

# Appendix A: List of Initiatives

This appendix summarizes the results from the collaborative strategy development process, incorporating the contributions of over 400 individuals in stakeholder meetings across the state. At 20 conferences, cluster meetings, focus groups and retreats, stakeholders proposed over 100 strategies and initiatives. They have been grouped into five main strategies:

- Regional Framework for Statewide Economic Development
- Targeted Workforce Development
- Enhanced Technology and Commercialization
- Effective Environmental & Natural Resource Policy Improvement
- Making Kansas Industries Competitive

The central implementation-related strategy is the Integrated Framework for Economic Development. It features a regionalized approach to be implemented by the formation of Regional Councils (driven by the public sector and educational institutions) and Industry Alliances (driven by the private sector).

For each strategy, a series of initiatives is proposed to guide the implementation process. Some initiatives are far more detailed than others. For example, the Competitive Major Industries Sector strategy contains initiatives, grouped into six clusters for clarity.

Many initiatives proposed in the Vision 21<sup>st</sup> Century Task Force Reports, which were released in December 2000, are quite consistent with initiatives proposed here, and have been included in the diagram as italicized text. In several instances, all of the initiatives from a report were considered consistent with the sentiments of the stakeholders encountered in the Comprehensive Strategic Plan Update process. This was the case with the “Early Childhood”, “K-12 Education,” and “Preparing Kansans for Jobs in the 21<sup>st</sup> Century” reports, and therefore the diagram only includes their titles, although they each contain multiple components.<sup>1</sup>

The figure is intended to summarize the key strategies and initiatives and indicate their relationships to one another. Space limitations preclude a complete representation of all

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<sup>1</sup> The only report that is not represented at all in the strategy diagram is the task force on Meeting the Challenges of Serving Special-Care Kansans. These concerns did not arise to a significant extent in the issues assessment process. This in no way implies that these issues are insignificant, but suggests that they may lie outside the purview of an effort focused narrowly on economic development concerns.

the initiatives—readers are encouraged to review the full initiative descriptions in the body of this appendix for a more complete treatment.

**Appendix A: List of Initiatives**

*Strategy #1: Integrated Framework for Statewide Economic Development*

- 1 - Aggregation of Government Services
- 2 - Corridor Development Programs
- 3 - State Economic Summit
- 4 - Marketing the State's Image
- 5 - Reduced Legislative Micromanagement
- 6 - Tax Reductions
- 7 - Marketing of Plan
- 8 - Regional Economic Development Matrix
- 9 - Refining the "Competitive Advantage" Strategies of Aerospace And Other Industries

*Strategy #2: Workforce Development*

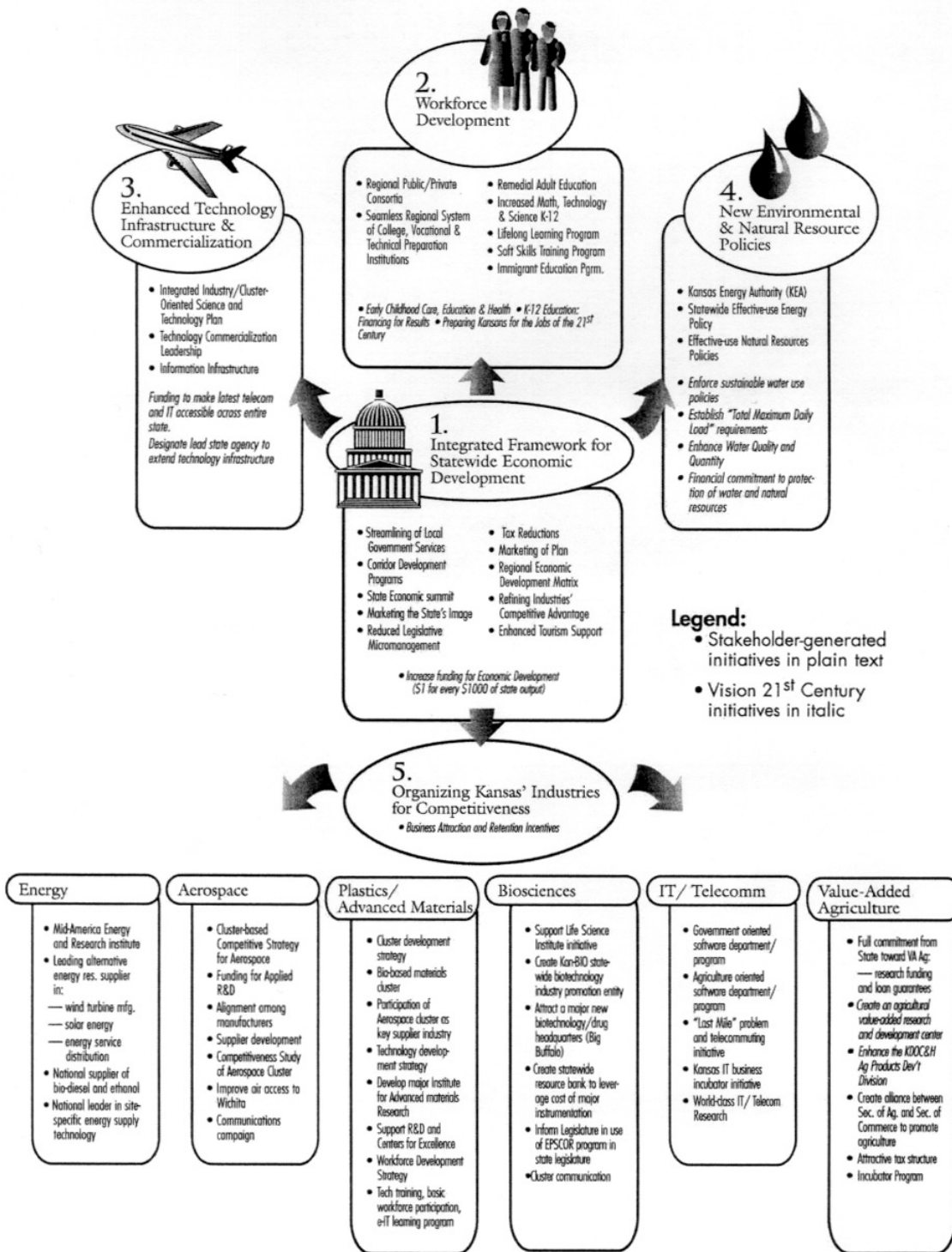
- 10 - Regional Consortia of Educational Institutions & Business for Workforce Training
- 11 - Seamless Regional System of Preparation for College, Vocational And Technical Schools
- 12 - Remedial Adult Education Initiative
- 13 - More Math, Technology & Science in K-12 Education (& College Counseling for this Field)
- 14 - Lifelong Learning Initiative
- 15 - Soft Skills Training Initiative
- 16 - Immigrant Education

*Strategy #3: Enhanced Technology and Telecommunications*

- 17 - Integrated Science & Technology Plan
- 18 - Technology Commercialization Leadership
- 19 - Information Infrastructure

*Strategy #4: Preservation of State Environment and Natural Resources*

- 20 - State-Wide Effective-Use Energy Policy
- 21 - Effective Use Policies to Enable and Promote Conservation and Development of Natural Resources
- 22 - Kansas Energy Authority (KEA)



# **Integrated Framework for Statewide Economic Development**

## **1 - Aggregation of Government Services**

**Motivation:** Aggregation will increase efficiency by eliminating duplication of services and allowing economies of scale.

**Objectives:** Reduce the mil levy. Use information technology to streamline service provision: for example, utilize statewide record-keeping of motor vehicle licenses, administered at county level.

**Steps:** Provide incentives for efficient delivery of administrative services, and scale administrative costs to services that are required. Incentives may include tax relief made possible by reduced costs, or state rewards for communities that scale service delivery.

**Expected Outcomes:** Reduced administrative costs, with savings directed to tax relief or improved service quality and quantity.

**Obstacles:** State law prohibits multi-county arrangements in some cases. There is a resistance to change due to fear of losing jobs. Kansas House of Representatives will be skeptical, though after re-districting in 2002 there will be less resistance.

## **2 - Corridor Development Programs**

**Motivation:** Lack of institutional structure for corridor planning; poor coordination of economic development activities and resources.

**Objective:** Channel and focus resources.

**Steps:** Create development programs to leverage resources on key corridors such as:

- I-35 NAFTA
- I-70 high-tech/tourism
- US 56/SW KS-energy/meatpacking
- US 69/SE KS-materials.

Provide funding incentives to create these programs. Involve KDOT to coordinate transportation and economic development planning.

**Expected Outcomes:** Growth in jobs, regional branding and identity development.

**Obstacles:** It is Difficult to mobilize federal and state transportation resources quickly to expand roads. There is a lack of regional vision, and difficulty prioritizing programs.

### **3 - State Economic Summit**

**Motivation:** Need for responsiveness at state and regional levels currently existing at local level.

**Objective:** Cross-fertilization of ideas, coordination of state and regional plans and creation of final link in bottom-up planning process.

**Steps:** Periodic private sector-driven statewide economic summit, with participation of Governor, senior political leadership of the state, and representatives from the regional and corridor programs. Create a regional advisory council comprising representatives of regional and corridor programs to meet periodically to exchange information with state-level economic development organizations.

**Expected Outcomes:** Improved coordination of regional programs, increased responsiveness of state programs, state identity/branding, creation of forum for benchmarking and exchange of ideas.

**Obstacles:** Low levels of administrative support, regional leadership and seed funding.

### **4 - Marketing the State's Image**

**Motivation:** Kansas hasn't capitalized on all of its strengths—mainly its status as a high-tech plains state (19.7 percent of its workers are in high-tech, versus 17 percent nationally and even less regionally).

**Objective:** Shift promotional emphasis away from stereotypical view of state and towards its success industries: high-tech, universities, aviation.

**Steps:** Increase travel and tourism budget, which is currently 48<sup>th</sup> in state, but doubling it would bring Kansas into middle of the pack. Develop peer-to-peer mechanisms on how to sell Kansas through prize award competition. Retain PR and marketing consultants to develop a public/private "Sell Kansas" campaign. Foster dialogues between urban and rural communities.

Need a respected and visionary private sector leadership team to make this a priority in Kansas.

### **5 – Reduced Legislative Micromanagement**

**Motivation:** A reduced level of efficiency exists within state agencies, due to excessive line-item control by the legislature.

**Objective:** Move to a performance-based budgeting system for reporting state agencies, where legislative role is simply to review agency goals and to empower the process to achieve individual program and budget management goals.

**Steps:** Revision of the budget process, by holding a nature of agency hearing and conducting a nature of committee process. Revise the appropriations process, including creation of agency block grants and elimination of fund transfer restrictions.

**Expected Outcomes:** Increased efficiency among state agencies and their work, and reduced administrative duplication.

**Obstacles:** A lack of legislative trust, and constituents' fears.

## **6 - Tax Reductions**

**Motivation:** Other states in the region have lower taxes on machinery and equipment, commercial and industrial properties. Service companies enjoy few tax advantages.

**Objective:** Improve tax incentives for companies to start up in, move to, and remain in Kansas.

**Steps:** Make necessary constitutional and legislative changes to improve state's tax profile. Use results of Kansas, Inc.'s biennial study of tax impact on businesses to inform this process. Provide service sector with tax abatement similar to concessions now in place for manufacturing. Secure a high-profile academic to lead the charge.

## **7 - Marketing of Plan**

**Motivation:** Marketing is needed to transform ownership of plan from Kansas, Inc. to all of Kansas

**Objective:** Obtain majority vote in both houses of state assembly, as well as Governor's signature in support of plan.

**Steps:** Raise awareness of the four crises through the publication of reports:

- One-page handout for town halls
- Four-page detailed report for legislators and key officials
- Full-length report for professors and development experts (suitable for Internet and other electronic distribution)

Reports should have positive titles, such as "Kan-Do," or "Pioneer Spirit," and equally positive, punchy content. Reports should build on past successes and target easily attainable victories. Enlist assistance of PR and marketing firms in writing reports.

**Expected Outcomes:** Public recognition of crises, leading to increased momentum for change.

**Obstacles:** There is a lack of sense of crisis, and satisfaction with status quo. The existence of other issues competing for attention, and lack of significant crisis leadership—which may change during election year—are other obstacles.

## **8 - Regional Economic Development Matrix**

**Motivation:** Need for coordination of economic development efforts.

**Objective:** Creation of a nucleus for defining regional economic development priorities.

**Steps:** Develop a system to identify and establish regional organizations, support from state, combine private, public and academic organizations on collaborative basis. Define vision, focus and priorities regionally within philosophy and direction of statewide plan/priorities. Regional group becomes conduit of information and functions as spokesperson for their economic development needs. Develop alliances (e.g. plant medicinal group, not really integrated, some common issues) or along the spectrum to have true clusters. These groups have a planning and leadership function, and conduit to the state level. Needs to be flexible—needs to communicate both up and down the chain. Regions: go beyond northwest, southwest, and do a western Kansas region: maybe four to five regions. See for example Colorado's Club 21.

**Expected Outcomes:** Statewide effort to identify regional needs and priorities. Coordinated structure to create broad based support statewide.

**Obstacles:** Turf issues: existing entities are in many cases not the right starting point. Give them enough funding and this issue can be smoothed over. Tell groups that initiatives will have priority if the regional planning group signs off on it. Funding needs a consistent and dedicated funding source. Leadership: who would sell these changes? Would they be ongoing? Who would administer funds, and how would it work? (Ft. Hays State, K-State, Pittsburg State—could get buy-in and involvement from university.)

## **9 - Refining the Competitive Advantage Strategies of Aerospace and Other Industries**

**Motivation:** Financial and economic competition from offsets, counter-trade, global competition. Latin America and Asia threaten Kansas's critical aviation industry. Out-of-state control of our key aviation companies. Dramatically-increasing competition in U.S. and abroad for all components of the industry.

**Objective:** Maintain competitiveness of state's one true cluster.

**Steps:** Develop a deep understanding of competitive environment. engender a sense of urgency about possible loss of this cluster. R&D of composites, other high-development areas. Build consensus among major manufacturers about subcontracting within the state. Develop partnerships among key manufacturers and government—incentives, R&D—concerted. Leverage the monitor cluster study to create a partnership for implementing their recommendations. Recruit a steering committee composed of the highest-level officials of the major companies. Use this group to build consensus and image.

**Expected Outcomes:** Maintain and enhance manufacturing sector. Encourage higher economic growth in Kansas, leading to increased per capita income.

**Obstacles:** Sense of entitlement among the workforce in the state. Lack of awareness of workforce profile (e.g. the current manufacturing workforce is much younger, 48 vs. 34 years old and falling). Drivers, key motivators are changing. Very competitive workforce, unemployment is 3 percent, with thousands of open positions in Kansas. Our work force is oriented toward many of the lower-to-mid levels of the industry. Very clear need for leadership upgrade—there is a lack of consensus. Emphasize collaboration vs. competition. Monitor study not based on an action-plan approach; we need to convene our own group that will derive the implications and development an action plan.

## **Workforce Development**

### **10 - Regional Consortia of Educational Institutions & Business for Workforce Training**

**Motivation:** Current educational system not tied in to needs of local business environment. Graduating students receive academic training and degrees in areas not applicable to local business needs.

**Objective:** Link the business community with academic programs in the state to provide better skilled labor pool available to local employers, initially higher wages for local high school graduates, and higher productivity and profits for local firms.

**Steps:** Create a representative body of members from both academic and business areas to organize and administer implementation programs between the various school systems and local businesses, possibly through Kansas Department of Education and chambers of commerce. Host program information on a public website available to all potential students, and work with businesses to assist in the creation of training programs that can be incorporated into academic curricula. Wichita's Business Education Success Team is an example of an existing effort. Initiative applies to universities, college, vocational, technical and K-12 schools.

**Expected Outcomes:** Linked academic and business communities creating greater, more immediate economic opportunities for students upon graduating, and a higher-skilled Kansas workforce to boost productivity and competitiveness in the state.

**Obstacles:** Resistance to regional collaborative action—the lack of collaboration in the past has engendered a Lone Ranger mentality in institutions.

### **11 - Seamless Regional System of Preparation for College, Vocational and Technical Schools**

**Motivation:** There is a gap between higher education and vocational-level training beyond mere academic differences. Vocational and tech schools not viewed as important as college/universities, and career counseling not geared toward these students. Non-traditional

students and late bloomers find little opportunity to move into academic programs and career tracks. The current dropout rate is too high. Low-skilled workers are numerous, and require costly training.

**Objective:** Expand pool of skilled workers through development of a strong educational pipeline that will channel greater numbers of these workers to businesses that need them.

**Steps:** Create link between high schools and community colleges by establishing protocols. Publicize high wages and other benefits of high-skilled vocational jobs. Offer vocational career fairs and career counseling in all disciplines. Create transferability of credits options between vocational, technical, community college, and four-year institutions.

**Expected Outcomes:** A more efficient and more comprehensive academic system. Business community needs will also be reflected more in curricula. Students will have more options to choose from.

**Obstacles:** Tracking perception is still in place. Change is difficult to encourage/implement. Resource allocations are affected by vested interests. State funding assistance may also be an obstacle.

## **12 - Remedial Adult Education Initiative**

**Motivation:** People returning to the workforce with outdated skills need to perform in positions requiring different or higher level skills, and must be retrained at employers' expense and time.

**Objective:** Enable people to stay productively employed instead of unemployed as productive workers at increasingly higher wages.

**Steps:** The program should specify, in an ongoing fashion, the training needed in three categories: obsolete skills, workers returning to labor force, and skill upgrades. Establish a system for providing appropriate remedial education courses. Wichita's Cessna 21<sup>st</sup> Street Retraining Center is a model of best practices.

**Expected Outcomes:** Adult employees increase their chances of finding jobs, higher wages, job satisfaction. Reduction in labor shortages with an increase in a skilled labor pool.

**Obstacles:** Funding.

## **13 - More Math, Technology & Science in K-12 Education (& College Counseling for this Field)**

**Motivation:** Kansas' graduates are often ill-prepared for math, science and technology coursework at four-year and other institutions. Due to lack of expertise, Kansas' students have not developed an interest in science and technology careers.

**Objective:** Provide education incentives and orient students to science and technology fields and prepare them for four-year and other institutional training. Recruit and retain more science and math teachers.

**Steps:** Provide incentives to schools to provide more science and technology coursework. Provide incentives to universities to train more science and technology teachers, such as Raytheon's Science and Math Teacher fellowship and mentoring program. Offer and encourage more scholarships to science and math teachers. Encourage businesses to invest in science and technology equipment in schools.

**Expected Outcomes:** 10%+ increase in students declaring science and technology majors. Business satisfaction with increased and adequate number of available scientists and engineers.

**Obstacles:** Currently disjointed education system in Kansas (government/legislature/school boards/Regents), and fear of government intruding upon or dictating to local school districts.

#### **14 - Lifelong Learning Initiative**

**Motivation:** Older workers re-entering the workforce are ill-prepared to adapt to current industrial changes. Four-year school programs are slow to adapt. Businesses are often reluctant to invest in training for fear of losing people.

**Objective:** Increase the knowledge level and skills of workers in a broad-based, lifelong sense—which in turn will help workers adapt to changes in the economy and the workplace.

**Steps:** Provide incentives to businesses to invest in worker training. Provide coursework (classroom and online) that workers can take advantage of on their own for self-improvement. Encourage businesses and government agencies to develop required reading lists for their employees.

**Expected Outcomes:** Citizens partake in significant number of continuing education courses. Workers remain with their employers for longer periods of time with increased access to additional opportunity and advancement.

**Obstacles:** Fear of losing workers, and the lack of funding to initiate programs.

#### **15 - Soft Skills Training Initiative**

**Motivation:** Employers consistently request employees who have greater soft skills and life skills.

**Objective:** Soft skills training will result in lower employee turnover and higher productivity for higher per capita income.

**Steps:** Training in soft skills and life skills should include: parenting classes to encourage development of soft skills foundations at home, classroom instruction in soft skills, and job-shadowing/work-study programs in business for both students and teachers.

**Expected Outcomes:** Increased punctuality, increased reliability, increased ability to read and write, increased motivation, increased capacity in conflict resolution, increased attention to detail and willingness to learn in the workplace and elsewhere.

**Obstacles:** Difficult to ensure that all students and families will participate in these programs, given diversity of family types and socioeconomic backgrounds.

## **16 - Immigrant Education**

**Motivation:** New immigrants, especially Hispanics, now constitute substantial populations in many Kansas communities. They have limited language and work skills, and difficulty in assimilating into society and the workforce.

**Objective:** This initiative would help turn a constant influx of new people into a major state economic asset by effectively and efficiently helping them learn English, acquire skills and integrate them into communities.

**Steps:** Establishment of programs to teach English to workers and their families, train workers in skills needed by employers, and integrate immigrants into the social fabric of Kansas' communities as recognized contributors to society.

**Expected Outcomes:** New (Hispanic) workers would be proficient in English in 90 days by participating in language training at work and in the community. Employers and educational/training institutions engage immediately to design training programs to permit new employees to function at efficient and effective levels.

**Obstacles:** Lack of funding for programs. There is a lack of bilingual educators with necessary skills and incentives to train people and community resistance to integration measures.

# **Enhanced Technology and Telecommunications**

## **17 - Integrated Science & Technology Plan**

**Motivation:** Original Centers of Excellence strategy was never close to being fully funded, limiting their function. New strategic directions move toward a system of well-focused Strategic Technology Centers. Execution strategies and strong integration with industry must be developed.

**Objective:** Finance and grow a more robust network of strategic technology centers. Integrate S&T plan into the industry/cluster approach. Reorganize industry/cluster groups with new definitions of existing/micro/emerging industry groups. Determine resources necessary to support and grow clusters in each industry/cluster category. Network the cluster elements to potential contacts and resources that will add value. Leverage state government IT infrastructure to stimulate E-government and E-commerce.

**Steps:** Identify all industry/cluster stakeholders and bring them to the table. Identify companies and individuals who are civic-minded champions. Define role of industry alliances and cluster groups in both the direction and execution of Strategic Technology Centers and other economic development efforts at state and regional level. Determine a lead organization to define incentives, system-wide investment priorities, and manage each cluster. Closely link clusters and alliances to this dynamic network of centers. Examine successful models of industry-driven technology centers. Determine lead organization to manage each cluster. Use Web technologies to solicit S&T needs of industry. Create an S&T futures fund enabling the state to capitalize on emerging opportunities. Expand the state government long-range IT management plan to include key economic development approaches and initiatives. Recruit and retain world-class scientists in each industry or cluster. Provide incentives for industry to be an active participant in applied cluster research, while providing legal shelter from allegations of collusion.

**Expected Outcomes:** World-class R&D backbone in focused areas of most benefit to Kansas. Attraction of leading scientists and technologists to the state. Accelerated growth of start-ups, existing companies and increased revenues to the universities through licensing and royalties. Creation of higher wage & salary employment opportunities. Retention of university and vocational graduates. Broadening of tax base; increased per capita income.

**Obstacles:** Lack of financial resources and industry leadership. Inadequate S&T capabilities at state universities. Lack of industrial, legislative or governmental champions for S&T. Kansas has inadequate dedicated resources and political resolve to begin the transformation to strategic technology centers. Lack of understanding of the value of science and technology to the economy and the competitive environment.

## **18 – Technology Commercialization Leadership**

**Motivation:** Become a magnet for acquisition of technology from out-of-state sources, with potential for commercialization in Kansas. Kansas has a best of class, unique technology commercialization advantage (through KTEC's Innovation and Commercialization Centers) as perceived by leading Fortune 500 companies.

**Objectives:** Identify competitive advantages and focus on those. Become a global technology commercialization leader in the strategic industry-cluster areas, maximizing either economic or financial return to Kansas.

**Steps:** Expand current TADAC program into a statewide technology acquisition and development plan. Link to clusters and alliances through membership program in which members receive an early look at available inventory of patents. Develop a marketing strategy to create awareness of the Kansas commercialization network. Develop inventory of companies

and marketing strategy to commercialize technologies. Recruit and develop technology commercialization professionals. Secure a pool of state, federal and private finances dedicated to this initiative. Make strategic investments according to defined priorities. Develop Web sites, databases and other tools to educate and link key players and facilitate transactions within the commercialization network. Weigh Kansas-only versus partnership-based technology commercialization.

**Expected Outcomes:** Commercialization of competing technologies by Kansas companies, which have been acquired at costs well below market value. Net returns in growth of licensing revenues to the system itself. Growth of existing companies. Growth in licensing revenues, royalties, and equity from technology commercializations. More new companies spun off. Expansion of Kansas' network of commercialization partners. Attraction of additional scientific and commercialization talent. Ultimately, this will lead to higher income per capita.

**Obstacles:** Lack of commercialization expertise within U.S. universities. The presence of serious competition from other states and countries, and our lack of understanding of the competitive environment. The culture of universities places limits on the process of technology acquisition. There is also serious competition from other major universities with huge endowments.

## **19 – Information Infrastructure**

**Motivation:** Existing communications companies are struggling to provide affordable and unified broadband connectivity access to smaller, high cost, rural communities.

**Objective:** Creation of a regulatory environment to provide equal access to high-speed connectivity for all Kansans, by developing a cost-effective network of delivery providers. Adopt industry-acceptable standards for connecting local exchange carrier networks on high-speed fiber backbones.

### **Steps:**

1. Identify all the resources in the state that can be leveraged as a part of our state broadband network. Perform digital assessments, using CIO for state of Kansas, and the Kansas Info Tech Action Committee (KITAC), mostly involved with connecting education and medical institutions (KanED LAN).
2. Use combination of incentives and state policy mandates to ensure that industry works with government to provide an efficient and affordable broadband network. Complement state-level strategy with local planning and input to encourage participation of all stakeholders across the state.
3. Embrace emerging technologies to maintain the state's telecom infrastructure.
4. Continue to embrace emerging technologies to maintain competitiveness of Kansas' communications infrastructure.
5. Utilize CDBG/HUD funds and other new resources to help local communities establish their broadband access. Employ wireless and similar solutions to address the "first mile" challenge.
6. Develop Intelligent Transportation Solutions (ITS) to create new efficiencies in the distribution system.

7. Creative pilot projects such as virtual hospitals, K-12 interconnects, telemedicine, and interactive video can stimulate software development and network management incubator companies to showcase Kansas.

**Expected Outcomes:** A telecommunications infrastructure that enables all Kansans to participate actively in the New Economy (education, telemedicine, industry and government services). Attraction of more technology-intensive companies to Kansas. Retention of existing telecommunications-dependent businesses. Creation of new economic opportunities generated by rural access.

**Obstacles:** Current network of providers is fragmented. The focus hasn't fully shifted from highways of old economy to information highways of new economy. Technology differences between exchange carriers and cable providers may complicate standards-setting for first mile access. Cost of the first mile. Lack of a comprehensive telecommunications plan.

## **Preservation of State Environment and Natural Resources**

### **20 - State-Wide Effective-Use Energy Policy**

**Motivation:** Kansas has a strong resource base in energy production capacity (wind, solar oil, gas, coal). Kansas is also a high consumer. The state desires self-sufficiency in energy-production/consumption.

**Objective:** Ensure stable and affordable supply of energy for the state and nation, while providing producers a profit.

**Steps:** Policy is based on balanced cost-benefit ratio, with view to long-term sustainability. Policy promotes conservation through financial incentives (tax credits, private industry incentives) for high-efficiency use, and use of alternative/renewable energy resources. State will be a model in efficient energy production, consumption and development.

**Expected Outcomes:** Higher income (through savings), create a new niche industry for Kansas with new source of employment, cleaner air, higher quality of life—good for recruiting people and companies to state.

**Obstacles:** Resistance to change, legislative resistance (based on risky constituency appeal), and lack of funding to implement: state financial support lessens tax revenue.

## **21 - Effective Use Policies to Enable and Promote Conservation and Development of Natural Resources**

**Motivation:** Current actions and use patterns are unsustainable, outdated, old-school thinking. Kansas' natural resource base/supply is diminishing and needs to be preserved in order to survive and prosper.

**Objective:** Kansas can achieve self-sustainability and create a culture of effective natural resource use. Kansas can be a model of efficient and effective use in the nation. The benefits are: keeps usage costs down, raises productivity, enables long-term planning, and increases corporate profitability.

**Steps:** This is an incentive-based program with three strategy legs to promote. Utilization of biotechnology in plants that use less water and use of IT to incorporate water systems that are efficient in water use. All sectors need to promote smart and sound land use, water use, and air quality. Provide incentives through tax credits, or other creative means, and create a state partnership in efficient natural resource use and conservation.

**Expected Outcomes:** Cleaner water, more available water, cleaner air, higher quality of life, which is good for recruiting people and companies to state.

**Obstacles:** Environmentalists versus industry debate, city/urban versus rural debate. Resistance from regulatory community that prefers command and control methods.

## **22 - Kansas Energy Authority (KEA)**

**Motivation:** Lack of state-level cooperative body to oversee Kansas' energy industry. Energy policy is usually only developed during periods of public outcry.

**Objective:** Create a central body for energy policy-making.

**Steps:** Convene a body that will utilize sound scientific data, citizen input, and cost-benefit analyze to assess the Kansas energy environment, address energy problems, forecast state energy needs for the present and future, and coordinate findings and recommendations with relevant state agencies. Initiate public energy education campaign.

**Expected Outcomes:** Rational energy policy initiatives that will immediately address community and industry needs.