



... in partnership with the
U.S. Department of Commerce
Economic Development Administration

Comprehensive Economic Development Strategy (CEDS) and Strategic Plan 2021-2026

An EDA Economic Development District for the 28 counties of southwest Kansas



Award Number: EDA-DEN-PL-DRO-2021-2006601

Title: Great Plains Development, Inc.,
Comprehensive Economic Development Strategy, 2021-2026

Award Number: EDA-DEN-PL-DRO-2021-2006601

Partnered with: Kansas Department of Commerce and Kansas Framework for Growth;
Western Kansas Regional Economic Development Alliance (wKREDA);
The Institute for Policy and Social Research, University of Kansas (IPSR),
an EDA University Center;
Kansas State University Technology Development Institute (TDI),
An EDA University Center; and,
Great Plains Development, Inc. (GPDI) Board of Directors and the CEDS
Committee

Co-Authored by: Robert Wetmore, Executive Co-Director
Faye Trent, Executive Co-Director

Publication Date: September 2021. EDA final approval Nov. 16, 2021

Abstract: This document is the Comprehensive Economic Development Strategy (CEDS) for Great Plains Development, Inc. It serves as a tool to improve coordinated economic development in the region and build upon resources and efforts of the region to improve quality of life and make the GPDI region a great place to live, work and conduct business.

For Additional Information Contact:

Great Plains Development, Inc.
Post Office Box 1116
100 Military Plaza, Suite 128
Dodge City, Kansas 67801
Office: (620) 227-6406
Fax: (620) 225-6051
E-mail: gpdi@gpdionline.com

This report was prepared by Great Plains Development, Inc. under award Number (05-83-05598-01) from the Economic Development Administration, U.S. Department of Commerce. The statements, findings, conclusions, and recommendations are those of the author(s) and do not necessarily reflect the views of the Economic Development Administration or the U.S. Department of Commerce.

Table of Contents

Methodology – pg. 2
Summary Background – pg. 4
Economic Resilience – pg. 21
Regional Economic Development Plan and SWOT Analysis – pg. 23
Evaluation Framework – pg. 25
Strategic Action Plan – pg. 26
Appendix – pg. 29

Who GPDI is . . .

The U.S. Department of Commerce Economic Development District (EDD) served by Great Plains Development, Inc. (GPDI)—which is also a municipal grants and small business loans agency, is a diverse 28-county region of Southwest Kansas serving a diverse economy. And that economy is most definitely rural—24,000 square miles with one of the lowest population densities in the nation.

GPDI is a major provider of both grant and loan services, along with assisting in community and economic development at the local and regional level. Still serving a largely agricultural industry, the GPDI EDD has seen significant growth in its larger cities—creating five Micropolitan counties as defined by the U.S. Census Bureau. There are 107 incorporated cities in the region and 117 unincorporated towns/cities and places of population. There is a broad range of small to somewhat populated counties ranging from low to moderate income levels.

CEDS methodology

What is the EDA Comprehensive Economic Development Strategy (CEDS)? It is a cooperative effort made by the GPDI EDD in cooperation with regional development partners to provide a tool to improve coordinated economic development in the region and build upon resources and efforts of the region to improve quality of life and make the GPDI region a great place to live, work and conduct business. It has the ability to be reviewed and updated annually, along with helping establish a Scope of Work for the EDD and its partners.

The Kansas Association of Regional Development Agencies, a collection of EDA Economic Development Districts from across Kansas, have been discussing for years the ability to combine efforts into a singular state-wide CEDS for the last five years. Much discussion has led to the belief that eventually a state-wide effort might begin in 2021.

In 2019 and 2020, the Kansas Department of Commerce had also been working on a state-wide economic development strategy called the Kansas Framework for Growth. People, communities, educational system and unique assets give Kansas a solid foundation for growth. While the sector mix was not aligned for future growth and resilience, with intentional action and investment, the Kansas Department of Commerce believes they can leverage sectors into new opportunities through the development of modern skills and innovation. The Framework for Growth is grounded in four pillars: TALENT, INNOVATION, COMMUNITY ASSETS and POLICY. Information for their strategy was a result of several regional meetings and workshops, including in the GPDI southwest Kansas region, to establish specific SWOT goals, objectives and strategies. This information was prioritized by dozens of attendees at a regional southwest Kansas meeting. Attendees included chamber and economic development professionals, county and city commissioners, state and federal legislators, small business owners and interested private citizens.

This information provided a broad framework for specific SWOT analysis and priorities.

The SWOT provides a foundation for a Strategic Plan and Scope of Work, including tactics.

Using this as a foundation and having significant input and data on regional conditions, needs and future planning, in 2020, the Western Kansas Rural Economic Development Alliance (wKREDA) used the western Kansas information to formulate even more specific goals unique to the GPDI Economic Development District. wKREDA is a coalition of people in the 55 western Kansas counties pooling their resources, both human and financial, to work together for the common good of western Kansas. wKREDA's members maintain a collaborative affiliation with each other to achieve both our individual, and our collective, rural development goals. WKREDA is governed by a 12-member Board of Directors who meet quarterly to coordinate the activities of the alliance. The Board organizes the activities for the Business Development, Government Affairs, Education and Public Relations committees.

The wKREDA resulting documentation provided preferred initiative, recommendations, examples and tactics which became the basis of our Regional Economic Development Plan, SWOT analysis and Strategic Action Plan found later in this document.

Summary background—

How things have changed, yet some have stayed the same. And then came COVID-19: *Regional background*

“We are agriculture:” Continued assistance to our biggest industry

Over the past few years, agriculture has kicked up a few levels in southwest Kansas. There is no question that the Economic Development District served by GPDI continues to rely heavily on the agricultural sector. GPDI, with the assistance of the Kansas Department of Commerce, Kansas USDA Rural Development, the Kansas Small Business Development Center, the U.S. Small Business Administration and other regional partners, continues to assist in developing small businesses to support the agricultural economy. GPDI is also very involved in development infrastructure for community improvements, water, sewer and urgent need (such as recovery from tornadoes) in the region.

GPDI has micropolitan centers (communities/counties with more than 20,000) in the area: Included is Dodge City, Garden City, Great Bend, Liberal, and the somewhat small county/city of Pratt. These centers are supported with literally hundreds of small-town businesses: Cooperatives, grain elevators, feedlots, ranches, packing plants, feed and forage operations, calf-raising and replacement operations—all working together to provide essential services to 90%+ of the district's cash flow. So goes agriculture, so goes southwest Kansas . . .

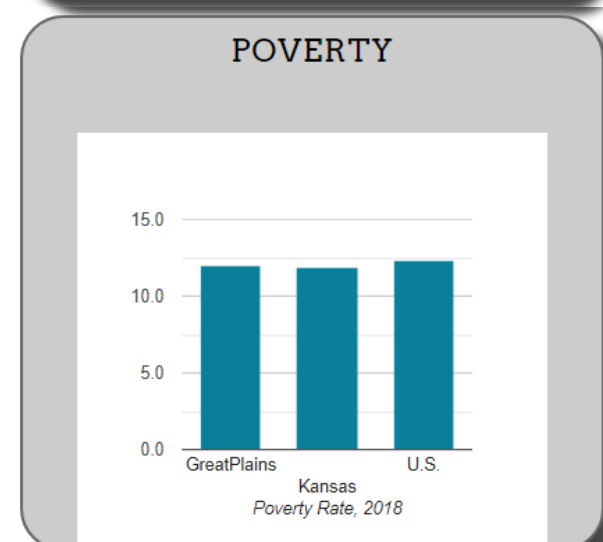
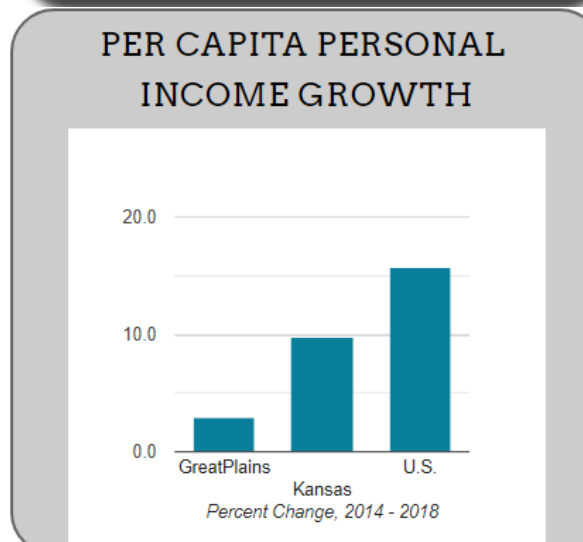
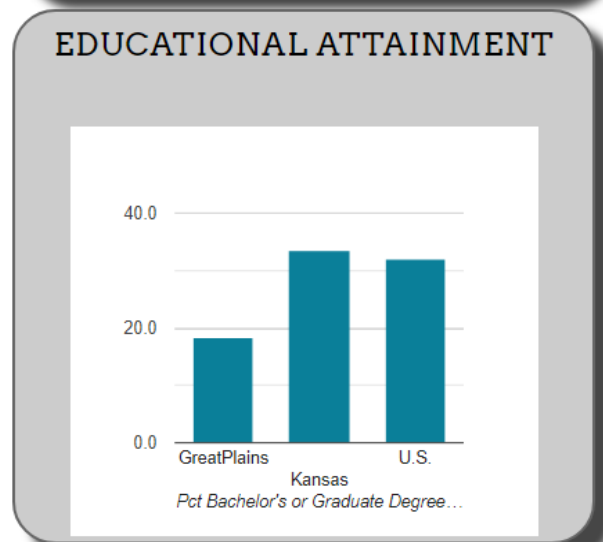
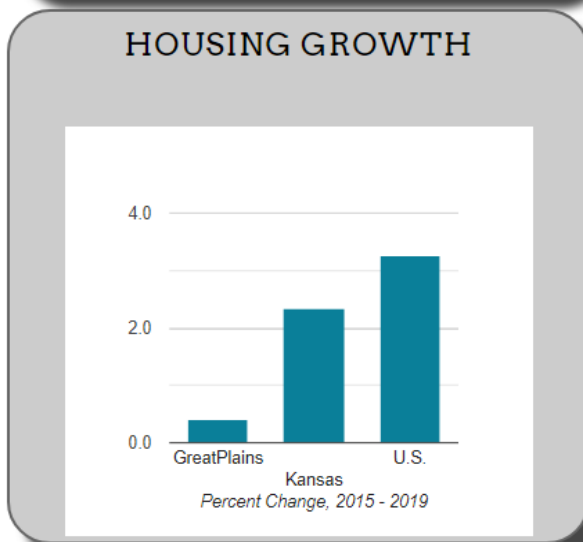
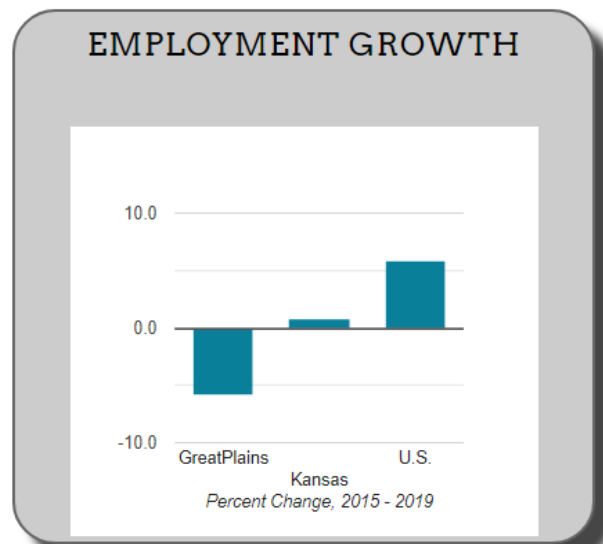
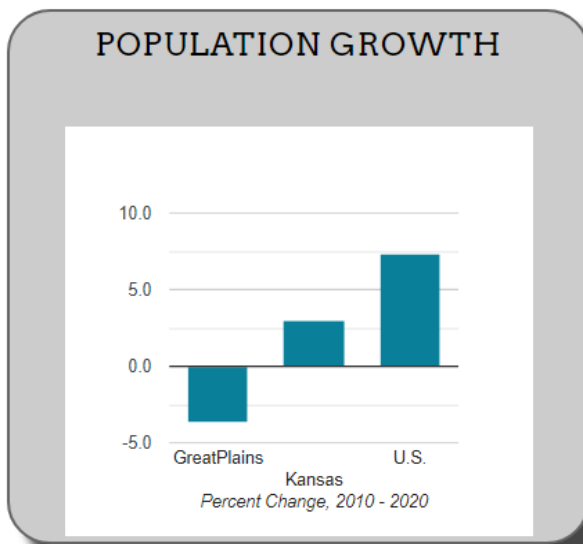


But water continues to be in crisis, particularly as it relates to agriculture, continues to loom large over the region. The geography of the 28-county region features the High Plains in the west as a lead-up to the Rocky Mountains of Colorado, the Arkansas River lowlands to the east, and the Red Hills in the Southeast corner of the region. Rainfall is as much as 16” in the east of the district tapering off to as little as 8” in the western “upslope to the Rockies” region.

Conventional crop production is a large part of agriculture throughout the area but in some areas where the terrain is not conducive to crop production, there is native range land utilized for livestock production. Irrigated corn had once taken the lead and had supplanted dry land and irrigated wheat that was once Kansas's top crop. At the recommendation of agriculture professions, less water-intensive corn is moving out of the area and dryland crops are returning. Fly over western Kansas and you can see the well-identified irrigated “crop circles.” This makes the Ogallala Aquifer an important ingredient in district meetings.



The abundant forage crops have caused significant growth in the beef and dairy industries, causing a growth in employment and population. The population of the region had increased during the period of 1990 to 2013 due primarily to the development of feed yards, packing plants, dairies, and supporting businesses. But since that period, it has gone the other way. That workforce has



Source: U.S. Census Bureau American Community Survey. Population Estimates, Small Area Income and Poverty Estimates, U.S. Bureau of Economic Analysis.

been significantly declining in the smaller counties over the past eight years.

Growth took place mostly in the micropolitan counties of Ford, Finney, and Seward and the counties that immediately touch them. Ford County, alone, added nearly eight thousand jobs during the period due to packing plant expansion. As you can see in the chart on the following page, population DECREASED in our EDD region by 3.7% compared to the Kansas average for the same period of 3.0% and a US average increase over 10 years of 7.4%. Future growth will be coming from projects such as the Dodge City Hilmar Cheese Plant, which will put significant pressure on the available workforces with a direct employment need of 250 employees and an additional equivalent amount by adding six new mega-dairies with a 60-mile radius of Dodge City.

The smaller counties within the region continue to experience a decline in population. Many of those families have moved into the micropolitan counties to seek employment. wKREDA continues to address the decline due to the migration of young adults leaving the region to pursue higher education and choosing not to return to the area. Significant help is needed with scholarship, entrepreneurship and workforce status and labor pools.

GPDI continues to participate in assisting public discussions of these population and agricultural issues by joining discussions and studies with our EDA University Centers, the Kansas USDA offices, the Western Kansas Regional Economic Development Alliance (wKREDA), the Kansas Department of Commerce and others.

Civilian Labor Force continues to suffer

Alarmingly, over five years, ending in 2019, the Civilian Labor Force in the GPDI region has DECLINED by 6.8%, with the state declining by only .2%. Most of the smaller counties have continued to decline. Only one of the micropolitan counties, Finney, has grown slightly. This puts significant pressure on the workforce need and may limit the growth of many of these areas, including the micropolitan ones.

Oil and gas development continues to decline, due to market conditions. Many of the wells in the region have been shut down, waiting for market conditions to improve. Yet wind construction continues to increase significantly, particularly in the central and western parts of the southwest region. Ford, Finney, and Seward reflect significant growth in the beef packing industry.

Huge gas fracking growth had occurred in Barber County in the east of our district, with eventual westward movement; but all of that growth has come to a halt. Also, as noted below, the gas fields of the southwestern part of the GPDI region have begun to produce less and less natural gas. That business has left the state and significantly affected the assessed value and property tax incomes of most of the region. County governments continue to complain that decreases in mineral assets and incomes have stressed their services below sustainable levels. GPDI has had major conversations during county visits about what alternative income methods might be available to counties and cities in the region. As a result, CDBG grant programs and USDA Rural Development programs continue to take the lead with local and county assistance.

CIVILIAN LABOR FORCE

Area	2015	2019	Percent Change	
			2015 - 2019	
Barber	2,662	2,319	-12.9	↓
Barton	14,588	13,526	-7.3	↓
Clark	1,159	1,072	-7.5	↓
Comanche	991	869	-12.3	↓
Edwards	1,749	1,488	-14.9	↓
Finney	20,126	20,602	2.4	↑
Ford	18,058	17,088	-5.4	↓
Grant	3,902	3,218	-17.5	↓
Gray	3,600	3,230	-10.3	↓
Greeley	934	798	-14.6	↓
Hamilton	1,652	1,613	-2.4	↓
Haskell	2,358	2,208	-6.4	↓
Hodgeman	1,027	987	-3.9	↓
Kearny	2,147	2,047	-4.7	↓
Kiowa	1,448	1,297	-10.4	↓
Lane	878	772	-12.1	↓
Meade	2,418	2,155	-10.9	↓
Morton	1,435	1,140	-20.6	↓
Ness	1,537	1,342	-12.7	↓
Pawnee	3,306	2,873	-13.1	↓
Pratt	5,290	4,907	-7.2	↓
Rush	1,794	1,632	-9.0	↓
Scott	2,885	2,832	-1.8	↓
Seward	10,621	9,516	-10.4	↓
Stafford	2,182	2,010	-7.9	↓
Stanton	1,061	985	-7.2	↓
Stevens	3,178	2,543	-20.0	↓
Wichita	1,255	1,356	8.0	↑
Great Plains Development, Inc.	114,241	106,425	-6.8	↓
State of Kansas	1,489,560	1,486,620	-0.2	↓

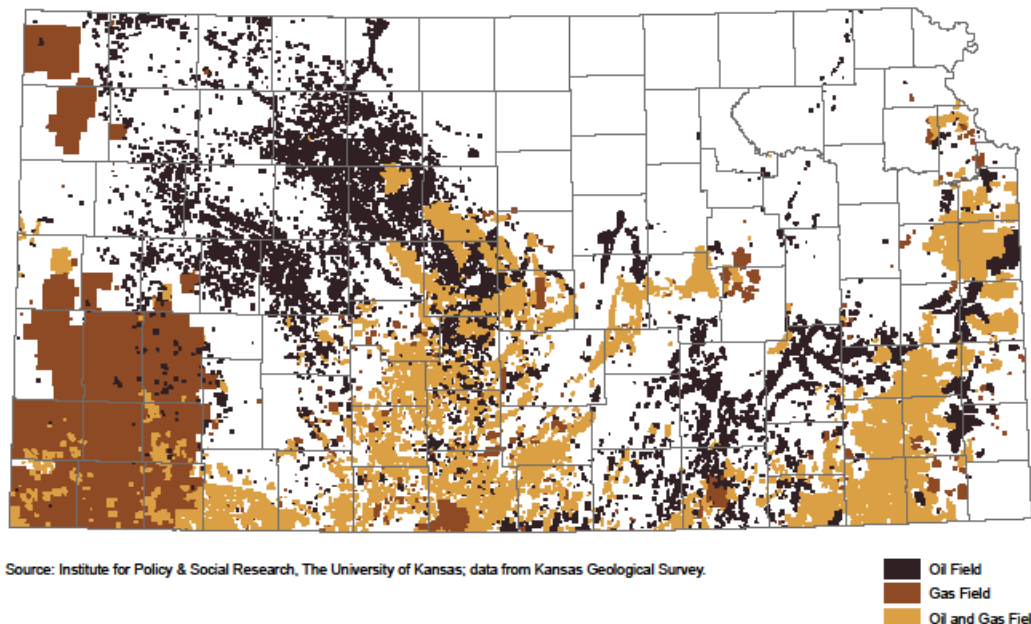
Source: U.S. Department of Labor, Bureau of Labor Statistics (BLS)

MEDIAN HOUSEHOLD INCOME

Area	2014	2019	Percent Change	
			2014 - 2019	
Barber	48,462	50,174	3.5	↑
Barton	43,573	49,723	14.1	↑
Clark	43,750	53,348	21.9	↑
Comanche	44,417	54,821	23.4	↑
Edwards	47,101	50,902	8.1	↑
Finney	47,994	60,798	26.7	↑
Ford	51,374	51,711	0.7	↑
Grant	54,478	53,413	-2.0	↓
Gray	58,656	64,930	10.7	↑
Greeley	51,023	54,112	6.1	↑
Hamilton	44,274	46,944	6.0	↑
Haskell	55,742	55,064	-1.2	↓
Hodgeman	53,190	61,211	15.1	↑
Kearny	54,732	52,599	-3.9	↓
Kiowa	41,211	53,274	29.3	↑
Lane	54,292	52,125	-4.0	↓
Meade	51,326	59,316	15.6	↑
Morton	45,638	47,750	4.6	↑
Ness	48,021	56,492	17.6	↑
Pawnee	40,791	49,917	22.4	↑
Pratt	49,519	52,327	5.7	↑
Rush	40,746	47,981	17.8	↑
Scott	47,079	65,417	39.0	↑
Seward	48,621	49,291	1.4	↑
Stafford	44,180	49,375	11.8	↑
Stanton	42,146	52,054	23.5	↑
Stevens	57,614	57,806	0.3	↑
Wichita	57,266	57,978	1.2	↑
State of Kansas	51,872	59,597	14.9	↑
United States	53,482	62,843	17.5	↑

Source: U.S. Census Bureau, Decennial Census (- 2000), (2009 -) American Community Survey five-year average ending in year shown.

Oil and Gas Fields in Kansas, 2021



Wind energy grows; ethanol is stable and other renewable energies are growing



Major electrical energy distribution line construction to export energy to the rest of the nation continues to help the wind market grow significantly; most of the construction of new wind farms is tapering off, construction workers have left the area and new wind leases have come to a halt. Wind energy tax credits will continue to play an important role in the expansion of wind farms. As it stands, the state of Kansas is approaching 40% of its total energy production being wind.

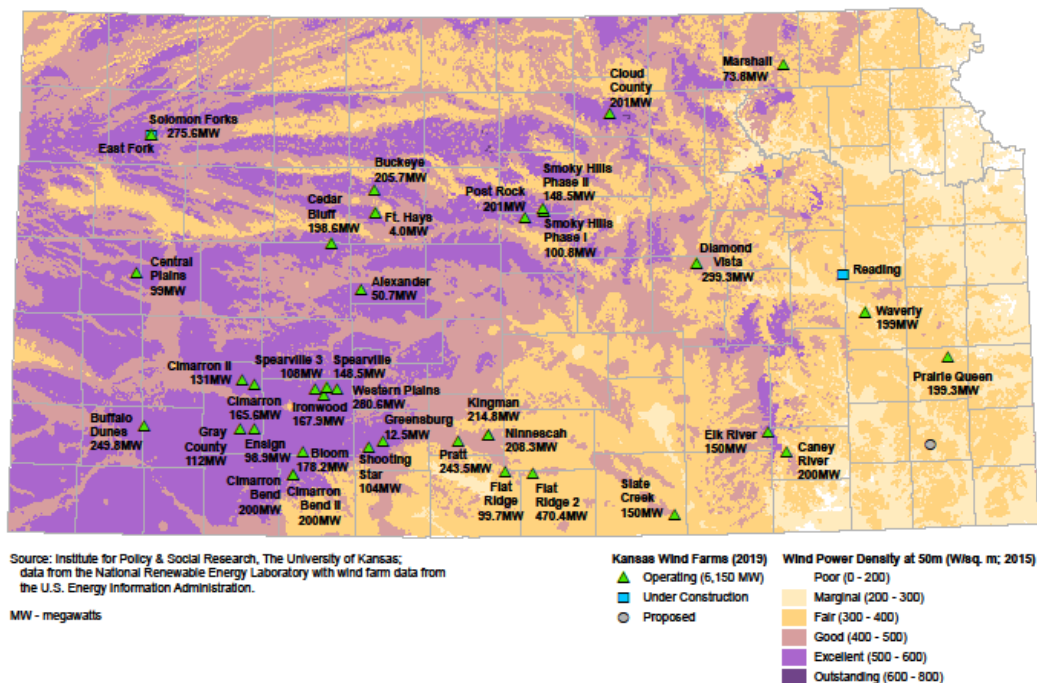
The completion of a 345 kilovolt transmission line from Spearville to Medicine Lodge and on to Wichita continues to be the main way to move energy out of the area. A transmission line from Spearville north to Hays and eventually on to Nebraska was completed. Clean Line Energy Partners of Houston, has received approval for a 600-mile major transmission line from Spearville to St. Louis. Two smaller solar energy projects have been completed in the region. It appears that the lower southwest part of the region (drier, less rain) may continue offer locations for solar installations. Again, energy transmission line co-locations will be key.

The two 150-million-gallon ethanol plants in Liberal and Garden City continue to operate, drive regional agricultural production and are all using milo rather than corn. The experimental 55-million-gallon pilot plant from Abengoa Bioenergy (Spain) is paving the way to cellulosic ethanol production from native prairie grass—was abandoned and sold off.

Most importantly, Southwestern Kansas continues to be home to the exploding growth of an immigrant workforce that makes this rapid growth possible. Some school districts are reporting over 40 different languages—from dozens of Latino/Hispanic dialects to Russian, Low German, Somalian, Vietnamese, Chinese, Croatian and many others—that make Southwest Kansas the melting pot of American workforce development. As always, along with the growth come the challenges which become part of our action plan. Assisting communities with diversity is part of each and every loan and grant program.

GPDI loan assistance and cooperation with the Kansas Small Business Development Center (SBDC) has grown significantly over the years. GPDI and the southwest Kansas SBDC often double-team potential applicants, both startup and existing businesses. Business and financial planning are now part of each and every project. GPDI promotes loan and business planning programs supporting the growth in these various sectors has been the continued development of many support industries. Motor rewinders, transformer rebuilders, stainless-steel fabricators, specialty welding, specialized trucking and shipping, repair shops of all types, airport growth, highway re-development to support significant traffic increases, expanded retail—all have been a part of recent small business and community growth.

Wind Farms and Wind Resource Potential in Kansas



Tourism grows to a plateau

Boot Hill Casino, Dodge City, KS



There is renewed interest and development in the region's tourism industry, with organized groups handling regional traditional and new agri-tourism. GPDI continues to participate in organizations such as wKREDA to help develop tourism. There are new activities by regional groups to foster new growth in AgriTourism. The GPDI 28-country district abounds with traditional tourism destinations—The Dalton Gang Hideout in Meade, a large regional zoo in Garden City, the Land of Oz in

Liberal, the Big Well and new “green-eco-tourism” in Greensburg and countless historical museums in nearly every county. Currently, hotels and tourism-related industries have suffered due to the COVID-19 effects. Contract stays by railroads, energy, drop-offs in highway construction stays and decreased tourism due to COVID-19 have put many small-town motels and even the larger regional hotels in jeopardy. There have been a significant number of foreclosures, sales and reductions in rooms as a result of decreased hotel stays. This was identified several times in wKREDA regional meetings discussing the tourism industry. GPDI has also been involved in several loan foreclosures of the hospitality industry.

In 2020 and 2021, GPDI was able to provide resiliency (discussed later in this CEDS) with over 300 emergency COVID-19 hospitality loans, COVID-19 business grant programs and COVID-19 business revolving loan funds. These are addressed in specific tactics in the strategic plan.

Since the High Plains is home to a lot of “space,” the region is an attraction to hunting for various types of wildlife, which has influenced the growth of small-town motels and some of GPDI's lending clients.

Dodge City and surrounding area's historical “old west” tourism had grown with the continued operation of an \$87 million casino, a \$50 million 7,500-seat event center, an attached large visitor's 1,000-person convention center and new hotels and motels throughout the region. The casino has created a non-profit tourism grant fund, the Mariah Fund, targeted at the Wild West Country association members in the region (roughly covering our 28-county economic development District). But COVID-19 has affected that industry, too. As of the beginning of 2021, much of that part of the tourism market has begun to recover. Great Plains Development will continue to be a part of tourism expansion: Other towns in the region have continued to develop their tourism ventures, particularly as they relate to the Old West, the Santa Fe Trail. Dodge City, Garden City, and Liberal have formed a tri-city tourism coalition. The three towns have also formed a three-commission coalition for discussing regional issues, such as tourism and marketing.

Healthcare access

Healthcare is accessible but continues to be a challenge. COVID-19 has added additional stresses. The nursing shortage continues to make it even more dangerous in our underserved counties (see chart below). Dodge City, Garden City, Liberal, Pratt and Great Bend offer larger

multi-bed hospitals with complete services. Most locations offer fixed-wing flights to Wichita, Denver and Dodge City, Garden City, and Pratt offer additional medical helicopter service. There are many rural health clinics and offices staffed by medical doctors, physician assistants, and nurse practitioners throughout the region. Emergency services and transportation are also offered in all 28 counties. Numbers of these providers have suffered over the last five years, with many local clinics/doctors moving to other locations or not offering service.

Current physician/surgeon specialties need includes expanded obstetric/gynecology, ear-nose and throat, and dermatology. There is only one county in the district that does not have a hospital but uses one in a neighboring county. Remaining counties have at least one hospital. A number of these facilities are considered critical access hospitals designed to stabilize and transport patients in need of advanced medical care to larger hospitals. Adequate healthcare services are a critical variable in recruiting businesses and the resulting labor force to the region. Our regional meetings have addressed this as a critical part of our resilience planning.

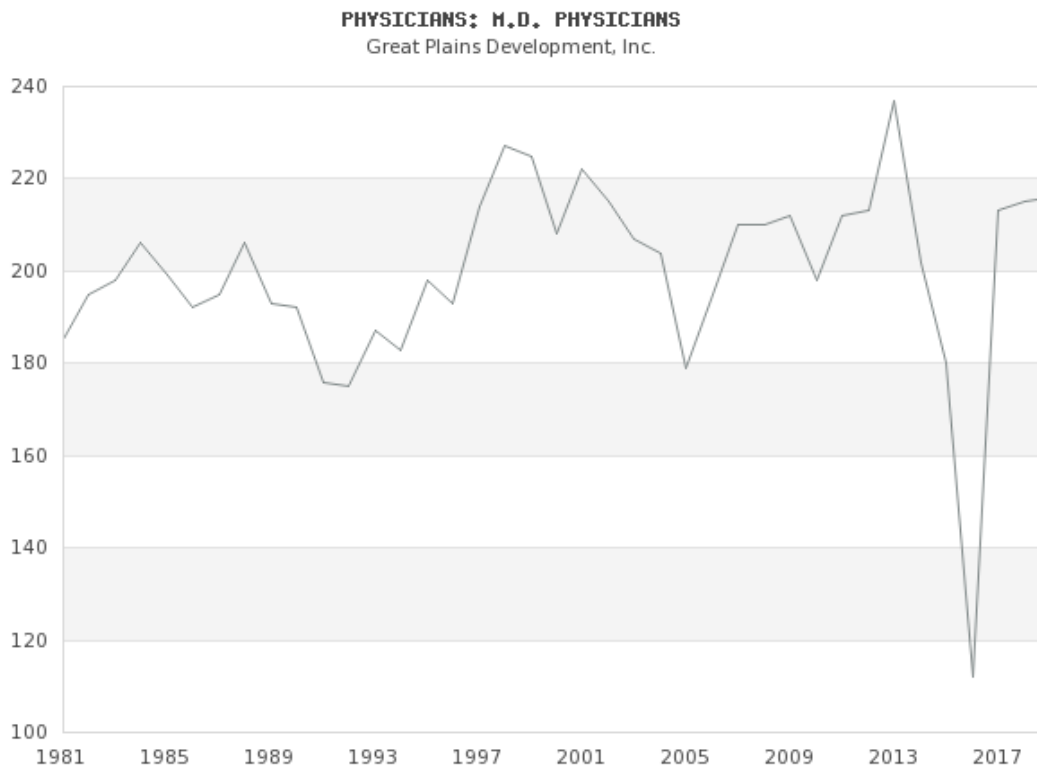
HEALTHCARE PROFESSIONALS

Area	Population	M.D.	D.O.	----- 2019 -----		
				Persons per Physician	Dentists	Persons per Dentist
Barber	4,427	3	2	885.4	0	-
Barton	25,779	28	3	831.6	11	2,343.5
Clark	1,994	0	1	1,994.0	0	-
Comanche	1,700	2	0	850.0	0	-
Edwards	2,798	2	1	932.7	1	2,798.0
Finney	36,467	47	10	639.8	19	1,919.3
Ford	33,619	32	2	988.8	13	2,586.1
Grant	7,150	3	1	1,787.5	3	2,383.3
Gray	5,988	1	0	5,988.0	0	-
Greeley	1,232	2	0	616.0	0	-
Hamilton	2,539	2	0	1,269.5	1	2,539.0
Haskell	3,968	3	0	1,322.7	0	-
Hodgeman	1,794	2	0	897.0	0	-
Kearny	3,838	8	1	426.4	1	3,838.0
Kiowa	2,475	3	1	618.8	0	-
Lane	1,535	1	0	1,535.0	0	-
Meade	4,033	1	0	4,033.0	1	4,033.0
Morton	2,587	2	0	1,293.5	1	2,587.0
Ness	2,750	1	0	2,750.0	0	-
Pawnee	6,414	11	1	534.5	2	3,207.0
Pratt	9,164	12	2	654.6	4	2,291.0
Rush	3,036	1	0	3,036.0	2	1,518.0
Scott	4,823	6	1	689.0	2	2,411.5

Great Plains Development, Inc – CEDS 2021-2026

Seward	21,428	35	2	579.1	4	5,357.0
Stafford	4,156	1	1	2,078.0	0	-
Stanton	2,006	3	0	668.7	0	-
Stevens	5,485	3	0	1,828.3	1	5,485.0
Wichita	2,119	1	1	1,059.5	1	2,119.0
Great Plains Development, Inc.	205,304	216	30	834.6	67	3,064.2

Source: U.S. Census Bureau; Kansas Department of Health and Environment (1981-2005,2010-);Kansas Health Policy Authority (2006-2009)

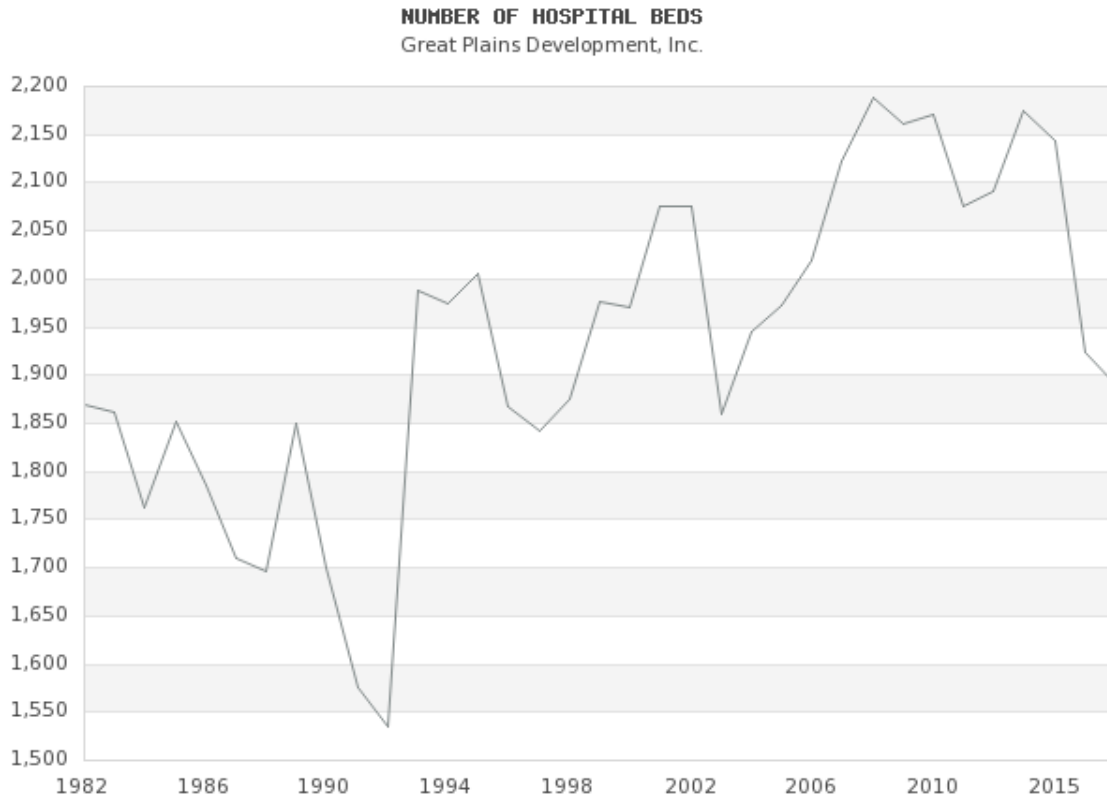


Source(s): Kansas Department of Health and Environment (1981-2005,2010-);Kansas Health Policy Authority (2006-2009)

Regarding hospitals, expansions have been completed at the Southwest Kansas Medical Center, Liberal; the Western Plains Medical Complex Heart Center, Dodge City; St. Francis Hospital, Garden City; Sand Hills Orthopedic Medicine, Garden City; a new state-of-the-art “green” facility at Kiowa County Hospital, Greensburg; a brand-new Scott County Hospital, Scott City; new expansions at hospitals in Lakin and Syracuse; a proposed project for Pratt Medical Center and several clinics in the district. Unless Critical Care Access is continued by the Federal Government, most of the hospitals outside of the Micropolitan counties may close. COVID-19 adds danger to this Critical Care Access issue. Note in the following chart, that patient load in some of those larger counties is already at critical levels:

Area	Population	----- 2018 -----			Persons per Bed
		Number of Hospitals	Number of Beds		
Barber	4,465	2	64		69.8
Barton	26,057	3	81		321.7
Clark	1,994	2	79		25.2
Comanche	1,736	1	12		144.7
Edwards	2,820	1	22		128.2
Finney	36,528	1	100		365.3
Ford	33,877	1	45		752.8
Grant	7,294	1	26		280.5
Gray	6,076	0	0		-
Greeley	1,229	1	50		24.6
Hamilton	2,600	1	25		104.0
Haskell	3,990	1	57		70.0
Hodgeman	1,822	1	25		72.9
Kearny	3,941	1	100		39.4
Kiowa	2,489	1	15		165.9
Lane	1,546	1	25		61.8
Meade	4,098	1	65		63.0
Morton	2,693	1	28		96.2
Ness	2,796	2	97		28.8
Pawnee	6,573	2	539		12.2
Pratt	9,340	1	80		116.8
Rush	3,056	1	25		122.2
Scott	4,909	1	22		223.1
Seward	21,902	1	101		216.9
Stafford	4,162	1	25		166.5
Stanton	2,025	1	40		50.6
Stevens	5,536	1	100		55.4
Wichita	2,112	1	42		50.3
Great Plains Development, Inc.	207,666	33	1,890		109.9

Source: U.S. Census Bureau; American Hospital Association, American Hospital Association Guide to the Health Care Field



Source(s): Kansas Department of Health and Environment

Currently, there are a significant number of chiropractors in the district. Financing by Great Plains Development has been essential in helping to build these practices. Also, GPDI continues to have been involved in helping finance optometric offices. Most areas have adequate access to eye doctors within driving distance. Ophthalmology is offered in Garden City, which is central to the region. Specialists travel in from out of the region, offering part-time local service.

The larger (Micropolitan) communities offer an array of dental care. Smaller communities may have limited care. Programs are underway to bring additional low-to-moderate income free dental clinics and care to additional rural cities. One of the challenges to the area is continued recruitment of physicians, surgeons and nurses. Skilled dental care also is in significant need of recruitment. Part of our action plan will be to assist in ongoing recruitment programs at the local level and be involved in state and regional programs to help find solutions to better dental care. Our loan programs will also be targeted to helping dentists to establish rural practices whenever possible.

Housing continues a challenge

As is discussed constantly throughout the region, with Great Plains Development in attendance, rural markets continue to try to find creative ways to deal with the rural housing shortage. Most of the larger cities (and even the smaller ones), as cited in the housing studies in the attached appendix, run short of housing each year. According to studies by local governments in Dodge City and Garden City, each lacks several dozen units, each, during a calendar year. With the addition of the Hilmar Cheese plant in Dodge City and six mega-dairies close to Dodge City, a

population rise of over 1,200 people in Ford County and surrounding counties will add to the burden. Water availability, waste treatment and municipal services will need to be greatly expanded by 2023 and beyond. The recruitment of families and businesses to the region comes hand-in-hand the challenge of providing adequate housing.

In cooperation with USDA Rural Development and the Western Kansas Regional Economic Development Alliance (wKREDA), the groups have identified and solved, with a proper mix of multi-family rental units, an inventory of homes for individual ownership, and available financing in all price ranges.



Great Plains Development has also assisted in many communities with CDBG housing rehabilitation and USDA housing preservation grant funds. But these programs sometimes fall short of the needs of many communities and do not directly address the shortage of housing units.

In addition, many of our smaller communities are very rural, so investors and developers are not willing to speculate due to the limited population and high cost of building, but the ability of the community to recruit business is often caught in this “chicken and egg” puzzle. The answerThis is one reason that start-ups and the expansion of existing businesses are often-used methods to promote economic growth with a lower priority being placed on recruiting existing business from outside the region to relocate. “Growth from within” has been a good way to get local investment to slowly help with housing expansion.

HOUSING UNITS

Area	2010	2020	Percent Change	
			2010 - 2020	
Barber	2,765	2,574	-6.9	↓
Barton	12,696	12,370	-2.6	↓
Clark	1,135	1,042	-8.2	↓
Comanche	1,044	938	-10.2	↓
Edwards	1,636	1,550	-5.3	↓
Finney	13,276	14,185	6.8	↑
Ford	12,005	12,550	4.5	↑
Grant	2,945	2,930	-0.5	↓
Gray	2,340	2,327	-0.6	↓
Greeley	629	638	1.4	↑
Hamilton	1,236	1,106	-10.5	↓
Haskell	1,666	1,545	-7.3	↓
Hodgeman	973	842	-13.5	↓

Kearny	1,556	1,581	1.6	↑
Kiowa	1,220	1,153	-5.5	↓
Lane	990	895	-9.6	↓
Meade	1,998	1,900	-4.9	↓
Morton	1,467	1,316	-10.3	↓
Ness	1,740	1,548	-11.0	↓
Pawnee	3,152	3,055	-3.1	↓
Pratt	4,514	4,388	-2.8	↓
Rush	1,869	1,663	-11.0	↓
Scott	2,193	2,260	3.1	↑
Seward	8,061	8,268	2.6	↑
Stafford	2,319	2,088	-10.0	↓
Stanton	990	931	-6.0	↓
Stevens	2,306	2,240	-2.9	↓
Wichita	1,054	999	-5.2	↓
Great Plains Development, Inc.	89,775	88,882	-1.0	↓
State of Kansas	1,233,215	1,275,689	3.4	↑

Source: U.S. Census Bureau: Decennial Census and Housing Unit Estimates

Quality of life, education, transportation

Garden City, KS



Along with the housing challenge is the necessity to enhance the quality of life with cultural/arts and community activities. The region has a number of social and cultural activities occurring throughout the year providing a choice for individuals and families of how to spend their leisure time. These activities also provide a foundation for tourism industry within the region. There are a number of historical sites, historical points of interest, and museums located within the region as well as across the state. Most

of the communities within the region provide opportunities for involvement in a number of recreational activities including recreation leagues for basketball, baseball, swimming, tennis, and volleyball.

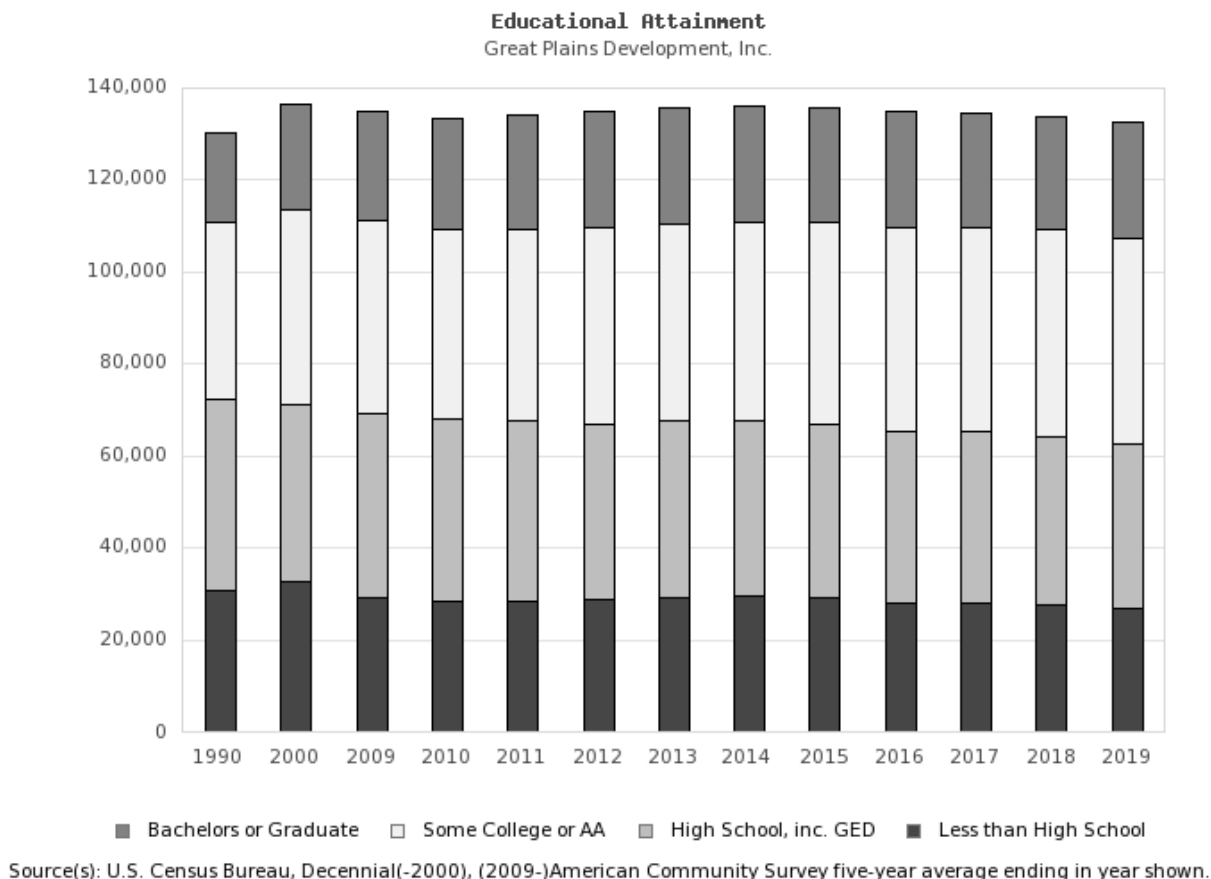
New leading-edge LEED K-12 Kiowa County school complex, Greensburg, KS



Local education is an important factor evaluated by entrepreneurs starting businesses, businesses considering expansion of operations, and businesses considering

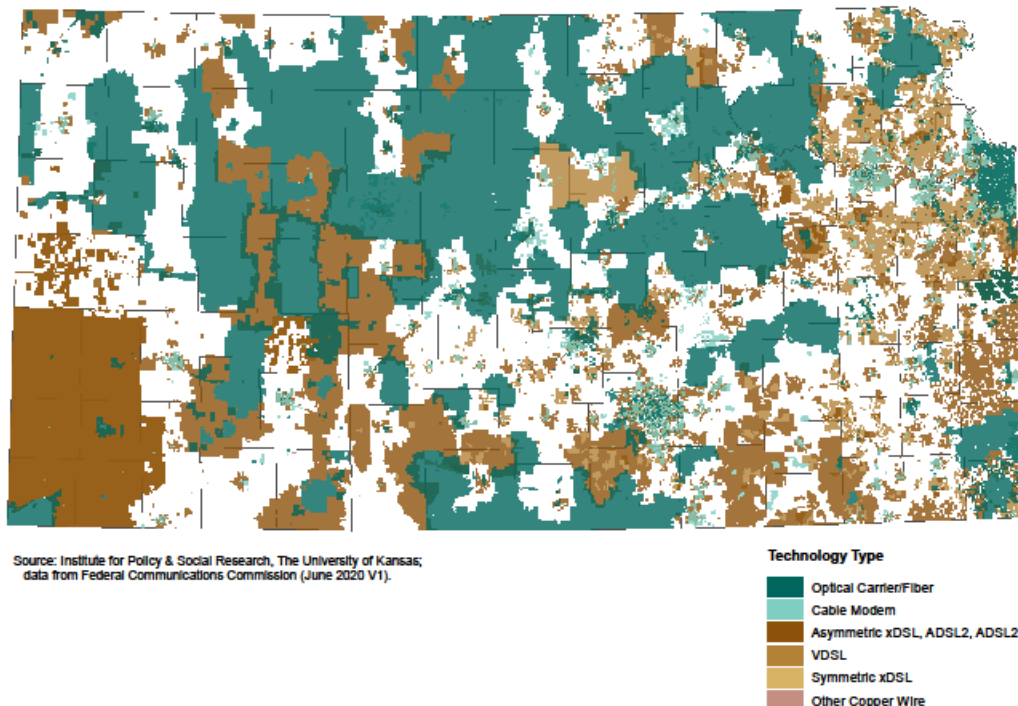
relocating to the region. Located within the region are five community colleges offering college preparatory curriculum as well as selected vocational curriculum and continuous learning opportunities. Our community colleges are located in the larger cities, but offer outreach programs in the smaller towns. The state universities are located outside the region but many, including Kansas private colleges, offer local four-year degree completion. The WKREDA group, in tandem with the Kansas Framework project, addressed several challenges with education that have become specific strategies and tactics later in our plan.

Utility companies throughout the region provide stable services. Wind and solar energy sources complement the traditional municipal or cooperative provided services. But the recent sub-zero temperatures of early 2021 gas prices put a significant burden on our local providers to find a better method of assuring a consistent gas supply. Usually if there is an interruption to utility services it is the result of severe weather conditions occurring in the form of blizzards, windstorms, or tornadoes. And in February 2021, it became of matter of importance and resiliency planning.



Businesses and individuals throughout the region are connected to the world's economy with the internet. Broadband has arrived in limited areas of our region. There are areas of the region where stable and multiple forms of broadband service are still being developed. 4G LTE wireless and new 5G broadband services are now being offered by wireless companies. The micropolitan communities and even some of the small communities have installed fiber optic services.

Broadband Availability in Kansas, 2020

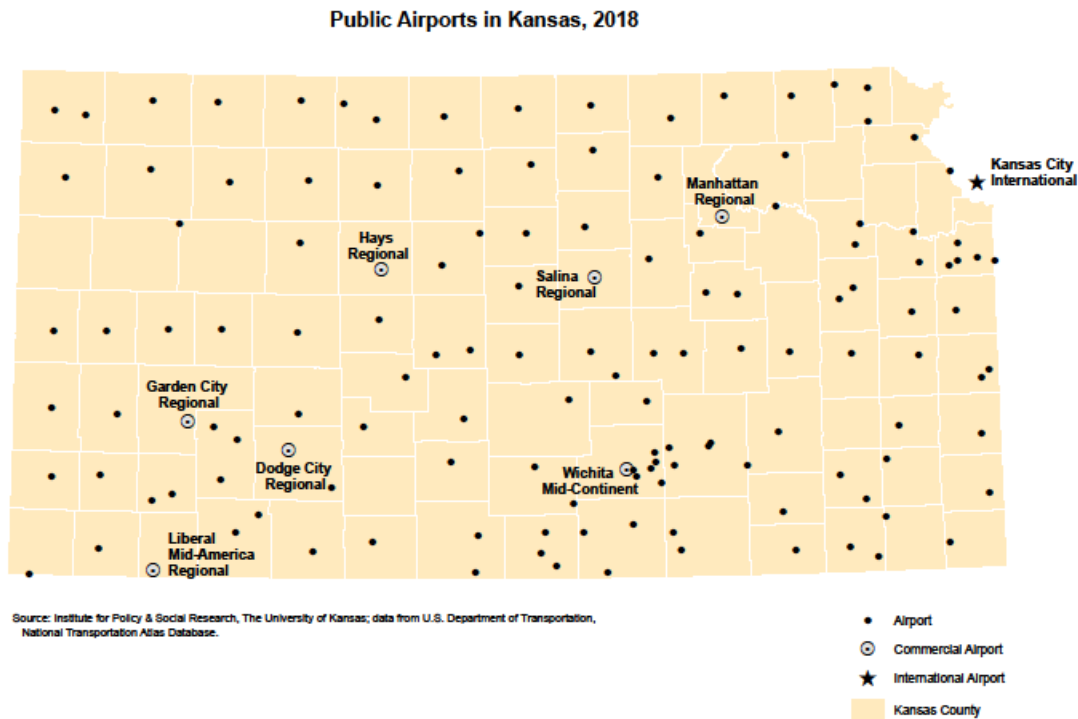


The crime rate for the region continue to be below the state's averages. When compared with Sedgwick County, including Wichita, the largest metropolitan area in the state, the crime statistics are significantly below this benchmark.

The Kansas Department of Transportation (KDOT) was unable to continue its award-winning maintenance and highway-building programs over the past 10 years, due to the legislature borrowing the highway funds for general spending. According to KDOT, it will take until 2023 for the new IKE highway investment program will kick into gear. Debt service on all the past borrowed funds is the only option. KDOT indicates that hundreds of millions of federal highway dollars have been lost due to cancelation of statewide projects. Also, major artery expansion, such as highway 50 from Garden City to Dodge City—one of the busiest rural highways and heaviest with truck traffic—have been significantly delayed or postponed. Currently, the GPDI EDD region is suffering from significant degradation of major highways and feeder road. Counties have discussed significant budget deficits (locally) to maintain county roads. Over the next five years of this CEDS cycle, the wKREDA discussions have stressed the need for more public-private highway initiatives and the need for increased local funding to offset lack of state highway funds.

The region is served by two-lane state and federal highways and county roads. Other than during planting or harvesting seasons, the likelihood of experiencing a traffic jam is limited within the

region. There are four communities that provide 50-75 seat jet connections to either Denver or Dallas. Those services are based from Dodge City, Garden City, and Liberal.



Economic Resilience—COVID-19 establishes a new path

An important part of our area’s ability to deal with issues is the ability to withstand change to our economic model and be able to deal with disruptions to our area. There are several areas which need attention:

- 1) **COVID-19 FUNDING RESPONSE.** During the COVID-19 response, GPDI and its partners developed a “lending and grant” assistance approach to helping solve the “funding” crisis. It was recommended the process continue for the foreseeable future to assist small businesses and communities affected by COVID-19:

**Great Plains Development, Inc.
Kansas Emergency EDD Lending, Business Grant
and Servicing Management Plan Outline
LOAN/GRANT SERVICING CENTER**

MISSION—“OneStopShop” for Kansas crisis business loan servicing under the partnership/direction of NetWork Kansas and GPDI Board of Directors. “Lending EMTs.” Sustainability and recovery is all about money. RESOURCE NAVIGATION is the solution. Process:

1. Provide a statewide lending program servicing center for all crisis lending
2. Information connections/servicing with NetWork KS on crisis lending programs for all programs across the state. Including (but not limited to):
 - a. Loan application assistance if requested by source
 - b. Loan management/billing and servicing if requested by source
 - c. “Information Please” routing for all federal, state, regional and local lending programs. We help “connect the dots” as a partner with NetWork KS. Includes contact information/referrals for any program not provided by GPDI. Maintain communications with all programs including CDBG-ED and CDBG-ED/ML, CDBE COVID GRANTS, SBA, EDA, USDA, KDOC, Main Street independent funds, private funds (GCAID, Central KS and others), KS Health Foundation, Dane G. Hansen, others)
 - d. Support/servicing assistance and routing for all state-wide products
 1. HIRE (NetWork Kansas). First 150 HIRE awards on way to GPDI now.
 2. StartUp (GPDI counties and as requested by NetWork KS)
 3. E-Community (GPDI communities and as requested by NetWork KS)
 4. Capital Multiplier (GPDI counties and as requested by NetWork KS)
 5. Kansas Healthy Food Initiative as requested by NetWork Kansas
 6. CDBG-ED/CDBG-ML working capital; GPDI 28 counties and as requested for remainder of state
 7. GPDI in-house funds (EDA, USDA RBEG, TAX)
 - a. Direction/connection to other regional agency funds
 8. Offer BROAD packaging/repackaging/new options on the fly
 9. All funds delineated by: Term, interest rate (if any), payment guidelines/instructions, policies on delinquency/late payment, billing contact cycle, statements, other policies determined by fund
3. **Coordinated connections** to all regional agencies/Certified Development Companies/lending sources for their regional services. Utilize Kansas Association of Certified Development Companies (KACDC) and Kansas Association of Regional Development Organizations (KARDO)
 - a. Coordinate for CDC/SBA banking assistance/information as an SBA “Spoke”

- a. 504 deferments
 - b. 7(a) deferments
 - c. New SBA Economic Injury Disaster Loans
 - 1. Coordinate through KACDC and Wichita/KC District Offices
 - 2. Includes SCKEDD SBA-ML program (which could expand)
 - b. Coordinate with all Economic Development Districts (EDDs) for all RLFs
 - 1. Local and regional revolving loan fund availability
 - 2. KARDO assistance for communications
- 2) **EARTHQUAKE DAMAGE.** As a result of the oil and gas industry and fracturing, earthquakes have become a major part of Kansas life. In the last few years, a downturn in the market has limited earthquakes due to fracking. In our Eastern counties, it is important to work with those cities and counties to constantly monitor the swarms of earthquakes. The state of Kansas has continued to study and monitor the earthquakes. GPDI will work with its member counties to continually monitor those earthquakes and make this information immediately available to our Kansas EDA office. GPDI will act as a resource to provide information to EDA and SBA to aid in disaster response. GPDI will provide, as a part of its city and county visits, that GPDI will conduct an EDA survey if earthquakes above a certain level create infrastructure damage. GPDI CDBG professional staff will provide assistance to counties and cities in the event of earthquake damage. GPDI staff will provide reports to EDA on potential assistance to those earthquake-damaged areas.
- 3) **TORNADO DAMAGE ASSISTANCE.** GPDI will provide EDA grant-writing assistance, CDBG grant-writing assistance and SBA disaster loan assistance for tornado incidents. GPDI will detail member counties on what assistance is available for tornado disasters.
- 4) **DROUGHT ASSISTANCE.** In cooperation with EDA, USDA and SBA, GPDI will detail counties and cities in the availability of assistance for drought programs that are offered as a result of prolonged drought.
- 5) **BIO-TERRORISM ASSISTANCE.** GPDI will update and detail cities and counties about being a center for transmitting information to EDA, USDA and SBA about any bio-terrorism assistance that might be available should a disaster occur.
- 6) **GPDI CONTINUES TO PARTICIPATE IN REGIONAL EMERGENCY PREPAREDNESS.** Currently, there is a formal Southwest Regional Kansas Emergency Preparedness Coalition and a regional plan. GPDI has copies of this plan and houses the emergency information available to the public. GPDI will keep that information available and make it available for public use. GPDI will act, based on that regional plan, to assist the public with dealing with disasters. That Southwest Kansas Regional Plan includes (but is not limited to):
- a. **Tornadoes**
 - b. **Lightning**
 - c. **Biological threats**
 - d. **Winter storms**
 - e. **Floods**
 - f. **Fire hazards**



Regional Economic Development Plan

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

STRENGTHS

1. Significant agriculture manufacturing muscle.
 - a. Significant agriculture support industries
 - b. Significant ag employment; shear mass
 - c. Lower population density with lower costs of living.
2. Quality of life.
 - a. Quality schools.
 - b. Micropolitan cities have organized programs for improvement.
 - c. Lower crime rates than urban areas, offering a draw.
 - d. Accessible healthcare.
 - e. Cultural/museum/tourist venues
 - f. Continued investment in infrastructure by many communities.
3. High Plains offers outdoor recreation.
4. Wide open space – adequate vacant land for development.
5. Five community colleges located within the EDD provide diversified programs.
6. Environmentally conscious population.
 - a. Ethanol production provides renewable source of energy.
 - i. Value added agriculture benefit to production and by-product utilization.
 - b. Wind generation provides renewable source of energy. Continues to grow and provide significant displacement of regional energy needs.
 - c. Solar energy implementation in two areas.
7. Regional cooperation
8. NetWork Kansas entrepreneurial lending and training and Kansas Health Foundation initiatives – leadership program – community foundations.
9. Community and private foundations providing private grants. Assistance from GPDI.
10. Great Plains Development, Inc continues to provide leadership and services to private and public community/economic development initiatives.
11. Community revolving loan funds available to qualified candidates continue to grow.
12. Statewide initiatives that provide funding for rural communities.

13. Local governments pursuing economic development.
14. Network Kansas programs; Entrepreneurial spirit rooted in rural values.

WEAKNESSES

1. New options for loan funding pools beyond banks.
2. Retention of high school students.
3. High school training for professional/skilled jobs; internship/apprenticeship program.
4. Ag tech innovation.
5. Partnerships for industry/colleges.
6. Water crisis affects growth.
7. Limited workforce in numbers and skills.
8. Declining population within the region.

OPPORTUNITIES

1. A coordinate GPD services program for COVID-19.
2. Continue to promote the preservation of water.
3. Support tax-credit programs, other opportunities to create loan funds.
4. Support and grow existing entrepreneurship programs/training/assistance.
5. Assist with training programs for high schools; internship/apprenticeship, skilled training programs.
6. Build on Kansas ag growth projects, value-added programs.
7. Field-based manufacturing partnerships with EDA University Centers to spur regional manufacturing growth, innovation
8. Identify needs-based regional clusters; programs to support clusters

THREATS

1. COVID-19.
2. Climate change.
3. Continued loss of water, lack of water innovation/conservation.
4. Natural disasters – blizzards, tornadoes, etc.
5. Bioterrorism to crop production and livestock confinement facilities.
6. Federal deficits impact on state and local municipalities as governmental funding sources; “stealing” of funds to move to budgets at the state level.
7. Aging populations in the smaller counties; impact on the workforce.
8. Immigration issues facing the nation which provide a SW KS workforce.
9. Aging population – impact on workforce.
10. Regional housing market – availability of housing for all income sectors.
11. Government regulation and tax structure.

Goals, Objectives, and Action Steps

The goals of the region and therefore GPDI are focused in three major areas.

1. Facilitate the creation of jobs.
2. Foster stable and diversified economies.
3. Facilitate improvement of living conditions within the region.

Next steps . . .

After profiling and evaluating key economic indicators and performing a SWOT analysis for the region, working with staff, the general membership of GPDI, the Kansas Framework for Growth project, the strategy input provided by the Western Kansas Economic Development Alliance, the CEDS Committee and community economic development representatives, three key strategic goals have been identified. They are:

1. Continued lending support for the creation of jobs.
2. Foster stable and diversified economies.
3. Support improvement of living conditions and quality of life within the region.

Objectives, strategies and action items have been developed for each of our goals, based on the previous discussions and are listed in the Action Plan that follows this summary.

Developing goals and identifying objectives and action steps to accomplish is of little value if there is not accountability. Without accountability the process has the potential to be an effort in futility. The following are measurement indices that have been established. They will be reviewed with the Community and Business committee quarterly to bring accountability for GPDI and the region.

The strategic goals will be met with actual projects and tactics listed in the following Strategic Action Plans, which includes GPDI's

Performance Measurements:

1. Track the number of referrals to GPDI.
2. Track the number of businesses assisted with project development and funding.
3. Track the number of jobs created and/or saved.
4. Track the number of communities assisted with funding opportunities.
5. Track the number of training opportunities facilitated or presented and the attendance.
6. Track the number of projects with multiple partners providing funding.
7. Use "strategic wins" to communicate results and foster new programs

Strategic Action Plan

Our southwestern Kansas district struggles in some areas but continues to grow in others, offering unique service challenges. Great Plains Development (GPDI) will continue to shape specific programs to help some of our smaller, struggling communities while identifying new ways to assist the larger, growing communities. We will continue to develop ways to measure the success of our Economic Development District programs.

Our 2021-2026 Scope of Work is set within a broad framework of the development of a new Comprehensive Economic Development Strategy (CEDS). We continue to work with the counties and cities in our 28-county region to embrace the changing needs, such as COVID-19, of economic development programs from the most-organized larger populations to the smaller, less-structured areas. Some of these smallest communities present the most difficult needs: Job creation and retention, dwindling water supplies and infrastructure, increased housing needs and support of small business assistance.

Our 2021-2026 GPDI work program, whether funded by the EDA Section 203 of the EDA Reform Act of 1998 program or other sources, is organized into two related elements: Business Development and Economic/Community Development. These two elements are closely linked, making it difficult to categorize many specific projects due to inter-relationships.

Business Development informational programs for the private sector will be assisted through our own GPDI local financial resources. Sources for technical assistance funding will include local income generated from loan funding sources, grants, state programs, local revolving funds and GPDI's own revolving loan programs. Economic/Community Development programs for the public sector, which promote financing for private business development and job creation, will be assisted through funding sources such as EDA, USDA Rural Development and state programs (such as the Kansas Department of Commerce).

Our following Scope of Work for 2021 through 2026 provides significant opportunities for regional growth, resiliency and recovery with funding and program assistance from EDA:

1. Complete a new five-year Comprehensive Economic Development Strategy (CEDS)

- A. In year one, complete and submit a new five-year Comprehensive Economic Development Strategy (CEDS) and CEDS Checklist following the CEDS Guidelines; will include a resiliency section and COVID response strategies; both paper and digital forms. Follow recommended EDA timeline to produce and submit document(s) to EDA by September 30, 2021. The CEDS will have a 30-day public comment period and be approved by the Board prior to submission to EDA. GPDI will give CEDS access on the web site and with StatsAmerica CEDS Resource Library. (Year 1: April 1, 2021 to September 30, 2021). Revise CEDS annually, when needed.
- B. Review, produce and submit annual revisions, as needed, to the Updated/Revised CEDS to the Economic Development Administration (EDA) Denver Regional Office and Economic Development Representative (EDR) based on EDA's review of the document. (Years 2, 3, 4 and 5))

2. Promote partnerships and build capacity within a 28-county region

- A. Provide technical assistance and other GPDI-assisted resources to promote communities to help cities/counties/government and businesses connect-the-dots for residents and visitors.

1. Refresh and promote our GPDI website (www.gpdionline.com).
2. Continue to respond to inquiries from startups and expanding businesses in our region.
3. Build and develop our on-line application materials for both loans and grants.
4. Promote the KU/EDA University Center Kansas Data Portal for our region to counties, cities, banks and businesses.

- B. Continue to grow entrepreneurship in the region:
1. Continue to offer connections to workshops, webinars and training provided by regional partners.
 2. Strengthen and build our relationship with the Kansas Center for Entrepreneurship dba NetWork Kansas by promoting their loan/loan and grant products and their training workshops, webinars and entrepreneurship Boot Camp; continue to provide NetWork Kansas economic development/chamber of commerce assistance by serving as region-wide administrators for all NetWork Kansas programs/loan and grant products.

3. Business retention, expansion and support

- A. Continue to be an active member of the Western Kansas Regional Development Association (wKREDA) 55-county network. Help communicate wKREDA goals and strategies in our 28-county region.
- B. Help promote and grow the Kansas Association of Regional Development Organizations (KARDO) to promote state-wide partnerships and agency succession plans.
- C. Continue to assist the Kansas Association of Certified Development Companies (KACDC) to provide consistent loan services for small business in the region and the state.
- D. Continue to assist the Kansas Department of Commerce (KDC) with a statewide economic development plan and direct technical assistance for all KDC programs and projects.
- E. Continue to develop and grow the partnership with the Kansas Small Business Development Center KSBDC in southwest Kansas and when needed, in other areas of the state, to provide business planning and financial planning assistance.

4. One-stop-shop for business financing

- A. Continue to be the one-stop-shop for providing technical loan assistance for our EDA loan fund and all other GPDI-serviced loan products, including, but not limited to: USDA, SBA, CDBG, NetWork Kansas and several free-standing private and public loan funds.
- B. Help Chamber of Commerce, Economic Development groups and other EDDs in the state by assisting NetWork Kansas with state-wide matching fund loan products and the new EDA RLF fund in an additional 16-counties of northeastern Kansas.

5. Boost technical assistance for 28 counties and 107 incorporated communities

- A. Visit or provide video/teleconferences to detail training of counties and cities, to promote GPDI as a lightning rod for intergovernmental communications. Promote and discuss regional economic development issues to bring the attention of our region to Kansas legislators and the Kansas Department of Commerce. Wherever possible, act as a forum for exchange of ideas, needs, goals and strategies that GPDI can assist with.

- B. “Connect the dots” for local governments and stakeholders in the region to available federal, state, regional and local resources.
- C. Continue to promote and provide Community Development Block Grant (CDBG) application, award, monitoring and closing services with counties and cities in the region.
- D. GPDI will work with the wKREDA regional group to formulate a region-wide agenda. Where appropriate, work with the EDD board of directors to advocate for/against issues at the local and state level.
- E. GPDI will continue staff training to include but not limited to the wKREDA, KEDA, EDA, SBA, USDA, National Association for Development Organizations (NADO), KACDC and KARDO.
- F. Share all information with the GPDI Board of Directors on EDA programs requirements.
- G. Prepare and submit all EDA-required reports and documents in a timely manner and in accordance with our accounting audit requirements.

Appendix

Acronyms commonly used in our Economic Development District

B & I	Business & Industry
CDBG	Community Development Block Grants
CDBG-CI	Community Development Block Grants – Community Improvement
CDBG-ED	Community Development Block Grants – Economic Development
CDBG-HO	Community Development Block Grants – Housing
CDBG-ND	Community Development Block Grants – Neighborhood Development
CDBG-ML	Community Development Block Grants – Micro Loans
CDC	Certified Development Company
CEDS	Comprehensive Economic Development Strategy
CHDO	Community Housing Development Organization
CSA	Central Servicing Agent
DCFC	Development Company Funding Corporation
EDA	Economic Development Administration
EDA/RLF	Economic Development Administration/Revolving Loan Fund
EDD	Economic Development District
EDS	Economic Development Specialist
EPA	Environmental Protection Agency
FSA	Farm Services Agency
GPD	Great Plains Development, Inc.
IRP/RLF	Intermediary Relending Program/Revolving Loan Fund
KDHE	Kansas Department of Health and Environment
KDOCH	Kansas Department of Commerce & Housing
LMS	Loan Management System
NADCO	National Association of Development Companies
NADO	National Association of Development Organizations
RBEG/RLF	Rural Business Enterprise Grant/Revolving Loan Fund
RD	Rural Development
RLF	Revolving Loan Funds
SBA	Small Business Administration
SBA 504	Small Business Administration Fixed Asset Financing Programs (504 replaced 503)
SBA 7-A	Small Business Administration Guaranty Programs
SBA/TA	Small Business Administration Technical Assistance
SBC	Small Business Client
SLC	Seasonal Line of Credit
UCC	Uniform Commercial Code

The GPDI Economic Development District Data Portal

[Kansas State Data Center \(ku.edu\)](http://ku.edu)

EDA University Centers

Kansas State University
Technology Development Institute (TDI) <https://www.k-state.edu/tdi>

University of Kansas
Institute of Social Policy Research (ISPR) <https://www.ispr.ku.edu>

College Websites in GPDI Region

Dodge City Community College <http://www.dccc.cc.ks.us/>
Garden City Community College <http://www.gcccks.edu/>
Barton County Community College <http://www.bartonccc.edu/>
Pratt County Community College <http://www.prattcc.edu/>
Seward County Community College <http://www.sccc.edu/>
Barclay College (Private) <http://www.barclaycollege.edu/>

University Websites in State of Kansas

Emporia State University <http://www.emporia.edu/>
Fort Hays State University <http://www.fhsu.edu/>
Kansas State University <http://www.k-state.edu/>
Pittsburg State University <http://www.pittstate.edu/>
University of Kansas <http://www.ku.edu/>
Wichita State University <http://www.wichita.edu/thisis/>

University Websites in State of Oklahoma (Selected)

Great Plains Development, Inc – CEDS 2021-2026

Northwestern Oklahoma State University

<http://www.nwosu.edu/>

Oklahoma Panhandle State University

<http://www.opsu.edu/>

Resource/Reference Links

Kansas Fish and Game

<http://www.kdwp.state.ks.us/news/KDWP-Info/Locations/Wildlife-Areas/Region-3>

Kansas Agriculture Statistics

<http://www.ksda.gov/statistics/>

Kansas Department of Commerce

<http://www.kansascommerce.com/>

Kansas Maps – Topo – Rivers – Roads – Cities

<http://geology.com/state-map/kansas.shtml>

Homeschooling in Kansas

http://www.kansashomeschool.org/component/option,com_wrapper/Itemid,72/

Community Foundations

<http://www.kansasdfs.org/>

Kansas Statistical Abstract

<http://www.ipssr.ku.edu/ksdata/ksah/>

Kansas Health Foundation

<http://www.kansashealth.org/>

EDA Guidelines for CEDS – 2002

http://www.eda.gov/xp/EDAPublic/PDF/Final_CEDSGuidelines.pdf

Kansas Data Sheets for Counties

<http://www.ipssr.ku.edu/ksdata/county.shtml>

Wichita State University – Economic Development Projection

<http://webs.wichita.edu/?u=cedbr&p=/Data/Demo/>

Kansas Land Mass Info

<http://quickfacts.census.gov/qfd/states/20000.html>

Info on Hugoton Gas Field

<http://www.kgs.ku.edu/Hugoton/background.html>

State of Kansas Map for Geography

<http://geology.com/state-map/kansas.shtml>

Wind Energy Info

http://www.kansasenergy.org/wind_projects.htm

Solar Energy Info

http://www.kansasenergy.org/solar_small_projects.htm

KBI Crime Statistics

<http://www.ipsr.ku.edu/~ipsr/ksdata/ksah/crime/crime.pdf>

Broadband Info

<http://www.broadband.gov/>

Kansas Hospital Info

<http://www.kha-net.org/KansasHospitals/default.aspx>

Education Resource – college education stats

http://www.trends-collegeboard.com/college_pricing/introduction.html

Education Resource – Education vs. Employment

http://www.bls.gov/emp/ep_chart_001.htm

Cattle on Feed

<http://www.cattlenetwork.com/Kansas-Cattle-On-Feed-Up-2-Percent/2010-06-18/Article.aspx?oid=1120924&fid=CN-FEEDING>

Water Info

http://www.kwo.org/Kansas%20Water%20Plan/SWP/KWP_2008/KWP_Volume_III.htm

Info on State of Rhode Island

<http://www.infoplease.com/ipa/A0108266.html>

Definition of Economic Infrastructure

<http://www.businessdictionary.com/definition/economic-infrastructure.html>

Kansas City Federal Reserve

www.kansascityfed.org

Brownfields

http://cbff.lunarpages.com/resource_center_page/resource_articles/sustainability/cbf_sustainability_white_paper_6_25_08.pdf

<http://www.renewableenergyworld.com/rea/news/article/2010/06/brownfields-bright-spot-solar-and-wind-energy>