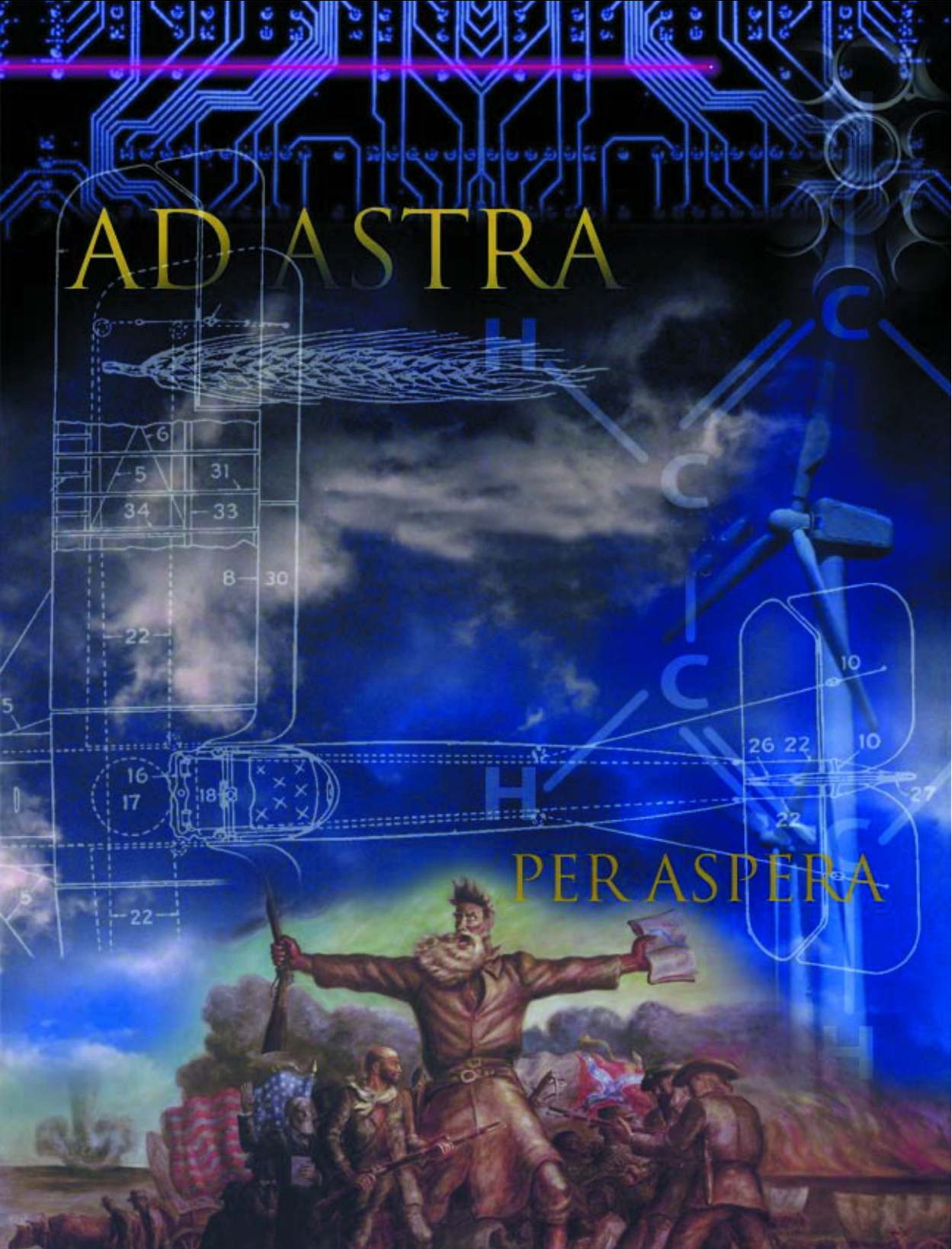
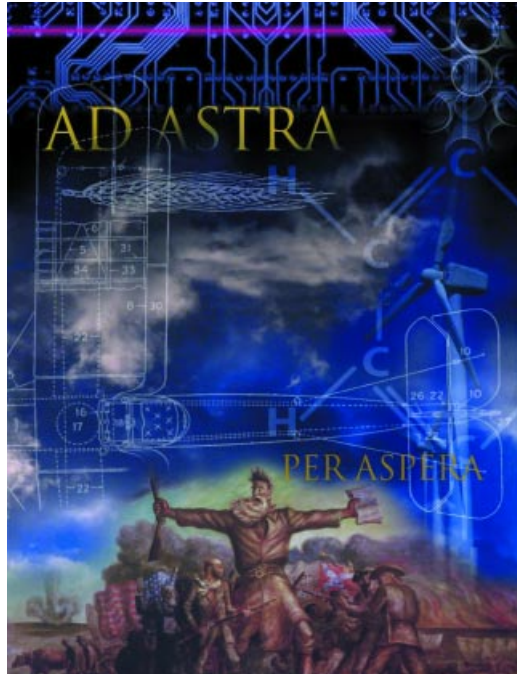


MAKING THE KNOWLEDGE ECONOMY
WORK FOR ALL KANSANS



INTRODUCTION



MAKING THE KNOWLEDGE ECONOMY WORK FOR ALL KANSANS

The 2001 Kansas economic development strategy, *Making the Knowledge Economy Work for all Kansans*, is designed to stimulate a higher level of wage and employment growth in Kansas’

rural, small town, suburban, and urban areas for the long run. Success will be fostered by public and private organizations working together with a common vision to improve the standard of living and quality of life for all Kansans. This report acknowledges that market forces drive economic growth of any region, but that sound public policy plays a vital role in supporting entrepreneurship and innovation by encouraging and fostering business development. This report, too, will challenge Kansas’ leaders now to move boldly forward to prepare Kansas for continued economic prosperity.

THE HISTORY

In 1986, at the time of Kansas’ first strategic plan, *Redwood-Krider Executive Report: Basic Findings, Implications and Strategy*, known as the “Redwood-Krider Report,” all Kansans felt a shared sense of urgency regarding economic development. As a result of their concerted actions, much was accomplished.

The first economic development strategy addressed the weaknesses of the Kansas economy that were apparent from the two recessions of the early 1980’s. It was during these recessions that our inability to compete for jobs with most states in the nation was revealed. The 1986 strategy recommended a number of initiatives designed to narrow this gap. For the most part, these initiatives bore successful results. From 1987 to 1991, Kansas’ employment increased 8.3%, an increase that outpaced the nation (6.1%) and the region (7.8%).

The second economic development strategy released in 1993, *A Kansas Vision*, revealed a new weakness in the state—low growth in manufacturing productivity and low personal income growth. The third economic development strategy published in 1997, *A Kansas Vision for the 21st Century*, was designed to be a framework, not a blueprint. The 1993 and 1997 state strategies became themes that were not implemented fully because the nation, region, and state were experiencing the longest period of economic expansion in the history of the United States.



T O D A Y

Today, the nation’s economy has significantly slowed, unemployment rates have begun to rise, and the Federal Reserve has lowered interest rates nine times this year in an effort to head off a recession. Yet, as a slowing economy results in state revenue shortfalls, Kansans cannot afford to rely on federal policy makers to ensure our bright future. We must accelerate economic growth. Yesterday’s complacency has been replaced by a sense of urgency and, with it, recognition that there are serious challenges that must be overcome. These challenges require that the state make hard policy choices on politically sensitive issues necessary to support the vision of what Kansas can become in the next decade. Consequently, *Making the Knowledge Economy Work for all Kansans*, represents the most ambitious look at state strategic planning in nearly fifteen years.

THE MISSION & VISION

To ensure the highest possible quality of life and standard of living by:

- *fostering innovation and cooperation;*
- *creating a healthy economic environment;*
- *investing strategically in our people, communities, and business;*
- *educating people for high skills jobs and;*
- *competing successfully in the global economy.*

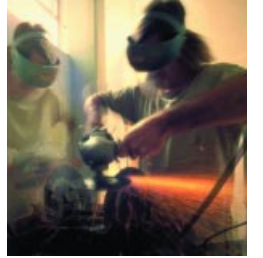


CHALLENGES & OBJECTIVES

CHALLENGES

This report addresses serious challenges that require specific policy recommendations. These challenges, and the recommendations designed to meet them, include:

1. The need for sufficient, sustainable enhancement in economic development.
2. The importance of a better-educated, better-trained, and adaptable workforce.
3. Implementation of a strong information technology and communications plan that will bring the benefits of cutting-edge technology to all Kansans.
4. Policies to stabilize and rebuild rural Kansas.
5. The enhancement of Kansas through
 - a. Globalization of markets,
 - b. Improved tax policies for business and individual taxpayers, and
 - c. Increased tourism promotion.



STRATEGIC OBJECTIVES

To address these challenges, this synthesis of the 2001 *Kansas Strategic Plan for Economic Development* provides five strategic objectives and forty-seven policy recommendations designed to hasten Kansas' diversification away from low value-added occupations and commodity-dominated markets to a more prosperous and dynamic Knowledge Economy.

The proposed strategic objectives that address these challenges include:

1. Integrated framework for statewide economic development.
2. Workforce development.
3. Enhanced technology and commercialization.
4. Rural, environmental, and natural resources improvement.
5. Making Kansas industries and communities more competitive.



STRATEGIC OBJECTIVE

ONE

In the years since its inception, the Economic Development Initiative Fund (EDIF) has fallen prey to a diversion of dollars to fund programs that may only marginally be defined as economic development, and it has replaced State General Fund support for economic development agencies' operations and salaries. This is contrary to the original intent of *Redwood-Krider Executive Report: Basic Findings, Implications and Strategy*, which stated on page 7:

“To achieve a significant long-term improvement in the economic base, the state will need to make a large and sustained funding investment over the next decade to support a well-designed package of economic development initiatives. This will be necessary not only because the economic problem facing Kansas is a difficult one, but also because...other states are already making large investments in economic development and have been doing so for several years...”

While the challenge facing Kansas is not an insurmountable one, it will be difficult, and it will require substantial investment. A strong commitment will be necessary in funding by the Legislature, in planning by the executive branch, and in cooperation by Kansas organizations.”

EDIF monies need to be fully recommitted as the near term source for state investment. The increasingly-competitive environment for Kansas and the intense competition for limited EDIF dollars necessitates a renewed commitment on the part of all Kansas stakeholders. In the long term, a consistent benchmark of increasing investment is required to sustain existing economic development programs and allow for the introduction of innovative and creative new programs detailed herein.

In addition, successful economic development requires a broad sharing of the most current economic analysis. This includes discussion on the impact of local, regional, and national trends. It will require action upon recommendations that respond to current needs to lay the groundwork for the future. States enjoying the greatest success have found that organizing effectively for economic development purposes means: (1) creating a shared vision for the future, (2) effective communications, (3) long-term vision achieved through short-term results, (4) establishing effective public/private partnerships, (5) identifying and nurturing the emergence of leaders and, (6) utilizing existing resources, such as regional universities, to support economic development objectives. These goals, foreshadowed in the 1986 *Redwood-Krider Executive Report: Basic Findings, Implications and Strategy*, and strongly urged in the 1997 *Kansas Vision for the 21st Century*, are addressed in Strategic Objective One.

INTEGRATED FRAMEWORK FOR STATEWIDE ECONOMIC DEVELOPMENT EFFORTS

Policy One: Remove the cap on lottery funds available for economic development programs. Transfer non-economic development programs, currently financed from the lottery, by moving them into the state general revenue fund. Renew funding of operational and salary expenses for economic development agencies from the State General Fund.

Policy Two: Convene a Governor's Economic Development Summit.

Policy Three: Establish an Economic Development Cabinet that meets periodically (at least quarterly), under chairmanship of Kansas' Governor.

Policy Four: Develop and implement at a central location (Topeka) economic development orientation programs for legislators. Develop leadership education and training models that include best practices review, analysis of regional and local economic issues across the state, and analysis of local and regional strategy coordination.

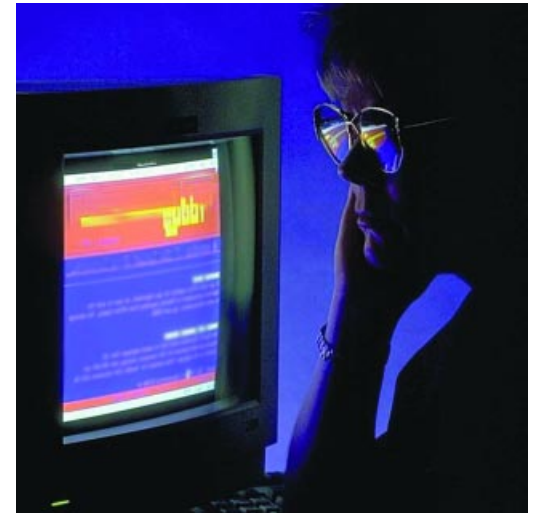
Policy Five: Identify and remove all legal impediments to inter-governmental cooperation, and develop recommendations to remove obstacles to collaboration.

Policy Six: Implement an enforceable performance-based budgeting and management system for state agencies.

Policy Seven: Increase multi-county initiatives that promote innovative service delivery through the use of performance-based incentives.

Policy Eight: Develop a matching grant program that will help finance infrastructure and support speculative commercial/industrial development in rural communities.

Policy Nine: Kansas Inc. remains an independent objective, and non-partisan organization that builds consensus among industry and private sector leaders. With increased funding, the agency focus is on research, evaluation, and long range strategic planning related to the issues affected by state, national, and global trends and conditions. Kansas, Inc. sets aside the coordination function for economic development agencies.



TWO STRATEGIC OBJECTIVE

While workforce development programs of the KDOC&H have achieved success, programs could be even more successful if funding limitations and program eligibility rules were reassessed, and if the state's workforce training system were appropriately targeted and coordinated. Good policies in individual industry sectors, and better utilization of technology and other resources, will have a significant impact on the economy if the state's labor force is even better qualified, motivated, and more technically competent as a result of a more flexible, multi-functional educational system. This system must be staffed with the best and brightest teachers, provide seamless integration of educational opportunities at all levels, continually adapt technical preparation to evolving private sector needs, and emphasize a strong commitment to lifelong learning. Knowledge workers are the basic competitive advantage in the new economy.



WORKFORCE DEVELOPMENT

Policy Ten: Enhance the Kansas Training Equipment Grant program by increasing the size of the fund.

Policy Eleven: Starting in fiscal year 2003, with the expiration of federal funding, Kansas should assume responsibility for the School-to-Career program. The state should provide enhancements over and above the federal funding levels available in previous years. The policy must include benchmarking to measure our level of success.

Policy Twelve: Support implementation of a workforce development infrastructure that: (1) develops a seamless regional system of appropriate education resources applied to vocational and technology education, (2) emphasizes remedial adult education, (3) addresses the need for increased math, technology and science in K-12, (4) encourages lifelong learning, (5) recognizes the need for immigrant education, (6) provides soft skills training, (7) assures adequate early childhood care, education and health, and financing, (8) provides business incentives for training, (9) provides career information including wages and benefits, (10) supports development of career fairs, (11) activates interactive online training, and (12) builds a reliable system that identifies employer needs and worker availability.

Policy Thirteen: Adopt a technical education system that is market-driven and recognizes business as the primary consumer of the services.

Policy Fourteen: Assure, on a going-forward basis, that the current state funding formula for community colleges and vocational schools supports employment growth and enhances the Kansas economy.

Policy Fifteen: Invest appropriately in a state-of-the-art training center with which to assure sufficient workforce to meet industry needs of Wichita's world-class aviation manufacturing center.



STRATEGIC OBJECTIVE

THREE

Many Kansas firms and communities, especially those based in rural areas, are not growing at the same rate as the United States average. Many of these communities do not have access to advanced information technology infrastructure—nor, in too many instances, is there recognition that the development and application of new technologies benefits all of Kansas. While Kansas is not widely recognized for world-class research institutions, it is home to a number of world-class researchers. Yet, institutions that have leading researchers do not offer strong incentives for commercializing research technologies. Local industry does not, therefore, benefit to the extent possible from the

research capabilities that exist as a result of extant state investments. Promising technologies that utilize agricultural resources to produce new materials, energy sources and food products are under-exploited because of inadequate commercialization infrastructure. Currently, Kansas, with one percent of the national population, does not receive its fair share of the federal competitive research dollar. Between 1998 and 2000, the state's share amounts to only about 0.5% of available federal research funds from National Science Foundation (NSF).

One example of an ambitious initiative, echoing Senator Pat Roberts' challenge issued in the spring of 2001, calls for the state to offer and guarantee \$120 million in construction bonds for research infrastructure. In his July 13, 2001 testimony to the Joint Committee on State Building Construction, Board

of Regents' Chairman Clay Blair stated that a strategic partnership is needed "to be maximally effective in securing additional federal dollars." He then proceeded to outline specific guidelines for participation of both the state and the Board. On July 29, 2001, Senate President Dave Kerr announced his support for the Board of Regents' proposal and extended the challenge to lawmakers to move forward with creative ideas.

ENHANCED TECHNOLOGY AND COMMERCIALIZATION

Policy Sixteen: Design and implement, supported by sufficient funds, a program to diffuse broadband Internet access statewide as part of an integrated information and communications plan. Provide a digital assessment of Kansas' information technology to build creative, linked communities. Identify all resources in the state that can be leveraged as a part of a state broadband network. Develop incentives for industry and government to create the network. If private industry cannot be incented by existing policies, consider policy changes to assure availability of this resource.

Policy Seventeen: Assure funding for the current Kansas Strategic Technologies Initiative, a five-year program of \$19.7 million annually, for a total of \$98.5 million. Increase investment in research infrastructure by targeting areas of existing and emerging cluster technology opportunity strategic to the state. Update the plan regularly.

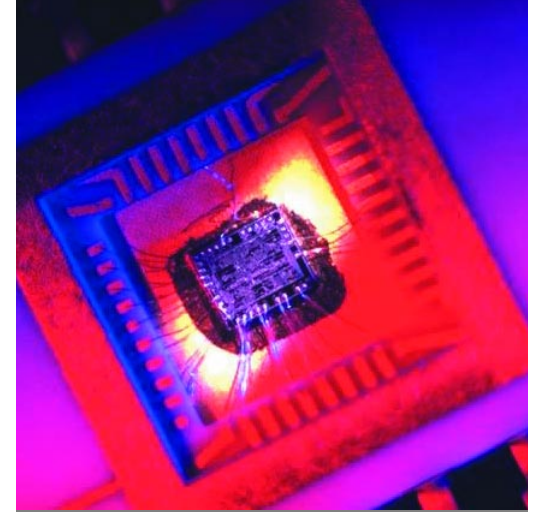
Policy Eighteen: Increase KTEC commercialization funds to allow for expansion of the current statewide Technology Acquisition and Development and Commercialization (TADAC) program administered through the Innovation-Commercialization (ICC) network.

Policy Nineteen: Develop a low-interest, revolving loan fund to be used for telecommunication infrastructure purposes by communities whose percentage of low- to moderate-income (LMI) residents does not meet the threshold for Community Development Block Grant (CDBG) eligibility. Funds would become available on a competitive basis in the form of grants to qualifying communities.

Policy Twenty: Develop collaborative economic development initiatives and programs to encourage private-public partnerships that stimulate the economy.

Policy Twenty-One: With a balanced focus on carrier and community needs, consider the development of SATS (Small Aircraft Transportation System) supported by appropriate development of airport facilities infrastructure.

Policy Twenty-Two: Increase funding for applied research and product development (ARMF) administered by KTEC.



STRATEGIC OBJECTIVE FOUR

One of our historic strengths is that Kansas has a good mix of rural, suburban, and urban areas. The small towns and rural areas of Kansas, in particular, have long been viewed as the backbone of the state. In recent years, however, it has become clear that rural areas are facing daunting challenges. Infrastructure is eroding, particularly in the areas of housing and health care.



Recent figures from the United States Census Bureau show that most small towns and rural counties in Kansas continue to lose population. Economic opportunities in much of rural Kansas are limited, forcing residents of these areas—particularly young adults—to move to urban areas or out of the state to find fulfilling work opportunity. The challenge for the state is to bolster rural areas so that they can share in the good fortune that the state’s metropolitan areas have been experiencing. The future of agriculture-based rural communities depends upon implementation of improved production methods, development of new product lines, and our ability to enhance a brand identity for Kansas agricultural products as being of the highest nutritional value and food safety standards.

Kansans are increasingly aware of and concerned about looming shortages of basic resources—mainly energy and water, resulting from the depletion of the Ogallala Aquifer. In response, there are excellent opportunities available in both the oil and gas sector, and from renewable energy sources (wind, solar, biomass, energy cells). Many of these opportunities are best situated for commercial development in rural Kansas. To take advantage of these opportunities will require a cohesive state energy policy and an enduring commitment to its implementation. Responsible environmental policies should include incentives for the utilization of biotechnology in plants using less water; use of technology to incorporate water systems which are efficient in water use; and promotion of sound land-use, water use, and air quality. These issues are addressed in Strategic Objective Four.

ENVIRONMENTAL AND NATURAL RESOURCES IMPROVEMENT

Policy Twenty-Three: Expand/create funding source for soft financing to subsidize first-time homebuyers.

Policy Twenty-Four: Create a new disaster recovery fund that will bridge gaps in existing coverage for communities and business as they seek to recover from natural disasters.

Policy Twenty-Five: Create a separate funding stream targeted for training nursing and health care workers to meet the needs of an aging rural populace and support the advent of tele-medicine delivery systems. Trainee recipients would be required to serve a period of time in a rural community setting as a condition for funding their training.

Policy Twenty-Six: Expand access to Kansas Industrial Training/Kansas Industrial Retraining (KIT/KIR) programs by: 1) reducing the minimum number of employees required to participate, 2) including preference points for rural projects in the funding factors for these programs, 3) setting aside a portion of KIR funds for rural training initiatives, and 4) increasing level of involvement and discussion between rural businesses and KDOC&H training and field staff.

Policy Twenty-Seven: Establish and fund a grant program that will enable local communities to derive the full benefit of an emerging new generation of leadership.

Policy Twenty-Eight: Implement a local enterprise development program using CDBG technical assistance funds, matched by private industry and local sources. Restructure the micro-loan program to operate jointly with the local enterprise development process. Communities establishing such programs would receive CDBG micro-loan awards for use in encouraging the growth and development of small businesses.

Policy Twenty-Nine: Support small communities by establishing a consolidated marketing campaign that targets companies with a specific interest in locating in rural areas.

Policy Thirty: Create and fund programs to provide technical and financial assistance to Kansas’ agricultural producers and distributors in the development of value-added products. Develop a marketing system that will increase producer participation in value-enhanced direct marketing. Provide funding for consultants to deliver technical assistance for business and financial planning, market analysis, business structure and capitalization.

Policy Thirty-One: Create effective and adequately funded policies to provide for conservation, protection and proper use of natural resources.

Policy Thirty-Two: Create a state energy policy council that will provide strategic focus on opportunities in the expansion of existing and development of new energy resources. This should lead to a statewide strategic plan for development and utilization of Kansas’ energy resource base (oil and gas, electricity generation and transmission, wind, solar, biomass, and other alternative sources and technologies).

Policy Thirty-Three: Support Kansas agriculture by creating and funding research and development programs at the various Regents’ institutions targeting new product development, food safety assurance, and maximization of nutritional value.

Policy Thirty-Four: Increase funding for agricultural products marketing within the Department of Commerce and Housing.

STRATEGIC OBJECTIVE

FIVE

MAKING KANSAS INDUSTRIES, AGRICULTURE AND COMMUNITIES MORE COMPETITIVE

GLOBALIZATION

Because of its exceptional strength in aerospace, basic manufacturing, and agricultural production, Kansas has readily adapted to the an increasingly global marketplace. Unlike some states, Kansas has enjoyed a competitive advantage in these industries, and it has more recently emerged as a significant player in the provision of global services. Yet, the state's full global potential remains largely untapped. To achieve the full potential of our economy and our people in the global knowledge economy, a strong and sustained policy commitment must be made to opportunity identification, skill development, building relationships, and facilitating transactions that will maximize Kansas' role in the world marketplace. The state must develop programs that will get more companies involved in world markets, and help increase the exports of those already selling their goods outside the U.S.

Although international business already plays a significant role in the Kansas economy, the export potential of many Kansas businesses remain largely untapped. The proposals in this section are directed to realizing our full potential by making business more aware of global opportunities for their services or product, making

communities more knowledgeable of international trade issues, and increasing awareness of Kansas and its products in the minds of customers and investors in other counties.

Policy Thirty-Five: Work with university global business programs to develop an international business mini-course, and expand technical assistance to companies that have the

capacity to/or are in the beginning stage of establishing international marketing plans, but who may be reluctant to enter export markets for lack of technical assistance. Assistance would be directed toward those from rural areas and small business owners/managers through online delivery or through availability of helplines.

Policy Thirty-Six: Expand the presence of Kansas' full service export marketing services in areas of greatest new market potential.

Policy Thirty-Seven: Increase marketing of the state, its services, and its agricultural and manufactured products to global audiences through advertising, enhanced trade show participation, and support for local chambers of commerce and economic development groups to join trade missions.

Policy Thirty-Eight: Enhance efforts for university recruitment of international students by linking universities and Kansas Department of Commerce and Housing's international offices in order to organize missions for student recruiters.

Policy Thirty-Nine: Continue to benchmark exports based on 1999 *Annual Survey of Kansas Manufacturers and Exporters (ASKME)* studies.

Policy Forty: Strengthen and increase emphasis and linkage between the state's global economic development officials and the United States Army Command and General Staff College at Fort Leavenworth, thereby taking advantage of Kansas' unique opportunity to build lasting relationships with senior military officials from around the world, many of whom will likely emerge as their nation's political leaders. This exercise in relationship-building should engage the state's highest political and business leaders in social and educational interaction with the foreign students and their families attending the Command and General Staff College.

Policy Forty-One: Provide seed capital, matched by institutional funding, to establish a Board of Regents facility in which public and private organizations may partner to attract strategically important grants and contracts that will build relationships in developing markets.



TAX INCENTIVES

The state of Kansas has used a mix of incentives and programs available to business. These have resulted in an impressive record of attracting investment that creates and retains jobs in Kansas. Business recruitment efforts, however, often encounter program rules that impair the effectiveness of these programs, or tax policies that discourage businesses from locating in Kansas. Reconfiguring these programs and policies could help the state attract even more businesses.

Policy Forty-Two: In advance of the 2004 session, Kansas, Inc. should expand its study on tax impacts and the relative cost of doing business in Kansas to review the state's tax code and report to the Governor and Legislature its effect on economic development. Aspects of the present code may be called into question by such a review.

For example, Kansas, a unitary income tax state, uses a three-factor formula to apportion a company's worldwide income in calculating Kansas' tax liability. Current methodology may be an impediment to business growth within Kansas. The Interim Joint Committee and Taxation should have, as part of its continuing charge, to study taxes and incentives to determine if tax policies encourage or hinder economic development. Appropriate legislation should follow.

Policy Forty-Three: Allow the sale or transfer of tax credits among companies or individuals who have sufficient tax liability to use them. For investment that surpasses prescribed threshold levels, create an income tax rebate program that provides direct cash rebates to companies creating jobs, payroll, and investment in Kansas.

Policy Forty-Four: Renew commitment to providing incremental relief through increasing the rebate of property tax paid on machinery and equipment.

Policy Forty-Five: Enact the venture capital bill (HB 2505 for FY 2001).



TAX POLICY

Taxes are necessary to fund delivery of essential governmental services; but, to inspire public confidence, tax policy must be fair and clear to taxpayers and it must respect private economic decisions in order for everyone to benefit from economic growth. State and local tax policy requires trade-offs since there is no perfect tax or tax system. Therefore, all tax policy has to balance competing principles and criteria. An appropriately-balanced tax system must strive to be (1) growth-enhancing: tax policy should foster strong economic

growth, job creation, and a rising standard of living for all Kansans, (2) efficient: tax structures should minimize distortions of both household economic decision and capital and labor allocations by business, (3) economical: each taxing jurisdiction should set tax collections as low as possible to finance justified levels of public expenditures over time, (4) clear: tax structures should be simple, understandable, and predictable; and (5) the tax burden should be equitable in impact on all Kansans.

Policy Forty-Six: Tax rates, such as income and property, should be structured so that they are competitive with neighboring states. The Kansas Legislature should enact recommendations set forth in the December 1998 Report of the Governor's Tax Review Committee. The Legislature should provide for permanent analysis of Kansas' tax system designed to instill public confidence in the fairness, efficiency and transparency of our revenue generating system.

TOURISM

Policy Forty-Seven: Bring Kansas' tourism expenditures to the middle third of states. This would include more funding for advertising, tourism alliance grants, trade show assistance, international tourism promotion, increased television advertising, and new travel information centers.



THE INDIVIDUALS

Leadership provided by...

The process of developing a new economic development strategy required the contributions of many individuals and organizations. Without their involvement, this process would not have been possible. Below is a listing of those who provided leadership to this strategy process.

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Kansas Chamber of Commerce and Industry
Executive Office of the Governor
Kansas Department of Commerce & Housing
Kansas Technology Enterprise Corporation
Kansas Information Consortium
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Life Sciences/Biomedical Cluster Meeting
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Information Technology/Communications Cluster Meeting

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Overland Park

University of Kansas Policy Outlook Conference

Steven Maynard Moody

Emporia State University Value-Added Agriculture Conference

Kansas State University Rural Policy Symposium
Chamber of Commerce Executives
Overland Park Chamber of Commerce
Kansas Industrial Developer's Association
Western and West/Central Kansas Tour

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