



*For the Wichita Metropolitan Statistical Area (MSA)
Including four counties & their cities
Sedgwick
Butler
Harvey
Sumner*

December 2004

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To the Citizens of South Central Kansas:

Here is the final *VISIONEERING WICHITA* plan for the Wichita metropolitan statistical area (Wichita MSA): Sedgwick, Butler, Harvey, and Sumner counties; reflecting the common vision of your neighbors and friends. This vision incorporates the ideas and thoughtful conversation of more than 8,650 residents, gathered through 36 focus groups, 10 community meetings, 4 vision task forces and the steering committee, representing all of the communities and counties in our region.

Our community has suffered great decline in the last 20 years. (See the Case for Change for some economic and social data.) In response to that decline, your neighbors and friends have crafted a dynamic vision to achieve lofty, but attainable goals by 2024.

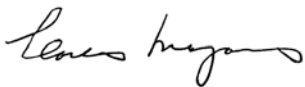
We thank all of our residents who have participated in this process and encourage all of you to read and review the enclosed plan. The final plan was adopted December, 2004 after the steering committee received and considered the 1,125 citizen inputs gathered from public presentations, written comments and community meetings.

The next step is the implementation process. We encourage you and the organizations, clubs, societies, churches, companies and businesses to which you belong to become a Vision Partner by adopting this vision as your own and assuming responsibility for accomplishing one or more of the vision implementation strategies described in this document. Collectively, we can successfully implement this strategic plan, and achieve the vision for our region our residents express.

Success will be neither easy nor quiet; implementation will take commitment and years and years of dedication to improving our regional community. I hope you will join us on this journey to the future.

Together, we can implement the vision for our regional community.

Sincerely,



Carlos Mayans
Mayor
City of Wichita



Harvey Sorensen
Partner
Foulston Siefkin LLP



Tom Winters
Chair
Sedgwick County

VISIONEERING WICHITA Co-chairs

Special recognition and thanks to our Founding Partners, who provided financial assistance to this important regional community initiative.

**City of Wichita
Wichita Downtown Development Corporation
Kansas Health Foundation
Sedgwick County
Wichita Area Chamber of Commerce
Wichita Community Foundation**

CASE FOR CHANGE

The *VISIONEERING WICHITA* Task Force of over 400 people examined several issues and trends affecting the region. Based on this evaluation, along with input from Focus Groups, Community Meetings, written comments and suggestions and their knowledge and experience of the region (see page 29 for process description), they selected the following issues for *VISIONEERING WICHITA* to understand and address.

1. **Regional Growth and Development**

In 2000, Wichita City had a population of 344,284 ¹; the Wichita Metropolitan Statistical Area (MSA) had a 2002 population of 579,921 ². The Wichita MSA includes four counties: Sedgwick, Butler, Harvey and Sumner. The United States Office of Management and Budget, based on rigid criteria, make the MSA designation. Major factors include workers commuting between counties and a central city over 50,000 population. In 2000, 29,474 ³ people worked in Sedgwick, but lived outside the county. Included were 13,399 who live in Butler, 3,662 in Harvey and 4,114 in Sumner.

Site relocation consultants and other people interested in comparing metro areas use the MSA data. Wichita MSA ranked 82nd⁴ in population among 360 United States MSAs in 2002, or in the top 25%.

***VISIONEERING WICHITA* is based on regional growth and development for the 580,000 population in the Wichita MSA and adjacent counties in South Central Kansas.**

2. **Retaining Young People**

Each year, approximately 8,500 people in the Wichita MSA become young adults. Based on input from over 9,000 people involved in *VISIONEERING WICHITA*, many of these young adults are moving away to live and work. This limits family connectivity and is a financial and brain drain for the Wichita MSA. Each young adult that is exported from the Wichita MSA costs \$300,000⁵ in lost investment. If the Wichita MSA is exporting 20% of young adults or 1,700 people each year, the loss means an annual lost investment of \$510 million for the Wichita MSA. It also makes the Wichita MSA a donor of our human capital to other communities.

Based on input from Focus Group Interviews, Community Meetings and the Task Force members, creative young people desire the following to relocate or stay in the Wichita MSA:

- a. Higher paying non-manufacturing jobs.
- b. Increased opportunities for recreation, arts and culture.
- c. A lively downtown that is a destination.
- d. Increased racial diversity, opportunity and harmony.
- e. An indication that the Wichita MSA wants them to stay.

***VISIONEERING WICHITA* is based on creating jobs, education, infrastructure and quality of life to make it desirable for young people to reside in the Wichita MSA.**

3. **Job Growth**

Between 1981 and 2002, the Wichita MSA had a net increase of 81,062 ⁶ jobs (see table #1 below). In the private sector, there was a net increase of 73,509 non-manufacturing jobs and a loss of 3,149 manufacturing

¹ The US 2000 Census

² Ibid

³ Ibid

⁴ Ibid

⁵ The U.S. Department of Agriculture estimates that middle-income families in the urban mid-west will spend \$167,400 for the first 17 years of each child's life, born in 2003. (Not including inflation). Public expenditure of \$6,000 per year for 12 years of school is \$72,000. Four-years of living and college expenses estimated at more than \$15,000 per year is \$60,000. This makes the total private and public cost of a 21-year old college graduate approximately \$300,000.

⁶ US Department of Commerce, Bureau of Economic Analysis

jobs. The Wichita MSA must make every effort to retain and replace manufacturing jobs in a competitive global economy. However, it is clear that most of the future net job growth will be through non-manufacturing jobs.

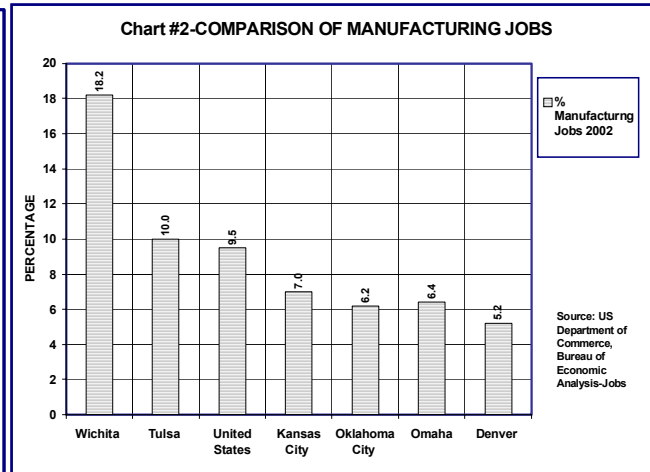
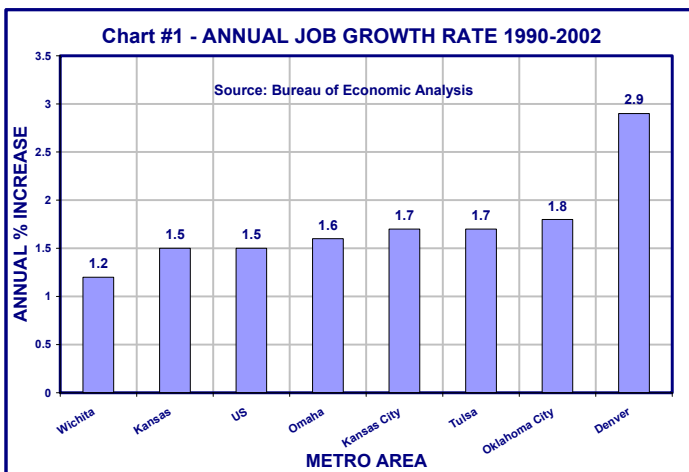
Table #1 - the Wichita MSA Jobs (Full-time & Part-Time)

	1981	2002	Job Changes 1981- 2002	2002 Wichita Earnings per job	2002 US Earnings per job
Manufacturing	69,737	66,588	-3,149	\$66,984	\$56,809
Private Sector Non- Manufacturing Jobs	181,262	254,771	73,509	29,445	\$37,569
Government	<u>32,817</u>	<u>43,519</u>	<u>10,702</u>	<u>40,217</u>	
Total	283,816	364,878	81,062	37,520	

Source: US Department of Commerce, Bureau of Economic Analysis Website.

Note: 1981 data is based on the Standard Industrial Classification (SIC) and 2002 data is based on its replacement the North American Industry Classification System (NAICS).

Between 1990 and 2002, the Wichita MSA annual job growth rate was 1.2% (see chart #1 below). This growth rate placed the Wichita MSA below the United States and five regional peer metro areas. The Wichita MSA has 2 to 3 times the percentage of manufacturing jobs as the United States and these five peer metro areas (see chart #2 below).



25% to 40%⁷ of Wichita's most skilled aviation workforce is eligible to retire in the next five years. This major problem means that as many as 12,000 jobs will require replacement workers that do not exist today in the Wichita MSA. In fact, the aviation companies are currently experiencing extreme difficulty as they attempt to rehire their skilled and educated workforce after three years of layoffs. Failure to replace these highly paid workers would require the companies to move the jobs out of the Wichita MSA. This would be an economic disaster for the Wichita MSA.

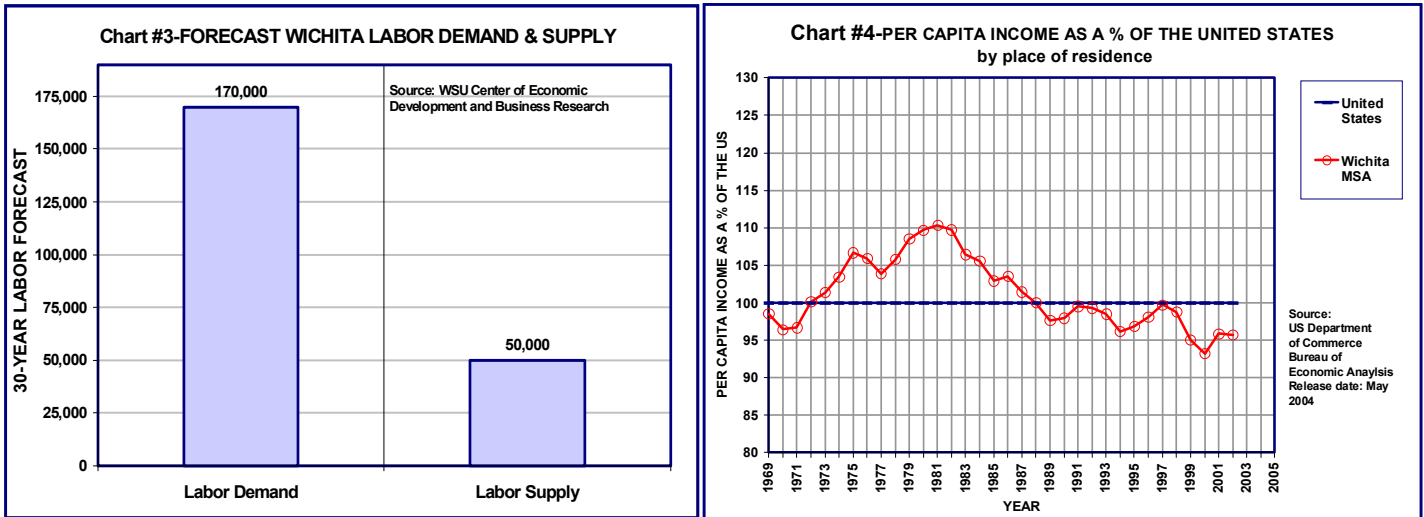
The aging workforce is not a problem limited to the aviation industry. The oldest of the baby boom generation will reach age 65 in 2010. Members of this generation have begun to retire and their retirement rate will increase over the next 20 years. The generation replacing the baby boomer retirees is not large enough to support the historic job growth rate in the United States. Therefore, there will be a U.S. workforce shortage for the next 20 years. This is particularly true for skilled workers.

⁷ Focus Group input

The WSU Center of Economic Development and Business Research has forecast that the Wichita MSA demand for labor would support the addition of more than 170,000 jobs over the next 30 years or 5,667 per year. However, based on current trends and conditions, the forecasted supply of labor will only support the addition of 50,000 jobs or 1,667 jobs per year (see chart #3 below).

During the next 20 years, metro areas will be competing to retain population and attract people by being desirable places to live, learn, work, and play. The successful metro areas will exceed the U.S. annual increase in jobs. There will be metro areas with brain drain that are donors of talented young people to these “Hot Spots” thereby providing their best products free to the receiving communities.

VISIONEERING WICHITA is based on changing the Wichita MSA to be a community that attracts and retains an educated workforce rather than continuing as a donor community of its best educated young adults.



4. Income Growth

Between 1981 and 2002, the Wichita per capita income as a percentage of the United States per capita income declined 14%⁸ from 110% in 1981 to 96% in 2002 (see chart #4 above). This 21-year decline occurred as Wichita began diversifying its economy with lower paying non-manufacturing job growth (see table #1 on page 5). The Wichita MSA must increase its focus on those non-manufacturing job sectors that generate higher pay.

The decline in Wichita's per capita income as a percentage of the United States will continue until: a) the decline in manufacturing jobs stops b) the gap between the United States and Wichita in non-manufacturing earnings per job begins to decrease and c) the gap in minority income is decreased. (See chart#11 on page 10).

VISIONEERING WICHITA is based on reversing the decline in the Wichita MSA per capita income as a percentage of the United States per capita income.

5. Education

In 2000, the Places Rated Almanac Millennium Edition gave schools in the Butler, Harvey and Sedgwick Counties’ region an aggregate score of 72.8 out of a possible 100. This score is based on the region’s 94,198 students in 24 public school districts and 32 private schools, 25 libraries, 3 community colleges with 23,158 students and 4 universities with 18,756 students.

In 2002, the Wichita MSA had 113,815⁹ K-12 students in 36 public and private districts. The grades 9-12 graduation rate for all 36 districts was approximately 79.4%, compared to Kansas rate of 85.7%. However, there is a wide variation between the suburban school districts and Wichita USD 259 (see table #2 below).

⁸ US Department of Commerce, Bureau of Economic Analysis

⁹ Kansas Department of Education web site

Table #2

District Name	# of Students	% Economically Disadvantaged	% African-American	% Hispanic	% Other	% Minority	% White	9-12 Graduation Rate 2002 %
Suburban School Districts	65,139	22.30	2.34	5.40	3.50	11.24	88.76	91.6
Wichita USD 259	<u>48,676</u>	<u>60.55</u>	<u>23.65</u>	<u>18.33</u>	<u>8.17</u>	<u>50.15</u>	<u>49.85</u>	<u>63.4</u>
Total	113,815	38.66	11.45	10.93	5.50	27.88	72.12	79.4

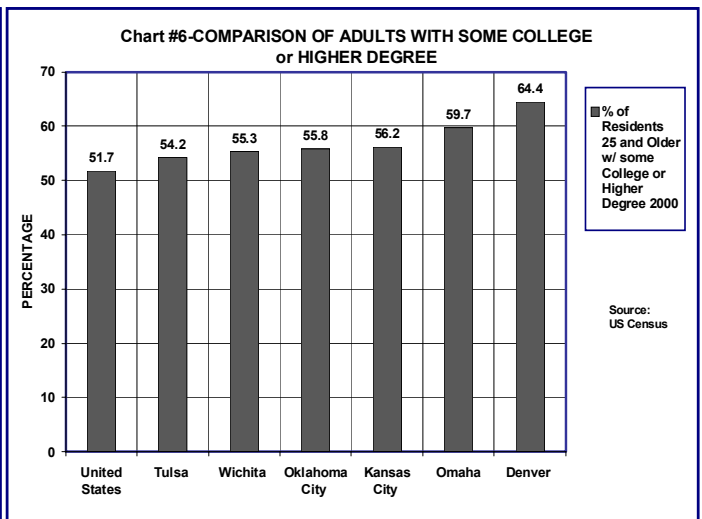
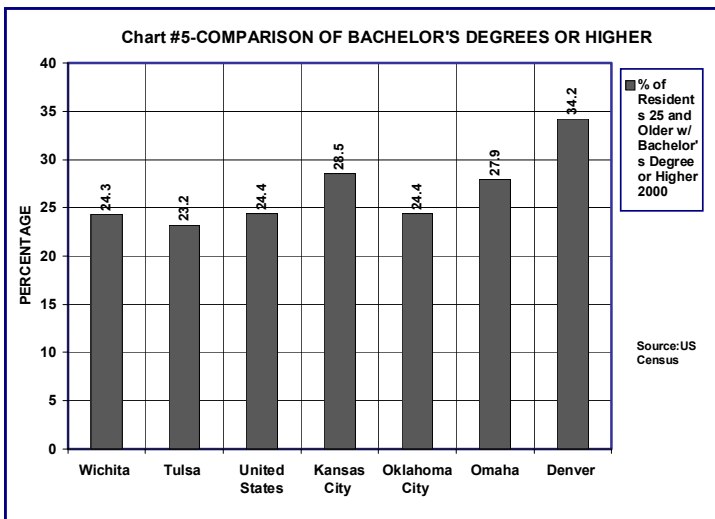
Source: onlineksde.org

Kansas 85.7

The graduation rate for 2003 for Wichita USD 259 was 71.1% and for Kansas 88.2%. Source: USD 259 Staff. The 2002 suburban and total graduation rate is approximate.

The Wichita MSA compares favorably with the United States and four of the five peer metro areas in educational attainment. The Wichita MSA has 24.3%¹⁰ of adults 25 and older with Bachelor's Degrees (see chart #5 below). The Wichita MSA has 55.3% of adults 25 and older with some college or higher degree (see chart #6 below). Only Denver is appreciably higher than Wichita. Wichita's attainment dispels the myth that Wichita is a blue-collar community.

VISIONEERING WICHITA is based on improving education at all levels.



6. Family Stability

In 2002, Wichita area counties had high measures of marriage instability among Kansas counties (see table #3 and #4 below).

	Out-of-Wedlock Births	# Total Births	%
Reno	310	842	36.8
Cowley	172	479	35.9
Sedgwick	2,689	7,562	35.6
Sumner	107	341	31.4
Kansas	12,121	39,338	30.8
Harvey	126	445	28.3
Butler	200	727	27.5

Source: Kansas Vital Statistics Web Site

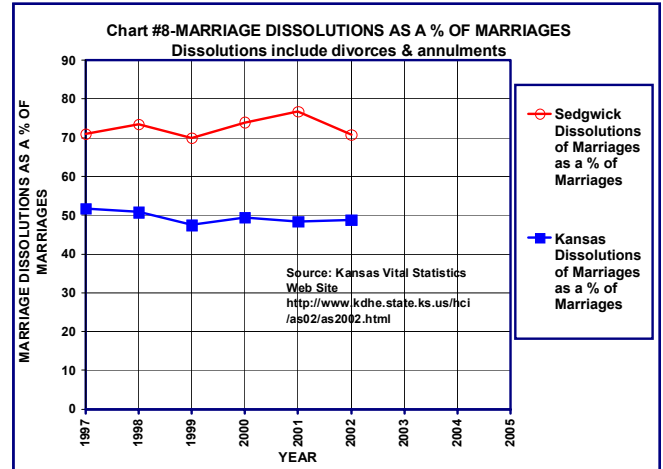
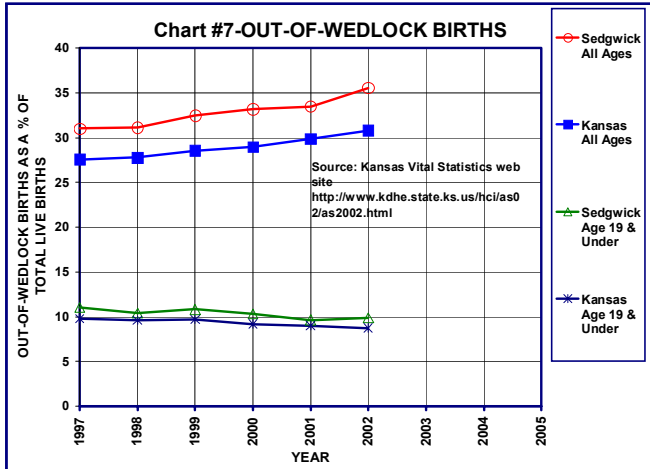
	# Marriage Dissolutions	# Marriages	%
Reno	376	485	77.5
Cowley	200	268	74.6
Sedgwick	2,762	3,904	70.7
Harvey	123	252	48.8
Kansas	9,645	19,783	48.8
Butler	182	379	48.0
Sumner	85	200	42.5

Source: Kansas Vital Statistics Web Site

¹⁰ US 2000 Census

Sedgwick had an above average percentage of Out-of-Wedlock Mothers and Marriage Dissolutions from 1997 through 2002 (see charts #7 and #8 below). The percentage of Sedgwick "Out-of-Wedlock Births" age 19 or under was 11.0% in 1997 and declined to 9.9% in 2002.

The 2000 U.S. Census poverty rate for Wichita "families with female householder, no husband present" was 23.2%. This was 6.3 times the poverty rate for the remaining families, which was 3.7%. There were 16,992 Wichita "children under 18 years" in poverty. This is 35% of the total individuals in poverty and 4.1 times the 4,140 "individuals 65 & over" in poverty.



VISIONEERING WICHITA is based on improving family stability and thereby decreasing the poverty rate and its inherent cost to the community.

7. Downtown Development

Downtown Wichita fulfills a variety of functions for the region. In fact, the area bounded by the Arkansas River to Washington St., Central Ave. to Kellogg serves as:

- An employment center with 21,800 jobs
- A commercial center with 1,400 businesses
- The center for local, state & federal government
- An arts and cultural center with 15 private art galleries and 5 museums
- An entrepreneurial center for independently owned and operated businesses
- A residential center with 912 housing units with a population approaching 2,000
- A magnet for attracting creative young people to Wichita
- Center of service businesses with 99 law firms, 29 accounting/bookkeeping firms, 16 financial institutions and 29 marketing/technology companies
- A regional restaurant & entertainment center (Old Town)
- A center of public parks and open space with 11 parks and the Arkansas River
- A convention and tourism center with 911 hotel rooms

The taxable value of real estate within the defined Downtown area was \$67 million in 2001 and increased to \$99 million in 2004. This is a 16% per year increase.

In Wichita, since 1990, there has been over \$481 million of total investment downtown. This includes local government investment of \$165 million, private sector investment of \$248 million and other sources of \$68 million.¹⁰ A sampling of these investments includes:

- Eaton Place \$15.4 million
- The Hotel at Old Town \$11 million

¹⁰ As a point of reference regarding more recent downtown investment: in 2002 there was \$64.9 million and in 2003 \$44.8 million in local government and private sector investment.

- State Office Building and Garage \$28.5 million
- Hyatt Hotel \$31 million
- Bridge Replacement (Douglas, Lewis) \$10.6 million
- Old Town Square and Garage \$27 million
- Two Way Main Street \$1.25 million
- Harvester Apartments \$5.7 million
- Orpheum Theatre \$2.7 million

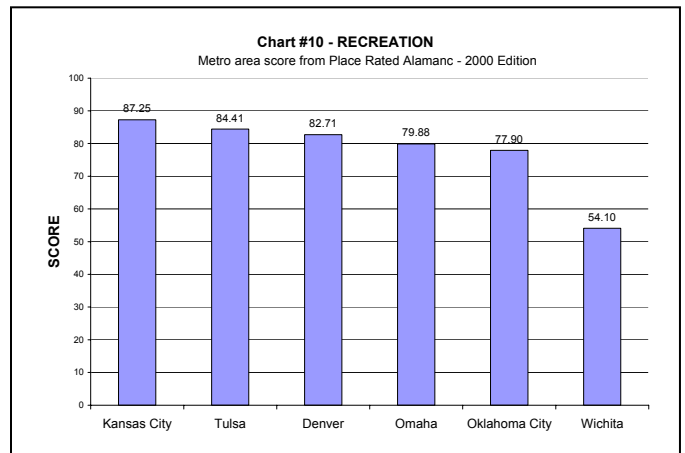
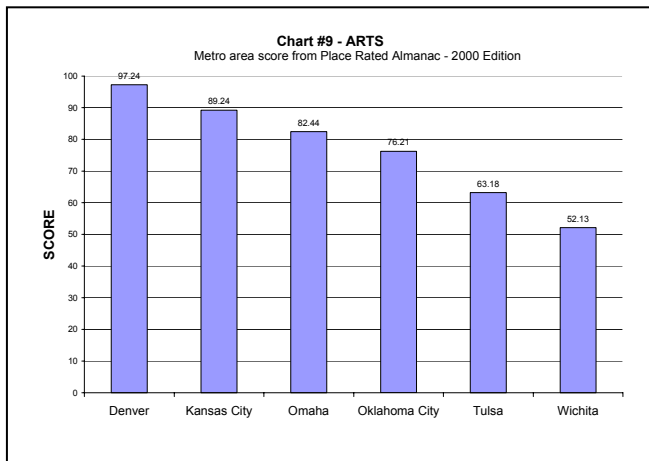
As of summer 2004, there was a 24.7% office vacancy rate downtown, compared to 15.5% rate in the suburbs. Much of this vacant space downtown is in Class B & C buildings that could be converted to residential, educational or other alternate uses with the right incentives.

***VISIONEERING WICHITA* is based on transforming Downtown Wichita, the Museum District, Delano and the surrounding commercial and residential neighborhoods to a regional destination for residents, businesses and visitors.**

8. Arts/Recreation

In 2000, the Places Rated Almanac Millennium Edition gave the Butler, Harvey and Sedgwick County region an Arts and Recreation score in the top one-half of 354 United States and Canada metro areas. The area had a score of 52.13 out of 100 in Arts and 54.10 in Recreation. Our five peer cities scored above 75 except Tulsa. (See chart #9 & #10 below).

***VISIONEERING WICHITA* is based on increasing access to arts and recreation.**



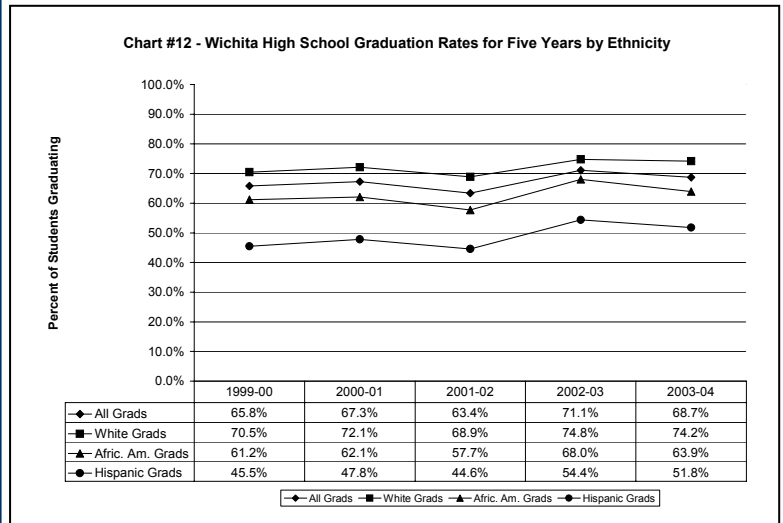
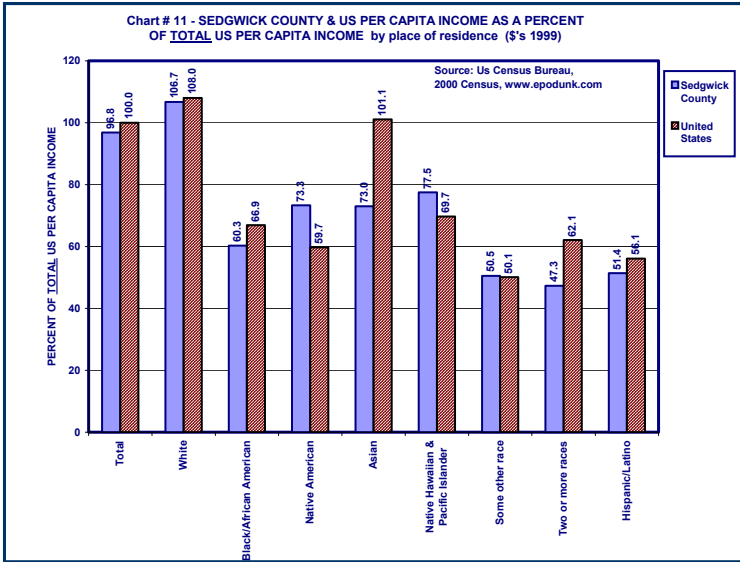
9. Racial Diversity, Opportunity and Harmony

During the *VISIONEERING WICHITA* process there were overwhelming responses from the participants that there is racism and classism in the Wichita MSA. They believe this led to reluctance to place minorities in positions of authority, under-representation on decision-making boards and lack of advancement to, and under-representation in, higher paying jobs. Therefore, many of the best educated minority young people move out of the Wichita MSA because of a perceived lack of opportunity.

In the 1990's, the white population of the Wichita MSA comprised 36.3% of the overall population increase while the racial and ethnic minorities comprised 67.7% of the increase. These demographic changes were reflected in Wichita USD 259 where 50.2% of the students were minorities in 2002 with the percentages increasing each year. This contributes to an achievement and graduation rate gap for minority students in K-12 (see chart #12 on page 10).

The 2000 census showed that Sedgwick County's white per capita income was 106.7% of the U.S. total per capita income. U.S. white per capita income is 108.0% of U.S. total per capita income. Minority groups' per capita incomes as percentages of the U.S. for Sedgwick County varied from 77.5% to 47.3% (see chart #11

on page 10). All but two groups were below the U.S. comparable. The Sedgwick County gap between white and minority groups ranges from 29.2% for the category of Native Hawaiians and Pacific Islanders to 59.4% for the category of two or more races.



***VISIONEERING WICHITA* is based on improving racial diversity, opportunity and harmony.**

10. Leadership

Achieving *VISIONEERING WICHITA'S* key benchmarks will require all of us to collaborate in an unprecedented way while implementing strategies in the six interdependent foundations: Economic Development, Education, Quality of Life, Government, Infrastructure and Private Sector Leadership.

***VISIONEERING WICHITA* is based on creating the public and private sector leadership to achieve our vision for the future.**

LONG-TERM VISION

OUR VISION

Before 2024 the Wichita MSA will:

- Be a leading community for retaining and expanding current businesses and creating and recruiting new businesses. Economic Development
- Have a globally competitive education system that encourages and supports life-long learning and contributes to the social, cultural and economic vitality of our diverse community. Education
- Be a healthy, safe community that has a vibrant recreation, entertainment, arts and cultural focus that embraces diversity and builds pride. Quality of Life
- Be a national model for effective, efficient, inclusive, accountable governments that are representative of the community's needs and desires. Government
- Have adequate infrastructure to support downtown, urban and suburban neighborhoods that will enhance quality of life and promote economic development. Infrastructure
- Be a community where citizens actively participate in public/private leadership that makes the Wichita MSA competitive regionally, nationally and globally. Private Sector Leadership

OUR CORE VALUES*

Core values are traits that guide our daily decisions.

Integrity

Innovative

Respect

Faith in God

Family Values

Initiative

Responsible

Excellence

Appreciate Diversity

*Based upon preferential voting of four hundred twenty-seven citizens (representing our regional demographics) on over 80 core traits or attributes.

KEY BENCHMARKS

Task Force members first developed Key Benchmarks. They then selected strategies to achieve the Key Benchmarks. Key Benchmarks will be the driving force during the 10 to 20 year process and will be used to measure *VISIONEERING WICHITA*'s progress each year. Achieving the Benchmarks will require working together in an unprecedented way to implement strategies in the six interdependent Foundations: Economic Development, Education, Quality of Life, Government, Infrastructure and Private Sector Leadership. Key Benchmarks will tell us each year when we are successful and can celebrate or when we fall short. If we fall short of the Key Benchmarks the Vision Partners will review, revise and refocus their action steps to accomplish the strategies.

1. **Job Growth**

By 2008, exceed the highest of the annual percentage job growth rate of the U.S., Omaha, Tulsa, Kansas City and Oklahoma City.

2. **Per Capita Income**

Stop the 21-year decline of Wichita per capita income as a percentage of U.S. per capita income before 2011. By 2024 exceed the annual average of Omaha, Tulsa, Kansas City and Oklahoma City.

3. **Education**

Skills Training & Life-long Education: Provide technical education to ensure a skilled workforce and competitive skills training for companies adding or relocating jobs. The measurement will be meeting Key Benchmarks for job growth and per capita income.

Post-secondary Education: Increase the number of post-secondary students 3% per year. Increase percentage of post-secondary education research dollars. The measurement of annual change will be determined during implementation.

Pre K-12: All schools and districts meet the Kansas Adequate Yearly Progress Plan (AYP) each year.

4. **Family Stability**

The four counties in the Wichita MSA will be below the Kansas average by 2024 in percentage of marriage dissolutions (annulments & divorces) and percentage of live births born out of wedlock.

5. **Downtown Development**

Invest \$144 million annually in total private and public funds.

6. **Arts/Recreation**

The Wichita MSA will be in the upper one-fourth of Places Rated Almanac's Arts and Recreation score by 2014.

7. **Racial Diversity, Opportunity and Harmony**

In all of the six foundations and strategies of *VISIONEERING WICHITA*, we will be committed to racial diversity, opportunity and harmony for everyone.

Attitude Survey: Conduct a regular scientific attitude survey to measure changes in perceptions about racial diversity, opportunity and harmony. The survey will establish indices that measure diversity, opportunity and harmony in social interaction, jobs, education, healthcare and leadership (after the initial survey in 2005, expected annual increments of improvement in the indices will be established.)

Income Gap: Be above the U.S. per capita income for each minority group by 2010 and by 2020 eliminate one-half of each minority per capita income gap.

8. **Leadership**

Public and Private Sector leadership will be measured by success in meeting the other Key Benchmarks.

OUR MID-TERM VISION

The Building Blocks that Support Our Long-Term Vision

I.

Economic Development Foundation

II.

Education Foundation

III.

Quality of Life Foundation

IV.

Government Foundation

V.

Infrastructure Foundation

VI.

Private Sector Leadership Foundation

I. ECONOMIC DEVELOPMENT FOUNDATION

VISION:

Before 2024, the Wichita MSA will:

Be a leading community for retaining and expanding current businesses and creating and recruiting new businesses.

STRATEGIES:

A. **Image and Marketing**¹²

1. **Develop an aggressive marketing program that attracts diversified value-added jobs¹³ through retention and expansion of existing businesses, recruitment of out-of-market businesses and creation of new business enterprises in targeted job sectors that provide enough direct jobs to meet our Key Benchmarks.**

2. **Develop a brand that will position the Wichita MSA internally and externally. Involve many organizations in developing the brand that will be authentic and inspiring. Use the brand to retain and attract jobs, visitors and workforce. Market the brand and the Wichita MSA's competitive advantage internally and externally.**

3. **Create clusters and their supply chains with critical mass for diversified growth. A potential list of clusters includes:**

Aerospace Vehicles and Defense	Processed Food	Heavy Machinery
Business Services	Distribution Services	Heavy Construction Services
Hospitality and Tourism	Financial Services	Education and Knowledge Creation
Plastics/Advanced Materials	Metal Manufacturing	Building Fixtures, Equipment and Services
Motor Drive Products	Chemical Products	Automotive
Electronics	Healthcare	Bio-Science
Creative Industry	Information Technology	Agriculture

4. **Aggressively retain, expand and recruit corporate headquarters.**

5. **Develop value-added processing/packaging of existing and new agricultural and horticultural crops to expand into new markets. Add value to production from using high value crops and new production methods. Develop agri-tourism enterprises.**

6. **Increase the medical community's regional attraction by increased technology and medical innovation.**

¹² The highest priority strategies resulting from balloting by the Vision Task Force are in bold type.

¹³ **Value-Added Jobs**-In every region, there are jobs that add value from exporting of goods or services outside the region to the rest of the U.S. and the world. Export of services include non-residents bringing dollars to the region as conventioners, tourists, students, medical patients or as the back office operation for a major financial organization. These jobs are normally called direct jobs. These direct value-added jobs produce the cash income for the region that provides the opportunity for jobs that are internally focused. These internally focused jobs are either 1) local personal services jobs like barbers, accountants, lawyers, teachers, government workers and bankers or 2) jobs that sell products primarily produced elsewhere such as cars, appliances or clothes. These internally focused jobs are normally called indirect jobs. Each direct valued-added job creates from 0.5 to 2.0 indirect jobs, depending on internal supply relationship and other factors.

7. Encourage existing businesses and post-secondary education to collaborate on the enhancements and development of existing technologies.
8. Attract and encourage high-income retirees to relocate to or stay in the Wichita MSA. Increase services for the older adult.

B. Workforce Development

1. Retain our existing and future workforce and recruit new workers from outside the Wichita MSA. A larger skilled, educated and creative workforce is imperative.

2. Maintain a continuous inventory of projected job openings and skills required over the next five years. Ensure that the educational institutions have the education/training slots available and recruit students to fill those positions. (See the Education Foundation.)

C. Business Climate

1. Create a progressive and competitive business climate with:

- a) A positive atmosphere conducive and receptive to change.
- b) Incentives for companies to retain, expand or create new value-added jobs.
- c) A favorable tax environment and a regulatory environment that works effectively and efficiently to help businesses expand and relocate.
- d) Collaboration within the public sector and between the public and private sectors.
- e) High productivity, low absenteeism, strong work ethic and first-class customer service.

2. Lobby to improve the business climate in Kansas while finding ways to aggressively improve the Wichita MSA business environment.

3. Maintain a community consensus on the necessity of a high rate of job and income growth.

4. Advocate for tort reform.

5. Ensure that the Wichita MSA is prepared in advance for economic development by having data on available sites and buildings. (This is required today because of the short cycle time companies/prospects have for getting a product or service to market).

6. Improve management and worker relations.

D. Entrepreneurs and Small Business

1. Create an entrepreneurial and innovative mecca for direct value-added businesses by:

- a) Building on the Wichita MSA's entrepreneurial tradition.
- b) Supporting entrepreneurs with a positive business creation environment – low taxes, regulatory friendly, customer friendly government support and legal and regulatory structures friendly to the creation of new business.
- c) Developing sources of capital from angel investors to venture capital firms including small business loans and Small Business Innovation Research Grants (SBIR).
- d) Developing an entrepreneurial network.
- e) Providing leadership/mentoring from successful entrepreneurs.
- f) Recruiting entrepreneurs to the Wichita MSA. Recognize and celebrate risk taking and successful entrepreneurs (i.e. Entrepreneur of the Year).
- g) Providing entrepreneurial education and training (see the Education Foundation).
- h) Building strong small business associations to help with research.
- i) Enhancing and supporting agencies that will assist with marketing and accounting issues.

- j) **Providing technical assistance and incubators for entrepreneurs – a one-stop place to find available information on entrepreneurial assistance.**
- k) **Developing a website to share ideas and concepts that have potential for development and commercialization.**

2. Support small business development in non-value-added jobs.

E. Tourism and Visitors

1. **Increase tourism and convention activity to a) create direct value-added jobs, b) provide expanded activities for our residents and c) sell the Wichita MSA as a place to live, learn, work and play.**

2. Provide more aggressive marketing of existing attractions both internally and externally.

3. Expand retail and dining opportunities.

II. EDUCATION FOUNDATION

VISION:

Before 2024 the Wichita MSA will:

Have a globally competitive educational system that encourages and supports life-long learning and contributes to the social, cultural and economic vitality of our diverse community.

STRATEGIES:

A. Skills Training and Life-long Education

Provide a world-class system and facility for adult basic education, technical education programs and customized training.

- **Adult basic education will provide the soft skills and literacy necessary for potential employees to be competitive.**
- **Technical education will result in technical or associate degrees.**
- **Customized training will be competitive and meet the needs of specific businesses to retain and create new jobs in the Wichita MSA.**

The system should be flexible and have the ability to adapt to trends, address diversity and allow career path advancement. The system will provide opportunities for current young people, jobholders, retirees or the unemployed to increase their education, skills and productivity. The educational infrastructure must: 1) be organized and coordinated with input from businesses on issues like the number of projected vacancies; 2) provide required skills; 3) encourage industry infrastructure investment. Two major challenges are obtaining this business input and its interpretation by the educators because of the fast pace of change and global competition. A single point of contact will be established that will direct potential employers and employees to the right place. Educating and training replacements for retirees in the next five years will be a high priority. Promote technology careers for our 8 to 25 year olds.

B. Post-secondary Education

1. **Create an awareness of the Wichita MSA as a college mecca and learning community. Increase the number of students in all area colleges and universities. Provide graduate level education with a world-class faculty and research facilities. Provide curriculum, programs and research that supports the Wichita MSA employer's high paying targeted job sectors. Increase research grants. Identify future technologies that can be developed in the Wichita MSA and provide the research and incubation for commercialization in the Wichita MSA.**

- 2. Market our universities and colleges to attract out of state students, women, minority students and international students. Encourage students to remain in the Wichita MSA for employment.**
3. Coordinate the education process so that students requiring licensing and/or certification can be streamlined into the workforce sooner.
4. Provide a seamless opportunity for transfer from and among certificate programs and community/technical colleges to four-year colleges and universities.
5. Provide and market a coordinated program to assist young adults to obtain financial assistance for higher education. Encourage more employers to reimburse tuition costs for their employees.
6. Market real world education for managers and supervisors so they can serve as role models, mentors and advisors.

C. K-12

- 1. Expect all students to graduate from high school with the knowledge and skills (including basic life skills and critical thinking skills) to either immediately enter the workforce or attend certified training, technical college/community college or university. Beginning at kindergarten, the school systems will ensure that each student performs at or above expected grade level. Throughout the student experience maintain the highest expectations for achievement and success. Ensure educational equity is achieved for students of all races, ethnicity, economical circumstance and special education needs.**
- 2. Expect parents to be involved in their schools and be accountable for the education and behavior of their children. Provide mentoring and education opportunities for parents to fill this role. Help with reading and other homework is a very important parental input. When the parent is unable or unwilling to provide this input the community will provide mentors and tutors from businesses, faith-based institutions, civic clubs, retirees, older students and other organizations. Every student who needs a mentor will have one. The Wichita MSA will be a mentor-focused community with an active center for mentor programming and a positive marketing campaign.**
- 3. Increase public school teacher pay and attract the best teachers. Hold teachers and administrators accountable for student performance. Support and recognize teachers in their difficult jobs and reward those that have greater skills and student success.**
- 4. Encourage employers and industry associations to create apprenticeship and internship programs for high school students. This will be a partnership with the school system as it provides these students an academic education and technical education in their area of interest. Communicate to students that we want them to stay in our community. Increase the dialogue between teachers, students (starting in middle school), career counselors and employers about the requirements and career lattice opportunities in today's and tomorrow's workforce (career lattice demonstrates how skills can be used to move horizontally and vertically).**
- 5. Insist that students and faculty are respectful of each other and that there are high standards of discipline. Empower teachers to have a disciplined classroom and encourage parental support of discipline. Ensure character mentoring and modeling activities are in every classroom and adopted as a community initiative. Each school and classroom will have a friendly and welcoming environment with professional teachers that concentrate on teaching and educating students in a positive environment. Each person will feel valued and respected.**

6. Recognize the absolute importance of assessment of student progress compared to required standard levels of performance. Ensure that the curriculum, performance standards and assessment tests represent what our young people need to learn to be successful citizens.
7. Return to neighborhood schools that will allow parents to become more engaged in their children's education.
8. Ensure that all school systems are prepared to utilize the latest technology for classroom instruction and administrative support in order to support increased productivity. Teach students to think in a way that allows quick adaptation to new needs for industry.
9. Decrease K-6 class size; increase resources and support staff to ensure student achievement and advancement.
10. Enhance and support fine arts/music education in schools recognizing their contribution to academic achievement.
11. Encourage public school systems to cultivate, embrace and support programs and events that are inviting to minority children.
12. Reduce the amount of documentation required by teachers and allow more individual time with students.
13. Increase the number of college prep programs including International Baccalaureate programs.
14. Provide all day kindergarten.
15. Focus on improving and marketing schools in older neighborhoods to reduce urban flight.

D. Birth-K

Expect all children to enter kindergarten ready to learn at the kindergarten level by:

- a) **Identifying reading deficiencies early and help birth-K parents and teachers with programs that result in each child being ready for kindergarten.**
- b) **Improving access to birth-K programs including Headstart, educational daycare, etc.**
- c) **Including programs for parents and children to address language skills and social development of birth-K within the community.**
- d) **Providing more qualified pre-school teachers in daycare and birth-K programs.**

E. General

1. Maintain continuous communications between all the Wichita MSA and appropriate Kansas educational institutions and the business community to address business needs, opportunities in targeted high paying job sectors/emerging job sectors and implement constant changes required to remain competitive in a global knowledge based economy. Involve parents and students in this partnership to develop an understanding of the broad range of opportunities available in the Wichita MSA job market.

2. Regain the entrepreneurial spirit of our past through entrepreneurial education and mentoring programs for students from elementary school through post-secondary education.

3. Develop and support a network of public library locations that ensures the most effective use of resources in the future while also providing residents with convenient access to library services. Encourage libraries to find ways to serve as community and cultural centers for residents of all ages by being friendly, extending service hours, coordinating programs, teaching research skills, offering current technology for those

without, providing family resources for reading readiness, and developing material collections that meet the interests and needs of the community.

4. Develop the passion to overcome mediocrity.
5. Provide every family in the Wichita MSA with high speed Internet.
6. Encourage and facilitate teaching English as a second language.

III. QUALITY OF LIFE FOUNDATION

VISION:

Before 2024 the Wichita MSA will:

Be a healthy, safe community that has a vibrant recreation, entertainment and arts focus that embraces diversity and builds pride.

STRATEGIES:

A. Health Care

1. **Increase the accessibility and quality of healthcare while lowering the cost by:**
 - a) **Encouraging healthy lifestyles, wellness, fitness and education programs. Address tobacco, obesity, drug, alcohol and violence issues.**
 - b) **Improving dental health for all ages.**
 - c) **Promoting and strengthening free and/or reduced cost clinics as a substitute for emergency room use for indigent health care and promote awareness of these resources.**
 - d) **Encouraging physicians and nurses to provide services to the Wichita MSA indigent patients.**
 - e) **Dramatically increasing the use of technology in administrative functions.**
 - f) **Advocating for tort reform.**
 - h) **Having comprehensive coordinated medical care (including mental, dental and health) for all people regardless of ability to pay and provide easy access to services. Establish a community-wide expert committee that advises us on health care costs and quality.**
 - i) **Promoting disease prevention.**
 - j) **Ensuring the availability of qualified nurses.**
2. Expand clinical trials.

B. Recreation

1. **Develop and implement a comprehensive master plan for recreation that determines a required level of service for each recreational element. Determine the gap between existing facilities and this level of service and eliminate the gap within 10 years while at the same time providing for annual growth as it occurs. Ensure that all facilities are staffed and maintained for high quality service. Levels of service for each element should ensure that proper consideration is given to age, income level and lifestyle with regional equity. Consideration will also be given to use of these facilities by visitors and tourists to the Wichita MSA and becoming a regional attraction for certain types of activities such as youth baseball, softball, hockey, biking, bowling, football, golf, walking, recreational centers, sporting clays, skating, etc. Implementation of the master plan will be based on meeting the *VISIONEERING WICHITA* Key Benchmarks.**
2. **Develop a large high quality lake for recreation, destination resort and water supply within an hour of the Wichita MSA. This project needs to be fully defined and the feasibility determined as first action steps and the best location selected.**

3. Improve regional recreational use of the Arkansas River. Use the river to connect museums and other cultural attractions. Clean up the Arkansas River.

4. Create one or more large amusement/theme/water parks.

5. Provide community spaces, green areas and recreational opportunities that celebrate our natural environment, our cultural diversity and our youth.

6. Establish a regional park board that is responsible for acquisition, preservation, and management of parks and green space.

C. Arts

1. Implement a comprehensive master plan for the arts.

2. Continually develop downtown art amenities, districts, facilities and infrastructure.

D. Public Safety

Create a safe place for Wichita MSA residents by:

a) Using resources in the most efficient and effective organization structure/process.

b) Creating higher level of trust between police and community.

c) Identifying the issues that create higher crime and providing specific resources/programs to lower the crime rate.

d) Providing high quality emergency response systems and homeland security.

E. Family and Youth

1. Embrace our youth and recognize their potential value to the community they decide to live in. Inject an element of fun in all youth programs that results from a youth entrepreneurial outlook. Ensure that our youth, including the best educated, have an opportunity and desire to stay in the Wichita MSA. Have an active community volunteer service program for youth participation that provides opportunities for young people to explore needs in the Wichita MSA and meets their interests and talents. Allow youth to have greater ownership in the future of the Wichita MSA by encouraging them to regularly meet with community leaders. Encourage older children to serve as mentors to younger children.

2. Act proactively to strengthen families. Improve organizations that strengthen children and families and provide leadership to coordinate these efforts including faith-based organizations.

3. Encourage employers to adopt family friendly policies and procedures.

4. Provide a comprehensive plan and assessment for high quality affordable childcare.

5. Provide after school activities and youth centers for students.

F. Sense of Community

1. Develop community pride and unity within all segments of the Wichita MSA.

2. Develop a sense of community among young adults through groups and networks. Social settings are needed where young people can mingle.

3. Support regionalism and the economic growth and prosperity of surrounding counties.

4. Promote and strengthen neighborhood associations and heighten neighborhood's commitment to the community at large.
5. Find ways to get young people more involved in the community.

G. Racial Diversity, Opportunity and Harmony

1. **Understand, celebrate and embrace all cultures and racial diversity and make it evident in everything we do. Encourage interaction among all people and break down barriers.**
 - a) **Create thriving neighborhoods that are both ethnically and racially diverse.**
 - b) **Reduce the earnings gap between minorities and non-minorities.**
 - c) **Increase graduation rates.**
 - d) **Close achievement gap.**
2. **Encourage employers to be committed to a racially diverse workforce. Vision Partners will ensure inclusion and racial diversity as they adopt and implement strategies in the six Foundations. Recognize that the Wichita MSA will not succeed in meeting its Key Benchmarks without achieving racial diversity, opportunity and harmony.**
3. **Promote the integration and inclusion of immigrants into the community and workforce.**
4. Treat each other with a sense of fairness, respect and creativity while accepting our differences.
5. Establish an environment that welcomes, attracts and retains minorities in our community and workforce.
6. Provide equal opportunities for minorities in the workplace, civic events and volunteer organizations. Provide more diverse Board members in order to better represent all community members.
7. Promote the Wichita MSA as a diverse community.

H. Human Services

1. Provide social services that address local and emerging issues.
2. Take care of the homeless and families in crisis including temporary short-term housing, transitional housing and long-term housing.
3. Create an organization to coordinate and reduce service redundancies thereby increasing the efficiency and effectiveness of not-for-profits.
4. Create community volunteer opportunities to collaboratively provide services for those in need.
5. Ensure that the foster parent system protects and enhances those children in its care.
6. Provide a comprehensive referral center to direct citizenry with family/youth needs to appropriate agencies.
7. Ensure accessibility and inclusion for the disabled and address their needs.
8. Create regional access for the provision of social services.

I. Older Adults

1. Embrace our older adult citizens as a community resource for history, education, employment, and other aspects of community life.
2. Provide and maintain safe and affordable housing for older adults.
3. Provide better healthcare resources or optional healthcare resources for senior citizens.
4. Increase services for the older adults and market them effectively.
5. Continue support for senior employment programs.
6. Provide ways to get our mature adults more involved in the community

IV. GOVERNMENT FOUNDATION

VISION:

Before 2024 the Wichita MSA will:

Be a national model for effective, efficient, inclusive and accountable governments that are representative of the community's needs and desires.

STRATEGIES:

- A. Expect all governments and agencies of government within our region to endorse *VISIONEERING WICHITA* and agree to implement its strategies and meet its Key Benchmarks.**
- B. Develop a South Central Kansas unified legislative agenda driven by community will and issues and promote its implementation by our legislative delegation. The unified agenda will represent what a broad cross section of South Central Kansas organizations support and expect of legislative action. (Issues that divide us will not be included in the unified agenda.)**
 - a) Present the unified agenda prior to the legislative session and issue a report card after the session.**
 - b) Have a Wichita MSA and South Central Kansas Day in Topeka where representatives of all organizations visit with their legislators and provide support for the annual unified agenda.**
 - c) Ensure there is communication through the media and other communication mediums of Kansas legislative activities to the Wichita MSA citizens.**
 - d) Recognize the importance of working together and continuous communication with our legislative delegation.**
 - e) Encourage the South Central Kansas legislative delegation to form coalitions within the state to achieve the unified agenda. (The South Central Kansas delegation has 44 of the 165 representatives in the Kansas legislature or 27%.)**
- C. Create effective communications between elected officials and residents by:**
 - a) Using all available resources for grassroots communications including website, internet, print media, electronic media and newsletters.**
 - b) Expecting unbiased and objective analysis of the issues to be widely distributed to the public prior to decision making by government bodies.**
 - c) Obtaining continuous input and work to build community cooperation.**

- D. **Ensure governments are effective, efficient, fiscally responsible, accountable, collaborative, responsive, customer friendly and accessible while increasing productivity.**
- E. **Encourage residents and organizations to become more knowledgeable and involved in government as it affects our daily lives. Get more young people involved in government.**
- F. Benchmark key government processes against best practices for such processes.
- G. Promote regional collaboration and support public/private partnerships to implement *VISIONEERING WICHITA*.
- H. Encourage employee diversity. Ensure equity in government interactions with minorities. Engage minorities in the decision making process and create a welcoming environment for minorities.
- I. Have governments that practice integrity.

V. INFRASTRUCTURE FOUNDATION

VISION:

Before 2024 the Wichita MSA will:

Have adequate infrastructure to support downtown, urban and suburban neighborhoods that will enhance quality of life and promote economic development.

STRATEGIES:

A. Urban and Regional Development

1. **Provide infrastructure required for downtown, central city neighborhoods and suburban growth that supports and allows our Key Benchmarks to become a reality.**
2. **Maintain greater alignment between cities and counties on infrastructure issues.**
3. Diversify planning commission to better represent the community.

B. Downtown Development

1. **Make downtown a vibrant community and a destination point for our residents, visitors and businesses. Develop downtown to attract and retain singles and young educated people, giving them the desire to reside in the Wichita MSA. Provide more restaurants, attractions and other people amenities (housing, grocery stores, drugstores, medical, etc).**
2. **Build a downtown arena.**
3. Offer incentives for inner city residential and business development.
4. Create a downtown business park with a focus on bio-medical and technology.
5. Eliminate problems caused by multiple ownerships of downtown land and land-leases. This ownership pattern discourages renovation and redevelopment and makes land acquisition difficult. The city needs to make land available and eliminate barriers.
6. Provide convenient on and off-street parking.

C. Transportation

- 1. Develop and implement a long range plan for highways that connect the Wichita MSA internally and externally to the rest of the United States.**
- 2. Build a new airport terminal and increase the competitiveness of the Wichita Airport in ticket cost and number of flights.**
- 3. Develop a viable public transportation system.**
- 4. Optimize air, rail, water and highway passenger and freight capacities to create a multi-modal logistics hub.**
5. Enhance transportation opportunities for the poor and disabled.
6. Develop and implement a road and rail transportation conflict resolution plan.
7. Encourage large signs with street names and street addresses on buildings so they are legible from the street.

D. Neighborhoods

- 1. Revitalize city neighborhoods and communities to reverse the population decline and take advantage of existing infrastructure.**
2. Identify neighborhoods and establish neighborhood centers for individual or groups of neighborhoods. These centers will have meeting places proportional to the size of the neighborhood or community. A center could be a part of or adjacent to a school, recreational facility, EMS or public safety station or church. The center could include retail and commercial offices. Connect the centers with trails, bikeways and sidewalks. Retrofit over time for existing development and encourage for new development.
3. Redevelop the 21st Street Corridor including the old refinery and stockyards.

E. Water, Sewer and Other Utilities

- 1. Ensure both quantity and quality of water resources required to meet Key Benchmarks.**
- 2. Ensure that drainage system eliminates flooding for all neighborhoods.**
3. Develop and implement a comprehensive solid waste-plan, including a recycling plan for all reusable resources.
4. Seriously look at building wind generator plants to provide local electricity for residences and businesses. Utilize grain for renewable energy.
5. Maintain globally competitive communication access.

F. Housing

- 1. Have housing and home ownership opportunities available for all income segments and special need groups.**
2. Encourage building new houses in existing neighborhoods on vacant lots or by demolishing sub-standard structures.

3. Enforce housing occupancy and condition standards.

4. Create more mixed income neighborhoods.

G. Environment and Natural Resources

1. Clean up the Arkansas River.

2. Save the land around waterways for conservation and greenways. Connect these greenways all over the region. Restrict development in flood areas so they could be used for recreation and green space. Add land to existing parks and land for linear parks.

3. Resolve environmental issues that are barriers to development in downtown and inner city neighborhoods.

4. Have policies sensitive to the environment that result in positive cost benefits.

5. Promote acquisition, protection and stewardship for all parkland.

H. Beautification and Attractiveness

Continue and support beautification efforts.

I. Historic Preservation

Provide grants and other incentives for preservation of historical neighborhoods. Work towards adaptive reuse of historic buildings within the community using private investments and federal and state tax credits. Continue developing historic tourism as an economic force for the region.

J. Facilities

1. Implement the River Corridor Improvement plan.

2. Enhance and support accessibility to public and private infrastructure improvements for the disabled.

VI. PRIVATE SECTOR LEADERSHIP FOUNDATION

VISION:

Before 2024 the Wichita MSA will:

Be a community where citizens actively participate in public/private leadership that makes the Wichita MSA competitive regionally, nationally and globally.

STRATEGIES:

A. Expect the for-profit, not-for-profit, and faith-based sectors within our region to endorse *VISIONEERING WICHITA* and agree to implement its strategies and meet its Key Benchmarks. Private sector leadership will take responsibility for meeting our Key Benchmarks.

B. Develop and support community leaders of all ages and races through accessible leadership development programs. Encourage all citizens to become active and serve the community.

C. Encourage young people to get involved in leadership and be a force in *VISIONEERING WICHITA*. Mentor young people and encourage the intergenerational transfer of leadership.

- D. Ensure a comprehensive communication process for *VISIONEERING WICHITA* that includes grassroots communications and keeping our residents and organizations involved.**
- E. Commit to annually visiting another city in the country to learn about best practices they use to meet community issues. Representatives from various regional public-private sector groups should participate in these visits.**
- F. Encourage the WSU Center for Urban Studies to convene groups on a periodic basis for in-depth analysis on specific regional issues that result in clear recommendations for action by the private and public sector.
- G. Implement a program to incorporate new residents into the community and immediately get them involved.
- H. Create a one-stop center that provides opportunities for volunteerism and leadership.
- I. Encourage all of our citizens to take responsibility for communication within the private sector and public sector.
- J. Increase the number of women in leadership roles.
- K. Create a grant writing training and assistance network that ensures open accessibility and a dramatic increase in number of grant applications and approvals.

GLOSSARY

Our Long-term Vision

20 years

- Visions for each of the interdependent foundations for a comprehensive plan to create the Future of our Regional Community.
 - + Economic Development
 - + Education
 - + Quality of Life
- Core Values
- Key Benchmarks

- + Government
- + Infrastructure
- + Private Sector Leadership

Our Mid-term Vision

5 to 10 years

- Strategies for each of the six foundations
- Priority Strategies

Our Short-term Implementation Plan

1 to 5 years

Developed and implemented by Strategic Alliances and Vision Partners for individual strategies beginning in January 2005

- Strategy Benchmarks
- Action Steps

DEFINITIONS OF ABOVE TERMS:

Foundations: Basic framework that will provide a comprehensive Vision for the community in the following interdependent areas: Economic Development, Education, Quality of Life, Government, Infrastructure, and Private Sector Leadership (for-profit and not-for-profit).

Vision: Defines what the community wants to be in the future in each of the six Foundation areas.

Core Values: Character traits that guide daily decision-making.

Key Benchmarks: The driving force for *VISIONEERING WICHITA* and annual measurements of the community's progress towards achieving its long-term Vision. This will require positive results from the six *interdependent* Foundations and provide accountability for the process.

Long Term Vision: Includes the Visions for the six Foundations, Core Values, and Key Benchmarks.

Strategies: A verbal picture of the future in a specific part of a particular Foundation. Twenty to thirty Strategies in each Foundation will provide a more detailed definition of each Foundation Vision. There are Priority Strategies for each Foundation. The strategies were ranked by the Vision Task Force within Foundations and sub-sections of Foundations. An example of a Strategy is "*Increase the graduation rate.*"

Vision Partner: Any organization, business, civic group, government entity, church, etc. that has volunteered to collaborate with other community members to implement the Vision and Strategic Plan. Vision Partners are the organizations who take responsibility for making individual strategies reality.

Strategic Alliances: Two or more Vision Partners who work together to implement a specific Strategy because of their experience, strengths, and synergy from combined efforts. The Vision Partners in the Alliance will elect a chair or an organization will be assigned to be responsible for providing leadership. Alliance Benchmarks and

Action Steps will be developed for the Strategic Alliance. The Vision Partners will then assume responsibility for the Action Steps that fall within their own scope of operations.

Strategy Benchmarks: Annual measurement of the progress of a specific strategy that provides accountability for the process on an annual basis for 3 to 10 years. *Example: Increase the graduation rate 2% per year for 10 years. The Strategy Benchmark should be developed by the Vision Partner before the Action Steps.*

Action Steps: What the Vision Partner is going to do to implement a strategy. A series of projects or events developed by the Vision Partner to meet the Strategy Benchmark for a specific Strategy. Financing is an Action Step.

PRIORITY ISSUES IN 2004

The priority for 2004 was to determine the *VISIONEERING WICHITA* Plan. The first step was to host eight Community Meetings that took place as follows:

August 2, 2004	Groups 1-13	WSU Hughes Metro Center
August 3	Groups 14-20	Wichita Northwest High School
August 4	Groups 21-23	Derby High School
August 5	Groups 24-28	Allison Middle School
August 16	Groups 29-35	Coleman Middle School
August 17	Groups 36-39	Maize South Middle School
August 18	Groups 40-48	Ruth Clark Elementary, Haysville
August 19	Groups 49-52	Jardine Middle School

The 1,257 participants in these meetings selected their Top Ten Priority issues to be addressed in the Vision Process.

Priority Issues

1. Economic Development-New Jobs
2. Education
3. Quality of Life
4. Good Government
5. Infrastructure
6. Health & Human Services
7. Image & Marketing
8. Environmental
9. Leadership
10. Urban & Regional Development

Addressed In

- Economic Development
- Education
- Quality of Life
- Government
- Infrastructure
- Quality of Life
- Economic Development
- Quality of Life
- Private Sector Leadership
- Economic Development

At these Community Meetings, participants identified 2,844 unique issues to be considered by the Vision Task Force. The 2,844 issues were summarized and ranked by the groups, then combined together to produce the top ten issues. The 2,844 issues were sorted into the six foundations and consolidated to remove duplications resulting in 1,522 issues. These issues were provided to the Vision Task Force as input during the discussion on each foundation in September 2004. The Vision Task Force also considered input from over 450 Focus Groups participants and their own diverse experience to develop the draft Vision. The Vision Task Force and editing process distilled the 1,522 issues into 51 priority strategies and 141 total strategies contained in the draft Vision. Many of the issues discussed, but not included in the draft Vision, will become Action Steps during the Implementation Process.

These issues are addressed throughout the Vision and Strategies for the six interdependent foundations required to provide a comprehensive *VISIONEERING WICHITA*. The six foundations also provide a proven framework for the five-year Implementation Process.

PHASE I - DEVELOPING *VISIONEERING WICHITA*

- A. Henry Luke was hired in May 2004 to facilitate *VISIONEERING WICHITA*. Funding is provided by Founding Partners. (See page 3). See www.lukevision.com for information on Luke Planning and its clients.
- B. A diverse 50-person Steering Committee, representative of the community, was selected to guide the process.
- C. Henry Luke interviewed 450 individuals in Focus Groups during June - September 2004.
- D. Over 1,250 people attended the eight Community Meetings during August 2004. Fifty-two groups identified 2,844 unique issues for consideration by the Vision Task Forces. The issues were summarized and ranked by the groups, then combined to produce the top ten priority issues. The participants also selected 52 additional members for the Vision Task Force.
- E. The Steering Committee selected a diverse Vision Task Force from all sectors and geographic areas of the Wichita MSA from persons nominated by the Steering Committee, Focus Group interviewees, Community Meetings, self nominations and the 52 individuals selected at the Community Meetings. The Vision Task Force was created in four parts to geographically represent the Wichita MSA.
- F. The 442 member Vision Task Force met in four parts of the Wichita MSA during September 2004 and distilled the Focus Groups and Community Meetings issues into the draft *VISIONEERING WICHITA* document. This draft was edited at a joint meeting of the Vision Task Force on October 11, 2004. They reached consensus on the draft Vision with 51 priority strategies and 141 total strategies, which was distributed on October 12 - November 23, 2004 for public input and comments. The draft was widely distributed to the public by the media and by presentations to organization by Vision Task Force members.
- G. Over 120 regional citizens attended the November 22nd and 23rd Community Meetings for a final opportunity to review and provide comments on the *VISIONEERING WICHITA* draft.
- H. Over 7,300 people attended 237 presentations on the draft document. The Wichita Eagle distributed 160,000 copies of the draft on November 7, 2004 and KPTS television hosted an hour long presentation and call in show. The draft was also distributed to 5,000 students for input. Input was received from 639 people. The input was separated into 1,125 issues and comments for the Editing Committee's review resulting in 59 priority strategies and 158 total strategies.
- I. After considering all the input received, the Steering Committee approved the revised Vision document for public distribution in December 2004.

PHASE II-COLLABORATIVE IMPLEMENTATION

- A. The *VISIONEERING WICHITA* Steering Committee will continue to be diverse and community-based to provide leadership, accountability and communication during the implementation process.
- B. Private and public sector organizations of all kinds and individuals will be asked to endorse the Strategic Plan and become Vision Partners. (Beginning January 2005.)
- C. Vision Partners who endorse the Vision will be asked to identify those Strategies they can incorporate and effectively implement within their normal mission, purpose and scope of operations or in strategic alliances with other organizations. Each Vision Partner or Strategic Alliance will establish Strategy Benchmarks to facilitate annual measurement of progress and develop Action Steps for the specific Strategies they adopt. The Steering Committee and Benchmark Team will approve all Strategy Benchmarks before their adoption as official *VISIONEERING WICHITA* Benchmarks.
- D. Strategy identification and acceptance by Vision Partners will be reviewed by the Steering Committee to ensure that the Priority Strategies are being implemented on a timely basis. Progress on every Strategy cannot begin immediately but will be phased in over a 5 to 10 year period as applicable.
- E. Progress on Strategies will be communicated on a regular basis.
- F. There will be an annual update of the Key Benchmarks and the Strategy Benchmarks to measure progress for each strategy adopted by Vision Partners and Strategic Alliances.
- G. The Wichita Area Chamber of Commerce will provide *VISIONEERING WICHITA* staff, management support, communication and coordination for at least five year of implementation.



VISION PARTNER INVITATION

Please accept this invitation to become a supporter of the Vision process and to join the growing list of organizations throughout the Wichita MSA that, as Vision Partners, are working together to “create our future.”

What is a VISION PARTNER?

Any organization which supports **Visioneering Wichita** and any of the Visions, Strategies and Key Benchmarks found in the Vision document

Ways to participate include (but are not limited to):

- Adopt and implement Strategies found in the Vision document
- Encourage other organizations to become Vision Partners and promote **Visioneering Wichita** by referencing your affiliation with us in printed and advertising material or by creating a link to the **Visioneering Wichita** website (www.visioneeringwichita.com) on your organization’s web site.

Yes, please include us as a Vision Partner of **Visioneering Wichita!**

Organization Name: _____

Representative: _____

Address: _____

Zip code: _____

Telephone: _____ Fax: _____

Email: _____

Primary area of interest:

Education Economic Development Infrastructure
 Government Quality of Life Private Sector Leadership

Please return completed form to:

350 W. Douglas Wichita, KS 67202-2970 (316) 268-1135 Fax: (316) 265-7502
E-mail: suzie@wacc.org Web site: www.visioneeringwichita.com

VISIONEERING WICHITA

Vision Partner Adopt A Strategy Form

Organization:	
Representative:	
Address:	
City	State, ZIP
Phone:	Fax:
E-Mail Address:	
Authorizing Signature:	

As a Vision Partner, our organization/business/group supports **VISIONEERING WICHITA** and the future it describes for Wichita. How to adopt a strategy? It's easy....follow the steps below.

Step #1: Select a specific strategy or strategies from the **VISIONEERING WICHITA** document (i.e. Education,C.K-12.2.) and, if appropriate, list the other organization(s) you believe you could work with in an alliance to accomplish the strategy(ies). *Attach additional sheets if necessary.*

Foundation	Strategy (Number and Verbiage)	Other Alliance Team Members (Name of Organization & Contact Name & Number)
<i>For example</i> Education	C. K-12. 2. Expect parents to be involved in their schools and be accountable for the education and behavior of their children....provide mentoring and education opportunities for parents to fill this role.....	Parent Teacher Organization, XYZ School, John Doe, XXX.XXXX

Step #2: Identify a benchmark or outcome to measure your annual progress and develop Action Steps for implementation for each strategy adopted (see back for explanation). Submit your benchmark(s) and Action Steps to the **VISIONEERING WICHITA** office. At the end of each year, we as community citizens, will review our outcomes and celebrate our successes and progress.

Send this form to:

VISIONEERING WICHITA • Suzie Ahlstrand
350 W. Douglas • Wichita, KS 67202-2970
316/268-1135 • Fax: 316/265-7502 e-mail: suzie@wacc.org

HOW TO DEVELOP A BENCHMARK AND ACTION STEPS FOR IMPLEMENTING VISION STRATEGIES

1. **Discuss within your organization which strategy(ies) you desire to adopt. You may want to take the strategy to your organization's board/executive committee for their review and endorsement.**
2. **Identify the opportunity or challenge presented by the strategy. Do not change the strategy.**
3. **Establish a measurable benchmark and then think about the steps that would have to occur in order for your organization to be successful in meeting the benchmark. Remember, we want to annually measure our progress and if successful, celebrate, and if not, determine how can we review, revise and refocus our efforts in order to be successful.**

Developing a measurable benchmark that aligns with our overall vision:

- a. **A benchmark is an annual measurement for a particular strategy that aligns with our Key Benchmarks and Vision.**
- b. **For example, a Key Benchmark (page 12) in our vision is "All pre-K-12 schools and districts meet the Kansas Adequate Yearly Progress Plan (AYP) each year." This means 100% of our students will be proficient in reading, writing and math by 2014.**
- c. **A strategy within our vision in the Education Foundation (page 17 - C. K-12.2) will help our schools meet their 2014 goal if we can secure 20,000 community citizen's active involvement in mentoring our young people.**
- d. **Your organization could adopt that Education strategy and decide to set your annual benchmark as : Provide four (4) staff to volunteer as mentors on a weekly basis in a neighborhood school.**

Action Steps:

- a. **Identify possible staff, assess their interest in mentoring and gain their commitment to mentor.**
- b. **Contact neighborhood school to understand their mentoring needs and how to get involved.**
- c. **Attend orientation/training session for mentor volunteers.**
- d. **Start mentoring!**

Implementation:

- a. **Implement your organization's mentoring program.**
 - b. **Analyze the progress on a regular basis and make any necessary changes.**
 - c. **Be persistent, don't quit; stick with the process until you have success.**
4. Once you have identified your benchmark and action steps please forward this form to the Vision office. Contact information listed on the front.
 5. The Vision office will contact you at the end of the year for an annual progress update on your adopted strategies.

**VISIONEERING WICHITA
TASK FORCE & STEERING COMMITTEE MEMBERS***

Co-Chairmen Carlos Mayans, Harvey Sorensen, Tom Winters

*Steering Committee members are shown in bold type - Vision Facilitation by Henry Luke, Jacksonville, Florida - Executive Director – Suzie Ahlstrand

Tina Adams
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Brooke Albright
Gary Allerheiligen
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Kirk Anderson
Mary Anderson
Terri Anderson
Jantina Anderson
Shirley Antes
Bruce Armstrong
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Mary (Mimi) Balazs-Shellito
Kathy Ballew
Charlene Banks
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Sandy Barnum
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Clay Bastian
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John Beehler
Terry Behrendt
Kara Belew
Allen Bell
Patrick Belt
Perry Bemis
Dennis Bender
Kenneth Bengtson
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Sister Vicky Bergkamp
Emil Bergquist
Luis Bernal
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Elizabeth Bishop
Linda Black
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Barry Blades
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Gary Blevins
Carol Bloodworth
Beau Boggess
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Biff Green
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Kathy Grier Clark
Diane Gross
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Allison Hamm
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Kevass Harding
Teketa Harding
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Jo Hillen
Winton Hinkle
Ed Hoeller
Heather Hogan
James Holt
Ron Holt

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Richard Honeyman	Dale Maltbie	Kristin Peck	Ricky Shellenbarger
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Anthony Huie	Gerald Marsh	Monica Perales	Tammey Shimon
June Huie	Arneatha Martin	Heather Perkins	Amy Shoemaker
Mary Humble	Vicki Marts	Shontina Pickens-Tipton	Ken Short
Margarita LaFarelle Hunt	Carlos Mayans	Sandy Pickert	Samantha Sieben
Doug Hye	Charles McAfee	Joel Pile	Shyam Singh
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Marlon King	Janet Miller	Martin Rangel	Andy Solter
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Erwin Knocke	Patti Morgan	Matt Ritchie	Sheryl Stanley
Cheri Koke	Gary Morrison	Tom Ritchie	Gary Steed
George Kolb	Terri Moses	Bess Roberts	Randal Steiner
Ed Koon	Darren Muci	Jon Robinson	John Stevens
Susan Franz Koslowsky	Jadd Munn	Susan Robinson	Kevin Stewart
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Marilyn Kuhns	John Murrell	John Rolfe	Daniel Stockemer
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RaDonna Lanterman	Stormie Myers	Justin Rorabaugh	Jennifer Stultz
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Tim Link	Derrick Nielsen	Giselle Roy	Sandy Ta
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Vanessa Lohf	Samuel Norwood	Wilma Sanders	Maaskelah Thomas
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Dennis Main	Ellen Patterson	Eric Sexton	Steve Tucker
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Shari Male	M. Kay Pearson	Nabil Seyam	Lori Usher
Gayle Malone	Ryan Pearson	Amy Shaw	Sharon Van Horn

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Paula Varner
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Dwayne Wright
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Russell Yost
Dean Young
Kurt Yowell
Connie Zienkewicz

FOUNDING PARTNERS

City of Wichita
Sedgwick County
Wichita Downtown Development Corporation
Wichita Community Foundation
Kansas Health Foundation
Wichita Area Chamber of Commerce

Great Volunteers*

Abundant thanks to the many volunteers who stepped forward to assist or facilitate Visioneering Wichita Community Meetings and/or Vision Task Forces. Those listed below represent over 125 businesses, community organizations, associations or community volunteers. Special thanks to the Society of Human Resource Managers (SHRM), The Boeing Company EXPO program, Sedgwick County, City of Wichita, Wichita Area Chamber of Commerce, Wichita Public Schools, RSVP and Wichita Association of Retired School Personnel all of which provided volunteers.

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Jennifer Batiste-Holland	Sally Hamilton	Megan Miller	Ruth Sobba
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Jim Edwards	Karla Klapprott	Vicki Schiermeister	Bill Wunder
Molly Edwards	Mary Knecht	Kris Schindler	Brenda Zobkiw
Jon Ehram	Jeff Kniep	Andy Schlapp	Kristi Zukovich

Great Hosts*

Thank you to these organizations that opened their doors and welcomed our regional community citizens at either Visioneering Wichita Community Meetings or Vision Task Force:

City of Wichita	Sedgwick County	Wichita Public Schools
Maize Public Schools	Haysville Public Schools	Derby Public Schools
St. James Episcopal Church	Cessna Activity Center	First Mennonite Brethren Church
Haysville United Methodist Church		Wichita Area Chamber of Commerce

* Our most sincere apologies to any individual or organization we have in error. We had volunteers who just showed up to assist and we may have not recorded their names. Our thanks are extended to them and we are sorry they are not included.