

North Central Regional Planning Commission

Comprehensive Economic Development Strategy (CEDS)

SERVING NORTH CENTRAL KANSAS

CLAY, CLOUD, DICKINSON, ELLSWORTH, JEWELL, LINCOLN, MARSHALL,
MITCHELL, OTTAWA, REPUBLIC, SALINE AND WASHINGTON COUNTIES



PRODUCED WITH FINANCIAL ASSISTANCE FROM NCRPC MEMBER CITIES AND COUNTIES AND THE UNITED STATES DEPARTMENT OF COMMERCE ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)



Table of Contents

Executive Summary	1
Summary Background	3
Population	3
Geography and Environment.....	5
Infrastructure.....	6
Business and Industry	7
Housing.....	11
SWOT Analysis	13
Stakeholder Participation	13
Top Identified Strengths, Weaknesses, Opportunities & Threats in NCK	15
Strategic Direction, Action Plan & Evaluation Framework	17
Vision 1: Regional Collaboration	18
Goal 1a: Connect Stakeholders to Strengthen Regional Resiliency.....	19
Vision 2: Economic Prosperity through Innovation.....	21
Goal 2a: Support Business Development	22
Goal 2b: Enhance Economic Development.....	23
Vision 3: Superior Physical Assets	25
Goal 3a: Increase Access to Quality Affordable Housing.....	26
Goal 3b: Secure and Maintain Basic Infrastructure	27
Vision 4: Passionate Leadership from Empowered Citizens	29
Goal 4a: Encourage a Culture of Learning, Leading and Teaching	30
Goal 4b: Maintain a Highly Skilled Staff Capable of Addressing the Constant Change in the Region.....	31
Vision 5: Exceptional Quality of Place	32
Goal 5a: Attract and Maintain Residents.....	33
Goal 5b: Leverage Rural Assets.....	34
Economic Resilience.....	35
Steady-State Initiatives.....	35
Responsive Initiatives.....	36
Acknowledgements.....	37
Strategy Committee	37
Executive Board Roster, January 2019.....	38
North Central Regional Planning Commission Staff Roster	39

On the Cover: (Top left) Republic County commissioners hosted a ribbon cutting for a new bridge crossing the Republican River just outside the City of Republic. This is just one example of a community facilities project administered by NCRPC. (Bottom Middle) A park is a vital part of many communities in the region. NCRPC administered a project that made improvements at Tootleville Park in the City of Miltonvale. (Top Right) Street improvements were made in the City of Chapman.

Executive Summary

The North Central Regional Planning Commission (NCRPC) is designated as an Economic Development District (EDD) for the 12-county region of North Central Kansas by U.S. Department of Commerce/Economic Development Administration (EDA).

The NCRPC was formed in 1972 as a multi-county planning organization headquartered in Beloit, Kansas with a satellite office in Salina. It was designated an Economic Development District (EDD) in 1980. As the administrative arm of the EDD, the regional planning commission is authorized to receive partnership planning monies from EDA and is an eligible entity for contributing to the development and direct administration of EDA-funded projects in applicable portions of the region.

Organized with eight counties, today NCRPC serves 12 counties and 83 member cities and extends its services to non-profit organizations and businesses. The region includes the following counties in North Central Kansas: Clay, Cloud, Dickinson, Ellsworth, Jewell, Lincoln, Marshall, Mitchell, Ottawa, Republic, Saline and Washington.

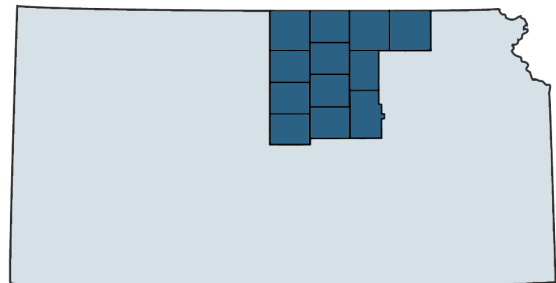
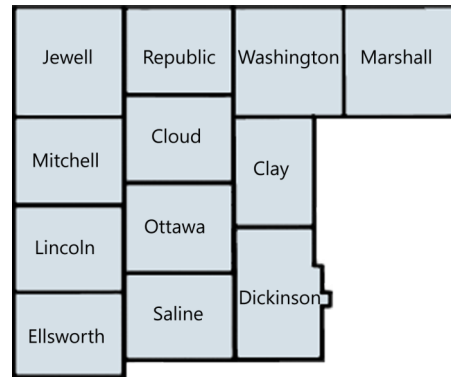
NCRPC's Mission is advancing rural Kansas through comprehensive planning and development services.

NCRPC's Vision is that by 2024, communities in rural Kansas will favor choices that embrace innovation, increase prosperity and demonstrate resilience.

Who is NCRPC?

For more than 46 years, the NCRPC has been adapting to meet the continually changing economic and community development needs of the region. Primary services include the following:

- Assisting member cities, counties and area non-profits with a variety of [community initiatives](#) like project development and administration and strategic planning.
- Addressing local [housing needs](#) by administering housing rehabilitation projects and related inspection services.



The North Central Regional Planning Commission Economic Development District includes 12 counties in North Central Kansas and 83 member cities.

- Providing [weatherization](#) assistance to low-income households to increase the energy efficiency of their homes, which reduces residents' energy costs and ensures their health and safety.
- Helping customers access funding from a number of specialized [business finance](#) programs to start, expand or purchase a business. The NCRPC offers three business loan programs.



NCRPC participated in a ribbon cutting at the Bulk Solids Innovation Center in Salina. The project received EDA investment.

- Working with local health departments through the [North Central Kansas Public Health Initiative](#) to improve and protect the health of their communities.
- Serving as the fiscal agent for six [Regional Homeland Security councils](#) in Kansas. Project investments build community response capabilities and encourage citizen safety and preparedness.
- Connecting rural households and businesses to the Internet through a variety of related services through affiliate [North Central Kansas Community Network](#).

The NCRPC is also a partner in other regional initiatives including the [Rural Business Development Initiative](#) and [North Central Kansas Food Council](#).

What is a CEDS?

Every 5 years the NCRPC has the opportunity to update its strategic plan for the region. The [Comprehensive Economic Development Strategy](#) (CEDS) is a locally-based, regionally-driven economic development planning process and document that engages community leaders, private sector partners, and other stakeholders in planning for the future.

The CEDS planning process is designed to identify locally-grown strategies that will guide regional economic development, encourage partnerships and collaboration, and improve economic outcomes and overall quality of life in the region.

Included in the plan are a summary of the economic conditions of the region, an analysis of regional strengths, weaknesses, opportunities and threats (commonly known as a “SWOT” analysis), an action plan as well as evaluation framework to monitor performance measures and the impact on the regional economy. Economic resilience — or the ability to prevent, withstand, and quickly recover from major disruptions (i.e., ‘shocks’) to the economic base — is also a key component of the CEDS.

The Process

The CEDS is the result of collaboration among partners and key stakeholders from across the region over the last two years. A major component of the planning process was a series of four work sessions NCRPC

hosted in 2017. Focus areas represented included Economic Development, Education, Business/Bankers, and Government/Nonprofits. The work sessions helped create the foundation for the CEDS and were supplemented through additional engagement from a Strategy Team, Executive Board Members, NCRPC staff, and citizen participation in a CEDS Regional Survey. Additional information can be found in the SWOT section (p. 13).

The Action Plan

Through the planning process, NCRPC identified five main visions and related goals critical to the success of North Central Kansas. These are listed below. More information on the Vision, Goals and Objectives can be found in the Strategic Direction section (p. 17). Successful implementation of the Action Plan will support communities in becoming more innovative, prosperous and resilient.

Regional Collaboration

Connect Stakeholders to Strengthen Regional Resiliency

Economic Prosperity through Innovation

Support Business Development

Enhance Economic Development

Superior Physical Assets

Increase Access to Quality Affordable Housing

Secure and Maintain Basic Infrastructure

Passionate Leadership from Empowered Citizens

Encourage a Culture of Learning, Leading and Teaching

Maintain a Highly Skilled Staff Capable of Addressing the Constant Change in the Region

Exceptional Quality of Place

Attract and Maintain Residents

Leverage Rural Assets

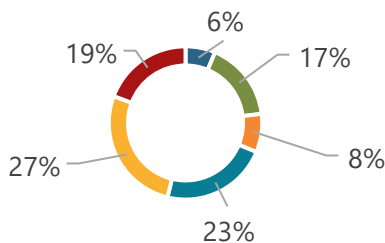
Population by Age, 2017						
	0-4	5-17	18-24	25-44	45-64	65+
NCRPC	6.3%	16.8%	8.1%	22.6%	26.9%	19.3%
Kansas	6.8%	18.0%	10.3%	25.2%	25.1%	14.7%
United States	6.2%	16.7%	9.7%	26.4%	26.1%	15.0%

Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates; Data from <http://www.statsamerica.org/anywhere/>

As shown in the table above, the percentage of the population in the region from 0 to age 44 is less than that of Kansas while the percentage of residents age 45 and older is greater. These age group comparisons further reflect the aging population base.

Adults age 45-64 make up the highest percentage of population in the region. Since 2000, the population by age trends show the most growth in adult residents (45-64). There has also been slight growth in older adults (65 plus). The most significant decrease was seen in young adults (25-44). The challenge of losing young educated adults to seemingly greater opportunities in urban areas continues to be an issue the NCRPC seeks to address.

NCRPC Region, Population Percent by Age, 2017



- Preschool (0 to 4)
- School Age (5 to 17)
- College Age (18 to 24)
- Young Adult (25 to 44)
- Adult (45 to 64)
- Older Adult (65 plus)

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates; Data from <http://www.statsamerica.org/anywhere/>

Race and Ethnicity

Since 2000, the 12 county region has become more diverse with the largest increase occurring among the Hispanic or Latino population. **Between 2000 and 2010, the Hispanic or Latino population nearly doubled.**

Net Migration

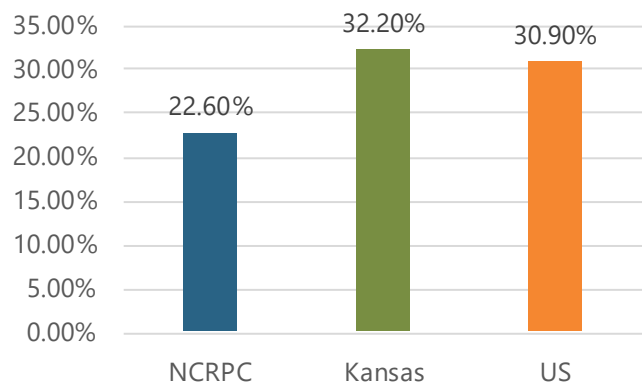
From 1930 to 2010, the region has seen a negative net migration in every decade except 2000-2010.

Net Migration is the difference between the estimated number of individuals who moved to or from the region. Although the region has historically experienced negative net migration, recent data reflects a more optimistic trend, a positive net migration of 49 residents.

Educational Attainment

The region has a high success rate of high school graduates at 91.5%. While the high schools see successful graduation rates, as of 2017 **only 22.6% of residents have attained a bachelor or graduate degree** which is well below the state and national averages.

% of Residents with Bachelor's or Graduate Degree, 2017



Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

The NCRPC service area is home to several higher education institutions including two technical colleges, one community college, one university and two state university campuses. In addition, the region also has 28 USD ([Unified School Districts](#)).

Higher Educational Institutions	City
North Central Kansas Technical College	Beloit
Salina Area Technical College	Salina
Cloud County Community College	Concordia
Kansas Wesleyan University	Salina
Kansas State University Polytechnic Campus	Salina
KU School of Medicine & School of Nursing (Salina Campus)	

Knowing the various opportunities for higher education within the region, NCRPC wants to help connect the gap between the area’s primary, secondary and higher education curriculums. We hope that by introducing local students to the higher education opportunities of the region we can both encourage more students to stay local for their education and careers and increase the number of residents with bachelor and graduate degrees. Taking advantage of the area’s technical colleges can also result in more regional employers having their workforce needs met.

Geography and Environment

Both the geography and environment of North Central Kansas provide residents and visitors a unique and inspiring experience. As time marches forward, the region is becoming more aware of ways they can capitalize on the assets offered up by both the manmade and natural environments. NCRPC continues to work with member cities and counties and area non-profits to capitalize on the unique and beautiful geography in North Central Kansas while maintaining a level of understanding of the environmental impacts of the decisions and projects.

Topography

The North Central Regional Planning Commission spans over [9,000 square miles](#), approximately 5.9 million acres.

North Central Kansas has a diverse and beautiful landscape offering many opportunities for agritourism in the region. There are four (4) [physiographic provinces](#) present in the region, these being the

Glaciated Region found in the northeast corner; the Flint Hills area that runs along the eastern border; the Smoky Hills that dominates the region; and the High Plains in the northwest corner. While many different physical environments make up the region, the [topography](#) consistently ranges from east to west just 1,200 feet to 1,800 feet above sea level.

Water

Six rivers make their way through the region including: Big Blue, Little Blue, Republican, Solomon, Saline and the Smoky Hill Rivers. Hundreds of small creeks further dissect the landscape as they feed into the larger streams. The following [river basins](#) make up the region: Solomon; Smoky Hill-Saline; Kansas-Lower Republican; Lower Arkansas (minimal SW corner of Ellsworth).

The 12 County region is home to **7 lakes or reservoirs**. These bodies of water make up 44% of all the acre feet of water in reservoirs or lakes in the State. The four largest reservoirs or lakes in the state exist within and just outside North Central Kansas. Milford Lake (reservoir) is the state’s largest lake. Tuttle Creek Lake (reservoir) is the state’s second largest lake. Wilson Lake is the third largest body of water in Kansas, while the fourth largest is Waconda Lake. Jamestown Wildlife Area is also located in the region. All the lakes and reservoirs in the area are overseen by the Kansas Department of Wildlife, Parks and Tourism or the Army Corp of Engineers.

Agritourism and Historic Places

Kansas State Parks: Milford State Park, Lovewell State Park and Glen Elder State Park

The region is home to many state and national historic structures, like houses, train depots and more. Specific buildings can be researched on [National and State Registers of Historic Places](#).

National Historic Landmarks: Hollenberg Pony Express Station, Parker Carousel, Whiteford Site

State Historic Sites: Pawnee Indian Museum

Most Prevalent Native American Tribes in History: Pawnee, Kansa, Kiowa

NCRPC is becoming increasingly involved in projects working to preserve historic structures and places in the region.

Agricultural Landscape

Agriculture is a major aspect of the NCRPC area economy. **In 2012, there were 7,049 farms in the NCRPC region enumerated in the US Census of Agriculture, occupying nearly 5 million acres of land.** This accounts for approximately 83.7% of the land area in North Central Kansas. Farming in the NCKFC region is dominated by grain crops, hay and beef cattle production. Farmland in the NCKFC region is used primarily for cropland (62 percent) and pastureland (32 percent).

For specific information about crop yields in the region in 2016, the Kansas Department of Agriculture's "[Kansas Farm Facts](#)" is an excellent resource.

Water Resources and Quality

The 12 County region accesses surface water and precipitation for agricultural, industrial, recreational, and municipal needs. Only the very southwest corner of Ellsworth County relies on the [High Plains Aquifer](#). Additionally, **approximately 70% of the region utilizes rural water districts as their public water supply source.** Municipal water sources are very few and far between. All other areas rely on well water.

Quality water availability is an ongoing concern to the businesses and residents of North Central Kansas. Both surface and groundwater sources exist; however, **aging 100-year-old water infrastructure throughout the region is starting to cause issues** with water quality and consistency. The region participates in the [Kansas Governor's 50 Year Water Plan Vision](#) which was introduced in 2014.

Natural Hazards

Natural hazards are becoming more prevalent in North Central Kansas although typically small in scale. While most grass fires in the region tend to be limited to a few acres per incident, nearby regions have had large scale fires in recent years.

North Central Kansas has seen an increase in [seismic activity](#) over the last 5 years, especially in Jewell and Saline Counties. Before 2014, the last recorded earthquake in the region was in 1989 and was measured at less than 3.0 magnitude. Since 2014, four 3.0 to 3.9 magnitude earthquakes have occurred in NCK. Over 100 2.0+ magnitude earthquakes have occurred since 2016. According to [USGS](#), the number of 3.0+ magnitude earthquakes in the state of Kansas increased from 0 to 60 between 2012 and 2015.

NCRPC's homeland security department continues to oversee programs that help build local and regional response capabilities these ongoing natural hazards and more.

Infrastructure

City and County Infrastructure

Within our member cities and counties, there are many issues with critical infrastructure resulting nearly entirely from age. With many of the cities being near or over 100 years old, typically their infrastructure is also 100 years old causing issues in water quality, health and environment and more. While several cities have taken the necessary steps to replace critical infrastructure in order to ensure the health and safety of residents, many simply do not have the financial backing or population to make drastic improvements. At NCRPC, we work with the region to help tackle seemingly out of reach capital improvements. One example of how we address planning with cities is through our capital improvements program.

Throughout 2017 and 2018, NCRPC invited member cities to complete a survey related to capital improvement planning. The survey provided insight on the current condition of infrastructure throughout the region. The survey gathered responses from 73% of the 83 cities. The results from the survey can be seen in the following table:

	New or Acceptable	Signs of Decay	Failing
Water Distribution	40.77%	42.31%	9.23%
Water Storage	59.23%	30.77%	3.08%
Water Treatment	45.74%	19.38%	8.53%
Sewer Treatment	49.23%	24.62%	10.00%
Sewer Collection	40.77%	42.31%	7.69%
Streets/Bridges	21.71%	58.14%	17.83%
Electric	40.46%	29.01%	2.29%
Parks	55.81%	36.43%	3.88%
Sidewalks/ADA Accessibility	20.77%	40.77%	31.54%
Internet	75.19%	13.18%	2.33%
Recycling	51.18%	19.69%	4.72%

Local and State Transportation Systems

In addition to everyday city and county infrastructure, like streets, water, sewer and more, North Central Kansas is also home to many state and US highway systems, local and regional airports, and railroads. The

following links will direct to state-wide maps of current infrastructure systems:

- [Highways](#)
- [Airports](#)
 - The largest airport in the region is the [Salina Airport Authority](#)
- [Railroads](#)

Renewable Energy

Several renewable energy systems are becoming more prevalent in North Central Kansas. **Kansas ranks 2nd in the nation for potential energy production from wind.** There are [four wind farms located in the NCRPC service area](#) including: Marshall, Meridian, Post Rock, and Smoky Hills. Additionally, the region is becoming more prevalent as being an optimal place for [solar power](#). Cloud County Community College in Concordia City offers a Renewable Energy program which focuses on both wind energy technology and solar energy. NCRPC continually works with the region to find options for new industry and economic development.



Smoky Hills Wind Farm in Lincoln and Ellsworth County

Broadband Internet

Broadband internet is frequently lacking in many rural communities and North Central Kansas is no exception. While some areas of the region are still without broadband, a detailed [map of Kansas broadband](#) shows how several companies have been working to close the gap in the region. At this time, the region is served primarily by fiber and fixed wireless internet; however, some areas also utilize cable and DSL for broadband. The North Central Kansas Community Network ([NCKCN](#)), an affiliate of NCRPC, offers fixed high-speed wireless internet that's fast, reliable, and affordable for both residential and business needs. Since a decent area of the region is still not served by broadband, NCKCN is

working to bring internet to as much of the underserved region as possible.

Business and Industry

Per Capita Personal Income Growth

Income is derived from three (3) sources: Earned Income, a product of one's labor in the form of wages; Transfer Payments from government programs like social security, farm supplements, etc.; and Dividends, Interest and Rents produced from investments. Per capita personal income is one way of breaking down income numbers in a comparable way. [Per capita Personal Income Growth](#), or per person income, of the region at 7.9% has exceeded that of Kansas but lags behind that of the U.S.

	2013	2017	Percent Change	
NCRPC	\$41,158	\$44,417	7.9%	↑
Kansas	\$45,826	\$48,559	6%	↑
United States	\$44,826	\$51,640	15.2%	↑

Source: U.S. Bureau of Economic Analysis, Regional Economic Information System (REIS)

Median Household Income

One indicator of economic health and quality of life in the region is [median household income](#). According to the Census, median household income is the point that divides the household income distribution into halves—one-half with income above the median and the other with income below the median. The median is based on the income distribution of all households, including those with no income. From 2012-2017, **median household income in all but two counties in the region increased.** While a median figure is not available for the 12-county region as a whole, the average of the median household income for each county is a strong indicator of performance.

Area	2012	2017	Percent Change 2012-2017	
NCRPC*	\$44,297	\$48,140	8.7%	↑
Kansas	51,273	55,477	8.2%	↑
United States	53,046	57,652	8.7%	↑

*Indicates the average median household income for the 12-county region; Source: U.S. Census Bureau, Decennial Census American Community Survey five-year average ending in year shown.

Labor Force

Since 2010 the [civilian labor force](#) has decreased in the region. Civilian Labor Force is the sum of civilian employment and civilian unemployment. These individuals are civilians (not members of the Armed Services) who are age 16 years or older, and are not in institutions such as prisons, mental hospitals, or nursing homes.

Aging workforce without replacements was identified as a weakness for the region. Continuing to support existing businesses, exploring potential for new industry in the region, and helping to attract and maintain residents—all identified in the CEDS Action Plan—will help address this issue.

Average Annual Unemployment in the region, which peaked in the region in recent years in 2010 at 5.8%, has decreased. **The 2017 unemployment rate for the region is very favorable at 3.3%.** This is lower than both the state at 3.6% and the nation at 4.4%.

Commuting Patterns

In an increasingly mobile society, many workers are commuting significant distances to places of employment. In the table below, [commuting patterns](#) show there is a greater number of residents employed outside the region than those who commute into the region for work.

North Central Kansas Worker Flow, 2009-13	
Workers Living in Region	68,163
Workers Employed in Region	66,054
Workers Living and Working in Region	61,602

Agriculture

Both national and state trends have shown **reductions in the numbers of farms and increases in the average farm size in recent years.** According to the USDA census of agriculture, in 2012, there were 7,049 farms in the region, occupying nearly 5 million acres of land. The average farm size was just over 700. This is down from 7,978 farms in 1997 with farms occupying nearly 5.3 million acres of land. Kansas [net farm income](#) has dropped dramatically since 2013. As net farm income has decreased, the cost of living continues to increase. [Farm employment](#) in the region also has decreased in the past 5 years. Despite the recent downward trends and the challenges facing production agriculture, it continues to be an important component of the regional economy.

Banking

Small business accounts for a significant amount of all business borrowing. The number of [small business loans](#) in the region has decreased from 2012-2016 while the average loan amount at origination during that same time period has increased. Small businesses and entrepreneurs are vital to economic development in the region. Emphasis on small business development can help create opportunities to bring young people back to the region. It also helps residents create wealth. Supporting business development in the region will always be a goal of NCRPC.

Economic Clusters

Certain industries are more highly concentrated in the region than others. Cluster employment research in the region by the Technology Development Institute at Kansas State University (formally the Advanced Manufacturing Institute) indicates a **strong presence of clusters present in the manufacturing and agribusiness sectors.** The cluster employment coefficient reflects the concentration of employment in a cluster versus the concentration of the same cluster nationally. Clustering allows businesses benefits such as access to a broad base of suppliers and support services, skilled workforce and natural synergy.

Top Economic Employment Clusters in North Central Kansas		
Industry Description	Cluster Employment	Cluster Employment Coefficient
Electrical Equipment, Appliance and Component Manufacturing	1,302	13.25
Primary Metal Manufacturing	320	6.58
Machinery Manufacturing	1,980	5.61
Agribusiness: Food Processing	5,214	3.74
Manufacturing Supercluster	5,686	2.49
Fabricated Metal Production Manufacturing	1,235	2.29

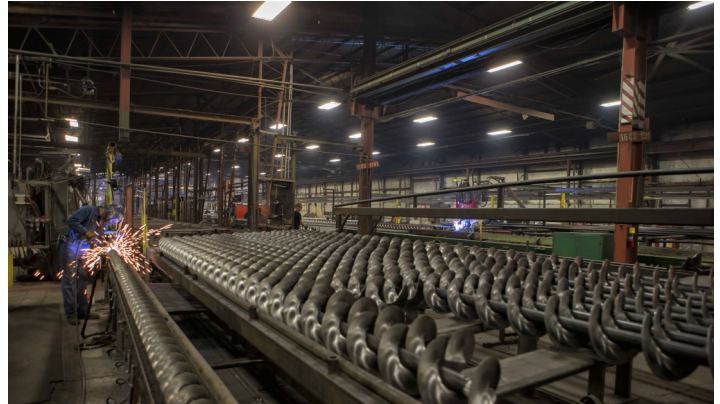
Source: Technology Development Institute, Kansas State University, 2017.

Average Wages

From 2012-2017, the trend in [Average Wage Per Job](#) was positive for all counties in the region. Unfortunately, **these numbers are still lower than the \$46,413 average wage per job in Kansas in 2017.**

Top Employers in North Central Kansas

The region is home to a large business community. These diverse businesses significantly impact the local and regional economies. Some of the largest employers in the region are in the health, food/agribusiness, education, and manufacturing sectors.



One example of the manufacturing industry in the region.
Photo by Phil Frigon

Employer	Location	Approximate # of Employees
Salina Regional Health Center	Salina	1,510
Schwan's Brands/Tony's Pizza	Salina Based	1,200
Blue Beacon Truck Washes	Salina Based	1,045
USD Salina 235	Salina	935
Great Plains Manufacturing	Salina/Abilene/Assaria/Ellsworth/Kipp/Tipton	780
Landoll Manufacturing	Marysville/Beloit	705
Mitchell County Health Systems	Beloit	320
Clay County Medical Center	Clay Center	300
Ellsworth State Corrections	Ellsworth	278
Kansas State University Polytechnic Campus	Salina	224
Sunflower AGCO Manufacturing	Beloit	220

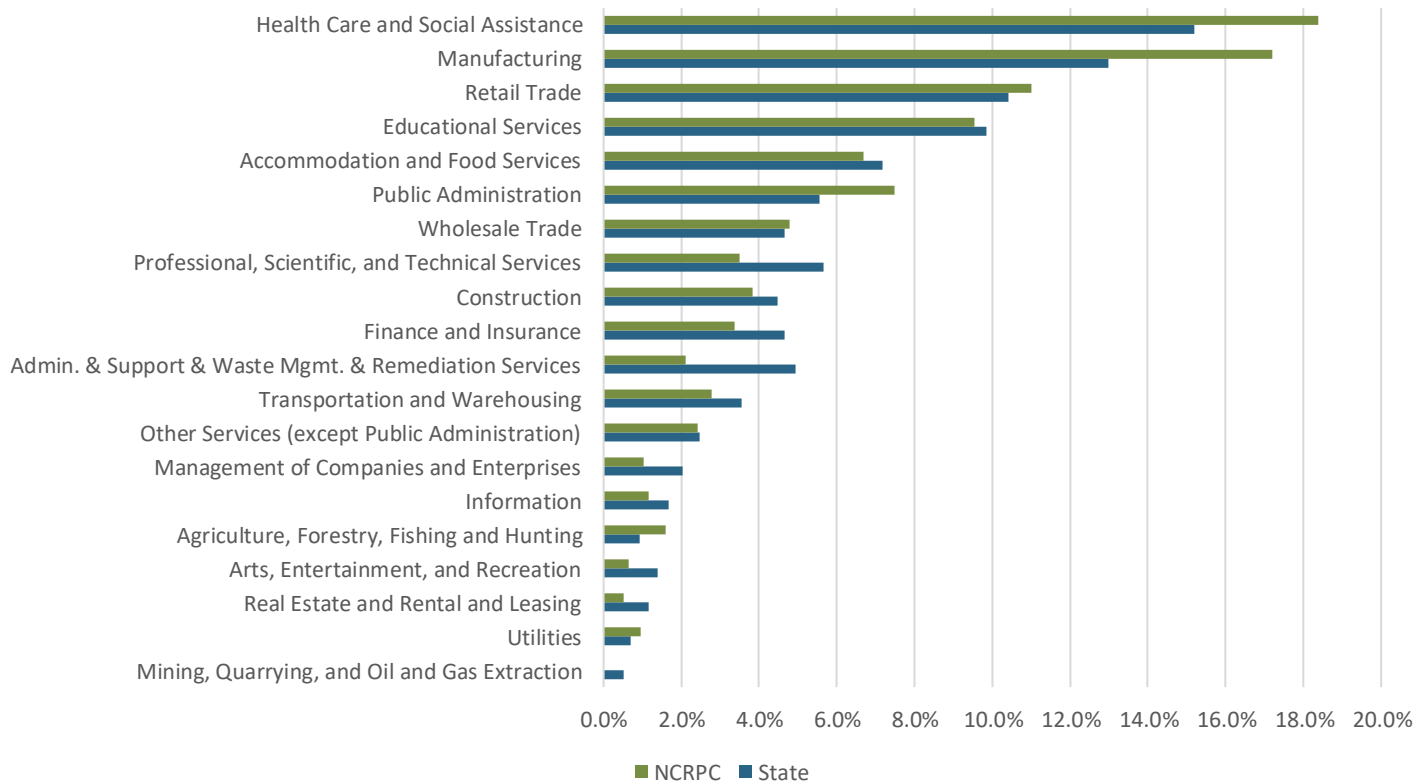


The Healthcare and Social Assistance industry employs many in the region. Pictured above is Clay County Medical Center.
Photo courtesy of www.ccmcks.org

Employment by Industry

The following chart shows average stable employment by industry in 2017. The percentage of workers employed in the health care and social assistance and manufacturing sectors is higher in the region than in the state while a lower percentage of workers are employed in the finance and insurance and professional and technical services industries than in Kansas. The Kansas Regional Data Portal also offers a tool to explore [top industries by employment](#) in the region at the 4-digit [NAICS](#) classification level.

Average Employment by Industry, 2017



Source: U.S. Census Bureau, Local Employment Dynamics, 2017, <https://ledextract.ces.census.gov/static/data.html> (accessed 2/25/19).

Average Monthly Earnings

Average monthly earnings of employees in the region with stable jobs in 2017 were generally less than the state. Some of the higher paying industries — including Utilities, Management of Companies and Enterprises, Finance and Insurance, and Professional, Scientific, and Technical Services — also employ relatively fewer workers in the region compared to other industries. Listed below are average monthly earnings of the top industries by employment. Many of the opportunities identified in the SWOT analysis have potential to help bolster the region's workforce or wages including an emphasis on Entrepreneurship & Entrepreneurial Growth, Workforce Skills Development, and Collaboration with Educational Institutions.

Average Monthly Earnings of Top Industries by Employment in the Region, 2017		
Industry	NCRPC	State
Health Care and Social Assistance	\$2,761.50	\$3,746.00
Manufacturing	\$3,658.95	\$4,943.50
Retail Trade	\$1,821.88	\$2,347.50
Educational Services	\$1,942.00	\$2,765.50

Source: U.S. Census Bureau, Local Employment Dynamics, 2017, <https://ledextract.ces.census.gov/static/data.html> (accessed 2/25/19).

Housing

In the fall of 2018, we surveyed 30% of our member cities regarding the current condition of everyday infrastructure. In this survey, we asked member cities, "What are your community's housing issues?" **Overall condition of housing stock, large number of dilapidated houses needing demolished and the availability of single family homes came out as being the overwhelming majority of housing issues** chosen among cities. We feel these responses are very representative of the entire region based on conversation and observation within our membership cities and counties. The following overview of housing in North Central Kansas provides further evidence of the current obstacles facing housing in the service area.

Housing Units

The quality, availability and types of housing units in NCRPC's 12 county service area vary from across the region; however, the issues revolving around housing are common throughout rural North Central Kansas. In the table below, you will see the breakdown of the NCRPC service area housing units compared to the state and national housing units.

	Total Housing Units
NCRPC	66,155
Kansas	1,259,647
United States	135,393,564

Source: U.S. Census Bureau: Decennial Census

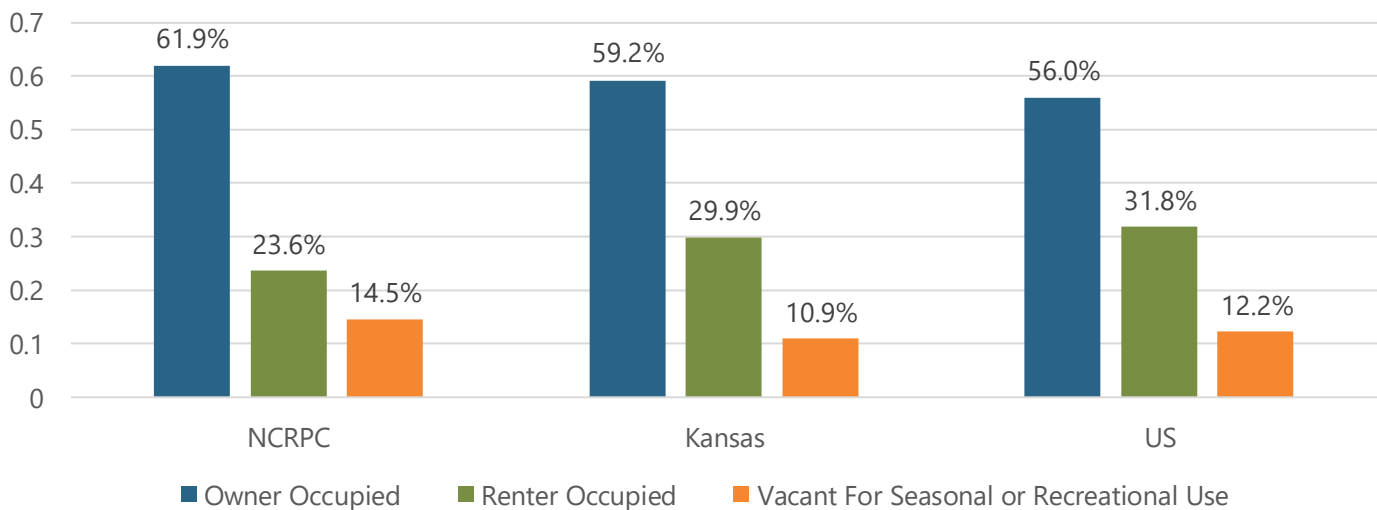
Housing Occupancy

The region's owner occupancy rate is higher than the state and national averages; however, the vacancy ratings are also higher. The high number of vacancies is a reflection of both abandoned homes, as well as seasonal or recreational use homes. North Central Kansas is quite popular for recreational opportunities and amenities due to the high concentration of state parks, bodies of water and more, resulting in homes used solely for seasonal or recreational purposes. Abandoned and forgotten, vacant homes are becoming an increasing health and safety hazard in the 12-county region. NCRPC continues to search for new ways to help the member cities and counties address dilapidated and vacant housing throughout the region, as well as other housing needs.

An overwhelming majority of housing units in the region are detached single family homes. Nearly 74% of housing units in the service area are 1-unit, detached or attached, homes. This reflects both the high number of family households versus non-family households and the low cost of living. On the other hand, the high number of single-family homes is also indicative of the need for more housing choices in the region.

While the NCRPC region does have a greater number of family households than non-family households, we are still lower than both the state and national averages for family households. According to HUD, "a family household is simply one or more individuals who live together. Members of the family do not need

Housing Occupancy, 2017



Source: U.S. Census Bureau: Decennial Census

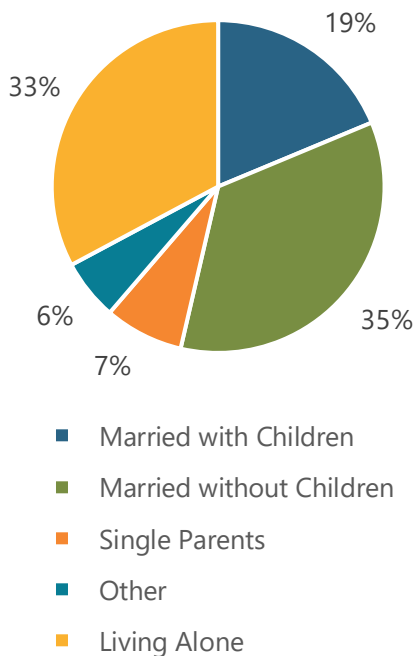
to be related by blood, marriage or in any other legal capacity”.

	NCRPC	Kansas	US
Family Households	63.90%	65.50%	65.90%
Non-family Households	36.10%	34.50%	34.10%

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates, 2013-2017

When looking at the breakdown of households in the region, the numbers support the aging population, as well as the loss of adults most likely to be married with children at home (18 to 44 years). Only approximately 25% of households have children living at home. Helping our member cities and counties create a high quality of life in their communities in order to increase population growth and lower the average age of residents is a high priority for NCRPC.

Households, 2017



Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates, 2013-2017

Cost of Housing

According to the Department of Housing and Urban Development, “Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care”.

In 2015, the region’s average [percentage of cost burdened renters](#), or renters spending more than 30% of their income for housing, was significantly lower than both the state and national averages.

% of Cost Burdened Renters, 2015	
Region	29.60%
Kansas	44.30%
United States	47.30%

Source: U.S. Census Bureau, American Community Survey, 2011-2015

In 2017, the region’s average [percentage of cost burdened home owners](#), or home owners spending more than 30% of their income for housing, is lower than both the state and national averages.

% of Cost Burdened Home Owners, 2017	
Region	16.22%
Kansas	17.60%
United States	23.90%

Source: U.S. Census Bureau, American Community Survey, 5-year average ending in 2017

Housing Conditions

Housing conditions can be defined by a variety of different characteristics, including presence of whole plumbing facilities, existence of a complete kitchen, the age of a structure and the income level of the household. Most notably, age affects the reliability of a home because of higher rates of structural or systems problems in older homes. Lead based paint is also more likely to be prevalent in homes built prior to 1940. In 2017, 32.50% of homes in North Central Kansas were [built prior to 1940](#) which is significantly higher than the state and national averages.

	NCRPC	Kansas	US
Total Housing Units	66,155	1,259,647	135,393,564
Houses built prior to 1940	32.50%	16.70%	12.90%

Source: U.S. Census Bureau, American Community Survey, 5-year average ending in 2017

SWOT Analysis

Determining the strengths, weaknesses, opportunities and threats of the region in order to better understand “where we are” and “where we are going” is vital to regional economic development. In preparation for the CEDS development, the North Central Regional Planning Commission has focused on collecting data from different stakeholders throughout the region through SWOT analysis over the past two years.

Strengths are a region’s relative competitive advantages and often are internal in nature.

Weaknesses are a region’s relative competitive disadvantages, often internal in nature.

Opportunities are chances or occasions for regional improvement or progress, often external in nature.

Threats are chances or occasions for negative impacts on the region and regional decline, often external in nature.

Stakeholder Participation

North Central Regional Planning Commission Staff Members

On January 18, 2018, during a bi-monthly NCRPC staff meeting, all staff participated in contemplating and completing a SWOT analysis specifically for our office, not the entire region. We opted to complete a SWOT analysis related to our office in order to better understand how we can improve the service to the

region and expand our efforts. Additionally, it enabled our office to build our resiliency by taking the time to identify our own internal weaknesses and external threats.

Executive Board Meeting

A committed group of board members meet monthly to govern the NCRPC. Board membership is representative of the socioeconomic conditions found across the region we serve with all member counties having a voice. The NCRPC Executive Board has been invited to personally participate in SWOT analysis, as well as comment on the SWOT findings from other stakeholders periodically over the last two years. For the roster of Executive Board Members, please see the acknowledgements.

Strategy Team

A small group of individuals were invited to participate on the CEDS Strategy Team. This external group augments the NCRPC Executive Board. The Strategy Team, along with the NCRPC Executive Board, met on January 25, 2018 to discuss perceived Strengths, Weaknesses, Opportunities and Threats in the region. For the roster of the CEDS Strategy Team, please see the acknowledgements.

Work Sessions

A major contributor to the SWOT process was a series of four work sessions NCRPC hosted in 2017. These work sessions brought together individuals who are passionate about what they do and about strengthening the region. The resulting discussions helped guide the development of the Regional CEDS Survey. The following stakeholders attended the work sessions:

Date	Focus Area	Participant Summary
April 6, 2017	Economic Development	11 - 9 Economic Development Directors, 1 Chamber of Commerce, 1 county resident/entrepreneur (11 of 12 counties represented)
July 13, 2017	Education	11 - 4 Superintendents, 2 Counselors, 2 Principals, 2 Post Secondary, 1 Chamber Director (7 of 12 counties represented)
September 19, 2017	Business/Bankers	17 - 6 Business Owners, 11 Bankers (9 of 12 counties represented)
November 9, 2017	Government/Nonprofits	27 - 8 Government (5 City, 3 County), 19 Nonprofit (9 of 12 counties represented)

Top Identified Strengths, Weaknesses, Opportunities & Threats in NCK



A comprehensive list of *all* strengths, weaknesses, opportunities and threats identified for the region are shown below.

Strengths

- Highway Systems
- Economic Developers Working Together
- Engaged Community Foundations
- Dane G. Hansen Foundation (for part of NC KS)
- Tourism
- Accessibility from Surrounding Regions
- Transportation
- Labor Force
- Region-Based Technologies
- K-State Unmanned Aircraft Programs
- Longevity of Programs Available
- Medical School in Salina
- Networking
- Natural Resources
- Financial Institutions
- "People Helping People"
- Employment
- Diverse Services
- Long-Term NCRPC Experience
- Local Education Facilities
- Regional Loan Pools
- Strong Work Ethic
- Low Crime Rates
- Post-Secondary Education
- Competitive Rental Rates
- Community Engagement
- Solid Governing Body Leadership
- Partnerships Between Counties
- Industry/Healthcare Seeking New Service Offerings
- Airport Access

Weaknesses

- Transfer/Loss of Wealth
- Limited Housing Opportunities and Options
- Aging Infrastructure
- Aging Population
- Aging Workforce
- Distance from Metro Areas
- Limited Contractor Pool
- Business Succession
- Inconsistent State and Federal Guidance
- Burdensome Regulations
- Unfunded Mandates

Opportunities

- Connecting with Colleges/Universities
- Utilize Rural Development
- Legalize Hemp Use
- Local Foods Development
- Export Market
- Promote Local Business Housing Programming
- Toot Our Horns
- Non-Ag Industry
- NCRPC Facilitating Group Discussions
- Resource Sharing
- Recreational Tourism
- Collaboration
- Educate Population on Diverse Group Teamwork
- Agritourism
- Entrepreneurship
- National Bio-Agro Defense Facility Development
- Business Creation Support
- Housing Persons Working Together
- Shared Work Space Center(s)
- Down Payment Assistance for Affordable Housing
- Develop Skilled Workforce
- Weatherization Crew for HVAC
- Transfer of Wealth Capturing
- New NCKCN Service Offering
- Other Funding Silo(s)
- Dane Hansen Foundation Support for Home Rehabilitation
- Private Sector Housing & Building Inspections
- Capital Improvement Planning

Threats

- Kansas Legislature (at times)
- Congressional Unpredictability
- Rules/Regulations/Guidelines Changing
- Competition between Regions for Businesses
- Online Retailing without Revenue Sharing
- Aging Workforce
- Aging Substance
- Lack of Tax Diversity
- Tax Base Lid
- Cyber Attacks
- Inflation
- Brain Drain, Young People not Returning Home
- Declining Rural Population
- Weather Extremes

Strategic Direction, Action Plan & Evaluation Framework

The strategic planning process was developed directly out of the results of our SWOT analysis. By studying the strengths, weaknesses, opportunities and threats most commonly voiced by both stakeholders and the NCRPC staff, we were able to develop a strategic plan that works to build on our strengths and opportunities, while addressing the weaknesses and threats of North Central Kansas. The development of our strategic plan involved a wide variety of input from different groups of stakeholders throughout the region.

Because our organization is rooted in a number of specific services for the region, as well as the state, like weatherization and homeland security, several of our goals and objectives have been consistently ongoing over the past few decades. Through our strategic plan, we will continue to offer the services that make up the foundation of our organization while continuing to develop, support and encourage new programs both in the region and among office staff.

Action Plan

In order to develop a comprehensive and effective action plan that fulfills our mission to advance rural Kansas through comprehensive planning and development services, the NCRPC identified five main visions critical to the success of North Central Kansas:

1. **Regional Collaboration**
2. **Economic Prosperity through Innovation**
3. **Superior Physical Assets**
4. **Passionate Leadership from Empowered Citizens**
5. **Exceptional Quality of Place**

Each vision, or priority area, is given a vision statement and broken down into goals and objectives which contribute directly to that vision's success. On the following pages, the action plan and evaluation for each vision is shown on tables providing details on goal with corresponding objectives, partners, timeframes and evaluation measures.

Goals are defined as broad outcomes or general intentions that build upon the vision and are often intangible.

Objectives are defined as more specific, measurable, concrete, and support the obtainment of the goals. Goals and objectives provide benchmarks by which the organization can measure performance.

Partners represent a roster of key individuals and institutions that will aid in the implementation of and support each objective. Partners listed also includes integrated funding sources (public, private and nonprofit) which will support the costs associated with each objective.

Timeframes represent the projected years in which each objective will be started and completed. While the completion of the objectives is proposed for 1 to 5+ years, initial research and project development is already occurring for many of the proposed objectives. The "+" column represents projects which will continue for more than 5 years. Many objectives are projects that the NCRPC has overseen and successfully administered throughout the past decade or more. These objectives are ongoing because NCRPC will continue to partner with and service the region through the projects with no foreseeable end in sight.

Evaluation Framework

In order to develop our evaluation framework, we identified specific performance measures for each objective. The performance measures provide benchmarks that can be easily tracked and documented over time. These measures will allow us to determine if objectives have been successfully implemented, need more development or simply need to be let go. By using performance measures to document successes, we will continue to prioritize the most important and essential services in the region as needed.

Vision 1: Regional Collaboration

NCRPC believes regional collaboration among stakeholders is vital for successful rural development. We believe the region must work together towards the common goals of vitality and resiliency in the region.

Goal 1a: Connect Stakeholders to Strengthen Regional Resiliency

1. Host Annual Round Table Discussion with Regional EDD
2. Continue to coordinate preparedness activities of the NCKPHI in order to strengthen and enhance local and regional capabilities to respond effectively to evolving threats and other emergencies, as well as to ensure the earliest possible recovery and return of the public health and communities to pre-incident levels;
3. Continue to serve as the fiscal agent for six of the Regional Homeland Security Councils in Kansas, which includes all but three Kansas counties;
4. Continue to oversee project investments which address the planning, organization, equipment, training, and exercise needs that help build local and regional response capabilities and encourage citizen safety and preparedness;
5. Continue to sponsor and oversee the NCKFC with full representation from all 12 counties;
6. Host an annual work session with one specific group of stakeholders representing each county in order to stay connected with the region's current needs and initiatives;
7. Continue collaborating with the FHRC and jurisdictions in NCK by providing research, planning and public outreach in an effort to develop an Unmanned Aircraft Systems corridor between Fort Riley and Smoky Hill Weapons Range;
8. Continue our relationship with CTC from Glen Elder in providing High Speed Fixed Wireless Internet, Email, Web Hosting, and Co-Location.



(Top) Barber County fire response volunteers gather in 2016 when the county was experiencing widespread wildfires. (Bottom) A mobile command unit setup after a tornado hit the City of Eureka in 2018. These images portray homeland security project investments which help to support local and regional response capabilities.

Vision 1: Regional Collaboration

Goal 1: Connect Stakeholders to Strengthen Regional Resiliency

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Host Annual Round Table Discussion with Regional EDD	EDD; CCD	X	X	X	X	X	X	Number of Participants and Sessions
Continue to coordinate preparedness activities of the NCKPHI in order to strengthen and enhance local and regional capabilities to respond effectively to evolving threats and other emergencies, as well as to ensure the earliest possible recovery and return of the public health and communities to pre-incident levels	County Health Department Directors; County Government; County Emergency Managers	X	X	X	X	X	X	Number of Counties Participating in and Supporting the NCKPHI
Continue to serve as the fiscal agent for six of the Regional Homeland Security Councils in Kansas, which includes all but three Kansas counties	KHP; Regional Homeland Security Councils; County Emergency Managers; Local Law Enforcement	X	X	X	X	X	X	Number of Regional Homeland Security Councils in Kansas
Continue to oversee project investments which address the planning, organization, equipment, training, and exercise needs that help build local and regional response capabilities and encourage citizen safety and preparedness	KHP; Regional Homeland Security Councils; County Emergency Managers; Local Law Enforcement	X	X	X	X	X	X	Number of Annual Homeland Security Projects
Continue to sponsor and oversee the NCKFC with full representation from all 12 counties	KAW; ARPI; KHFI; KSU CECD; Local Growers and Producers	X	X	X				Number of Counties actively represented by the NCKFC
Host an annual work session with one specific group of stakeholders representing each county in order to stay connected with the region's current needs and initiatives	EDD; CCD; Partners will vary based on discussion topics		X	X	X	X	X	Number of Participants and Sessions

Vision 1: Regional Collaboration

Goal 1: Connect Stakeholders to Strengthen Regional Resiliency

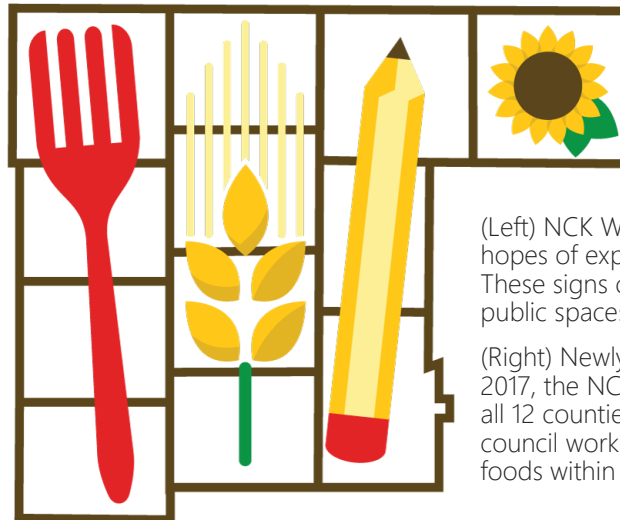
Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Continue collaborating with the FHRC and jurisdictions in NCK by providing research, planning and public outreach in an effort to develop an Unmanned Aircraft Systems corridor between Fort Riley and Smoky Hill Weapons Range	County Government; FHRC; Fort Riley and Smoky Hill Weapons Range; Stantec	X	X	X				Continued collaboration and progress towards Project completion
Continue our relationship with CTC from Glen Elder in providing High Speed Fixed Wireless Internet, Email, Web Hosting, and Co-Location.	NCKCN; CTC	X	X	X	X	X	X	Continued collaboration with CTC

ARPI: Advancing Rural Prosperity, Inc
 CCD: Chamber of Commerce Directors
 CTC: Cunningham Telephone and Cable
 EDD: Economic Development Directors
 FHRC: Flint Hills Regional Council
 KAW: Kansas Alliance for Wellness
 KHFI: Kansas Healthy Foods Initiative
 KHP: Kansas Highway Patrol

KSU: Kansas State University
 KSU CECD: KSU Center for Engagement and Community Development
 NCK: North Central Kansas
 NCKFC: North Central Kansas Food Council
 NCKCN: North Central Kansas Community Network
 NCKPHI: North Central Kansas Public Health Initiative



North Central Kansas FOOD COUNCIL



(Left) NCK Wi-Fi serves 6 cities with hopes of expanding in the next 5 years. These signs can be seen hanging in 15 public spaces throughout the region.

(Right) Newly established in February 2017, the NCK Food Council represents all 12 counties in the NCRPC region. The council works to promote local, healthy foods within our communities.

Vision 2: Economic Prosperity through Innovation

NCRPC supports a more resilient entrepreneurial culture across generations by organizing, maintaining and utilizing existing human and physical resources throughout North Central Kansas. We provide both existing businesses and aspiring entrepreneurs with access to the services, capital, labor and infrastructure needed to be successful. We continually search for new forms of business that could be successful in NCK. Finally, we enhance technology in the region's businesses in order to expand their market potential, as well as foster relationships among the region's businesses to increase both resiliency and locally sourced products.

Goal 2a: Support Business Development

1. Partner with and promote the SBDC offices to enhance small business support services in the region;
2. Annually facilitate a business training opportunity in the region (virtually or on site). Topics will vary based on expertise available and the needs shared at the annual economic development roundtable discussion. Examples include business plan writing, social media, e-commerce, etc;
3. Continue to assist in the start-up of new business and encourage the success of existing businesses in NCK by providing technical assistance in reviewing the viability of obtaining financing to start, buy, or expand a business in NCK;
4. Continue to assist viable business projects with obtaining financing to start, buy or expand a business by providing loan packaging assistance in NCK;
5. Continue to discuss potential local/regional/state/federal programs available to fund business development projects including eligibility requirements.

Goal 2b: Enhance Economic Development

1. Develop a database of the region's assets including but not limited to: services, non-profits, businesses and industry and healthcare;
2. Utilize existing data to develop a system to determine and evaluate the potential for new industry in the region;
3. Continue to provide services which assist in the creation and retention of jobs in NCK. For example, creating or retaining at least 25 jobs a year through business development services and attracting or retaining 25 residents a year through the Regional Home Ownership Program;
4. Explore the feasibility of an online business succession platform with criteria relevant to small business owners in order to encourage both business and workforce retention in NCK;
5. Develop a pilot Business Façade Improvements Program initially serving 2 counties with the goal of expanding to all 12 counties;
6. Successfully completing an Implementation Plan for local foods that results in at least 2 local foods projects in the region over the next 5 years.

Vision 2: Economic Prosperity through Innovation

Goal 2a: Support Business Development

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Partner with and promote the SBDC offices to enhance small business support services in the region	SBDC; EDD; CCD		X	X	X	X	X	Number of Clients in the Region served by SBDC
Annually facilitate a business training opportunity in the region (virtually or on site). Topics will vary based on expertise available and the needs shared at the annual economic development roundtable discussion. Examples include business plan writing, social media, e-commerce, etc	SBDC; Center for Rural Enterprise Engagement; EDD; CCD; NetWork Kansas; Colleges and Universities; Regional Private Business Consultants	X	X	X	X	X	X	Number of Participants and Number of Trainings Offered
Continue to assist in the start-up of new business and encourage the success of existing businesses in NCK by providing technical assistance in reviewing the viability of obtaining financing to start, buy, or expand a business in NCK	EDD; CCD; Local Banks; Regional Small Business Development Offices; NW Kansas Innovation Center; NetWork Kansas; KDOC; SCORE; SBA; USDA; RBDI	X	X	X	X	X	X	Number of Successful New Businesses and Business Succession Transactions
Continue to assist viable business projects with obtaining financing to start, buy or expand a business by providing loan packaging assistance in NCK	EDD; CCD; Local Banks; Regional Small Business Development Offices; NW Kansas Innovation Center, NetWork Kansas; KDOC, SCORE, SBA; USDA; RBDI	X	X	X	X	X	X	Number of Business Loan Approvals and related Impacts, such as Dollars and Job Creation/ Retained
Continue to discuss potential local/regional/state/federal programs available to fund business development projects including eligibility requirements	EDD; CCD; Local Banks; Regional Small Business Development Offices; NW Kansas Innovation Center, NetWork Kansas; KDOC, SCORE, SBA; USDA						X	Annual Review of Funding Programs Available

Vision 2: Economic Prosperity through Innovation

Goal 2b: Enhance Economic Development

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Develop a database of the region's assets including but not limited to: services, non-profits, businesses and industry and healthcare	Kansas Business and Industry Data Center at KU; Healthcare Institutions; EDD; CCD; County Government; Municipal Governments; Ministerial Alliances		X	X	X			Continued Expansion and Development of the Database
Utilize existing data to develop a system to determine and evaluate the potential for new industry in the region	TDI; KSU Institute for Commercialization, Knowledge Based Economic Development; EDD; KU Institute for Policy and Social Research; Innovation Index				X	X		Number of new Industries in the Region identified to have potential for Success
Continue to provide services which assist in the creation and retention of jobs in NCK. For example, creating or retaining at least 25 jobs a year through business development services and attracting or retaining 25 residents a year through the Regional Home Ownership Program	Local Banks, EDD, CCD, Local Realtors, SBDC, NW Kansas Innovation Center, NetWork Kansas, KDOC, SCORE, SBA, USDA, and NCK Area Foundations.	X	X	X	X	X	X	Number of Jobs Created and Retained
Explore the feasibility of an online business succession platform with criteria relevant to small business owners in order to encourage both business and workforce retention in NCK	University of Kansas Institute for Policy and Social Research, RedTire Program; SBDC; NW Kansas Innovation Center; EDD				X	X		Research Conducted to make Determination of Feasibility
Develop a pilot Business Façade Improvements Program initially serving 2 counties with the goal of expanding to all 12 counties	Local Banks, CDD, EDD, Dane Hansen Foundation, and NCK Area Foundations	X	X	X				Number of Counties served by a Business Façade Improvements Program

Vision 2: Economic Prosperity through Innovation

Goal 2b: Enhance Economic Development

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Successfully completing an Implementation Plan for local foods that results in at least 2 local foods projects in the region over the next 5 years	KAW; ARPI; KHFI; KSU CECD; NCKFC; Local Foods County Advisory Councils	X	X	X	X	X		Number of Local Foods Project successfully Completed

TDI: Technology Development Institute

ARPI: Advancing Rural Prosperity, Inc

CCD: Chamber of Commerce Directors

EDD: Economic Development Directors

KAW: Kansas Alliance for Wellness

KDOC: Kansas Department of Commerce

KHFI: Kansas Healthy Foods Initiative

KSU: Kansas State University

KSU CECD: KSU Center for Engagement and Community Development

KU: University of Kansas

NCK: North Central Kansas

NCKFC: North Central Kansas Food Council

RBDI: Rural Business Development Initiative

SBA: Small Business Administration

SBDC: Small Business Development Center

USDA: United States Department of Agriculture



A building in downtown Beloit which used commercial rehabilitation funding to make façade, roof and structural improvements. NCRPC served as the project administrator.



Each year the NCRPC executive board members take a field trip in the region. On this day, they visited the KSU Bulk Solids Innovation Center in the City of Salina.

Vision 3: Superior Physical Assets

NCRPC guides rural communities to understand the importance of maintaining the resiliency of everyday physical assets, like infrastructure systems and housing. In order for rural NCK to maintain resilience, there is a need to continuously plan for improvements within the communities as a way of encouraging a more pleasant quality of life for both existing and future residents.

Goal 3a: Increase Access to Quality Affordable Housing

1. Explore the feasibility of initiating a Home Improvement Loan Program based on a percentage of home value and loan-to-value ratio;
2. Continue to ensure that a minimum of 10 houses participating in a City home rehabilitation program is improved sufficiently enough to meet current housing quality standards, adding a minimum of 20 years to its useful life;
3. Develop an information packet for cities, counties, investors and others interested in exploring the feasibility of building a senior living complex. The packet might include information such as: funding sources, feasibility study resources, case studies and more;
4. Continue to apply the weatherization program to eligible homes in order to improve energy efficiency within our 41 county region;
5. Determine additional funding sources to either help homes that do not qualify for weatherization services or to increase weatherization impact by making dollars go further;
6. Continue to explore an updated contractor bidding system for weatherization in order to increase contractor interest, as well as spread work out among multiple contractors;
7. Continue to provide down payment and closing cost loan assistance in the purchase of up to a maximum 50 homes in NCK as part of the Regional Home Ownership Program under the NCK Housing Opportunities, Inc and Four Rivers Housing Opportunities, Inc non-profit housing entities.



Waterville City representatives complete a walkthrough of a recently completed drainage improvements project of which NCRPC served as the project administrator.

Goal 3b: Secure and Maintain Basic Infrastructure

1. Assist at least two Cities annually in completing a 5 year Capital Improvements Plan;
2. Continue to survey Cities and Counties every other year in order to maintain a Regional snapshot of infrastructure and equipment inventory, as well as regional needs. Utilize this data for future community project development;
3. Continue to sustainably deliver the highest quality internet access, e-mail services, webhosting and more to thousands of customers in the region;
4. Expand the number of wireless internet hotspots throughout the region from 15 hotspots within 6 cities to 22 hotspots within 10 cities over the next 5 years;
5. Continue to work with member cities and counties in helping them access financing to address their infrastructure and development needs. This includes administering at least 5 loan or grant funded infrastructure projects annually.

Vision 3: Superior Physical Assets

Goal 3a: Increase Access to Quality Affordable Housing

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Explore the feasibility of initiating a Home Improvement Loan Program based on a percentage of home value and loan-to-value ratio	Contractors; Local Banks; Realtors; Cities; Area Housing Organizations; Dane G. Hansen Foundation; FHLB; Local Community Foundations				X	X		Research Conducted to make Determination of Feasibility
Continue to ensure that a minimum of 10 houses participating in a City home rehabilitation program is improved sufficiently enough to meet current housing quality standards, adding a minimum of 20 years to its useful life	KDOC; Local Contractors; Municipal Governments	X	X	X	X			Number of Houses improved by a City Housing Home Rehabilitation Program
Develop an information packet for cities, counties, investors and others interested in exploring the feasibility of building a senior living complex. The packet might include information such as: funding sources, feasibility study resources, case studies and more	KHRC; EDD; Developers; Lenders	X	X					Research Conducted to find Supplemental Information; Numbers of Partners benefitting from Packet; Number of Senior Living Complexes Developed
Continue to apply the weatherization program to eligible homes in order to improve energy efficiency within our 41 county Region	LIEAP; KHRC; Local Contractors; DOE	X	X	X	X	X	X	Number of Homes Weatherized
Determine additional funding sources to either help homes that do not qualify for weatherization services or to increase weatherization impact by making dollars go further	KHRC; DOE; FHLB			X	X			Research Conducted to find additional Funding Sources; Expanded List of Funding Sources
Continue to explore an updated contractor bidding system for weatherization in order to increase contractor interest, as well as spread work out among multiple contractors	Local Contractors; SCKEDD			X	X	X		Number of Contractors for Weatherization

Vision 3: Superior Physical Assets

Goal 3a: Increase Access to Quality Affordable Housing

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Continue to provide down payment and closing cost loan assistance in the purchase of up to a maximum 50 homes in NCK as part of the Regional Home Ownership Program under the NCK Housing Opportunities, Inc and Four Rivers Housing Opportunities, Inc non-profit housing entities	Realtors; Banks; EDD; CCD; Employers; Municipal Governments	X	X	X	X	X	X	Number of People benefitting from the Regional Home Ownership Program; Number of Homes Sold; Number of Jobs Impacted

Goal 3b: Secure and Maintain Basic Infrastructure

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Assist at least two Cities annually in completing a 5 year Capital Improvements Plan	Municipal Governments; Local Engineering Firms; KARDO	X	X	X	X	X	X	Number of Cities with Capital Improvement Plans
Continue to survey Cities and Counties every other year in order to maintain a Regional snapshot of infrastructure and equipment inventory, as well as regional needs and utilize this data for future community project development	Municipal Governments; County Governments	X	X	X	X	X	X	Number of City or County Officials completing the Survey; Inventory of Regional Infrastructure Created
Continue to sustainably deliver the highest quality internet access, e-mail services, webhosting and more to thousands of customers in the region	NCKCN; CTC	X	X	X	X	X	X	Number of Internet Customers; Measurement of Internet Quality and Speed



These images show a house before (left) and after (right) being renovated through the housing rehabilitation program.

Vision 3: Superior Physical Assets

Goal 3b: Secure and Maintain Basic Infrastructure

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Expand the number of wireless internet hotspots throughout the region from 15 hotspots within 6 cities to 22 hotspots within 10 cities over the next 5 years	NCKCN; CTC		X	X	X	X		Number of Wireless Internet Hotspots; Number of Cities Served
Continue to work with member cities and counties in helping them access financing to address their infrastructure and development needs. This includes administering at least 5 loan or grant funded infrastructure projects annually	KDOC; KDHE; USDA Rural Development; Municipal Governments; County Governments	X	X	X	X	X	X	Number of Successful Grant and Loan Applications; Number of Communities Served

CCD: Chamber of Commerce Directors

CTC: Cunningham Telephone and Cable

DOE: Department of Energy

EDD: Economic Development Directors

FHLB: Federal Home Loan Bank

KARDO: Kansas Association of Regional Development Organizations

KDHE: Kansas Department of Health and Environment

KDOC: Kansas Department of Commerce

KHRC: Kansas Housing Resource Corporation

LIEAP: Low Income Energy Assistance Program

NCKCN: North Central Kansas Community Network

SCKEDD: South Central Kansas Economic Development District

USDA: United States Department of Agriculture



Lincoln Center City made improvements to their city power plant by purchasing and installing a new generator. This is just one example of the many community facilities projects administered by NCRPC.



A contractor works on making improvements to the existing wastewater lagoons serving the City of Clyde. This is just one example of the many water/wastewater projects administered by NCRPC.

Vision 4: Passionate Leadership from Empowered Citizens

NCRPC fosters leadership through resilient NCRPC staff with sufficient skill sets to provide leadership to our region through a strong knowledge base of available resources and a constant study of new resources. We continue encouraging the education and development of both current and future area leaders at a young age so they can more swiftly address the challenges threatening the resiliency of our region. We encourage a culture of learning, leading and teaching that will strengthen communities and the region by supporting our region's passionate people who are pushing to better their communities and the region.

Goal 4a: Encourage a Culture of Learning, Leading and Teaching

1. Continue to support youth career exploration and leadership programs in the region as a way to engage area students and encourage them to return back to NCK to be rural by choice;
2. Continue to sponsor the Rural Voices Youth Contest for high school seniors in NCK to share their unique perspectives on rural Kansas;
3. Encourage the development of youth councils in membership cities and counties in order to start the education and development of area leaders early on to ensure they have the knowledge and skill sets needed to both recognize and confront the challenges facing the region now and in the future;
4. Market leadership learning opportunities as they relate to local government in order to encourage

more interest and strong leaders in our city and county governments;

5. Work with the post-secondary educational networks operating in the region by helping them initiate and structure academic and technical training offerings to meet specific regional workforce needs.

Goal 4b: Maintain a Highly Skilled Staff Capable of Addressing the Constant Change in the Region

1. Organize a bi-annual meeting with other regional planning organization staff throughout the state. The executive directors connect through KARDO throughout the year but staff rarely communicates with each other;
2. Develop staff capacity in relevant program areas such as environmental reviews, strategic doing, meeting facilitation, et al. through annual professional development workshops and conferences;
3. Continue to secure and explore non-traditional funding sources to fill program gaps as needed;
4. Continue to maintain NCRPC's online funding resource with specific application periods and deadlines for both public or private funding opportunities which meet the criteria of projects commonly inquired of or administered by NCRPC.



The Mitchell County Career Exploration and Leadership Program lets 7th to 9th graders explore local job opportunities in an effort to retain more youth in our region.

Vision 4: Passionate Leadership from Empowered Citizens

Goal 4a: Encourage a Culture of Learning, Leading and Teaching

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Continue to support youth career exploration and leadership programs in the region as a way to engage area students and encourage them to return back to NCK to be rural by choice	Regional School Districts; Colleges and Universities; EDD; Dane G Hansen Foundation; NetWork Kansas; Local Community Foundations	X	X	X	X	X	X	Number of Youth Career Exploration and Leadership Programs developed in the Region
Continue to sponsor the Rural Voices Youth Contest for high school seniors in NCK to share their unique perspectives on rural Kansas	Regional School Districts	X	X	X	X	X	X	Number of Student Entries into the Rural Voices Youth Contest
Encourage the development of youth councils in membership cities and counties in order to start the education and development of area leaders early on to ensure they have the knowledge and skill sets needed to both recognize and confront the challenges facing the region now and in the future	Regional School Districts; EDD; Dane G Hansen Foundation; NetWork Kansas; Local Community Foundations				X	X		Number of Membership Counties or Cities with Youth Councils
Market leadership learning opportunities as they relate to local government in order to encourage more interest and strong leaders in our city and county governments	Municipal Governments; County Governments; EDD; Colleges and Universities; Kansas Leadership Center			X				Number of Candidates running for Local Government; Number of Learning Opportunities; Numbers of Participants
Work with the post-secondary educational networks operating in the region by helping them initiate and structure academic and technical training offerings to meet specific regional workforce needs	Colleges and Universities; Regional School Districts; Local Employers; EDD; CCD; Dane G Hansen Foundation			X	X			Number of Workforce Trainings in the Region; Number of Workers in Specific Industries; Educational Attainment

Vision 4: Passionate Leadership from Empowered Citizens

Goal 4b: Maintain a Highly Skilled Staff Capable of Addressing the Constant Change in the Region

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Organize a bi-annual meeting with other regional planning organization staff throughout the state. The executive directors connect through KARDO throughout the year but staff rarely communicates with each other	KARDO; Kansas Regional Planning Commission and Economic Development Districts		X		X		X	Number of Regional Development Organizations Participating in Annual Meeting
Develop staff capacity in relevant program areas such as environmental reviews, strategic doing, meeting facilitation, et al. through annual professional development workshops and Conferences	Professional Development Opportunities Vary Annually by Program Areas	X	X	X	X	X	X	Number of Trainings attended by Staff
Continue to secure and explore non-traditional funding sources to fill program gaps as needed	Private Funding Programs and Foundations	X	X	X	X	X	X	Research Conducted to find Non-traditional Funding Sources; Number of new Programs administered by NCRPC Staff
Continue to maintain NCRPC's online funding resource with specific application periods and deadlines for both public or private funding opportunities which meet the criteria of projects commonly inquired of or administered by NCRPC	Maintaining a Funding Matrix will be an Internal Operation	X	X	X	X	X	X	Research Conducted to Maintain an up-to-date Funding Resource; Number of new Programs administered by NCRPC Staff

CCD: Chamber of Commerce Directors

EDD: Economic Development Directors

KARDO: Kansas Association of Regional Development Organizations

NCK: North Central Kansas

NCRPC: North Central Regional Planning Commission

NCRPC hosted a Strategic Doing training at Life's Finer Moments Lodge outside the City of Clay Center. Representatives from Purdue University led this training for folks throughout our region in the Spring of 2015



Vision 5: Exceptional Quality of Place

NCRPC grows and supports North Central Kansas' ability to attract and retain residents, as well as a highly-skilled and talented workforce. We help promote a regional sense of place while creating and sustaining livable and resilient places for residents. We help leverage the assets of our rural lifestyle and exceptional geography in order to attract others who want to experience the same rural quality of life.

Goal 5a: Attract and Maintain Residents

1. Expand online advertising services in the region via NCKCN online;
2. Market housing incentive programs to attract residents to NCK;
3. Market regional incentives for bringing business to the region, as well as choosing to be "Rural by Choice";
4. Continue to support community clean up efforts through the demolition of at least 4 dilapidated houses annually in cities participating in a housing program;
5. Help organize the development of a land bank pilot program applicable to our rural cities including the exploration of start up funding sources;
6. Further develop and refine the Introduction to Nuisance Abatement program. Provide inspection and consulting services to at least one City annually;

7. Encourage local school districts to connect virtually with young persons in the region in order to dialogue about the future of NCK to better understand what can be done to encourage young adults to return to their home communities, or to the region, in the future.

Goal 5b: Leverage Rural Assets

1. Facilitate the development of a database of the region's amenities showcasing a high quality of life through assets including but not limited to natural resources, arts, agritourism, restaurants, specialty stores, schools, essential services and healthcare;
2. Continue to utilize the bi-monthly newsletter, website and blog as resources for sharing "spotlight projects", success stories and other case studies to showcase the region's accomplishments.

County fairs are an annual highlight for residents of North Central Kansas. Events, like fairs, provide unique, rural experiences to our communities contributing to an exceptional quality of plan in the region.

Photo by Phil Frigon



Vision 5: Exceptional Quality of Place

Goal 5a: Attract and Maintain Residents

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Expand online advertising services in the region via NCKCN online	NCKCN; Local Businesses		X	X				Number of Advertisements on NCKCN Online
Market housing incentive programs to attract residents to NCK	Regional Employers; Regional School Districts; EDD	X	X	X	X	X	X	Population Growth and Retention; Number of Homes Sold or Built
Market regional incentives for bringing business to the region, as well as choosing to be "Rural by Choice"	EDD; CCD; Kansas Sampler Foundation; Municipal Governments; County Governments; KDOC		X	X	X	X	X	Population Growth and Retention; Number of Businesses Created or Retained; Job Retention and Growth
Continue to support community clean up efforts through the demolition of at least 4 dilapidated houses annually in cities participating in a housing program	KDOC; Local Contractors; Municipal Governments	X	X	X	X	X	X	Number of Dilapidated Homes Demolished
Help organize the development of a land bank pilot program applicable to the rural cities including the exploration of start up funding sources	Municipal Governments; EDD; Local Community Foundations	X	X	X				Number of Cities benefitting from the Land Bank Program
Further develop and refine the Introduction to Nuisance Abatement program. Provide inspection and consulting services to at least one City annually	Municipal Governments; Nebraska South Central Economic Development District	X	X	X	X	X	X	Number of Cities benefitting from the Introduction to Nuisance Abatement Program
Encourage local school districts to connect virtually with young persons in the region in order to dialogue about the future of NCK to better understand what can be done to encourage young adults to return to their home communities, or to the region, in the future	Regional School Districts; Local Businesses; EDD; Local Community Foundations				X	X		Population Growth age 19 to 39; Number of School Districts Participating

Vision 5: Exceptional Quality of Place

Goal 5b: Leverage Rural Assets

Objective	Partners	Timeframe						Performance Measures
		1	2	3	4	5	+	
Facilitate the development of a database of the region's amenities showcasing a high quality of life through assets including but not limited to natural resources, arts, agritourism, restaurants, specialty stores, schools, essential services and healthcare.	EDD; CCD; Kansas Sampler Foundation; Municipal Governments; County Governments; From the Land of Kansas; Local Businesses; Convention and Visitors Bureaus; Tourism Directors; Arts Councils				X	X	X	Research Conducted to Develop Database; Meetings Facilitated among Stakeholders; Tourism Expenditures
Continue to utilize the bi-monthly newsletter, website and blog as resources for sharing "spotlight projects", success stories and other case studies to showcase the region's accomplishments.	Municipal Governments; County Governments; Clients and Partners of NCRPC	X	X	X	X	X	X	Number of Spotlight Projects, Success Stories and other Case Studies by NCRPC

CCD: Chamber of Commerce Directors

EDD: Economic Development Directors

KARDO: Kansas Association of Regional Development Organizations

KDOC: Kansas Department of Commerce

NCK: North Central Kansas

NCKCN: North Central Kansas Community Network

NCRPC: North Central Regional Planning Commission

Each year the City of Clyde hosts an annual Watermelon Festival. This is one example of events which bring people from all over into North Central Kansas.

Photo by John Cyr



Economic Resilience

Regional economic prosperity is linked to an area's ability to prevent, withstand, and quickly recover from any type of shock or disruption.

The Economic Development Administration provides the following guidance on integrating regional economic resilience through a two-pronged approach:

1. Planning for and implementing resilience through specific goals or actions to bolster the long-term economic durability of the region (**steady-state**); and,
2. Establishing information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (**responsive**).

NCRPC routinely partners with a broad range of emergency responders, community and economic development professionals, government leaders, and other key regional stakeholders. These strong networks help establish and build capacity for economic resilience in the region. The NCRPC also has a long history of delivering readiness assistance and recovery support to communities and businesses after disaster strikes. The organization will continue to be a resource for planning and responding to regional economic impacts and natural disasters.



NCRPC hosted Capital Improvement Planning workshops for member cities and counties in February 2017. By helping communities plan for future capital improvements, they become more resilient and self sufficient.

Resilience and disaster recovery in a digital era creates unique challenges including dependence on technology and safety of data. NCRPC affiliate [North Central Kansas Community Network \(NCKCN\)](#) helps bolster the region's resilience in a technology-dependent environment. One example of this is its available rover hotspot technology.

The NCRPC vision is that communities in rural Kansas will favor choices that embrace *innovation*, increase *prosperity* and demonstrate *resilience*. In support of that vision, economic resilience is woven throughout this CEDS. The SWOT Analysis identified several potential threats to economic resilience. The top two threats identified were declining rural population and lack of industry diversity. Many of the goals and objectives outlined in the Action Plan will strengthen the region's resilience.

Steady-state initiatives for economic resilience include:

- Continue to coordinate preparedness activities of the North Central Kansas Public Health Initiative in order to strengthen and enhance local and regional capabilities to respond effectively to evolving threats and other emergencies, as well as to ensure the earliest possible recovery and return of the public health and communities to pre-incident levels.
- Engage in planning efforts that will lead to stronger communities including capital improvement planning and strategic doing.
- Lead the effort to focus on evaluating the potential for new industry in the region.
- Continue to support business development and encourage both business and workforce retention in the region.
- Continue to deliver internet services through affiliate NCKCN and ensure strong broadband networks are available to strengthen businesses and be available for public safety in the event of a disaster.
- Build a resilient workforce and foster partnerships between businesses and post-secondary educational institutions in the region to ensure academic and technical training offerings meet specific regional workforce needs—and that trainings can adapt if needed.

- Promote the region’s exceptional quality of place to people and businesses to help encourage the attraction and retention of both.

Responsive initiatives for economic resilience include:

- Continue to collaborate with stakeholder groups, including those identified in Vision 1, to monitor existing and future challenges and work toward solutions.
- Strengthen coordination between the Kansas Department of Labor, the regional workforce development board, local economic development entities, and support services to address short, intermediate, and long-term recovery needs of specific sectors.
- Collaborate with state and local officials as needed on updating existing hazard mitigation plans and other environmental hazard planning efforts.
- Continue to serve as fiscal agent for six Regional Homeland Security Councils, including that of the North Central region. These project investments address the planning, organization, equipment, training and exercise needs that help build local and regional response capabilities.

An objective of this CEDS is to identify where investment can be made to further diversify the economic base of the region. Creating local value-chains and industries will result in stronger local economies and, therefore, a more resilient regional economy. Through the CEDS Strategy Committee and an annual SWOT analysis, economic resilience is intentionally examined for regional survival, recovery and progression.



Trainings funded by homeland security build regional response and resiliency. The image above shows a HAZ MAT IQ Training. The image to the right shows a Disaster Medical Support Unit (DMSU) training.

Acknowledgements

Strategy Committee

The North Central Regional Planning Commission acknowledges the contributions of the members of its Strategy Committee and Executive Board. The Strategy Committee represents the main economic interests of the region and includes Private Sector Representatives as a majority of its membership. The Strategy Committee also includes public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

1. Private Sector Representatives (*At least 51%*)

Any person holding a decision-making position with respect to a private enterprise.

Name	Company	Position
Ellen Barber	Marshall Partnership4Growth	Director; Appointed by Governing Body
Tom Claussen	Asher Creek Tire	Owner-Manager
Brian Eilert	First National Bank	Senior Vice President; Appointed by President
Mark Fleming	Fleming Gamebirds	Owner-Operator
Raleigh Ordoyne	Ordoyne Farms	Owner-Manager
Paula Landoll-Smith	Landoll Corporation	Public Relations Manager; Family Ownership
Austin Gilliard	Clay County Medical Center	Chief Executive Officer; Board Appointed
David Thurlow	Thurlow Farms	Owner-Manager

2. Representatives of other Economic Interests (*No more than 49%*)

Persons who provide additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

Name	Area of Interest	Position
Ed Henry	Workforce	CEO; Twin Valley Development Inc.
Dr. R. Kurt Barnhart	Higher Education & Outreach	Director, Kansas State Univ. Polytechnic Salina
Heather Hartman	Economic Development	Solomon Valley Economic Development
Luke Mahin	Marketing/Economic Development	JenRus Freelance; Republic Co. Economic Development
Scott Moore	Municipal Government	Ellsworth City Administrator; Appointed by City Council
Evelyn Nelson	Human Rights; Housing Issues	Salina City Community Relations Director
Hannah Stambaugh	Emergency Management	Director, Appointed by Saline Co. Bd. of Commissioners

Executive Board Roster, January 2019

1. Government Representatives (56%)

Elected officials and/or employees of a general purpose unit of state, local or Indian tribal government who have been appointed to represent the government.

Name	Government	Position
Karen Brumbaugh	Ottawa County	County Commissioner
Craig Chamberlin	Dickinson County	County Commissioner
Bill Garrison	Cloud County	County Commissioner
Melissa Hodges	City of Salina	City Commissioner
Kelly Larson	Lincoln County	Economic Development Director
Hannah Stambaugh	Saline County	Director, Emergency Management
Scott Moore	City of Ellsworth	City Administrator
Kermit Rush	Ellsworth County	County Commissioner
David Thurlow	Clay County	County Commissioner

2. Non-Government Representatives (38%)

A. Private Sector Representatives: Any senior management official or executive holding key decision-making position, with respect to any for-profit enterprise. (At least one required)

B. Stakeholder Organization Representatives: Executive directors of chambers of commerce, economic development or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)

Name	Company/Enterprise	Position
Ellen Barber	Marshall Co. Partnership4Growth	Manager, Appointed by Governing Body
Tom Claussen	Asher Creek Tire Co.	Owner-Operator
Mark Fleming	Fleming Game Birds	Owner-Operator
Luke Mahin	JenRus Freelance	Program Manager
Raleigh Ordoyne	Ordoyne Farms	Owner-Manager
David Thurlow	Thurlow Farms	Owner-Operator

3. At-Large Representatives (0-14%)

Individuals who represent the principal economic interests of the region. (No minimum required)

Name	Organization	Position
Heather Hartman	Solomon Valley Econ. Dev.	Director

Name	Area of Interest	Background
Brian Eilert	Finance	1 st Nat'l. Bank Vice President, appt. by Bank President

North Central Regional Planning Commission Staff Roster

Staff	Title	Year Hired
Doug McKinney	Executive Director	1986
Carol Torkelson	Housing Director	1980
Margaret Cathey	Weatherization Assistant, PT	1990
Debra Peters	Business Finance Director	1988-1993; 1998
Todd Tuttle	NCKCN Systems Administrator	1999
Dell Gier	Housing Inspector	2002
Rod Thompson	Weatherization Inspector	2002
Sherry Angell	Public Health Coord./Homeland Security Assistant	2003
Pepper Roberg	Office Manager	2004
Lori Thielen	Communications Specialist	2004
Brett Beck	NCKCN Wireless Technician	2006
Nichole McDaniel	Community Development Representative	2009
Lisa Peters	Homeland Security Program Manager	2011
Devin Karraker	Weatherization Inspector	2009-2012; 2014
Amanda Peterson	Weatherization Director	2014
Keegan Bailey	Housing Assistant	2015
Emily Benedick	Assistant Director, Community Development Representative	2015
Michael Draemel	Internet Application Technology Coordinator	2016
Jack Burks	Weatherization Inspector/Auditor	2018
Kim Finney	Accounts Receivables, Administrative Assistant	2018



North Central Regional Planning Commission

Serving Kansans since 1972

109 N. MILL STREET | BELOIT, KS 67420
WWW.NCRPC.ORG |  FACEBOOK.COM/NCRPCBELOIT