.

<sup>2</sup> Enrollment represents school total headcount enrollment as of September 20 each year.

<sup>3</sup> The average regular lunch price in 2013 was \$2.09 for elementary schools, \$2.24 for middle schools, and \$2.28 for high schools; the average reduced price lunch was \$0.40.

## SOCIAL CHARACTERISTICS

### Education

The *SEK Regional Education and Income Characteristics* table on the next page illustrates educational attainment of persons 25 years and older for the years 2008 and 2012. During these years, all counties within the district had educational attainment levels that were lower than the statewide average. According to the Educational Attainment in Kansas from 2008-2012, 88.1 percent of the district's population over the age of 25 had graduated from high school, and 17.9 percent had a bachelor's degree or higher. This compares to a statewide average of 89.7 percent with a high school education and 30 percent with a bachelor's degree or higher.

**Educational Attainment in Kansas, by County**  
**Percent of Persons Age 25 and Over**  
**1980 - 2008-12**

County	High School Graduate or Higher				Bachelor's Degree or Higher			
	1980	1990	2000	2008-12	1980	1990	2000	2008-12
Allen	65.4	74.2	83.1	88.4	12.0	12.4	15.2	17.4
Anderson	59.7	70.2	81.9	88.4	8.6	8.1	11.7	17.6
Bourbon	63.4	73.9	84.2	88.3	10.6	14.0	17.8	23.1
Cherokee	58.6	70.2	80.3	86.1	8.2	10.3	11.3	13.8
Coffey	62.1	76.9	86.9	92.2	9.4	13.5	20.1	19.8
Crawford	65.1	74.7	84.5	88.6	15.7	18.7	23.9	26.3
Labette	65.7	74.2	83.0	89.4	10.2	12.1	15.9	19.0
Linn	63.3	73.9	80.9	88.8	7.8	10.4	12.7	15.6
Montgomery	64.5	73.0	81.2	87.3	10.5	13.6	16.0	18.0
Neosho	66.9	77.2	83.5	89.0	10.4	11.5	15.0	16.5
Wilson	64.0	74.6	81.1	80.8	10.3	11.4	10.9	11.7
Woodson	60.5	70.6	83.4	90.0	8.4	8.4	11.4	16.5
SEK Av.	63.3	73.6	82.8	88.1	10.2	12.0	15.2	17.9
<b>Kansas</b>	<b>73.3</b>	<b>81.3</b>	<b>86.0</b>	<b>89.7</b>	<b>17.0</b>	<b>21.1</b>	<b>25.8</b>	<b>30.0</b>

Source: U.S. Census Bureau, Decennial Census, 1980, 1990, and 2000; 2008-2012 American Community Survey, Profile of Selected Social Characteristics in the United States (DP-2).

Data based on a sample and subject to sampling variability; see source for degree of uncertainty.

## Income

The per capita income for the State of Kansas for 2010 was listed at \$41,143. According to the 2010 Census, Southeast Kansas counties per capita income was \$32,920. This is a difference of \$8,223. There were eleven counties in the Southeast Region that had incomes less than \$35,000. Only Coffey County has a per capital income above the State at \$46,149. The county with the lowest per capita income was Woodson County with it being \$28,315. Based on this information, the per capita income within the district has steadily declined compared to the State average, with the exception of Coffey County.

**Per Capita Personal Income in Kansas, by County**  
**2003-2012**

County	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Allen	\$24,974	\$25,972	\$26,458	\$28,467	\$30,381	\$33,823	\$33,853	\$34,179	\$36,603	\$37,361
Anderson	23,689	24,717	25,449	26,233	28,755	32,382	32,458	31,691	35,287	36,327
Bourbon	24,159	25,044	25,493	26,991	28,391	30,112	29,607	28,907	31,208	32,100
Cherokee	23,642	24,799	25,484	26,891	29,102	33,290	33,511	32,916	35,179	37,144
Coffey	30,921	31,371	33,891	35,252	37,159	42,947	43,007	42,386	47,419	47,188
Crawford	23,637	23,876	25,133	26,909	28,246	30,808	29,664	29,002	30,767	32,040
Labette	24,935	26,588	27,651	29,602	31,228	34,139	33,103	33,636	35,784	36,720
Linn	24,007	24,870	25,133	26,112	28,368	30,684	31,245	31,137	32,895	33,491
Montgomery	23,959	25,190	26,160	28,163	30,394	31,133	31,132	31,980	35,292	36,706
Neosho	24,614	25,450	26,640	28,845	29,902	32,208	30,459	31,060	32,996	35,069
Wilson	23,616	26,188	27,325	28,930	31,057	33,301	32,845	32,097	34,433	37,565
Woodson	20,796	22,229	22,764	23,858	26,511	27,521	26,464	28,501	31,140	34,162
SEK Kansas	24,412	25,525	26,465	28,021	29,958	32,696	32,279	32,291	34,917	36,323
<b>Kansas</b>	<b>\$30,783</b>	<b>\$31,961</b>	<b>\$33,419</b>	<b>\$35,973</b>	<b>\$37,959</b>	<b>\$40,598</b>	<b>\$38,737</b>	<b>\$38,787</b>	<b>\$42,079</b>	<b>\$43,015</b>

Source: U.S. Bureau of Economic Analysis, Regional Economic Accounts, Local Area Personal Income, CA1-3 Per Capita Personal Income, [http://www.bea.gov/iTable/index\\_regional.cfm](http://www.bea.gov/iTable/index_regional.cfm) (accessed January 8, 2014).

Data revised annually.

The Per Capita Personal Income in Kansas table also shows an analysis of resident income from 2003 to 2012 within the district. As is apparent, the district has consistently experienced incomes that are lower than the state average. All counties within the district have consistently had per capita incomes that fall below the state average during these years. In 2010, the district's per capita income was \$32,291, compared to the state average of \$38,787. This is a difference of \$6,496, which is nearly 16.8 percent below the state average. In 2012, the district's per capita income was \$34,162, compared to the state average of \$43,015. This is a difference of \$8,853, or nearly 21 percent, below the state average.

Based on this information, the per capita income within the district has been steadily below the state average, with the exception of Coffey County. In 2008 - 2012, Coffey County per capita income was higher than the district average and the state average.

The 2007 – 2011 American Community Survey indicates that the average median family income for the district was \$41,442, compared to the state average of \$64,731.

**Median Income in Southeast Kansas, by County  
1999 and 2008-12**

County	1999		2008-12	
	Households	Families	Households	Families
Allen	\$42,505	\$53,908	\$39,714	\$50,201
Anderson	44,885	53,886	43,060	53,457
Bourbon	42,124	54,076	38,250	52,071
Cherokee	41,187	51,382	41,877	50,242
Coffey	51,089	61,894	50,106	62,848
Crawford	39,707	55,927	36,927	50,229
Labette	41,687	51,706	40,117	49,317
Linn	48,479	58,668	44,771	51,678
Montgomery	41,851	53,079	41,073	53,490
Neosho	43,431	53,102	40,829	47,982
Wilson	40,164	50,976	40,414	50,533
Woodson	34,207	43,230	30,852	45,255
SE Kansas	42,610	53,486	40,666	51,442
<b>Kansas</b>	<b>\$54,849</b>	<b>\$68,388</b>	<b>\$51,273</b>	<b>\$64,731</b>

Source: U.S. Census Bureau, Census 2000, *Profile of General Demographic Characteristics: Kansas* (DP-1); 2007-2011 American Community Survey (B 19013 and B 19113).

Dollar-valued data are inflation adjusted using the CPI to the most recent year of the period.

Data based on a sample and subject to sampling variability; see source for degree of uncertainty.

## Racial Composition

The *Persons by Race and Hispanic Origin SEK Counties* table illustrates the racial composition of the district's population for the 2010. The data indicates that the district's population is predominately white, with approximately 90.9 percent of its population falling within

the white, non-Hispanic origin racial category. These percentages are higher than the statewide average of 83.8 percent. The region shows 7,063 Hispanic population or 3.5 percent of the total region population, compared to the Statewide Hispanic population of 300,042 persons or 10.5 percent of the total statewide population. The 2010 U.S. Census figures indicate that the district has approximately 2.5 percent of its population as being black, compared to the statewide percentage of 5.9 percent.

The percentage of the district's population within the American Indian, Alaskan Native category in 2010 was 1.8 percent, compared to the state average of 1.0 percent. The percentage of the district's population falling under the Asian and Native Hawaiian, Other Pacific Islander category was .60 percent and 0.1 percent, respectively. This compares to the state average of 2.4 percent and 0.1 percent, respectively. As is indicated, the district has a slightly higher percentage of white non-Hispanic population than the state average, and lower percentages of blacks and persons of Hispanic origin.

Persons by Race and Hispanic Origin SEK Counties								
County	Total Population	Total Hispanic	White	Black	American Indian, Alaskan Native	Asian	Native Hawaiian, Other Pacific Islander	Other
Allen	13,371	392	12,478	249	108	28	2	131
Anderson	8,102	123	7,843	40	39	37	1	42
Bourbon	15,173	309	14,115	427	114	69	5	89
Cherokee	21,603	424	19,513	118	876	64	65	114
Coffey	8,601	176	8,298	47	59	36	0	29
Crawford	39,134	1,762	35,685	785	354	476	79	730
Labette	21,607	875	19,024	1,008	467	77	5	153
Linn	9,656	186	9,307	43	63	30	6	59
Montgomery	35,471	1,844	29,561	2,059	1,188	205	38	670
Neosho	16,512	686	15,542	197	179	83	6	180
Wilson	9,409	217	8,995	31	99	36	5	34
Woodson	3,309	69	3,161	12	37	2	0	33
<b>Southeast Kansas</b>	<b>201,948</b>	<b>7,063</b>	<b>183,522</b>	<b>5,016</b>	<b>3,583</b>	<b>1,143</b>	<b>212</b>	<b>2,264</b>
<b>Kansas</b>	<b>2,853,118</b>	<b>300,042</b>	<b>2,391,044</b>	<b>167,864</b>	<b>28,150</b>	<b>67,762</b>	<b>2,238</b>	<b>110,127</b>

Source: U.S. Census Bureau, 2010 Census Summary File 1, Tables P5, P8, PCT4, PCT5, PCT8, and PCT 11

## Housing

According to the 2010 Census Data, the region had 150,907 housing units, with 81,898 or 54.3 percent occupied and 13,203 or 8.7 percent vacant housing units. Statewide there were 1,233,215 housing units, with 90.2 percent or 1,112,096 occupied and 9.8 percent or 121,119 vacant housing units. The 2008-12 median housing value for our region is \$72,200, compared to the State at \$127,400.

**Owner-Occupied Housing Units and Median Value  
in Southeast Kansas, by County, 2000 and 2008-12**

County	2000		2008-12	
	Total Units	Median Value	Total Units	Median Value
Allen	4,325	\$70,418	4,279	\$63,400
Anderson	2,576	60,251	2,617	87,300
Bourbon	4,563	112,155	4,285	79,900
Cherokee	6,764	68,278	6,327	71,900
Coffey	2,731	57,148	2,687	102,200
Crawford	9,970	71,060	9,656	83,400
Labette	6,738	65,816	6,214	64,700
Linn	3,142	48,265	3,495	98,800
Montgomery	10,682	68,813	10,137	72,500
Neosho	5,022	55,436	4,846	68,900
Wilson	3,282	53,937	2,853	62,300
Woodson	1,336	58,539	1,175	53,800
<b>Kansas</b>	<b>718,873</b>	<b>\$111,589</b>	<b>756,782</b>	<b>\$127,400</b>

Source: U.S. Census Bureau, Census 2000, Summary File 3 (H007002); 2008-2012 American Community Survey (DP-04).

Dollar-valued data are inflation adjusted using the CPI to the most recent year of the period.

Data based on a sample and subject to sampling variability; see source for degree of uncertainty.

**New Privately-Owned Residential Housing Units Authorized by Building Permits in Kansas  
by County, 2008-2011**

County	2008		2009		2010		2011	
	Total Units	Total Cost	Total Units	Total Cost	Total Units	Total Cost	Total Units	Total Cost
Allen	30	\$3,170,500	49	\$4,841,000	16	\$2,147,000	42	\$4,491,000
Anderson	23	2,678,000	7	395,000	7	955,000	11	1,103,576
Bourbon	1	130,000	4	506,500	1	90,000	1	90,000
Cherokee	4	347,200	14	1,451,680	4	141,000	4	255,000
Coffey	25	4,175,000	22	3,617,000	29	3,296,150	24	2,866,150
Crawford	91	10,059,914	61	7,879,692	47	5,579,454	59	7,889,232
Labette	10	1,135,853	14	1,199,199	15	1,417,396	4	337,802
Linn	6	1,270,000	25	4,312,237	23	3,022,166	17	2,329,305
Montgomery	19	2,076,171	38	3,279,501	6	602,520	24	2,667,263
Neosho	17	1,852,900	50	3,925,000	62	4,868,024	61	4,738,119
Wilson	1	130,000	1	110,000	2	460,000	0	0
Woodson	6	620,200	3	427,000	1	120,000	0	0
SE Kansas	233	27,645,738	288	31,943,809	213	22,698,710	247	26,767,447
<b>Kansas</b>	<b>8,003</b>	<b>\$1,145,479,132</b>	<b>6,677</b>	<b>\$880,912,129</b>	<b>5,140</b>	<b>\$811,584,386</b>	<b>5,386</b>	<b>\$860,728,856</b>

Source: U.S. Census Bureau, Manufacturing and Construction Division, Building Permits Branch, Annual New Privately-Owned Residential Building Permits, 2007, 2008, 2009, and 2010

<http://censtats.census.gov/bldg/bldgprmt.shtml> (accessed June 6, 2012).

Single dash (-) indicates not a permit issuing place.

Housing Stock Summary, 2010		
Age	SEK Region	Kansas
Units built pre-1980	45.3%	72.3%
Units built pre-1939	33.9%	20.1%
Total Housing Units	86,518	1,131,200
Source: 2010 US Census Data		

Age can affect the reliability of a home because there can be higher rates of structural or system problems in older homes. In Southeast Kansas, 33.9 percent of the home were built prior to 1939 as compared to 20.1 percent in the

state of Kansas during the same time period. The presence of lead-based paint can also be a problem in older homes.

In 2011, only 247 building permits were issued in our region compared to 5,386 in Kansas. Nearly all of our counties in the region have indicated a need for more housing units or better housing conditions in order to attract residents and maintain housing availability necessary to maintain a steady workforce.

## THE REGION'S ECONOMY

The persistent lack of high-paying employment opportunities has been the heart of any discussion of the region's economy, more so now than ever. With the current economy, finding any type of job, high or low paying, is quite the challenge. This issue was one of the ten most mentioned issues in the Strategic Plans of the twelve counties. From the *Average wage per Job in Kansas, by County* table below the regional average annual wage per job was \$25,286 in 2003. This is equal to \$12.16 per hour for a forty-hour work week. Wages had increased to \$33,700 per year and \$16.20 per hour by 2011.

**Average Wage per Job in Kansas, by County  
Full- and Part-Time by Place of Work  
2003-2011**

County	2003	2004	2005	2006	2007	2008	2009	2010	2011
Allen	\$23,832	\$24,409	\$25,438	\$26,680	\$27,375	\$28,808	\$28,775	\$30,019	\$30,335
Anderson	21,319	21,951	23,748	24,389	25,436	26,659	27,035	27,557	28,609
Bourbon	24,609	25,573	26,156	27,181	28,073	28,852	29,306	29,081	30,698
Cherokee	26,271	27,449	27,481	28,437	30,535	32,209	32,479	34,590	34,057
Coffey	36,295	35,556	37,839	37,904	38,876	42,102	44,329	43,525	52,219
Crawford	24,369	25,444	25,737	28,105	28,032	28,372	29,407	29,542	30,706
Labette	23,584	24,603	25,607	27,332	28,645	29,410	29,871	31,076	31,709
Linn	28,386	29,356	30,710	32,937	32,830	35,323	36,991	38,533	40,068
Montgomery	24,580	25,699	27,063	28,674	31,342	31,003	30,856	31,805	32,943
Neosho	24,497	25,178	26,730	28,406	29,666	30,725	30,046	30,578	31,810
Wilson	25,650	26,701	28,604	28,265	29,529	30,659	30,837	32,094	32,994
Woodson	20,038	20,429	22,655	24,192	24,872	27,308	26,308	27,466	28,251
SE Kansas	25,286	26,029	27,314	28,542	29,601	30,953	31,353	32,156	33,700
<b>Kansas</b>	<b>\$31,844</b>	<b>\$33,235</b>	<b>\$34,429</b>	<b>\$36,339</b>	<b>\$37,851</b>	<b>\$39,091</b>	<b>\$39,046</b>	<b>\$39,824</b>	<b>\$40,958</b>

Source: U.S. Bureau of Economic Analysis, Regional Economic Information System, Table CA34, [http://www.bea.gov/iTable/index\\_regional.cfm](http://www.bea.gov/iTable/index_regional.cfm) (accessed March 15, 2013).

The employment measure is the number of jobs, full-time plus part-time.

Data revised annually.

In 2013, there were 154 retail trade establishments, 1,283 service establishments and 1,088 manufacturing establishments in the region as shown on the next page. This equates to 1,461 retail trade jobs, 21,724 service trade jobs, and 29,176 jobs manufacturing jobs. The annual sales for all firms in the region for 2007, was \$9,464,520 compared to the State of Kansas annual sales of 303,581,134.

Manufacturing establishments have been at the center of the business recruitment target in southeast Kansas for several decades. The manufacturing sector has taken a hard hit over the several years.

Middle-income (\$40K-\$70K) positions are extremely hard to find in the region. Opportunities for females to find employment at an annual wage in excess of \$25,000 are virtually non-existent outside of the medical, accounting or educational professions.

**Firms in Kansas, by County, 2007**

County	All Firms*		Firms with Paid Employees			
	Number of Firms	Sales and Receipts (\$1,000)	Number of Firms	Number of Employee	Annual Payroll (\$1,000)	Sales and Receipts (\$1,000)
Allen	926	\$732,926	312	4,182	\$120,648	\$724,648
Anderson	1,003	338,197	270	1,586	34,550	327,643
Bourbon	1,507	1,089,531	284	4,921	144,833	1,055,061
Cherokee	1,474	1,331,899	273	5,144	158,491	1,308,733
Coffey	885	658,923	245	2,514	112,395	611,058
Crawford	2,995	2,548,658	867	14,972	372,368	2,505,677
Labette	1,658	903,898	422	7,929	173,215	864,494
Linn	642	800,689	113	1,050	34,109	784,654
Neosho	1,663	984,092	463	6,382	153,204	935,963
Wilson	--	--	--	--	--	--
Woodson	259	75,707	61	543	11,303	70,827
SE Kansas	13,012	9,464,520	3,310	49,223	1,315,116	9,188,758
<b>Kansas</b>	<b>237,297</b>	<b>\$303,581,134</b>	<b>57,912</b>	<b>1,147,783</b>	<b>\$40,960,771</b>	<b>\$296,040,980</b>

Source: U.S. Census Bureau, 2007 Economic Census, Survey of Business Owners (SB0700CSA01).

\*Includes firms with paid employees and firms with no paid employees.

Double dash (--) indicates withheld because estimate did not meet publication standards.

Cluster Name	Establishments 2013	Jobs 2014	LQ 2014	Regional Job Change (2004- 2014)	National Job Change (2004- 2014)	Average Earnings Per Job (2014)	National Average Earnings Per Job (2014)
Advanced Materials	89	2,939	1.01	-39.7%	-7.1%	\$54,406	\$92,225
Agribusiness, Food Processing & Technology	198	3,750	1.49	-1.4%	-2.0%	\$41,793	\$45,775
Apparel & Textiles	36	386	0.58	-39.4%	-29.4%	\$39,063	\$52,757
Arts, Entertainment, Recreation & Visitor Industries	118	1,075	0.32	-31.6%	4.4%	\$18,921	\$41,456
Biomedical/Biotechnical (Life Sciences)	253	9,175	1.12	18.6%	17.6%	\$33,559	\$59,957
Business & Financial Services	577	3,842	0.43	-9.6%	9.6%	\$45,019	\$93,697
Chemicals & Chemical Based Products	71	3,063	2.41	-7.6%	-14.4%	\$56,724	\$84,798
Computer & Electronic Product Manufacturing	10	315	0.49	-38.3%	-19.8%	\$47,874	\$119,226
Defense & Security	78	1,980	0.66	-5.7%	20.0%	\$59,248	\$92,849
Education & Knowledge Creation	35	314	0.15	-26.6%	14.8%	\$20,798	\$54,937
Electrical Equipment, Appliance & Component Manufacturing	4	253	1.11	399.2%	-15.7%	\$48,322	\$85,099
Energy (Fossil & Renewable)	394	6,849	1.77	28.9%	14.6%	\$76,162	\$93,909
Fabricated Metal Product Manufacturing	61	2,544	2.97	26.8%	-4.4%	\$50,004	\$62,165
Forest & Wood Products	36	1,013	1.14	-42.3%	-29.6%	\$39,000	\$58,760
Glass & Ceramics	8	372	2.21	-45.4%	-19.8%	\$67,166	\$61,188
Information Technology &	101	1,271	0.36	0.5%	5.0%	\$59,424	\$116,629
Machinery Manufacturing	31	1,196	1.77	-18.5%	-3.0%	\$72,312	\$78,714
Manufacturing Supercluster	138	6,731	1.81	-23.4%	-11.1%	\$54,459	\$83,700
Mining	20	810	2.4	7.5%	6.5%	\$73,334	\$82,378
Primary Metal Manufacturing	9	684	2.01	-30.3%	-11.5%	\$47,945	\$75,097
Printing & Publishing	94	2,247	1.49	-25.6%	-13.1%	\$40,114	\$77,355
Transportation & Logistics	145	2,895	1.1	46.7%	5.6%	\$48,060	\$59,579
Transportation Equipment Manufacturing	19	1,657	1.8	-54.4%	-13.4%	\$53,370	\$86,007

## **AVAILABILITY OF HUMAN RESOURCES & TRAINING**

As a whole, the region does a good, if not excellent, job of educating its population. The Technology Center at Pittsburg State University is truly a regional asset. The Kansas Technology Center provides a modern and flexible learning environment. The building includes over 13 computer labs with approximately 260 workstations and close to 70 technical laboratories for student learning. The labs throughout the facility feature up-to-date equipment, much of it provided by industry and corporate partners of Pittsburg State University. Approximately \$26 million dollars worth of equipment has been secured through donation, equipment loan or purchase.

This \$20+ million facility offers advanced technical education and research capacity in a state-of-the-art environment. The Higher Education Advancement Team synergizes the assets and talents of Pittsburg State University, Emporia State University, Allen County Community College, Ft. Scott Community College, Labette County Community College, Independence Community College, Coffeyville Community College, and Neosho Community College for the purpose of facilitating regional development.

However, the need for a trained workforce continues to emerge as a priority issue in southeast Kansas. Many of the students trained in these institutions do not remain in southeast Kansas upon graduation. The income and career expectations are often unmet by regional employers. The life style and social amenities desired by these educated young adults are not found in many communities within the region.

The Center for Innovation & Business Development (CIBD) at Pittsburg State University is a regional outreach center for business planning, financing, training, management consulting, technology consulting, and technology-based research and development. The CIBD is thought to be the only organization in the country with all of these services under the same umbrella.

The CIBD serves as a link between the academic community of Pittsburg State University, the resources of State and Federal programs, and the finance, management, and technology needs of business, industry, and units of local government.

The Kansas Polymer Research Center (KPRC) at Pittsburg State University is one of the world's leading centers specializing in vegetable oil-based polymer research and development. KPRC scientists work with industrial partners, state and federal agencies, and producer associations on developing and commercializing PSU's intellectual property. The KPRC has partnered with Cargill, a leading agribusiness company, in the global commercialization of a line of soy polyols that have applications in the automotive, construction, and home furnishing industries. Core funding is provided by the Kansas Technology Enterprise Corporation (KTEC).

The KPRC research team brings combined 100-plus years of experience among their twelve polymer scientists. The team also includes several undergraduate and graduate students from chemistry and plastics engineering technology. Research contracts over a 12-year period have provided the basis for KPRC further developing its expertise in bio-based polymers.

Located in a new state-of-the-art research facility, the KPRC can provide a full range of research and development services in several bio-based product areas. In addition, researchers have access to plastics industry production equipment as part of their collaboration with PSU's four-year nationally accredited undergraduate degree program in plastics engineering technology. Assistance in engineering product design and development is available from the College of Technology engineers and faculty. Supporting research capabilities are also provided by the PSU Departments of Physics and Chemistry.

## **AVAILABILITY OF CAPITAL**

The number of banks has decreased in the last 10 years although the number of banking offices has increased during the same period. SBA lenders are available within the region and in the Kansas City, Wichita, Tulsa and Joplin metropolitan areas that adjoin or lie within an hour's drive of the respective corners of the region. The region is also served by two certified development companies. A regional business loan fund is also operated by the Southeast Kansas Prosperity Foundation.

The SEKRPC operates an EDA revolving loan fund. Local and county revolving loan funds are available to several communities across the region. The impact of the Federal Reserve's policies regarding the continuation of low interest rates is a positive factor in both business and personal credit capacity of the region.

Several of the region's communities have taken an active roll in developing business expansion projects. Industrial Revenue Bonds are frequently used by these "more competitive communities" to attract and retain businesses.

The Kansas Legislature has enacted provisions that will allow "Tax Increment Financing" of qualifying development projects. This allows the jurisdiction to allocate the difference in the taxes collected on an unimproved property versus taxes collected on the same property with improvements to the amortization of the costs of the improvements, such as streets, utilities, etc. One problem with this financing option is that startup or relocating businesses often ask for tax abatement for several years. If taxes are abated, they cannot be collected to amortize improvement costs.

Many of the region's counties and communities operate so near to their spending limits that development activities are impossible to finance without the assistance of the various federal grant programs offered by EDA, HUD and USDA RD. Some find it difficult, if not impossible, to meet the matching fund requirements for these grant programs.

Several communities within the region own their utility systems, and thus, have the ability to accumulate funds for development activities without the need for collecting additional taxes. In addition to creating jobs within the community, the municipally-owned utility can also expand its customer base and increase its revenues by offering development incentives.

## **ECONOMIC TIES TO THE SURROUNDING REGIONS**

There are no metropolitan areas within southeast Kansas; however, the center of the region is somewhat equidistant from Tulsa, Oklahoma, and Joplin and Kansas City, Missouri and Wichita, Kansas. The extremities of the region are generally within an hour's drive of one of these cities. Cherokee County virtually adjoins the city limits of Joplin, Missouri.

The border counties experience the give and take of the economies of these metropolitan areas. These cities and their surrounding metropolitan areas impact the regional labor pool by attracting employees from the region. In some instances, they also enhance the region's labor pool. Oklahoma is improving its highway system to the Kansas state line. This means that Kansans will have easier access to Oklahoma jobs and Oklahomans will have easier access to Kansas jobs.

Although local medical and hospital services are available in close proximity to most communities, advanced medical treatment generally requires a trip to one of the metropolitan areas mentioned above.

Limited (but improving) retail shopping opportunities within the region serve to propel the region's consumers to the malls of Kansas City, Wichita, Joplin, Bartlesville and Tulsa in Kansas, Missouri and Oklahoma.

## **INFRASTRUCTURE AND SERVICES – A REGIONAL OVERVIEW**

Additional information about a regional perspective regarding water, waste water treatment and solid waste is included in the **Regional Characteristics and Resources** section of this document.

## **WATER AND SEWER**

Most of the larger, more economically competitive communities in the region have addressed the need for safe and sanitary water and sewer infrastructures. One exception to this is the City of Parsons, which is in the process of upgrading their entire system. These communities possess the sewer and water infrastructure necessary to support economic expansion. However, many of the smaller SEK communities have failed to maintain and/or replace aging water and sewer utilities. Some incorporated communities have no sanitary sewer system and continue to require residents and businesses to use septic tanks or individually maintained lagoon systems. Kansas law provides for the establishment of sewer and water districts. Several unincorporated areas within the region are served by either a sewer or water district, or both.

SEKRPC has provided technical assistance to many communities in the region in their efforts to install and/or upgrade sanitary sewer and water systems. However, many more communities continue to struggle with the financial realities that are a function of a dwindling and aging population.

The larger more competitive communities will require additional technical and financial assistance to extend specific water and sewer infrastructure to large industrial expansion projects and to facilitate further development of business parks. The smaller struggling communities will require substantial technical and financial assistance if they are to provide safe and sanitary water and sewer services to their existing population base.

## **GAS & ELECTRICITY**

The region is served by several major gas and electric utilities. There are many municipally-owned energy utilities. The larger more competitive communities within the region appear to have sufficient infrastructures to meet current and anticipated demand. Additional gas and electric infrastructure may be required to facilitate specific large industrial expansion projects and to facilitate further development of business parks.

The smaller communities will need to work with rural electric cooperatives and regional gas and electric utility companies in order to determine their capacity for expansion. Many rural areas continue to utilize propane as a primary heating fuel.

Upgrading infrastructure to handle industrial requirements is a financial burden on Southeast Kansas communities. Especially the smaller communities, which are not near major gas pipelines.

## **TELECOMMUNICATION AND BROADBAND ACCESS**

The region's telecommunication infrastructure appears to be struggling to keep up with increased uses. Installation of modern switching systems and other enhancements have produced an effective telephone system for most of the region. The region is served by major national providers, regional providers and even local telephone service providers. However, the demands for Internet capacity and Electronic Commerce are increasing in the region. Much more development is required before the region can be considered to have universal broadband access, especially in the rural areas and small communities.

Stations in Pittsburg, Kansas and Joplin, Missouri provide the bulk of the local television news and information to the region. However, most areas receive Tulsa, Kansas City or Topeka stations either through direct antenna reception or cable services. Low power public access television is available in some communities. There are several locally owned and operated radio stations and newspapers throughout the region. Kansas City, Tulsa, Joplin and Wichita newspapers also serve sections of the region.

## **TRANSPORTATION**

Highway transportation is the predominate method of transporting both goods and people in Southeast Kansas. There are no commercial airlines operating within the region. Commercial interstate bus service is available in some communities. Major freight lines and package delivery services operate throughout the region.

There are seven US Highways that cross the region, linking it to the surrounding metropolitan areas of Kansas City, Tulsa, Wichita, Joplin, Topeka and Lawrence. Interstate 35 barely passes through the region's northern extremity on its route through the northern edge of Coffey County. However, the Southeast Kansas Corridor and other enhancements are predominately two-lane projects. There are very few miles of four-lane highways within the twelve-county region with the exception of the widening off US 69 highway from Ft Scott to Overland Park..

Even with a 65 miles-per-hour speed limit, the region's two-lane highway system is an impediment to maximum economic development. The shortest distance from Kansas City to Dallas is via US 169 Highway, which is a two-lane highway through most of Southeast Kansas. Pittsburg State University is the only Kansas Regents University without an interstate highway connection.

Rail services are in a state of attrition in the region. The reorganization of major rail services by national rail service companies have left much of the region's right-of-way abandoned. Short-line rail service has been established in some areas. However, limited local usage is negatively impacting the continuation of this service in some communities.

Most communities in the region are served by some form of public transportation for elderly and otherwise disadvantaged citizens. This is not a “mass transit” system. Publicly provided mass transportation is not provided in southeast Kansas.

## **CENTRAL BUSINESS DISTRICTS**

Cherryvale, Chanute, Independence, Pittsburg, Ft. Scott, Neodesha and Parsons have organized downtown revitalization efforts around the Four-Point Main Street Approach: Organization, Design, Economic Restructuring and Promotion. Other communities participate in the Kansas PRIDE and other volunteer community revitalization efforts that impact the appearance and vitality of the region’s central business districts. Yates Center is one of only 59 cities in Kansas to have its entire square on the National and State Historic Registers.

Many communities are exploring tourism-related activities as means for attracting people to their downtown area. The Southeast Kansas Tourism Region, Inc. serves as a regional resource, encouraging and coordinating these efforts. Historic restoration efforts and tourism marketing activities have had a positive impact on the region’s central business districts.

The central business district of most southeast Kansas communities is a place where fiercely independent business persons struggle to maintain the small town quality of life. They must compete with the global might of national discount chains and the glitter of the shopping malls that are within a Saturday morning’s drive of most of their customers.

Every community has some vacant buildings within the central business district. Many of the smaller communities have central business districts that are predominately made up of unoccupied and dilapidated structures.

## **PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES**

Anderson, Coffey, Linn and Montgomery Counties fund full-time economic development staff and implement county-specific economic development activities. The Cities of Ft. Scott, Pittsburg, Parsons and Chanute fund positions that are dedicated to economic development. Ft. Scott provides economic development assistance to Bourbon County. Parsons provides economic development assistance to Labette County. The Columbus Telephone Company serves as an economic development agency for the City of Columbus. There are other communities in the region that operate combined Chamber of Commerce/Economic Development agencies.

Many communities are exploring tourism related activities as a means of attracting prospective retail customers to their downtown area. The Southeast Kansas Tourism Region, Inc. serves as a regional resource, encouraging and coordinating these efforts.

The mission of the Southeast Kansas Regional Planning Commission is to promote the growth and prosperity of southeast Kansas by providing technical assistance, planning and

project development services to its members. In fulfilling its mission, SEKRPC will assist counties and communities by:

1. Developing and maintain a regional economic development plan.
2. Facilitating the development of local strategic plans.
3. Assisting other regional economic development organizations with staffing and technical assistance.
4. Providing technical assistance for the formation and development of public works projects for infrastructure improvements, job creation and housing rehabilitation/demolition.
5. Developing funding proposals for various types of public works projects from infrastructure improvements, job creation and housing rehabilitation/demolition.
6. Administering grants and loans that are awarded to fund various types of public works, projects for infrastructure improvements, job creation and housing rehabilitation/demolition.
7. Providing plant closings and other important economic information to the U.S. Department of Commerce as a designated Economic Development District.
8. Facilitating regional cooperation in addressing economic and community development issues.
9. Serving as a point of contact for accessing the various local, regional, state and federal economic and community development programs.
10. Facilitating educational programs that serve to inform and train community leaders and public officials regarding economic and community development issues.

SEKRPC operates an Economic Development Administration (EDA) revolving loan fund program. This program is available for regional business expansion or start-up. At present, the predominate focus is upon funding manufacturing job creation. The program is to be used in completing funding packages. It is not intended to be a primary or single-source loan source. Service sector or retail projects that are not in direct competition with other businesses within the county may be considered.

Area Resource Partners include:

The mission of See-Kan Resource Conservation & Development is enhancing the quality of life by providing leadership, education, and communication to help find solutions to community needs; uniting urban and rural concerns through natural resources conservation and economic development.

The Southeast Kansas Resource Conservation and Development District (SEE-KAN RC&D) has worked closely with Kansas State University and local interests in the development of "Value Added" agricultural projects. These projects focus on improving the financial viability of

the agricultural segment of the region's economy. These projects would also create additional jobs in the manufacturing/processing sector of the region's economy.

The United States Department of Agriculture Rural Development Agency (USDA RD) serves the southeast Kansas region by providing funding for a variety of housing, public works infrastructure and job creation projects. USDA RD funds are frequently used to fund public works projects in conjunction with CDBG and other funding sources. This allows many of the region's communities to construct needed improvements while remaining sensitive to the financial limitations of their Low-to-Moderate Income (LMI) citizens.

Pittsburg State University and Emporia State University provide technical assistance to the region through Small Business Development Centers (SBDC). These centers are operated in conjunction with the Kansas Department of Commerce and provide much needed business counseling and assistance to new and existing businesses within the region. Community Colleges located in Allen County, Bourbon County, Labette County, Neosho County and Montgomery County also provide business assistance through their Associate Small Business Development Centers.

The Center for Innovation & Business Development (CIBD) at Pittsburg State University (PSU) provides technical assistance and project development services to a multi-state area that includes southeast Kansas. CIBD has contracted with Mid-America, Incorporated to operate its Mid-America Certified Development Company (MACDC). MACDC provides business finance advice and assistance to regional businesses. MACDC operates an SBA 504 Loan Program. CIBD also provides product development and testing laboratory services.

The \$20 million+ Technology Center at PSU also serve as a regional economic development resource. This state-of-the-art technology training center should ultimately prove to be a substantial business recruitment advantage to the region.

The Kansas Department of Commerce provides numerous services to the region through its headquarters office in Topeka and through a regional representative housed at the SBDC at PSU.

Southeast Kansas, Incorporated (SEK) is a non-profit economic development organization that has operated in the region. SEK sponsors regional issue-specific action groups that involve business, government, education, utilities and other interested citizens in opportunities to obtain information and take collaborative action regarding a number of issues that impact the economy of southeast Kansas. These groups include: Southeast Kansas Transportation Committee, Work Force Training Action Group, Legislative Council, Economic Development Council and Manufacturers Forum.

Southeast Kansas Prosperity Foundation, Inc. is a non-profit 501(c)3 created in 2005 as a result of the Kansas Economic Growth Act. It is a partnership with SEK, Inc., Southeast Kansas Regional Planning Commission, See-Kan RC&D, and Mid-America Certified Development Company. The primary focus is to provide access to capital for existing and startup small businesses through loan funds, and to provide financial support for and partner with local and regional agencies and organizations whose focus is on community and economic development needs.

There are many community and countrywide voluntary economic development organizations that work long, hard hours with local business expansion and retention as well as to recruit new businesses and industries to the area. These groups provide the "grass-roots" economic development that is very desperately needed in many small rural southeast Kansas communities.

## **DISASTER PREPAREDNESS & RECOVERY IN SOUTHEAST KANSAS**

Our region is one of six regional homeland security councils the North Central Regional Planning Commission (NCRPC) acts as the fiscal agent. It focuses on enabling our council to achieve respective emergency preparedness and response goals. As a result, NCRPC works with each region and state authorizing agency, the Kansas Highway Patrol as well as the Kansas Department of Emergency Management, to develop and maintain a comprehensive account of training done, of equipment and materials purchased and placed across our region and other parts of the state for disaster response and securing homeland safety. It also enables increased inter-regional cooperation, collaboration and development. Cooperation between regions is also able to be strengthened as a result. It is expected at the state and regional levels.

Our region refers more extensive hazard mitigation planning to the Kansas Department Emergency Management (KDEM). KDEM conducts the field work with the local officials to finalize plan completion. In short, SEKRPC supports and encourages its counties and their communities to:

- Engage in pre-disaster recovery and mitigation planning
- At least annually appraise the county-wide risks and susceptibility
- At least annually identify and made ready recovery resources for the county and its communities.
- Confirm allies for recovery efforts, at the local, regional and state levels and keep in mind their capabilities and availabilities
- Practice these facets of response and recovery in the course of active exercises on an annual basis
- Review their immediate evacuation procedures and re-entry procedures

## **SWOT ANALYSIS (Strengths, Weaknesses, Opportunity & Threats)**

In Southeast Kansas, as with any other area, there are both positive forces working for economic development and negative forces working against economic development. The district's inability to sustain a viable growing economy can be viewed as the prime negative force in the economic development efforts of southeast Kansas.

THREAT -- The economic decline has resulted in situations that further detract from the potential of the district, thus perpetuating negative aspects of the economy. Most of the economic problems of the district can be viewed as both symptoms of and contributors to the economic decline. They are the result and the cause of the decline of the economy.

THREAT & WEAKNESS -- The adverse effects of the past economic stagnation have been widespread throughout the district. The economic decline has resulted in a steadily decreasing population. Southeast Kansas is also characterized as an older population with a very large concentration of elderly and a very low proportion of young adults in the so-called productive years, 20 to 50 years old. Apparently the young adults migrate to other districts with better economic opportunities and the elderly migrate into rural southeast Kansas perceiving it as a healthful location to retire.

WEAKNESS – Workforce recruitment, retention and training have been identified as dominant issues in the region. As a result of the change in education levels needed, and the new technical skills required for manufacturing, southeast Kansas employers have been struggling to fill position vacancies. Even though the Welfare-to-Work initiatives have added to the region's labor force, many employers have found it difficult to fill even the most basic entry level positions.

THREAT & WEAKNESS -- Filling skilled positions is even more challenging. The economy of the district is further restricted by the blue collar nature of most of its employers. Most of the new jobs created within the region during this period of economic expansion have been blue collar manufacturing jobs. Traditionally, blue collar employment has been the hardest hit by the recession. Southeast Kansas has the lowest income of any district in the state. This has the effect of reducing the liquid capital in the district, which restricts the district's ability to invest in its future.

WEAKNESS -- The district is faced with a housing shortage for all incomes and price ranges, with the possible exception of the oldest and most dilapidated units.

WEAKNESS – There are few general contractors and speculative housing developers in the district. Few speculative housing units are available to any professional, managerial or other white collar workers that might otherwise have a desire or opportunity to reside in the region.

THREAT & WEAKNESS -- To compound the problem, it is difficult to find local contractors or repair persons available to repair or refurbish existing housing units. Modular and manufactured housing units are being used to help ease this housing crunch.

THREAT & OPPORTUNITY – The majority of homes in southeast Kansas was built prior to 1940 and, as a result, requires greater effort to keep them in good repair. Efforts are underway by the SEKRPC to assist communities in obtaining capital for new housing construction, demolition and rehabilitation of existing housing structures. Due to the summer flooding of 2007, hundreds of homes were destroyed. Replacement housing has not been built to replace all housing units.

THREAT & WEAKNESS – The age and condition of the housing stock has a further impact of limiting the tax revenues of the region’s various units of government. The assessed valuation of property in southeast Kansas is extremely low when compared to the state as a whole. As a result, there is a general inability of many communities in southeast Kansas to raise the necessary revenues to conduct programs aimed at enhancing the economy of the community.

THREAT & WEAKNESS -- This lack of capital has caused, or added to, many severe problems in the physical infrastructure of the district. The lack of a viable funding base seriously affects all aspects of the physical infrastructure. The deficiencies in the public utilities, especially the water supply, waste water treatment and solid waste disposal facilities, have been strongly impacted by the attitudes and voting habits of “fixed income” elderly populations of the various jurisdictions within the district. Local governments have infrequently been capable of financing the costs of construction and maintenance of most public utilities with the aid of state and federal grant programs.

THREAT -- With dwindling federal grant resources, southeast Kansas is facing some menacing problems in funding public utilities that meet the required standards of the Kansas Department of Health & Environment.

STRENGTH & THREAT – Generally speaking, the district has an adequate distribution and supply of gas and electricity. Some problems are in the distribution of potable water to the cities and particularly to the rural areas. The district is facing its most severe public utility problems in wastewater treatment facilities. There are still some communities that do not have wastewater facilities despite the fact that the soils of southeast Kansas generally restrict the use of septic tanks.

WEAKNESS -- One major contributing factor to the decline of the economy of southeast Kansas has been the reduction in the extraction of mineral resources of the district. Southeast Kansas has the most abundant mineral deposits in the state, with coal, oil, and natural gas being the most important. Unfortunately, the most economically extracted coal, oil and gas reserves have already been mined leaving those reserves marginal or unprofitable to mine. The scars of the coal strip mines are readily evident throughout Crawford and Cherokee Counties. The majority

of the strip-mined lands have been left for the natural ecological process to rejuvenate the land. Recent innovations in fracking may open up previous marginal of oil fields.

**STRENGTH & THREAT** – Another physical restriction placed upon the economy of southeast Kansas becomes very evident when one reviews the surface water flows. The district has an abundant supply of surface water, in fact the most abundant in the state. The problem arises with the extreme fluctuations in the stream flow of the district. The district is characterized by seasonal rains that create flood and drought conditions throughout the district. Water control has been a critical problem in many areas of the district with the flood-prone areas being extensive.

**STRENGTH & OPPORTUNITY** -- The district has shown some evidence in stabilization and even sporadic growth. There has been a slight upsurge in industrial activity. It appears that the district has transformed from a predominately agricultural region to a manufacturing orientated region. The district has had good success in attracting a variety of new manufacturing firms that have served to diversify the economy of southeast Kansas.

**STRENGTH & OPPORTUNITY** – Cropland and rangeland still remain the predominate land use in terms of size, however, in terms of concentration within the district, pasture and forest are the most concentrated. Urban land is ranked next in concentration which underscores the recent increase of urban land.

**STRENGTH & OPPORTUNITY** --There are a number of additional positive features operating within the district that counteract, to a certain extent, the negative forces. The district is utilizing its non-mineral resources in a more efficient manner. Limestone, clay, shale and gravel have now become the most important mined resources. Southeast Kansas has tremendous untapped potential in the forest resources. The district has large acreages of woodlands that are only partially utilized. Other than pallet manufacturing, the district has limited secondary wood processing facilities, resulting in the export of the district's raw timber.

**STRENGTH & OPPORTUNITY** -- Other advantages in the physical environment include the abundance of the water resources, the large potential of the recreational facilities, and the increasing productivity of farming.

**THREAT & OPPORTUNITY** – The closure of the Kansas Army ammunition plant presented a significant threat to the Southeast Kansas region. However, the closure provides the region the opportunity to establish a premiere mixed use industrial park which will serve as the center for industrial growth in the region. The Great Plains Industrial Park consists of 13,727 acres providing not only the opportunity for industrial growth but the opportunity for recreation, preservation, and conservation of sensitive habitat.

**STRENGTH** – Small town living, low crime rates (especially low violent crimes), sense of community, and low cost of living.

THREAT – Drug abuse, especially in the entry level, and blue collar workforce, is a significant issue. It limits employability. Employers have trouble hiring because of the inability of a significant number of applicants who are unable to pass a drug test.

WEAKNESS – The lack of downtown pride and entertainment. The need to improve city streets, building facades and make communities more attractive. There needs to be more entertainment options for youth and adults & to attract new businesses. “We need to look at our communities like dating – we have to wear deodorant and do the small things to attract individuals to our communities. We have let ourselves go.”

THREAT/WEAKNESS – The outward migration of the young educated from the region. “kids from Southeast Kansas schools go on to do incredible things in other places. They have a lot of talent, but we don’t have enough opportunities here for them to use their talents.” The need for more high-paying jobs so young professionals can return.

STRENGTH – Good higher education system with Pittsburg State University and five community colleges. Local rural school districts do well with the resources they have.

## **EVALUATION** - How is the Region doing?

Private investment capital is available within the district. There are federal monies available, but it is granted under highly competitive situations. In the past, southeast Kansas has been successful in attracting federal and state aid, which indicates that the federal and state government recognizes the grave needs of southeast Kansas.

HUD/CDBG funds administered by the Kansas Department of Commerce, USDA Rural Development funds, U.S. Department of Commerce EDA funds and U.S. Small Business Administration loan guarantees form the major sources of federal assistance for community and economic development within the district.

Often the prime advantages of a district are the most intangible or the hardest to quantify. In southeast Kansas, there is a number of area-wide and local agencies that are striving to achieve an improved economic environment. It is all but impossible to really ascertain the effectiveness of these groups, but, in showing the willingness of the people to bond together and work for improvement, they must be considered a chief advantage to the district.

In trying to analysis the region there are several economic clusters in the region:

1. Manufacturing – This cluster has been a long standing cluster in southeast Kansas. This cluster ties the suppliers, manufacturers and transportation.
2. Energy – The oil and gas boom that has taken place in southeast Kansas has provided hundreds of jobs. The abundance of coal bed methane gas in the region has created jobs in the pipe, pump, oil field suppliers, refinery in Coffeyville and Quest has employed more than 300 persons.
3. Agriculture – This cluster is seen through seed and fertilizer companies, family farming, the John Deere plant located in Coffeyville, Caterpillar tractors and parts dealers in the region and the Ethanol Plant in Garnett.

In summary, the evaluation process of the CEDS will be the responsibility of the Regional CEDS Committee. The report will address accomplishments and other factors which may affect performance in the Priority Issues & Strategies, County Specific Strategy and the Regional Goals & Objectives. The annual CEDS report will be compiled by the Southeast Planning Commission and submitted to EDA.

**PRIORITY ISSUES AND STRATEGIES  
SEKRPC CEDS  
PRIORITY ISSUES FOR THE SOUTHEAST KANSAS REGION**

Issue #	Issue Description	Allen	Bourbon	Anderson	Cherokee	Coffey	Crawford	Labette	Linn	Montgomery	Neosho	Wilson	Woodson	Total
1	Attracting and retaining a qualified work force	1	2		1		1	1	1	1	1		1	9
2	Attracting and retaining business and industry	X		X			2	X	X		X	X	X	8
3	Housing	2				1		2	2	4	2	2	2	10
4	Utilizing Tourism as an Economic Development tool	3	1	4	3	2	5	4	5	6	4	1	4	12
5	Establishing and maintaining partnerships between business, education and government		4						9		6		6	6
6	Lack of Retail shopping opportunities		3	1				3	3	3			3	7
7	Provide training and education to meet the needs of business and industry			3				8	4	5		2	5	6
8	Leadership and community involvement			X	3			7	X	X		X	X	8
9	Lack of awareness of business assistance		5					6	X	X			X	6
10	Enhance "Curb" Appeal of our cities.				5									1

"X" = was determined to be a priority issue

"Number" = Priority issue that was ranked between 1 and 9.

**REGIONAL GOALS AND OBJECTIVES**  
**ACTION PLAN - How does the Region get there?**

Regional Goals and Objectives have been developed from Priority Issues one through five, as selected by the respective County CEDS Committees. Regional Goals and Objectives have been approved by the Regional CEDS Committee, the Board of County Commissioners of each of the twelve member counties and the SEKRPC Executive Committee.

**WORK FORCE RECRUITMENT & RETENTION**

**THE NEED:** It continues to be extremely difficult for regional employers to recruit qualified workers needed to fill existing vacancies and/or expand business capacity. Current training and education systems are still unable to meet the demand for a skilled work force. Employers are forced to hire untrained or unskilled applicants and incur the cost of training these workers in the skills that are needed in the particular business.

**THE GOAL:** To identify, recruit and retain qualified persons to work for Southeast Kansas employers in sufficient numbers to fill all existing position vacancies and provide for the expansion of business capacity.

**OBJECTIVE #1:** Ongoing, contact graduates from county high schools.

**OBJECTIVE #2:** 2015-2020, Lobbying for a new US 69 Highway through Crawford county resulting in new highway construction also promoting new job opportunities in the area also promoting area business.

**OBJECTIVE #3:** 2015-2020, encourage development of new healthcare services, promoting cooperation & development of new services and programs.

**OBJECTIVE #4:** Ongoing, determining the needs of local employers and how to help retain them by onsite visits, through agencies such as SEKRPC, SEK, Inc., and local economic development agencies.

**OBJECTIVE #5:** 2015-2020, promote quality of life factors by broadening the residential base within the counties. This goal would also help promote career and educational opportunities in the area.

**RESOURCES:** Chambers of Commerce, Unified School Districts, Medical Organizations, Cities, Counties, US 69 Association, Convention and Visitors Bureau.

**LEAD AGENCY:** Southeast Kansas, Inc.

## **ATTRACTING & RETAINING BUSINESS & INDUSTRY**

**THE NEED:** Southeast Kansas has experienced a population drain due to the loss of businesses and industries.

**THE GOAL:** To increase job opportunities for the citizens, increase the tax base and increase the standard of living.

**OBJECTIVE #1:** 2015-2020, work with SBDC to assist businesses requesting assistance. The SBDC is also able to help with business start questions and helping get the business practices set up.

**OBJECTIVE #2:** 2015-2020, Contact local businesses on a semi-annual basis to find out what can be done on the part of the city/county to help them excel during a difficult time. If there are problems, what needs or assistance is requested?

**OBJECTIVE #3:** Ongoing, promote the regional and local business financial resources.

**OBJECTIVE #4:** Ongoing, Promote business and industry clusters and matching local suppliers and manufacturers.

**OBJECTIVE #5:** Ongoing, Encourage and support entrepreneur programs and educational endeavors.

**RESOURCES:** Southeast Kansas, Inc., SEKRPC, CIBD & SBDC at PSU, local retailers, local Main Street, local chambers and economic development agencies, KDOC, Kansas Department of Agriculture.

**LEAD AGENCY:** Southeast Kansas, Inc., SEKRPC, Chamber of Commerce

## HOUSING

**THE NEED:** The need for affordable modern housing units is acknowledged as a priority in virtually every sector of the region. Even those counties that did not list housing as a priority issue in their Strategic Plan have acknowledged that housing is indeed a pressing economic development issue. However, the lack of developers and speculative development in the region exacerbates the problem. At present, many communities lack the detailed data necessary to document the need for specific types and quantities of housing and have been unsuccessful in attracting development capital.

**THE GOAL:** To identify and quantify specific local housing priorities as the basis for creating a regional housing development strategy.

**OBJECTIVE #1:** Ongoing, maximizing resources for senior and low income residents by expanding housing choices to all income brackets and improve the quality of housing. When recruiting developers look for all income level developers.

**OBJECTIVE #2:** Ongoing, study and develop individual city requirements for local housing and determine the best way to the local needs for housing. Look for grants or tax incentives to help with the cost of new home. Advertise and educate on how to build affordable housing. This will also help attract and retain a greater qualified workforce.

**OBJECTIVE #3:** 2015-2020, research the need for financing affordable housing and assist the low to moderate income home buyers and also determine the need for special financing to build new homes. Apply for tax credits to be used as incentives for developers to come to the area.

**RESOURCES:** Community Task Force on Housing, Chamber of Commerce, local financial institutions, City and County Commission, KDOC

**LEAD AGENCY:** Southeast Kansas, Inc., SEKRPC, Housing Authorities

## UTILIZING TOURISM AS AN ECONOMIC DEVELOPMENT TOOL

- THE NEED:** The need for utilizing tourism is an economic development tool. One method for reversing a regional retail trade deficit is to develop tourist attractions and events that are successful in attracting tourists from outside the region.
- THE GOAL:** To increase the local customer base for retail and service businesses throughout the region and to enhance the region's overall market appeal.
- OBJECTIVE #1:** Ongoing, market attractions that might draw tourists to the local area. Use promotional literature and videos of the county to highlight the positive attributes. This is will also reinforce a communities pride in their city/county.
- OBJECTIVE #2:** Ongoing, develop plans for tours to area attractions. Collaboration between communities to offer motorcoach and driving tours to attractions within the region.
- OBJECTIVE #3:** Ongoing, participate in Kansas Sampler festival. Offer discount coupons for return visitors at local merchants at a future date.
- RESOURCES:** Area Tourism Directors, KDOC, News Media, SEKTR, Chamber of Commerce, Main Street organizations
- LEAD AGENCY:** Southeast Kansas Tourism Region, Inc.

## **ESTABLISHING AND MAINTAINING PARTNERSHIPS BETWEEN BUSINESS, EDUCATION AND GOVERNMENT**

- THE NEED:** Communication and collaboration between education, government, and business do not exist in some areas of the region and needs improvement in other areas of the region.
- THE GOAL:** Establish economic development partnership linkages between local, county and state governments, education and businesses.
- OBJECTIVE #1:** Ongoing, maintaining SEK, Inc., in order to promote the region.
- OBJECTIVE #2:** Ongoing, continued support of changes and directions of programs and identify new ways to cooperate. This support will foster the development of meaningful partnerships between business and education allowing a more prepared and well trained work force to emerge.
- OBJECTIVE #3:** 2015-2020, Encourage county-wide networking opportunities including city Chambers of Commerce, rural citizens and smaller communities within the county. Implementing more environmental programs will also encourage cooperation between the areas of business and industries..
- RESOURCES:** Local residents, Counties and Cities, Area businesses, County government, KDHR, SRS, KDOC, Unified School Districts, Business, Community Chambers, Local Leadership, and Project 17.
- LEAD AGENCY:** SEKRPC, Southeast Kansas, Inc., SEE-KAN RC&D, CIBD and Project 17.

## STRATEGIC PROJECTS, PROGRAMS, AND ACTIVITIES

The SEKRPC staff have identified the following projects in the area that likely will occur within the next five years. Staff is providing project planning, readiness and fund development services for these projects at the present time.

<b>Housing Improvements</b>		
<b>Location</b>	<b>Project Type</b>	<b>Potential Funding Sources</b>
City of Chetopa	Housing Rehabilitation	CDBG
City of Oswego	Housing Rehabilitation	Cash - CDBG - HOME
City of Fredonia	Housing Rehabilitation	Cash - HOME
City of Bronson	Housing Rehabilitation	CDBG
City of Coffeyville	NSP	CDBG
City of Humboldt	Housing Rehabilitation	Local Cash - CDBG

**3 private construction contractor jobs projected**

<b>Water / Sewer System Improvements</b>		
<b>Location</b>	<b>Project Type</b>	<b>Potential Funding Sources</b>
City of Parsons - Phase I	Sewer Distribution System	CDBG - KDHE RLF
City of Chanute	Sewer Distribution System	CDBG - KDHE RLF
City of Edna	Sewer Distribution System	CDBG - USDA RD
City of Uniontown	Water Distribution System	CDBG - USDA RD
City of Parsons - Phase II	Sewer Distribution System	CDBG - KDHE RLF
City of LaCygne	Water Distribution System	CDBG - USDA RD - KDHE-RLF
City of Independence	Water Distribution System	CDBG - USDA RD - KDHE RLF

**2 private construction contractor jobs projected**

<b>Community Improvement Projects</b>		
<b>Location</b>	<b>Project Type</b>	<b>Potential Funding Sources</b>
City of Independence Phase I	ADA	Cash - CDBG
City of Independence Phase II	ADA	Cash - CDBG
City of Oswego	Demolition	Bonds - CDBG
City of Pleasanton	Community Center	Cash - CDBG
City of Ft. Scott	Commercial Rehab	Local cash - CDBG
City of Coffeyville	Street Improvements	CDBG - USDA RD
City of Yates Center	Street Improvements	CDBG - USDA RD
City of LaHarpe	Street Improvements	CDBG - USDA RD
City of Galena	Street Improvements	CDBG - USDA RD
City of Fredonia	Street Improvements	CDBG - USDA RD

**2 private construction contractor jobs projected**

<b>Economic Development Projects</b>		
<b>Location</b>	<b>Project Type</b>	<b>Potential Funding Sources</b>
Montgomery County	Business Finance Loan	Local cash - CDBG
Montgomery County	Business Finance Loan	Local cash - CDBG
City of Neodesha	Infrastructure/Business Finance Loan	Local cash - CDBG
Throughout the 12 counties of the SEKRPC District	Various Gap Financing of business development and expansions	Local cash - CDBG - SEKRPC Revolving Loan Fund - Prosperity Foundation - E Communities

**89 private job creations projected**  
**Overall, 96 private job creations projected**

**SOUTHEAST KANSAS REGIONAL PLANNING COMMISSION  
SCOPE OF WORK  
2014-2017**

**Technical Assistance**

- a. Offer/provide technical assistance in developing plans, projects and grant/loan applications for projects and activities related to EDA programs, Community Development Block Grant (CDBG) programs, and other state and federal programs to the 12 counties of Southeast Kansas. These counties are Allen, Anderson, Bourbon, Cherokee, Coffey, Crawford, Labette, Linn, Montgomery, Neosho, Wilson and Woodson and include over 66 cities and a total population of over 250,000. These projects may be water or wastewater projects or the development and/or improvement of their infrastructure or public safety projects.
- b. Provide staff assistance for the Solid Waste Management activities of the Southeast Kansas Solid Waste Operating Authority if funding becomes available.
- c. Assist SEK, Inc. with staffing needs for meeting, projects and newsletters.

**Economic Development**

- a. Work with the twelve counties in the region and the Kansas Department of Commerce in using the CEDS for planning on a regional basis.
- b. Maintain partnerships between business, education and government to assist the region by working towards attracting and retaining Business & Industry in the region. Identify specific needs of industries and attempt to find the resources through the partnerships.
- c. Manage a Revolving Loan Fund to be used to help finance businesses within the region.

**Community Development**

- a. Assist three (3) communities and two (2) counties in the planning and management of the Neighborhood Stabilization Program funded from the Kansas Department of Commerce.
- b. Assist communities with community improvement grants from various federal, state and local agencies.
- c. Assist local community/economic development data collection with AMI for Project 17, a regional strategic planning effort.

**Training and Workshops**

- a. Support the attendance of at least two (2) staff members at community and/or economic development trainings or certifications.
- b. Support the attendance of all staff members at continuing education workshops.

**Reports**

- a. Submit the annual Progress Report to EDA.
- b. Submit the annual CEDS updates/revisions to EDA.

## UTILIZATION OF SERVICES

Historically, SEKRPC technical assistance and planning services are utilized by communities and counties that do not have sufficient staff or funding to otherwise facilitate the development process. Much of this service is provided to communities and target areas that meet the Low-to-Moderate Income (LMI) National Objective of the Department of Housing & Urban Development (HUD) CDBG program. The main focus is upon population groups that are at least 51% LMI.

Given the distressed economic status of the region as a whole, there are no development services provided by SEKRPC that would not substantially benefit the unemployed, low-income, elderly and minority population of the region. In recent years, for example, SEKRPC has facilitated (completed or began) projects for:

1. Rehabilitation of housing for LMI persons in Arcadia, Caney, Chanute, Cherryvale, Chetopa, Coffeyville, Fort Scott, Fredonia, Fulton, Humboldt, Iola, Parsons and Yates Center.
2. Construction of a Senior Center in Coffeyville, Crawford County and Woodson County.
3. Rehabilitating an abandoned school into a community center in Fulton.
4. More than six dozen water, sewer and other public improvement projects since January of 1995.
5. Handicapped accessibility to the Wilson, Allen, Montgomery, Cherokee and Anderson County courthouses to become ADA compliant.
6. Handicapped accessibility to senior meal centers in Caney, Bronson, Independence and Cherryvale.
7. Facilitation of EDA and CDBG grants and/or loans that have resulted in the creation of thousands of new jobs across the region.
8. Enforcing civil rights regulations and standards on projects served by the agency.
9. Six urgent need grants for storm shelters after the May 2003 tornados.
10. Flood grants for Chanute, Coffeyville, Erie, Independence, Neodesha and the counties of Allen, Montgomery and Wilson after the summer of 2007 flood.

The SEKRPC provides up-front project start-up and development consulting services to communities that would not otherwise be able to afford costly private sector consulting services. Funds for this are utilized by its EDA planning grant, dues income from counties and communities and fee-for-service income from grant and project administration services.

In FY 2010 and FY 2011, SEKRPC's operating budget anticipates that 50% or more of its funding will come from grant administration fees. Most of the fees for grant administration are

provided by the granting agency. This means that virtually all of SEKRPC's services can be accessed by any community in the region by simply paying a \$50 annual membership fee.

The larger, more populous and more economically competitive communities within the region have hired professional development staff to facilitate further planning and development efforts. This virtually guarantees that SEKRPC's focus will be upon the more distressed communities that can least afford professional services, but need these services the most.

As has been stated elsewhere in this document, many of the region's communities have large elderly populations many of whom must live on limited fixed incomes. SEKRPC's services are invaluable to the continuation of safe, sanitary and livable communities for the region's elderly and economically disadvantaged citizens.

## **EXHIBITS AND ATTACHMENTS**

The following exhibits and attachments provide additional data and support for the plans, goals and activities proposed in the CEDS. These documents are also provided to assist local units of government and community leaders in planning for the future of the region.

## Regional Development Agencies 2010

NAME OF DEVELOPMENT AGENCY OR ORGANIZATION	CONTACT PERSON & TITLE	ADDRESS	PHONE/FAX/EMAIL	PROGRAM FOCUS
Mid-America Certified Development Company	Jitka Durman, Executive Director	1701 S. Broadway Pittsburg, KS 66762	Phone: 620-235-4924 Fax: 620-235-4919 <a href="mailto:jhamrsmi@pittstate.edu">jhamrsmi@pittstate.edu</a>	Provides business finance assistance as a Certified Development Company. Manages an SBA 504 Loan Program.
Kansas Department of Commerce Regional Office	Craig Van Wey Field Representative	1501 S. Joplin, Shirk Hall Pittsburg, KS 66762	Phone: 620-235-4998 Fax: 620-235-4919 cvanwey@kansascommerce.com	Serves as regional contact person for all programs of the Kansas Department of Commerce.
USDA Rural Development	Christy McReynolds Rural Development specialist	202 W. Miller Road P.O. Box 408 Iola, KS 66749-0408	Phone: 620-365-2901 Fax: 620-365-5785	Provides development services to rural communities as an agency of the US Department of Agriculture. Services include loans & grants for public facilities & infrastructure, business development, job creation & housing.
SEE-KAN Rural Conservation & Development (RC&D)	Troy Krenzil Coordinator	RR 2 Box 293A Chanute, KS 66720	Phone: 620-431-6180 Fax: 620-431-6181 <a href="mailto:Troy.krenzil@ks.usda.gov">Troy.krenzil@ks.usda.gov</a> <a href="http://www.seekanrcd.org">www.seekanrcd.org</a>	Provides multi-county natural resource conservation & Development services to rural communities as an agency of the US Department of Agriculture. Economic Development activities include agriculture related projects such as "value added" and other market development functions.
SEK-CAP, Inc.	Craig Chronister (Sr. Associate Housing) Steve Lohr Executive Director	401 N. Sinnet Girard, KS 66743	Phone: 620-620-724-8030 Fax: 620-724-4471 <a href="http://www.sek-cap.com">www.sek-cap.com</a>	A multi-county agency providing a variety of services to assist disadvantaged populations, including housing, weatherization and public transportation. The agency operates a Certified Housing Development Organization

<b>NAME OF DEVELOPMENT AGENCY OR ORGANIZATION</b>	<b>CONTACT PERSON &amp; TITLE</b>	<b>ADDRESS</b>	<b>PHONE/FAX/EMAIL</b>	<b>PROGRAM FOCUS</b>
See-KAN Cooperative Development, INC Chanute CHDO	Crystal Eisele Executive Director	871 S. Country Club Rd Chanute, KS 66720	Phone: 620-431-6180 Fax: 620-431-6181  Crystal.eisele@ks.usda.gov	Provides housing technical assistance and project development services as Certified Housing Development Organization.
Southeast Kansas Regional Planning Commission	Dennis Arnold, Interim Executive Director	410 S. Evergreen P.O. Box 664 Chanute, KS 66720	Phone: 620-431-0080 Fax: 620-431-4805  denns@sekrpc.org	Provides planning & technical assistance services as a twelve-county EDA Economic Development District. This includes project development & facilitation, loan and grant writing & administration services. SEKRPC also administers an EDA Revolving Loan Fund and the Southeast Kansas Solid Waste Operating Authority.
Southeast Kansas, Inc.	Laura Moore, Admin.  Don Alexander 2014 President	PO Box 664 Chanute, KS 66720  Alexander Manufacturing 1407 Corporate Dr. Parsons, KS 67357	Phone: 620-431-0080 laura@sekrpc.org  Phone: 888-421-5010 don@alexanderdmfg.com	Provides services to the region as a non-profit multi-county economic development agency. Services include: Sponsorship and/or facilitation of the issues specific action groups and serves
Center for Innovation & Business Development (CIBD) at Pittsburg State University	Andrew Myers Executive Director	1501 S. Joplin, Shirk Hall Pittsburg, KS 66762	Phone: 620-235-4920 Fax: 620-235-4919	Provides business development technical assistance and consulting services as a Small Business Development Center affiliated with PSU and the Kansas Department of Commerce.
SEK Prosperity Foundation	Bruce Fairbank			A non-profit organization that provide access to capital for existing and startup small businesses through loan funds, and to provide financial support for and partner with local and regional agencies and organizations whose focus is on community and economic development needs.

# *Southeast Kansas, Inc.*

P.O. Box 1262 – Pittsburg, KS 66762 – PH: 620-235-4139

## **STRATEGIC PLAN**

- 1.0 Objective** — To retain, grow and attract high value-added jobs to Southeast Kansas.
- 2.0 Method** — Develop and implement a regional economic development strategy, campaign and organization. The approach is similar to country development techniques used by the governments of the fast-growth Asian countries.
- 3.0 Need** —
  - 3.1 Most Distressed Region – Kansas, Inc. rates Southeast Kansas as the state’s most distressed region.
  - 3.2 Population Loss – According to U.S. Census data, the 12 counties comprising Southeast Kansas have lost one-third of their population since 1930 declining from over 300,000 to 201,948 in 2010.
  - 3.3 Other Indicators of Distress – Kansas, Inc. uses eight economic vitality distress indicators that are listed below under Measures of Success.
- 4.0 Organizational Structure and Management System** –
  - 4.1 Executive Committee – Comprised of 5-7 persons, this group makes most of the policy decisions.
  - 4.2 Board of Directors – A board of up to 100 or more directors will meet at least once annually.
  - 4.3 Management and Staffing – The organization is intended to be volunteer-driven. However, professional staff will be needed to maintain the organization and will be hired as funds become available.
  - 4.4 Councils – From six to twelve councils will carry out the work of the organization in the council subject areas. Council effectiveness will depend upon chairs and members. When a council ceases to function, it will be deactivated.
  - 4.5 Project Management System – A project management system will be used to move a portfolio of projects that are not under a council.
- 5.0 Council and Project Deliverables** – Specific goals must be stated by council chairs and project managers. A sample overview of early goals follows:

- 5.1 Agriculture – Develop a written value-added agriculture strategic plan, design and conduct a communications campaign and increase agriculture group activities
- 5.2 Economic Developers / Chambers – Develop regional marketing materials to include a website and collateral materials (identity packages, symbols, images, brochures), produce a regional integrated growth vision, strategy and marketing campaign
- 5.3 Education – Hold joint meetings of community colleges, technical schools, PSU and USD leaders and develop projects to strengthen education, training and retaining
- 5.4 Housing – Identify and support programs to develop new housing and refurbish existing housing
- 5.5 Manufacturing – Advocate and obtain better delivery of local, state and regional services to enable existing industry to survive and grow, grow membership in the Manufacturing Network to enable the network to conduct value-added networking activities between firms
- 5.6 Legislative Caucus – Educate legislators on regional distress, vision, councils and projects, provide Topeka liaison when there is a need, following the lead of bellwether states such as Florida, North Carolina and California, introduce regional matching fund legislation
- 5.7 Regional Planning Commission / Council of Governments – Produce and widely distribute the Comprehensive Economic Development Strategy (CEDS), make the RPC General Commission a true regional council of governments by including cities
- 5.8 Tourism – Revitalize the regional tourism council and mobilize local and regional tourism plans and activities
- 5.9 Transportation – Identify and list regional transportation priorities and provide transportation advocacy for the region

## **6.0 Measures of Success –**

- 6.1 Net Population Change – Reversing the ½% per year decline into a ½% per year increase
- 6.2 Elderly Population Change – Reduce the percentage of elderly population by reversing the out-migration of educated youth
- 6.3 Labor Force – Increasing the quantity and quality of the workforce
- 6.4 Long-Term Employment Growth – Create a permanent upward trend in the number of high value-added jobs, i.e., those paying \$15 per hour or more
- 6.5 Short-Term Employment Growth – Create job growth via support to local employers in process and workforce improvements

- 6.6 Per Capita Property Valuation – Increase property valuation by reversing the shrinking population, workforce preparation for higher paying jobs and the attraction of higher paying jobs
- 6.7 Per Capita Income – Raising per capita income through better workforce preparation and the availability of higher paying jobs
- 6.8 General Assistance Participants – Shrinking these numbers through better workforce preparation and the availability of higher paying jobs

# KANSAS REGIONS

