

EDJ

THE IEDC Economic Development Journal

734 15th Street, NW Suite 900 • Washington, DC 20005

Volume 7 / Number 1 / Winter 2008

KCSourceLink

By Maria Meyers

INTEGRATING LOCAL SERVICE PROVIDERS TO CONNECT ENTREPRENEURS WITH THE RIGHT RESOURCE AT THE RIGHT TIME

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kcsourcelink

By Maria Meyers

Kansas City is a great place to start and grow a company and is currently ranked 1st in the Midwest for large size cities in "Entrepreneur and NPRC's 2006 Hot Cities for Entrepreneurs."¹

This is largely due to the more than 140 nonprofit organizations that provide support services for entrepreneurs, prospective entrepreneurs, and small business owners.

Before KCSOURCELINK, those 140 resources provided both benefit and frustration. What consumed too much of entrepreneurs' time and resources was finding out about these services and then figuring out which of these 100+ organizations would be best suited to meet their needs.

Studies in the late 1990's in the Kansas City market revealed the following:

- A perception on the part of small business owners that there are many resources for creating new businesses, but few, if any, services supporting growth businesses.²
- Economic development and business support groups operate largely in isolation from one another. Despite similar client bases and mis-

sions, support organizations do not routinely leverage and share resources to increase their efficiency and the effectiveness of programs.³

- Small and growing firms were not championed as aggressively in Kansas City; economic developers and civic leaders focused on retaining and recruiting large corporations. Attempts to protect the traditional employ-

ment base of the region made the taxation, workforce and transportation needs of major employers more pressing than those of smaller emerging firms.³

- Entrepreneurs are looking for a "one-stop-shop" that does not duplicate service already available.²

Several of these studies provided suggestions and actions for improvement:

- Determine if there are a larger number of organizations catering to the pre-venture and start-up entrepreneurial markets rather than the growth market.²
- Identify and widely market the components within organizations that could and do assist entrepreneurs and small business owners beyond the start-up stage.²
- Define an agreed-upon language between entrepreneurs and service providers that removes the confusion regarding what is available and by whom.⁴

Before KCSOURCELINK, those 140 resources provided both benefit and frustration. What consumed too much of entrepreneurs' time and resources was finding out about these services and then figuring out which of these 100+ organizations would be best suited to meet their needs.

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INTEGRATING LOCAL SERVICE PROVIDERS TO CONNECT ENTREPRENEURS WITH THE RIGHT RESOURCE AT THE RIGHT TIME

The Kansas City region is blessed with a wealth of resources that support new business development and growth. Finding those resources proved to be problematic to the entrepreneurs that needed them. Through KCSOURCELINK, a group of 140 nonprofit business development organizations banded together to create a highly visible and easily accessible business development network. The model solved the problem in Kansas City and is being used in other areas of the country to connect entrepreneurs to the right resource at the right time. KCSOURCELINK received IEDC's 2007 Multi-Year Economic Development Program Award for areas with a population greater than 200,000.

- Establish a clearinghouse for centralized resources: create an inventory of available resources, create a searchable online database, market for increased public awareness, and create a hotline number for referrals.⁵

What was missing was an integrated system that provides entrepreneurs with a highly identifiable, reliable source that provides connections to the right resources when and where the entrepreneurs need those resources.

Formed in 2003 by a powerful consortium among the Ewing Marion Kauffman Foundation, the U.S. Small Business Administration, and the University of Missouri – Kansas City's Henry W. Bloch School of Business and Public Administration, KCSOURCELINK has emerged as a major component of the Kansas City region's economic development strategy. It is now a program of the Bloch School's Institute for Entrepreneurship and Innovation.

KCSOURCELINK was created to meet this need for small business owners in the greater Kansas City region.

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KCSOURCELINK – THE EARLY DAYS

In 1998, Dr. Patricia Greene came to Kansas City as the Ewing Marion Kauffman/Missouri Chair in Entrepreneurial Leadership at the Henry W. Bloch School of Business and Public Administration at the University of Missouri – Kansas City. Dr. Greene embarked on two courses of action: to improve the scholarship and instruction of entrepreneurship on the UMKC campus and to make the considerable resources of UMKC accessible to local entrepreneurs.

She lobbied for and received oversight of a nearly empty UMKC-owned building on the outskirts of campus which became home for the UMKC entrepreneurial outreach programs. Other business development organizations were invited to join. By 2003, with support from the Ewing Marion Kauffman Foundation, about 20 entrepreneurial support organizations were calling it home, creating a one-stop-shop resource for entrepreneurs.

Client Success Story

Amanda Mindham, President & CEO
J&A Traffic Products LLC
Blue Springs, MO
Established June 2002



Amanda Mindham is a successful company owner who wanted help managing a growing business.

J&A Traffic Products is a distributor of traffic products, including highway and street signs, cones, and construction signs. Customers include local and state transportation departments, private construction, and traffic companies.

When Amanda Mindham initially called KCSOURCELINK in July 2003 she wanted to improve her ability to run her growing business. She was also interested in mentoring. KCSOURCELINK referred her to five different resource organizations that could meet her needs. She participated in the Kauffman Foundation's FastTrac Business Planning course, where she learned that "some things about her business needed to change." She also expanded her knowledge "about parts of the business that she needed to take into account that she had not been considering." She also learned the value of writing and updating her business plan on a yearly basis.

At the Kansas Women's Business Center, Mindham participated in a financial mentoring program which helped her to realize that she needed to make some changes in the financial structure of her business. She still participates in a Peer to Peer Roundtable discussion group organized by the Kansas Women's Business Center.

J&A Traffic Products continues to grow and prosper. The company moved from a 7500 sq.ft. warehouse to a new 20,000 sq.ft. warehouse in July 2006. In 2007 it grew to seven employees – an increase from four employees in 2005. The company's sales are up, and were expected to reach \$5 million in 2007.

Parallel to Greene's work to unite service providers in one building, the U.S. Small Business Administration was also exploring the idea of linking together entrepreneurial services in cities across the country. By fall of 2002, discussions materialized among The Bloch School, the U.S. Small Business Administration, and the Ewing Marion Kauffman Foundation and began to focus around expanding this small network throughout the community.

A key planning team representing the three founding sponsors was put in place, and conversations began in earnest. Early in the process, the idea surfaced that this network could be much more than a single building. Given Kansas City's far flung geography, it was believed

that any one location could never reach the entire potential market. And, it would be much more difficult to recruit partners and build community-wide support for a building in Kansas City's midtown.

Part of this new concept was based on the existence of a rich base of entrepreneurship support organizations all over the metro area. The challenge for entrepreneurs was that they often didn't know where to start, and got shuffled from place to place in search of the right service provider. The idea began evolving that this could be a network, not a center, linking together partners from all parts of the metro area. In this model, wherever an entrepreneur started in the network, it would be the right place because entrepreneurs would be referred to the right resource for their stage of business and needs. Thus KCSOURCELink moved from being a one-stop-shop location to being a link to all the resources that help entrepreneurs start and grow businesses.

Another defining part of the concept was the decision to start with the partner organizations and to consider them a key constituent, equal to the entrepreneur. It was noted many times that there couldn't be a network without the nonprofit service providers and that they would have to experience great value in order for KCSOURCELink to work. It was also agreed that KCSOURCELink should be very diligent about not offering services directly to entrepreneurs, not competing with the service providers, but focusing on assessment and referral.

BUILDING COLLABORATION

A \$487,000 grant from the Kauffman Foundation for financial support of the network was approved in early 2003. An ad hoc operations committee began meeting to outline the steps it would take to get a network of service providers launched. One-on-one and group meetings were held with key business development organizations within the area to explain the network and gain consensus. A formal executive committee was established to lead the program and a director selected.

More than 50 representatives from service organizations in the greater Kansas City metro came together to discuss the development of the network and begin to define the mission. The group defined the challenges and concerns about creating the network.

The service providers were very clear about their challenges:

- Recruiting clients from target audiences with minimal or no marketing dollars.
- Eliminating the "run around" by better screening for readiness prior to organization entry.
- Gaining a better understanding of what other service providers offer; strengthening niches and minimizing duplicate services.
- Networking and establishing partnerships among service providers.
- Finding volunteers.

- Finding funding to increase staff resources.
- Finding support for the experienced, established entrepreneur.
- Finding bi-lingual agencies/resources.
- Increasing access to client capital.
- Increasing diversity of programs to better meet market needs.

They were also very clear on how KCSOURCELink should help:

- Raise the visibility of service providers to the community.
- Assess the entrepreneur and make sure that entrepreneur is referred to the proper agency.
- Conduct follow up as the entrepreneur moves through system.

Client Success Story

Mike Jackson, President & CEO

MicroJek

Kansas City, MO

Established 2005

MicroJek brings an exclusive line of microinjection needles to the cellular research market. The company produces the world's smallest commercially-available microinjection needles, a nanotechnology product.



Mike Jackson sought contacts to high-tech, biotech business leaders.

Mike Jackson was referred to KCSOURCELink by the KC Regional SBA office in April 2005. He wanted to network with other business people to position MicroJek within the high-tech, biotech community in the KC region. He was also interested in developing angel investor contacts.

At a 2007 KCSOURCELink Entrepreneurs Happy Hour, Jackson found a Web development company that is developing a new, e-commerce enabled site for MicroJek. Other contacts developed through KCSOURCELink helped make it possible for Jackson to be a presenter at the November 2005 Nanotechnology at the

Interface with Life Sciences Research conference in Kansas City, MO.

Recently, MicroJek's products have been used in mouse RNA experiments at MIT and KUMed / Tufts University. As a result of efforts at KU labs, a paper by Dr. Susan Barrett was published in the June 2007 issue of *Biology of Reproduction*. The company has developed and continues to develop specialty needles for projects at the University of Rochester, MIT, and Harvard. MicroJek has also assisted in classroom experiments at "Frontiers in Reproduction," a specialized workshop at the Marine Biology Lab in Woods Hole, MA. MicroJek has experienced approximately 100 percent revenue growth per year since 2005.

Client Success Story

Seth Meinzen, CEO

DigiRace, Inc

Overland Park, KS

Established 2004



*Seth Meinzen
connected with an
angel investor for his
new technology
venture.*

DigiRace gives fans an inside look into short-track auto racing. Believing that mainstream news media often overlook local and regional speedways, co-founders/partners Seth Meinzen and Steve Meinzen created DigiRace to provide fans of middle-tier auto racing with a real-time media option.

The technology company's system captures racing broadcasts with a GPS-based tracking system. Spectators have an aerial, bird's-eye point-of-view of a race as icons representing each racer or team move through the course in REAL TIME.

The software updates every second and provides statistical data – including the racer's speed, the race time elapsed, and the finishing time and placement.

A skilled entrepreneurial networker, Meinzen has used the services of several KCSOURCELINK network resource partners, including the UMKC SBTDC and the SBTDC at the University of Central Missouri. He participated in the Kauffman Foundation's FastTrac Tech Venture program in fall 2007 and serves on the board of directors for another resource partner, the Small & Home Business Connection (SHBC). Meinzen also participated as a judge in the Institute for Entrepreneurship and Innovation's Enterprise Development Lab, and presented DigiRace to the InvestMidwest Venture Capital Forum in April 2007.

These collaborative resources provided Meinzen valuable help with the management decisions needed to establish his business. But, he still lacked the financial component vital to the successful development of DigiRace. Then he attended the KCSOURCELINK Entrepreneurs Happy Hour and met the person he had been looking for – a DigiRace angel investor. The monthly Happy Hour event offers networking opportunities to speed the formation and growth of life sciences and technology-based businesses in the KC region.

In addition to the two founding partners, DigiRace has three part-time employees and one full-time employee. The company has had a successful pre-launch, is about to open its series A round of investments, and has set March 2008 as its tentative launch date.

- Track the entrepreneur and services already received. (Service providers refer to each other but many times the next agency gives the same advice.).
- Provide intra-network knowledge of what is available.
- Create a database to help classify providers, identify core competencies, client profile(s) and target market for each agency.
- Refer volunteers.
- Discover collaborative opportunities.
- Let service providers know what services the entrepreneur is asking for.
- Expand sources of funding.

The session also discussed what KCSOURCELINK could accomplish for the entrepreneur:

- Let entrepreneurs know that the services exist.
- Provide an updated list of educational opportunities.
- Provide order to chaos by performing triage: conducting assessment and screening and getting the entrepreneur to the right service provider.
- Provide a resource library.

Some concerns also surfaced including: Would KCSOURCELINK find too many overlaps in the network and cause one or more organizations to close? Would KCSOURCELINK provide programs and services that competed with the other organizations? How would KCSOURCELINK remain current on all of the activities of the participating organizations?

With more than 100 partners involved, a process and tool had to be developed that would provide an easy way to organize the partners so that the entrepreneur had to access the right resource at the right time. KCSOURCELINK created The Resource Navigator® to organize resource partner programs and services into a user-friendly, online database. Entrepreneurs and service providers alike can go online, answer a few questions about business needs, and get to the specific resources they need.

Once this tool was loaded with basic information and the programs and services offered by each organization, it became apparent that there were few overlaps in services in the Kansas City area. Most organizations were restricted to a certain geography or occupied a particular niche in an area of business development. Needless to say, this discovery mediated a lot of concerns and opened the path to partner collaboration.

A Web site was developed to bring together information about the partners in one easy-to-find place. The site includes a central list of programs, events and classes provided by the partners, a resource library with detailed information on frequently asked questions by entrepreneurs, an innovation center for the high-tech and life sciences industry, and The Resource Navigator.

Many of the KCSOURCELINK partner organizations did not have a method for managing clients and tracking impact, which was hindering ability to report the impact of their efforts back to funding organizations. Fifteen of the partner organizations came together to brainstorm

about a good management system and created Biz-Trakker®. Biz-Trakker is a versatile client management system that makes referring among organizations easy, manages events, and has an embedded survey system that measures business growth and economic impact. It can also be used for in depth analysis across organizations by region.

Today, KCSOURCELINK connects a network of more than 140 resource partners that offer business-building services for small business success. The network is composed of many kinds of organizations: incubators, small business development centers, organizations such as SCORE, groups that provide microloans, angel networks, chambers of commerce, economic development corporations, and more.

MISSION

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KCSOURCELINK's mission is to help small businesses grow and prosper in the Kansas City region by providing business owners easy access to needed services. KCSOURCELINK strengthens the network by connecting with the resource partners to:

- Raise community awareness to bring more entrepreneurs into the network and increase entrepreneurial activity;
- Identify gaps in services and promote entrepreneurial growth by initiating innovative programs and strategic alliances;
- Create a continuously improving process for providing quality services;
- Find new ways to increase funding for resource provider programs; and
- Measure economic impact.

THE PROGRAM

KCSOURCELINK offers a referral service for Kansas City's small business owners. The service is accessible through a local or toll-free call, via the Web site, www.kcsourcelink.com, or by e-mail to info@kcsourcelink.com.

Client Success Story

Barbara Graham, Owner

Gifts Etcetera

Kansas City, MO

Established November 2007



Barbara Graham sought help to bridge the gap from corporate management to a retail store.

Gifts Etcetera specializes in gifts and party supplies. This specialized retail business grew from Graham's first venture in 2005, an upscale dollar store called Dollars & Sense.

After teaching second grade for five years and serving in a management capacity at Southwestern Bell for 27 years, Graham decided to look for a new career as a small business owner of a retail operation. She first participated in the Kauffman Foundation's FastTrac New Venture program, where she completed a feasibility study and learned about KCSOURCELINK. Graham came to KCSOURCELINK for help in bridging the gap between her corporate management experience and ownership of a retail store – a transition from corporate America to entrepreneurship.

KCSOURCELINK matched her with two SCORE counselors with retail experience. She attended a SCORE pre-business seminar and worked with the counselors on many aspects of business development, including finishing her business plan so that she could present it to a financial institution for financing. As a result, she obtained the financing she needed to open Dollars & Sense in 2005.

KCSOURCELINK also helped Graham find the information she needed on obtaining her business permits and licenses without incurring legal fees. She used the KCSOURCELINK web site, www.kcsourcelink.com, to research the necessary information on her own, saving her both time and money. KCSOURCELINK also helped her find information on wholesaler resources for products. After operating Dollars & Sense for two years in The Shops on Blue Parkway, Graham seized the opportunity to move to a better location in the same shopping area, and at the same time change the direction of her retail enterprise.

An aspiring or existing business owner can access the entire network of service providers in the Kansas City area by calling the KCSOURCELINK hotline, or by sending a request through the KCSOURCELINK Web site. A KCSOURCELINK "Network Navigator" will spend time understanding the business goals and objectives, where the business is in the development process, and the unique aspects of the industry. The navigator then provides a list of organizations, specific individuals and workshops, seminars, and training classes across the metro-area that can help with the particular business.

The type of assistance the client needs affects the type of referrals made by the Network Navigator.

The network can also be accessed by approaching any of the partner organizations. Because of the tools, training, and networking facilitated by KCSOURCELINK, many of the service providers have knowledge of and access to the same information as the network navigator. This also helps save the business owner time and frustration by letting him or her know quickly the resources available.

As part of the hotline referral system, KCSOURCELINK's network navigators follow up with the entrepreneur to assess appropriateness of referrals, quality of service, need for additional resources, and economic impact. Follow up is done at one, six and twelve month increments.

The first follow up occurs by phone, four to six weeks after initial contact. This call determines if clients received an appropriate referral, if they have had time to connect with the suggested organization(s) and their experience with that organization. Later follow ups are e-mail or paper-based and request information on business development, such as growth in sales and number of employees.

COMMUNITY AWARENESS

An early ad-hoc marketing committee for the network suggested that instead of marketing each organization individually, consistently marketing the hot line number would bring more entrepreneurs to the network.

KCSOURCELINK uses grassroots techniques to increase awareness and image in the community with special emphasis on aspiring, emerging and existing business owners and community referral sources. These include attendance at local events, speaking in front of a variety of organizations, articles in association newsletters, a strong partnership with local chambers of commerce, and exhibiting at business expositions and trade shows. Two e-newsletters, The Business SOURCELINK and The TechLINK, provide general business information and information on the technology marketplace for those who sign up.

A special emphasis on targeting referral sources such as bankers, attorneys, accountants, and insurance agencies helps get the word out to entrepreneurs about the resource.

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NETWORK CONNECTIONS

KCSOURCELINK strengthens the network by educating resource partners on network services, identifying gaps in service, and providing opportunities for program and funding collaboration among network partners.

A monthly KARE (Kansas City Area Resource Exchange) meeting hosted by KCSOURCELINK brings together resource partners to exchange programming information and ideas. On a quarterly basis, network partners are invited to a larger meeting centering on a particular topic or idea. One of the favorites was the "Incubator Crawl" when buses escorted partners to each of the six business incubators in town, providing an opportunity to network and explore collaborations.

KCSOURCELINK also publishes a monthly e-newsletter, the Network Link, that keeps partners up-to-date on activities in the network.

KCSOURCELINK has facilitated a number of collaborations among network partners, including:

Client Success Story

Sharon Irvin, CFO and Mark Irvin, CEO

KC MASS Services

Grandview, Missouri

Established June 2003

KC MASS Services is a construction and real estate company with a mission to provide safe, accessible and stylish housing for active, aging adults and persons with disabilities.

Mark Irvin's hip replacement surgery became the gateway to this entrepreneurial venture. After surgery, he experienced first hand the limitations of conventional home design for persons with temporary or permanent disabilities. So he and his wife, Sharon, decided to launch KC MASS Services, a business dedicated to helping people live at home as long as they are able. If remodeling is not feasible, they can build a new home or help find an existing home that meets the customer's needs. At first, through KCSOURCELINK, Sharon Irvin was looking for resources to help her with the basics of a start-up business, such as marketing. As the company has grown and the business challenges changed, she has continued to call KCSOURCELINK.

KCSOURCELINK has referred her to network organizations providing training classes and counseling services, including:

- The Small Business Development Center (SBDC) at the Johnson County (KS) Community College, where a QuickBooks seminar helped with tax issues.
- The Small Business and Technology Development Center (SBTDC) at the University of Missouri-Kansas City, where Irvin has formed a relationship with a business counselor and mentor. They help her work out operational problems and other business issues on an ongoing basis.
- Irvin also participated in the First Step Fund's FastTrac program, which she says gave her "a clear vision of the direction to take in her business."

KC MASS Services' gross sales increased 60 percent in 2007 as compared to previous years.

- Ten partners collaborated to bring AmeriCorps*VISTA volunteers to their organizations.
- More than 20 partners are collaborating to review training classes available throughout the network and investigate training delivery systems to better meet the needs of the entrepreneur.
- Ten organizations collaborate to host a monthly entrepreneur's happy hour for the high-tech market.
- Seven organizations partnered to market services to the Hispanic population.

ACCOMPLISHMENTS

Four to six weeks after a contact is made, KCSOURCELINK follows up with entrepreneurs to verify they were connected to the resource they needed. Ninety-eight percent of feedback from these follow-up calls is positive. In addition, KCSOURCELINK surveys clients to determine impact of the contact.

For example, 100 respondents to a client survey reported that:

- 16 started a business;
- 13 expanded significantly;
- 20 are actively engaged in growing a new business;
- 12 solved an operational problem; and
- 14 made significant changes to the nature of their business, for example, moved into a different market, changed staffing levels or operational processes.

Since June, 2003:

- **140+ KC-area resource organizations** have joined the KCSOURCELINK network.
- **2,600 aspiring and existing business owners** have accessed the KCSOURCELINK network via telephone hotline or e-mail.
- **Over 6,700 online searches** for resources have been made within the 25 service categories of the Resource Navigator since its activation in January, 2004.
- **An average of 10,000 visitors per month** access the KCSOURCELINK Web site. Valuable online resources include a wide variety of research in the Resource Library, a comprehensive list of network and sponsor organizations in the Resource Directory, news articles, and client success stories.
- **Partner surveys show** that resource partner organizations also benefit from KCSOURCELINK:
 - KCSOURCELINK raises community awareness, resulting in more clients.
 - Clients are better matched to organizations, resulting in increased productivity.
 - Partners have more knowledge of other network services, resulting in new cross-referral and collaboration opportunities.

NATIONAL EXPANSION

The Kauffman Foundation grant that started KCSOURCELINK included the charge to incubate a model in Kansas City that could be used in other areas of the country. As the network was built, each step in the process was documented for future reference and tools were developed to allow the concept to be easily translated into a different area of the country.

The Web site, The Resource Navigator, and Biz-Trakker are software tools that support the partner network. Each is scalable, easy to maintain, and can be used by others to create a network. A set of manuals that describe the processes needed to put a network in place was completed in 2005. Other cities and regions are now using the SOURCELINK model and tools to connect their entrepreneurs with resources for growth.

The model for staffing a SOURCELINK Network includes a Network Builder (executive director); Network Communicator (a public relations/marketing professional); professionals to help business owners assess their needs and find the right resources in the Network, called Network Navigators; and an administrative assistant, called Network Central Coordinator. Depending on the size of the community, these jobs may

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be full- or part- time. The largest expense, other than salary, is generally \$15-20,000 per year to support marketing efforts. Most implementations are partnered with existing organizations that support overhead costs. One of the first to adopt the SOURCELINK model was NetWork Kansas, a statewide initiative of the Kansas Center for Entrepreneurship.

NetWork Kansas was established as a component of the Kansas Economic Growth Act of 2004 to further establish entrepreneurship and small business as a priority for economic and community development in the state of Kansas. Its mission is to connect entrepreneurs with the right resources – expertise, education and economic resources – when they are needed most.

Early on, the Kansas Center for Entrepreneurship Board recognized that SourceLink was a perfect fit for its mission of connecting small business owners in far flung rural areas with the wealth of resources already operating in the state. Since its inception and official launch in 2006, NetWork Kansas has used Resource Navigator and Biz-Trakker while growing its network to more than 400 resource partners statewide.

Using the SourceLink model, entrepreneurs and small business owners call a toll free number to speak with a NetWork Kansas Counselor. In this case, the Resource Navigator database holds more than 400 resource partners located throughout the state. This allows Network Kansas to refer clients to a resource close to home or tap into expertise at the state government and university level. NetWork Kansas also tracks the success of the entrepreneur throughout the process by utilizing SourceLink's Biz-Trakker program.

Others across the country have begun experiencing the benefits of the SourceLink model. The Toledo, Ohio, Regional Chamber of Commerce connects its area's resources with the Resource Navigator, and the Charlotte, North Carolina, region uses both the Resource Navigator and Biz-Trakker. The Urban Entrepreneurship Partnership network uses the

SourceLink system in Milwaukee; Cleveland; Cincinnati; Jacksonville, Florida; and Atlanta to assist minority and urban entrepreneurs. The SourceLink model is being adopted in a 37- county area of Mississippi and Alabama as part of a regional entrepreneurial initiative, and is also being expanded into other regions of Missouri as Missouri SourceLink. 

ENDNOTES

- 1 "Entrepreneur and NPRC's 2006 Hot Cities for Entrepreneurs" Entrepreneur Magazine, www.entrepreneur.com
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- 3 Holman, Rhonda. *Kansas City and Minority Business Ownership* [master's thesis]. Kansas City, MO: University of Missouri at Kansas City; 1999.
- 4 Richtermeyer, Gwen. *A Study of Latino/a Business Owners in Greater Kansas City*, University of Missouri Outreach and Extension Business Research & Information Development Group, June 2003.
- 5 Kansas City Women's Entrepreneurship Brain Trust, April 24-25, 2003, *Executive Summary*. Sponsored by the Ewing Marion Kauffman Foundation.



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