



**Our Economic Future**  
2<sup>nd</sup> Annual Regional Summit for Leaders  
Friday, October 19, 2007  
Wichita Airport Hilton



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*REAP Chairman* – Commissioner Tom Winters  
*Visioneering Wichita Co-Chair* – Mr. Harvey Sorensen

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**“Are we moving in the right direction?”**  
*Highlighting Strategic Issues of the Regional Economy*  
*Professor John Wong, Wichita State University*

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**10 Years of Regional Cooperation**  
*REAP will celebrate 10 years of strengthening the economy of South Central Kansas through joint action of cities and counties.*

**Thank you to our Sponsors**



## Summary Report

### *Our Economic Future: A Regional Summit for Leaders*



### **Our Economic Future**

*2<sup>nd</sup> Annual Regional Summit for Leaders*

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### **Summary Report**

#### **Introduction**

The Regional Economic Area Partnership (REAP), a council of 34 local governments in South Central Kansas, partnered with Visioneering Wichita to conduct the second annual Regional Economic Leadership Summit. On October 19 at the Wichita Airport Hilton, approximately 130 business and governmental leaders from throughout South Central Kansas attended the event. The topic of the 2007 Summit was “Our Economic Future: A Regional Summit for Leaders.”

#### **Overview**

The summit was headlined by Dr. John Wong, professor in the Hugo Wall School of Urban and Public Affairs at Wichita State University. Dr. Wong’s presentation titled, “Are We Moving in the Right Direction?,” analyzed economic trends and identified challenges confronting regional economic development. This was followed by three breakout sessions focusing on Manufacturing, Recreation, and Entrepreneurship.

Wong’s presentation challenged participants to identify problems, define goals, and to develop and assess alternative solutions in light of trends facing the regional economy. His analysis revealed that trends in earned income, average earnings, and wages has slowed in the region over the past 20 years; that although it appears to have recovered somewhat in recent years, the level of entrepreneurial activity in the Wichita-area has dropped off significantly since the 1970s; and that although manufacturing has experienced a national slow down, the aviation industry in the Wichita areas has remained strong. Wong’s presentation is available on the REAP website at: <http://www.reap-ks.org/meetings.html>.

Following Wong’s presentation, participants joined in small group discussions on regional approaches to economic issues of entrepreneurship; manufacturing; and arts, entertainment, and recreation. The breakout sessions were moderated panels of experts with open group discussion based on a series of suggested questions specific to each panel.

The Summit ended with a brief reporting and follow-up session. All presenters, panelists, and attendees were then invited to stay for a reception celebrating REAP and 10 years of Regional Cooperation.

The following pages contain detailed reports for each component of the summit, including a detailed report from Dr. Wong’s presentation and one for each of the breakout sessions.

## Summary Report

### Our Economic Future: A Regional Summit for Leaders

#### Dr. Wong Presentation Summary

Dr. John Wong presented “Are We Moving in the Right Direction?” and provided an updated strategic analysis by identifying economic trends and factors that affect the regional economy. Dr. Wong also provided an audit of local resources and focused on three distinct areas: Entrepreneurship; Manufacturing; and Arts, Entertainment, & Recreation. Key points from his presentation are listed below.

#### *Regional Economic Analysis Update*

- The level of median income in the counties that comprise the REAP region have all declined from the 2006 levels.

County	Population (Census, 2006)	Percentage Change	Median Income (HUD, 2007)	Percentage Change
Butler	63,147	1.3%	\$56,600	-7.5%
Cowley	34,931	-1.0%	\$50,100	-4.2%
Harper	5,952	-2.1%	\$47,900	-3.8%
Harvey	33,643	-0.6%	\$56,600	-7.5%
Kingman	7,975	-2.3%	\$51,400	-3.4%
McPherson	29,380	-0.5%	\$55,200	-4.2%
Reno	63,706	0.2%	\$48,500	-4.0%
Sedgwick	470,895	1.0%	\$56,600	-7.5%
Sumner	24,441	-1.4%	\$56,600	-7.5%

- With a 5.3% change in population (592,126), and a -7.5% change in median income (\$56,600), the Wichita MSA still exceeds Little Rock (\$56,500), Oklahoma City (\$53,600), Springfield (\$50,700), and Tulsa (\$52,500).

MSA	Region	Population (Census, 2006)	Percentage Change	Median Income (HUD, 2007)	Percentage Change
Colorado Springs	Rocky Mountains	599,127	5.9%	\$65,500	3.1%
Des Moines	Plains	534,230	7.8%	\$67,700	0.0%
Kansas City	Plains	1,967,405	4.4%	\$65,700	-2.8%
Little Rock	Southwest	652,834	6.1%	\$56,500	4.1%
Oklahoma City	Southwest	1,172,339	2.5%	\$53,600	-0.6%
Omaha	Plains	822,549	8.0%	\$64,800	-2.6%
Springfield	Plains	407,092	15.4%	\$50,700	-1.4%
Tulsa	Southwest	897,752	8.0%	\$52,500	-3.7%
Wichita	Plains	592,126	5.3%	\$56,600	-7.5%

- Following regional and national trends, the personal income index rose slightly in 2005. Personal income generally includes income that is received by persons. The Kansas personal income index was 1.02, indicating that per capita personal income in the region was 2 percent higher than the Kansas average. The Plains states personal income index was 1.01, indicating that per capita personal income in the region was 1 percent higher than the Plains states average. The U.S. personal income index was 0.98, indicating that per capita personal income in the region was 2 percent lower than the U.S. average.
- Also following the basic regional and national trends, the earned income index rose slightly in 2005. Earned income generally includes income received from employment. The Kansas earned income index was 1.07, indicating that per capita earned income in the region was 7 percent higher than the Kansas average. The Plains states personal income index was 1.05, indicating that per capita earned income in the region was 5 percent higher than the Plains states average. The U.S. personal income index was 1.01, indicating that per capita earned income in the region was 1 percent higher than the U.S. average.

## Summary Report

### *Our Economic Future: A Regional Summit for Leaders*

- Average earnings per job within the Wichita MSA rose at approximately the same rate as the other peer areas to \$42,969 in 2005. This compares to the U.S. average of \$45,817, the peer areas average of \$41,856, the Plains states average of \$39,334, and the Kansas average of \$38,832.
- Average wages and salaries within the Wichita MSA rose at approximately the same rate as the other peer areas to \$35,306 in 2005. This compares to the U.S. average of \$40,146, the peer areas average of \$35,454, the Plains states average of \$35,209, and the Kansas average of \$33,385.

#### *Entrepreneurship*

- The proprietors' income index shows that there was a significant spike in 2001 that seems to have been sustained. Proprietors' income generally includes income received by owner operated businesses. The Kansas proprietors' income index was 1.24, indicating that per capita proprietors' income in the region was 24 percent higher than the Kansas average. The Plains states proprietors' income index was 1.40, indicating that per capita proprietors' income in the region was 40 percent higher than the Plains states average. The U.S. personal income index was 1.23, indicating that per capita proprietors' income in the region was 23 percent higher than the U.S. average.
- Average non-farm proprietors' income also spiked significantly in 2001. Average non-farm proprietors' income within the Wichita MSA was \$36,652 in 2005, a significant increase over the 2000 value of \$24,162. This compares to the U.S. average of \$30,193, the Plains states average of \$22,776, and the Kansas average of \$26,754.
- Although the wealth index has been declining since the mid-1990s, it did show a significant upturn in 2005. Wealth income generally includes income from dividends, interest, and rent. The Kansas wealth income index was 0.96, indicating that per capita wealth income in the region was 4 percent lower than the Kansas average. The Plains states wealth income index was 0.88, indicating that per capita wealth income in the region was 12 percent lower than the Plains states average. The U.S. wealth income index was 0.93, indicating that per capita wealth income in the region was 7 percent lower than the U.S. average.

#### *Manufacturing*

- The aviation outlook offered by the Teal Group is showing continued growth in Wichita's aviation production until around 2011, when it can be expected to turn slightly downward or plateau, but not as sharply as the 2002-03 decline.
  - Cessna Aircraft Co. employs approximately 8,000 workers in the Wichita area. This is expected to increase by about 1,200 in 2008. Cessna presently has approximately \$11 billion in back orders. Profits for 2007 were \$865 million, up from \$645 million in 2006. Corporate profits of Textron, the parent company of Cessna, were \$1,533.4 billion in 2006, which is projected to increase to \$1,646.0 billion in 2007.
  - Spirit AeroSystems, Inc. employs approximately 7,400 in the Wichita area. Spirit presently has back orders of \$21.8 billion, which have resulted in a skilled labor shortage. Corporate revenues in 2006 were \$3.0 billion, and projected to increase to over \$4.0 billion in 2007.

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- Hawker Beechcraft employs approximately 6,300 in the Wichita area. This is expected to increase by about 1,100 in 2008. The company delivered 190 aircraft in 2006 and 197 in 2007. This is expected to generate corporate earnings of approximately \$400 million in 2007.
- The Boeing Company employs approximately 3,300 in the Wichita area. Boeing has company-wide back order of \$279 billion. The company had corporate earnings \$29.3 billion in 2006, which was expected to increase to \$32.4 billion in 2007.
- Bombardier Aerospace employs approximately 2,500 in the Wichita area. Bombardier has a company-wide back log of \$18.2 billion. The company had corporate revenue \$3.5 billion in 2006, which was expected to increase to over \$4 billion in 2007.

#### *Arts, Entertainment, & Recreation*

- The arts, entertainment, and recreation employment location quotient improved slightly in 2005. The Kansas location quotient increased from 1.02 in 2004 to 1.03 in 2005, indicating that per capita employment in arts, entertainment, and recreation in the region was 3 percent higher than the Kansas average. The Plains states location quotient remained at 0.79 in 2005, indicating that per capita employment in arts, entertain, and recreation in the region was 21 percent lower than the Plains states average. The U.S. location quotient was 0.71 in 2004 and 0.73 in 2005, indicating that per capita employment in arts, entertainment, and recreation in the region was 27 percent lower than the U.S. average.
- By just focusing on Wichita/Sedgwick County, several “entertainment” venues show the difficulty in addressing these issues.
  - Local investments that focus on providing entertainment and economic development, such as the Wichita Old Town District, are successful but dependent upon other investments, such as the WaterWalk project.
  - Exploration Place and Old Cowtown Museum are each attractions that have struggled financially, however, the Sedgwick County Zoo has become the number one outdoor attraction in Kansas.
  - Many facilities have capital investments that are aimed at increasing the entertainment and recreational opportunities, such as Century II, the Downtown Arena, and the Kansas Coliseum. The roles of both Century II and the Coliseum will be affected by the new Downtown Arena.
  - The Wichita Wranglers leaving Wichita and the closure of the Wichita Greyhound Park, as well as the closure of Joyland and Wild West World amusement parks provide additional questions on the sustainability of these forms of entertainment.
  - Although Sedgwick County voters defeated a proposed referendum on a casino with a 56% to 43% margin and a heavy voter turnout, Sumner County approved a similar referendum in 2005, and will move ahead with plans to build a casino.

### **Panel Discussions of Strategic Issues**

Following Dr. Wong's presentation, participants joined in small group discussions focused on utilizing the data provided and applying it to the current landscape of the region through both a public and private perspective. The breakout sessions were moderated panels of experts with open group discussion based on a series of suggested questions specific to each panel. Key findings from the panel discussions are provided below:

#### **Panel Discussion #1: Manufacturing**

*Sponsored by Workforce Alliance of South Central Kansas*

Facilitator: Ms. Misty Bruckner, WSU  
Panelists: Mayor Mark Conway, Rose Hill, Workforce Alliance Chairman  
Mr. Peter Gustaf, President, Wichita Area Technical College  
Mr. Kevin Polian, Vice-President, Bombardier  
Mr. Michael Grant, Director of Operations, Rubbermaid Home Products

#### **Panel Purpose**

In order to promote a thriving economy in South Central Kansas it is important to understand the current landscape. Panelists were asked to use the findings from Dr. Wong's study on economic impact to **identify issues** that they and the organizations they represent face in regards to South Central Kansas and the role in aviation manufacturing, area workforce development, area industries with ties to the aviation industry, and new opportunities.

#### **Panel Discussion**

*With manufacturing steadily in decline, what is the role of our community and where are we going?*

- As companies look to move operations off shore in various industries, the region will have to focus more on aircraft manufacturing final assembly, since it is of vital importance to this region and is technically more advanced than making automobiles. We have a unique opportunity with two companies having their headquarters in Wichita – Hawker-Beechcraft and Spirit.
- Competition among cities, as well as foreign markets, for relocation is growing and creating additional challenges.
- The focus of most secondary schools has been on four-year college. The region needs to work on looking at trade schools and other educational opportunities as real options to give kids the right skills to keep vital jobs here.
- Recognize that there is an aging workforce and a lack of general laborers.
- There is a window of opportunity and there are four driving forces:
  1. Strong demand with record backlogs.
  2. Advances in technology, specifically in moving from metal to composite.
  3. The demographics of the region, with the aging population giving way to jobs.
  4. Technical education training can help transform our educational system to include skilled laborers for manufacturing.

*How do we get people to move into the technical school direction?*

- Strong partnerships and clear guidelines for people to increase their skills.
- Engage the workforce in middle and high school by recognizing interests and simple availability, such as more technical classes to encourage kids to graduate and be a productive part of society instead of a dropout.
- The education system is not active enough. People need to go in and out of education to move up in the workforce and keep up with the changing needs. We need to be realistic about what we need. There are a lot of changes from 10 or 15 years ago.

## Summary Report

### *Our Economic Future: A Regional Summit for Leaders*

*What are the steps for the community to advance skilled laborers?*

- Look at streamlining investments for better results instead of bringing in more.
- There needs to be a partnership between business and education that looks to the future and provides options. Education needs to continue throughout a lifetime.

*Are automotive job skills transferable to aviation – should we bring laid off auto workers to Wichita?*

- Although aircraft manufacturing is much more skilled, with increased education it could be possible to increase skill levels.
- There are a few jobs that may be transferable but the majority could not.
- People often do not want to move.
- Although education and training can help, it is better to grow a skilled labor force in our own community.

*Do we currently have extra capacity or are we building the capacity?*

- The capacity does not currently exist, with many machine shops around Wichita on backorder. However, cyclical predictions are being used more effectively.
- Although every business cycles, it appears that the aviation cycles have a larger impact. Supply chains continue to compete with each other.

*What's the status on the composite research park and how important are composites?*

- The region must keep up with technology to compete. Composites are the future of aircraft and technology advancement as well as research through a composite research park is vital.

*How important is basic education and English as a second language?*

- The lack of a workforce makes this an important issue to fill the jobs.
- One of the biggest demands from aviation companies is English as a second language. There is a huge literacy problem in the community and aviation companies need skilled laborers who can read a computer and communicate.

*What from the community are the top 3 or 4 missing pieces to grow the industry?*

- Technical educational infrastructure and training with schools as partners in manufacturing.
- Flexibility in K-12, technical education, and the university systems. It is not accommodating the needs of the society, such as short term education where students can go in and out of education.
- Community awareness and marketing while addressing cultural diversities.
- Affordable housing.
- Recruitment and retainment of young people
- Keeping up with the technology changes.

*What do we need to do with K-12 education to serve the needs of the aircraft industry?*

- There needs to be a presence in the schools to present the different options.
- Strong accountability for financial support of the education system.

*Final thoughts*

- Research and development is a lifeline because consumers drive business.
- Adaptability and strategic thinking are vital.

### Panel Discussion #2: Recreation

*Sponsored by Westar Energy*

Facilitator: Mr. Tim Richards, Workforce Solutions  
Panelists: Commissioner Will Carpenter, Butler County, REAP ED Chairman  
Mr. John Rolfe, President, Greater Wichita CVB  
Mr. Robert Mendoza, City of Derby, Visioneering Recreation Alliance  
Mr. John Deardoff, Manager, City of Hutchinson

#### Panel Purpose

In order to promote a thriving economy in South Central Kansas it is important to understand the current landscape. Panelists were asked to use the findings from Dr. Wong's study on economic impact to **identify issues** that they and the organizations they represent face in regards to South Central Kansas as a destination, area attractions, the role of public investments, and new opportunities.

#### Panel Discussion

##### *Opening remarks*

- Recreation has a major impact on the economy and workforce: 4.7% or 15,000 jobs are in recreation.
- Kansas is competing with Colorado to keep jobs here, therefore we need to improve the quality of life; it is not just a money issue.
- Each "community" must define itself.
- Need to look at the community's interest and their role in tourism and entertainment.
- Government must sell ideas and concepts.
- Tourism will not pay for itself without public support.
- There is a difference between recreation and entertainment that must be defined.
- Promote partnerships within and outside of government to provide services—this is the only way that the community is going to provide all the services
- Public/private partnerships are very important to community for economic development and recreation. For example, the Water Walk, Zoo, Downtown Arena, etc.
- Parks, lakes, and water parks are an important part of recreation that are often overlooked.
- Need to fund parks so that they are an asset.
- State is overlooking quality of life issues.

##### *Retaining young workforce: What should the area do to create an attractive place?*

- Need to define what groups of citizens, notably by age, want.
- The Young Professionals of Wichita are focusing on addressing the needs of the younger workforce and should be included in recruiting processes.
- Visioneering process of Wichita is an integral part.
- The Kansas Department of Wildlife and Parks has been trying to remove barriers for recreational opportunities to enhance the quality of life.
- Need to look outside the box, such as banks open on weekends, internet sign-up permits, etc.—need to recognize that these things are part of quality of life and need to accommodate the young people.
- Need to compete with the instant gratification of younger workers.
- Ask and listen to the community and not national trends.

#### *Internet competition with recreation*

- Need to talk about recreational programming—need to think about these things that bring people together.
- There are ways to provide these activities in a public way.

#### *How do you change the attitude of people to attend events, attractions, etc?*

- Need to find what the community wants and what they are willing to provide.
- It becomes the responsibility of the government and community if the community wants to fund attractions.
- The city of Hutchinson provided \$4.5 million in STAR bonds for the Salt Museum as an investment to help generate appeal and sustainability. The difficulty is that attendance does not always equal projections.
- May have to address issues such as parking and loyalty.
- Using user fees instead of tax base for park funding is a barrier to access, so with REAP pressure on the Governor there was an investment of \$5 million into parks this past year.
- With the overlap of recreation and entertainment across city limits, there is a need to build partnerships within and outside of the community.
- Not about location anymore—no reason for one city to tackle this on its own.

#### *Why is it hard to get funding for recreation and entertainment?*

- It is difficult to define and is in competition with social programs, often not raising as high a level of concern.

#### *Pathways and Trails: These are demanded by the younger workforce. Why are they not as important or utilized?*

- Pathways and trails are being addressed at a slow rate.
- They are expensive and there is not a clear method to provide funding.
- Need to determine the public and private balance.

#### *Will the Arts Program of Visioneering work?*

- It appears to have strong support that shows that it is not only entertainment, but educational and has a positive impact on the community.
- With a strong commitment by the communities who need to share resources through electronic means—online maps, etc.

#### *What about the survey over WildWest World and other facilities?*

- There will be a large community opportunity to talk about these issues through the Visioneering process.
- Need to sell Wichita from within first and then move outward.
- Look at the discretionary money of the community and figure out what people want.
- Need to frame the question around potential workers as well.

### Panel Discussion #3: Entrepreneurship

*Sponsored by Cox Communications*

Facilitator: Mr. Keith Lawing, Executive Director, Workforce Alliance  
Panelists: Professor Timothy Pett, Director, Center for Entrepreneurship  
Ms. Karyn Page, President and CEO, Kansas World Trade Center, Inc.  
Dr. Jackie Vietti, President, Butler Community College  
Ms. Angela Kreps, President, KansasBio

#### Panel Purpose

In order to promote a thriving economy in South Central Kansas it is important to understand the current landscape. Panelists were asked to use the findings from Dr. Wong's study on economic impact to **identify issues** that they and the organizations they represent face in regards to South Central Kansas and the role in entrepreneurship, environment, education, and new opportunities.

#### Panel Discussion

##### *Opening remarks*

- Entrepreneurship needs to be instilled in students; community colleges have critical place in the spirit of entrepreneurship.
- Kansas World Trade Center, International trade tests new boundaries. It should be part of everyday business, moving to small businesses leading to the management of the global supply chain.
- KansasBio seeks to enhance the entrepreneurship of emerging scientific industries, which will comprise 18-20% of the Kansas economy in the next 20 years.
- Center for Entrepreneurship, WSU. Growth of high growth entrepreneurs is critical. What are best practices? Why are some successful? Can you teach entrepreneurship? High growth is also high risk.

##### *Define Entrepreneurship:*

- Organizations can have entrepreneurship.
- Create a spirit of innovation and entrepreneurship.
- Intentionally create new economic clusters of entrepreneurship.
- Exportation increases wealth, must compete internationally to stay viable.

##### *Entrepreneurial Environment:*

- Need to invest and attract capital investment.
- Opportunity investment in mindshare, i.e. translating assets into new opportunity.
- Plan around fledgling sciences to capitalize on advancement.
- Need to establish credibility and institutional level commitment to progress.

##### *Opportunity to Start Business:*

- Population has declined and near full employment (unemployment  $\leq 4\%$ ).
- Need for definition of limitations and dialogue to address problems.
- Navigation to get resources; KTEC and Angel Network (capital investment pools).

##### *Role of Government in Entrepreneurial Development:*

- Less government interference is better – government should provide tax incentives and opportunities, while framing goals and balancing regulation and support.
- Role of government is to provide environment and leadership – the State can offer legitimacy to efforts, thereby generating momentum.
- All interests must work together; public/private partnerships.

#### *Getting the Word Out/All Cylinders Firing at Once:*

- Individual initiative.
- Build an entrepreneurial culture in education system.
- Cultivate the imagination of students to give them a bigger tool box to work from.
- Use word of mouth, grassroots, network partnerships.

#### *Where are We as a Region? / Are We an Entrepreneurial Region?:*

- Region is positioned to take advantage of opportunities.
- Should move to capitalize on the Midwestern attitude.
- Opportunity to be the center of the universe in emerging areas, i.e. bio-sciences, technology.

#### *Accounting for Venture Capital Gap:*

- State influx in funding commercialization of technology.
- Developing entrepreneurial atmosphere with targeted funding.
- Attack regional economic clusters by framing the issue and gaining momentum.
- Resources exist but not properly utilized, i.e. Network Kansas, Angle Network, Meridian 6, Small Business Development Centers.
- Inherent barrier in high risk, high growth is time frame for incubation; turning a profit takes time and patience a lot of investors don't have.

#### *Steps Taken to Expose Young Professionals to Opportunity:*

- Education has been pivotal; rethinking of entitlement mentality.
- Rewarding innovation and creativity can instill spirit.
- Involvement of Junior Achievement.
- Kansas Career Pipeline, web-based career exploration tool that connects students to businesses.
- Must redirect priorities in an evolving society; dynamic curriculum is needed.
- Attracting the right people to Kansas; what does attract young people?

#### *How to Teach Entrepreneurship:*

- Rethinking education system, K-16.
- Project based learning environment.
- Use arts to instill creativity and genesis of learning.
- Early intervention is key to success.

### Moderator

**H. Edward Flentje**, Professor and Director, Hugo Wall School of Urban and Public Affairs, joined the faculty at Wichita State University in 1979. Professor Flentje's research concentrates on state government, state and local relations and Kansas political history. He served as the Director of the Hugo Wall School from 1989 to 1992 and again from 1999 to the present. While on leave from the university (1986-1988), Professor Flentje served as chairman of the transition team for Governor-elect Mike Hayden and as Secretary of Administration in Governor Hayden's cabinet. He holds a PhD in political science from the University of Kansas.

### Keynote Speaker

**John Wong**, Professor, Hugo Wall School of Urban and Public Affairs, began his career at Wichita State University in 1990. His primary teaching responsibility is in the areas of public finance and public policy and he has taught graduate level courses in public sector economics, public finance, local government finance, state and local financial systems, urban and regional economic development, policy analysis and program evaluation, and public works. He has also made numerous professional development and training presentations on fiscal management issues to finance officers and other state and local government officials.

Professor Wong is presently the principal author of the annual Governor's Economic and Demographic Report, senior consulting economist for the official Kansas Consensus Revenue Estimating Group, a consulting economist for the Kansas Department of Revenue, and a consulting economist for the Kansas Department of Human Resources. Dr. Wong recently completed a comprehensive study of economic development incentives in Kansas, Colorado, Iowa, Missouri, Nebraska, and Oklahoma for Kansas, Inc. and a comprehensive study of the incidence of Kansas taxes and a study of sales tax base erosion for Kansas Department of Revenue and the Kansas Advisory Council on Intergovernmental Relations. Professor Wong served the Kansas Governor's Tax Equity Task Force as a consultant on the distributional impact of tax reform and the effect of taxation on economic development. Dr. Wong has also served as a consultant for several cities and counties.

Professor Wong coauthored *State and Local Government Capital Improvement Planning and Budgeting and Public/Private Partnerships*. His extensive publications on public finance and policy issues include several articles on revenue forecasting, taxation, electric utility deregulation, and health care finance, as well as contributions to the *Handbook on Taxation* and the *State and Local Government Debt Issuance and Management Service*.

Professor Wong received his PhD in Law, Policy, and Society from Northeastern University, JD from Washburn University, and MA and BBA in Economics from Wichita State University. He is also licensed to practice law in Kansas State and Federal courts, as well as the U.S. Supreme Court.

### Facilitators

**Misty R. Bruckner**, Coordinator of Community Outreach joined the Hugo Wall School last September as public affairs associate. Ms. Bruckner is responsible for assisting local governments and nonprofits with special projects, policy development, facilitation and training efforts. She completed her MPA degree in the Hugo Wall School in 1995 and an undergraduate degree in political science from Doane College, in Crete, Nebraska, in 1992. From 1994 through 2000, Ms. Bruckner worked in the Office of City Manager, in Wichita, most recently as assistant to the city manager, and after 2000, was self-employed as a consultant to local governments and nonprofit agencies prior to joining the Hugo Wall School.

**Keith Lawing**, Executive Director of the Workforce Alliance of South Central Kansas, formerly was a public affairs associate in the Center for Urban Studies, the Hugo Wall School of Urban and Public Affairs. Mr. Lawing received a BA from the University of Kansas in 1990 and an MPA from WSU in 1998. He joined the staff of the Hugo Wall School in September of 1999 and performed a variety of assignments, most specifically as a staff liaison to the Regional Economic Area Partnership (REAP) and the Workforce Alliance of South Central Kansas. During his time at the Center for Urban Studies, Mr. Lawing was also the Director of Education for the Kansas County Clerks and Election Officials Association (KCC & EOA). He joined the School after serving two years in special projects and citizen relations as an assistant to the city manager of the City of Wichita, Kansas. Five political campaigns in Kansas and Iowa have benefited from his service as field staff or assistant campaign director.

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### *Our Economic Future: A Regional Summit for Leaders*

**Jo Turner**, Associate Director of Administration and Finance, has been a staff member with the Hugo Wall School since 1984. Ms. Turner provides financial management oversight for the School and directs the School's administrative activities. She earned her MPA degree from WSU in 1993 and a BS from Southwestern College in 1974. Ms. Turner has taught undergraduate and graduate level courses at WSU, served as facilitator for community groups, and regularly conducts ethics training for Kansas appointed and elected officials in local government.

#### Panelists

**Will Carpenter**, Butler County Commissioner, has been a small business and investment property owner for the past 20 years and serves as the Economic Development committee Chairman of REAP. Mr. Carpenter served eight years as a Kansas Department of Wildlife & Parks Commissioner and currently teaches classes several times each year for the Kansas Department of Wildlife & Parks "Becoming an Outdoors Woman Program" and for the National Wild Turkey Federation "Women in the Outdoors." He believes these opportunities are invaluable to the participants in order to preserve and enhance the outdoors sports and traditions. Mr. Carpenter continues to serve on numerous conservation boards.

**Mark Conway**, President of Remediation Contractors, Inc., has been involved in management and ownership of small business for over 20 years. Mr. Conway also serves as Mayor of Rose Hill as well as serving as Chairman of the Workforce Alliance of South Central Kansas. Through his involvement in private business and local government, Mr. Conway has represented and currently represents both the private and public sector on local and state boards and takes an active leadership in the regional growth and development of South Central Kansas.

**John Deardoff**, City Manager, City of Hutchinson, has spent his entire professional career, totaling 27 years, serving cities in Kansas and believes in responsible, effective, and efficient city government. Mr. Deardoff began his tenure as City Manager of Hutchinson on March 7, 2005. Prior to Hutchinson, he served as City Manager in Dodge City, Kansas 1994-2005; Assistant City Manager of Hutchinson 1989-1994; and City Manager of Sterling, Kansas 1985-1989. In addition to his municipal work Mr. Deardoff, serves on numerous community boards and committees

**Michael J. Grant**, Director of Operations for Rubbermaid Home Products in Winfield, Kansas has held key leadership roles with Rubbermaid Home Products, Texas Instruments and Cessna Aircraft Company spanning a 22 year career in manufacturing. Mr. Grant received a B.S. degree in Mechanical Design Technology from Oklahoma State University in 1986 and completed his MBA at Southwestern College in 2002. He served six years on the Winfield Area Chamber of Commerce Board of Directors and was elected Chairman in 2003. Mr. Grant is a member of the Society of Manufacturing Engineers and a Certified Manufacturing Technologist.

**Peter Gustaf**, President, Wichita Area Technical College, was named to his current position in January 2007, by the Sedgwick County Technical Education and Training Authority. Mr. Gustaf retains his position as Executive Director of the Kansas Technical Training Initiative, Inc. (KTTI). He is charged with leading the authority and transforming the college into a next generation technical training institute. Before coming to Kansas to lead KTTI, Mr. Gustaf was President of the South Dakota State Board of Education serving concurrently as the Director of the Small Business Development Center for the University of South Dakota and as an independent business management consultant. He holds and has held volunteer roles in several civic/community organizations.

**Angela Kreps**, President, KansasBio, was selected from an extensive nationwide search to serve as the first president of the Kansas Bioscience Organization in October 2005. Ms. Kreps, a Hugoton, Kansas native, graduated from Kansas State University with a Bachelor's degree in Journalism and Mass Communication. Upon graduation, she commenced a 16-year career as a sales and marketing professional with First Bank Center (INTRUST Bank), Wichita, and Data Center, Inc., (DCI), Hutchinson, and a progressively expanding tenure with Automatic Data Processing, Inc. (ADP), Lenexa, as a nationally recognized Major Accounts District Manager for nine years prior to joining KansasBio. Recently Ms. Kreps was appointed to the Kansas Bioscience Authority by Governor Kathleen Sebelius.

## **Summary Report**

### *Our Economic Future: A Regional Summit for Leaders*

**Robert Mendoza**, Director of Public Works and Parks, City of Derby, has served in municipal infrastructure management for over 16 years in several communities throughout the state of Kansas. Mr. Mendoza has worked for the City of Derby for the past 4 years with a primary emphasis on parks and recreation facility planning and management. He serves on a variety of community and regional boards and special project coalitions seeking to broaden our recreation management perspective to a regional point of view.

**Karyn Page**, President and CEO of the Kansas World Trade Center, Inc., began her professional career with the Center as an international business advisor before advancing to the position of Director of Trade Services. Ms. Page was an export and marketing manager for a local manufacturing company, and Assistant Vice President & International Marketing Director for INTRUST Bank N.A. before returning to the Center in 2005. In 2006 she received a federal appointment to serve on the Industry Trade Advisory Committee. Ms. Page is a graduate of Wichita State University with a BS in Business Administration, in international business and economics. She was honored as a member of the 2004 class of the "Wichita Business Journal's 40 under 40."

**Timothy L. Pett**, Director of the Center for Entrepreneurship, has been an Associate Professor in the W. Frank Barton School of Business at Wichita State University for twelve years. Dr. Pett received a BBA from St. Leo College and completed his MBA and PhD at the University of Memphis. He has had numerous articles published focusing on entrepreneurial and small businesses and has presented at national meetings on the importance of these areas as a driver of economic development. As an active member in the community, Dr. Pett serves on a number of committees and boards across South Central Kansas.

**Kevin Polian**, Vice President for Warranty and Customer Support, Bombardier Learjet, has been with Learjet for over 26 years and has served in a variety of capacities ranging from Human Resources to Operations. Mr. Polian has been active in Wichita Chamber activities, primarily centered on work force development and recruitment for nearly 18 years. He holds a bachelors degree in Aviation Management from Southern Illinois University and a Masters degree in Human Resource Development/Organizational Development from Friends University.

**John Rolfe**, President & CEO, Greater Wichita Convention & Visitors Bureau, has been in his current position since October 2001. Mr. Rolfe's experience includes more than ten years in the hospitality industry. He has also worked in Economic Development for the Kansas Department of Commerce and the Wichita Metro Chamber of Commerce. Mr. Rolfe is a graduate of Wichita State University, holding a bachelor's degree in business administration and is involved with various civic organizations, including the Greater Wichita Area Sports Commission, Quivira Council of the Boy Scouts of America, the Wichita Area Outlook Team, the Wichita Art Museum and the Travel Industry Association of Kansas.

**Jackie Vietti**, President, Butler Community College, has served as a community college administrator for over 27 years at public community colleges in the states of Kansas and Missouri. She is entering her twelfth year as president of Butler Community College. In addition to providing leadership for the second largest community college in the state, Dr. Vietti serves on several local, regional and state boards to advance the economic and social well-being of the area and the state.