

Economic Development Activities and Accomplishments*Existing Business Visits*

With input from members of the Salina-Saline County Economic Development Steering Council, a list of manufacturing, professional and retail firms was developed for existing business visits in 2012. The list included those that were identified as important or quickly emerging. Private firms that contributed to the economic development strategic plan and private employees with more than 75 employees were also targeted for a visit. Firms with a commercial building permit issued in 2011 were also visited. Page | 1

In 2012, Chamber staff visited 131 local decision makers and visits to 9 corporate locations external to Salina for a total of 139 visits.

The visits used the Synchronist program to gather information about opportunities for growth along with a review of issues that might negatively impact the business.

Respondents were also asked to rank certain aspects of Salina as a place to conduct business. The numbers below are the average rating. The information from manufacturing employers is presented separately from retail, professional, service & health care employers. 1 is a low rating and 7 is the highest rating possible.

Manufacturing**Retail, Professional, Service & Health Care***Workforce*

Availability	4.12
Quality	4.75
Stability	5.12
Productivity	5.47

Availability	3.83
Quality	4.61
Stability	4.64
Productivity	5.33

Utility Services Satisfaction

Water	5.44
Sewage	5.38
Natural Gas	5.44
Electric	5.31

Water	4.92
Sewage	5.29
Natural Gas	5.22
Electric	5.25

Technology Utilization

Internal Office Operations	5.00
Operation/Production	5.33
Sales/Inventory Mgt.	4.83
Marketing	5.67

Internal Office Operations	5.33
Operation/Production	5.35
Sales/Inventory Mgt.	4.65
Marketing	4.04

Public Services

Police	5.93
Fire	6.12
Ambulance	5.75
Health Care	5.94
Child Care	5.00
K-12 Schools	5.69
Tech College	5.13
Colleges & University	5.64
Public Transportation	5.00
Local Streets & Roads	5.06
Highways	5.88
Trucking	5.81
Zoning/building permits	4.17
Regulatory Enforcement	4.77
Community Planning	5.64
Chamber	5.87
Economic Development	5.60
State Workforce Services	5.08

Police	5.79
Fire	6.42
Ambulance	6.27
Health Care	6.25
Child Care	4.73
K-12 Schools	5.36
Tech College	n/a
Colleges & University	5.43
Public Transportation	5.00
Local Streets & Roads	4.83
Highways	5.65
Trucking	n/a
Zoning/building permits	4.18
Regulatory Enforcement	4.57
Community Planning	4.68
Chamber	5.65
Economic Development	5.14
State Workforce Services	5.14

Growth and Retention Projects

Working with our partners, the community provided support to help several existing businesses consider local growth projects in 2012.

- An existing manufacturer was offered \$1,485,447 incentives from the State of Kansas for a project that will add 36 new jobs, with a median wage of \$41,496. No local incentives were needed. It is expected that they will select Salina for the growth project.
- \$4,378,116 of incentives from the State of Kansas was packaged for the project Exide announced in the spring of 2013. The project will add between 100 and 130 jobs with an average annual wage of \$39,137. Up to \$390,000 of local incentives were included.
- A major grant from the Economic Development Administration is being pursued to help fund construction of a \$5,547,000 Bulk Solids Technology Center in north Salina. The grant will be submitted in the first quarter of 2013. The center will be operated by Kansas State University in conjunction with an existing manufacturer. Over a four year period, the center will generate 63 new premier wage jobs. Of the wages, about 60 percent will be shop personnel with an approximate average annual wage of \$45,000. About 40 percent of the jobs will have an average annual wage of \$55,000.
- \$3,627,209 of incentives from the State of Kansas was packaged for a project would have added 110 jobs for an existing manufacturer. The project has been delayed indefinitely because of certain business factors that are beyond local or state ability to impact.
- A site selection consultant that specializes in transportation projects worked with the Salina economic development partners to find a location for a project to construct a new cross dock terminal in Salina. The site has been purchased. Once finished, 25 jobs will exist in the building.
- An incentive package from the State of Kansas is being packaged for a growth project that will add 15 new jobs and will involve \$2,750,000 of capital investment in two stages to an existing manufacturer. Five of the jobs will have an annual wage of \$50,000 and 10 jobs will have an annual wage of \$28,080. Assistance has been provided by members of the local economic development team as they prepare to file an application related to property tax abatement as they double the size of their facility.
- An existing primary employer plans to build a new office facility and has budgeted funds for this. Information was provided to the company in regards to various topics.
- Assistance is being provided a relatively new firm, with six employees. to help them attract \$150,000 of additional investment to fuel their growth. The firm has raised \$2,850,000 of funds and the firm is starting to grow. The funds will be used to help hire research and development personnel.
- Members of the local economic development team and State of Kansas staff worked with the leadership of an existing manufacturer to help them design and fund training programs. The firm currently has approximately 40 employees. The State's registered apprenticeship program is a model that will be used to help train employees. The firm's new supply chain director and executive leadership continue to study the issue. State funding will likely be applied for in 2013.
- Developers worked with multiple members of the Salina economic development team on financing of a new facility that will meet the market demand for a quality "meet and sleep"

hotel capable of hosting conventions in Salina. Community support was conveyed to the staff of a major hotel chain as they consider the opportunity to place a hotel in Salina. As of this writing, the developers are working with their bank to secure financing.

- A local manufacturer explored the opportunity to grow business relationships within China, the community supported their efforts by connecting them with in country staff. The consultants of the Kansas Department of Commerce's International Trade Division provided assistance. The firm is also exploring purchase of an adjoining property for the purpose of potential expansion.
- Chamber and City staff provided assistance and attended multiple meetings with a service business as they considered various locations to support their new facility. After reviewing several locations, the firm selected a building on the north side of Salina.
- Members of the Salina economic development marketing team provided information about various buildings as a local manufacturer looked for locations for warehouse and manufacturing operations. The firm filed for a property tax abatement associated with a growth project that is adding 21 jobs and \$3,500,000 of capital investment.
- An existing manufacturer expanded their existing truck terminal by adding new bays.
- A new 19,200 sq. foot warehouse was added to support the growth of an existing warehousing and trucking firm.

New Business Attraction

Primary Employers

- American Ag Credit – members of the Salina economic development marketing team worked with the firm to support various aspects of their project that needed regulatory approval. They found Salina to be receptive to their project and a new regional bank facility is under construction. The project is a \$4,800,000 capital investment that will eventually add up to 11 new jobs paying premier annual wages in excess of \$50,000.
- Universal Forest Products – The industrial packaging firm has opened operations at the Salina Airport. They are using 15,000 sq. feet and plan to add up to 18 jobs over the next 18 months. Universal Forest Products received a \$32,965 incentive package from the Kansas Department of Commerce.
- Tischeleri – The cabinet making company relocated its entire operations to a building at the Salina Airport. They were considering leaving the state. The project will ultimately add over thirty jobs that pay an average of \$31,200 annually. The Chamber worked with the airport and the firm to secure an incentive package from the Kansas Department of Commerce that totaled \$270,695. Local incentives of \$45,000 were added to the State of Kansas support.
- Members of the Salina economic development marketing team hosted two visits by officials exploring locations for an office facility. The prospect is exploring the potential of relocating some or all of their offices from another Kansas community to other locations. The maximum number of new jobs associated with this project is 120 jobs. The current department payroll has an average wage of \$85,270. A decision was to be announced in October and nothing has been announced as of this writing.
- A 1,000 + employee firm that works in a variety of business sectors visited Salina in 2012. Salina Airport, Kansas State University Salina, Great Plains Joint Training Center and

Chamber staff toured various Salina assets with corporate executive leadership. The tour was to help familiarize the company with Salina. To date, follow up is occurring but no specific growth project has advanced.

- A national firm is working with the Salina Airport and Kansas State University – Salina to explore Salina as a location for training people to operate the product they manufacturer. The project proposed to add 33 jobs with an average wage of \$50,000. The State of Kansas incentive package totaled \$724,700. A location decision has yet to be made.
- A Texas based firm reviewed Salina as a location for a facility. The firm worked with the Salina economic development team directly and with the Kansas Department of Commerce but decided they needed to be farther southwest of Salina and Kansas to be closer to key customers in Oklahoma and Texas.
- A regional manufacturer considered leasing 50,000 sq. feet of warehouse space in Salina but eventually decided against it.
- A proposed information technology service business with primary offices in Salina was studied. The \$4,000,000 project would create 23 jobs with an average annual wage of \$43,333. A State of Kansas incentive package of \$408,975 was presented but the decision was made to delay the project before local incentives could be formally discussed.

Leads generated by the Kansas Department of Commerce

- Information about Salina was presented to a manufacturer needing rail served land to construct a building where hundreds of people would be employed. The site must have enough land for an additional 500,000 sq. foot expansion. Two sites in Salina were presented where a build to suit facility could be constructed. The firm is still evaluating potential locations with a stated preference for existing buildings.
- A firm that will refurbish a product was seeking an existing rail served building between 30,000 and 60,000 sq. feet. The firm projects to hire 45 jobs at \$31,000 a year. Salina has no existing building.
- A plastic film company was sent information about an existing building along the Broadway corridor as a potential location because it met their basic search criteria. The firm chose to not visit Salina.
- An aviation related business was presented with information about Salina Airport Authority buildings. The site selection consultant told the KS Department of Commerce the project has been delayed.
- A well-known manufacturer is seeking enough rail-served land to build an extremely large manufacturing building. This firm makes a common item and has high name recognition. The site selection consultant and the East Coast staff of the Kansas Department of Commerce visited Salina. The consultant viewed two sites and indicated he was pleased with Salina. However, the firm has decided to look north and east of Kansas (Iowa, Illinois, Wisconsin, etc.) because of logistic issues related to their suppliers.
- Salina was visited by company officials from a food related business and Kansas Department of Commerce staff looking for a rail served facility. The project needed 5 acres for an eventual warehouse. They have decided to focus on sites in other plains states instead of Kansas.

- After reviewing the information packet generated by the Salina economic development marketing team, this foreign owned firm requested a meeting. Salina Airport Authority staff and others met company officials in a meeting with Kansas Department of Commerce staff. The company eventually decided to not investigate any Kansas locations in detail.
- An industrial project was looking for an immediately available building between 300,000 and 600,000 sq. foot building for a \$10,000,000 project that creates around 150 jobs. Salina did not submit anything because such a building does not exist in Salina.
- The maker of residential related product needed a 30,000 to 60,000 sq. foot building ready for immediate possession. The building needs to be rail served and have a thirty foot high ceiling. Salina did not submit anything because such a building does not exist in Salina.
- A project needed an 115,000 sq. foot building that is rail served. The 35 employee, \$9,000,000 development involved the making of rail fastening systems. Salina did not submit anything because such a building does not exist in Salina.

Retail/Service Employers

- An internet based merchant moved to Salina in 2012, where the owner graduated from high school. At its peak, the firm had six employees. Information about a variety of sites was presented to the business as they considered locations. In addition, chamber staff has assisted with other information requests from the firm. The firm is now operating in Salina as the owner begins to grow the firm again.
- The Chamber is working with a business considering locating in the space vacated by Dillon's on East Iron. The would-be business owner is still working to secure project financing.
- A Request for Proposals was forwarded to a variety of property owners across Salina because the Kansas Works seeks a new location. Chamber staff toured buildings with staff to discuss the merits of some locations.
- A food related business that is growing across the northern plains states has targeted Salina for a future location. A market analysis was completed and has been given to the would-be operator for presentation to corporate headquarters.
- Olive Garden – Construction is underway for the store that will open in either February or March.
- A national restaurant chain has wanted to locate a store in Salina for several years. The Chamber provided site specific data (traffic count, income totals from surrounding retailers, building trends, etc.) to the firm in advance of its real estate committee in the fourth quarter of 2012. The project was approved and an announcement is pending.
- Market data about the opportunity for a national clothing related business was presented to the company. They have desired a Salina location since 2008 but were unable to find the right location. In the fourth quarter of 2012, the project was approved and an announcement is pending.
- Dress for Less – After announcing they desire to locate next to Kohl's the store will instead locate in a different location. They are currently at the Letter of Intent stage with another location.
- A national retailer seeking 26,178 sq. feet has selected a desired site. Chamber staff helped the developer prepare for a meeting with City of Salina to discuss the project. The meeting

was very helpful to the property owner. Final construction costs need to be approved and negotiated so the lease can be signed.

- A national retailer seeking 40,958 sq. feet has selected a desired site. Chamber staff helped the developer prepare for a meeting with City of Salina to discuss the project. The meeting was very helpful to the property owner. Final construction costs need to be approved and negotiated so the lease can be signed.
- A national retailer seeking 12,798 sq. feet has selected a desired site. Chamber staff helped the developer prepare for a meeting with City of Salina to discuss the project. The meeting was very helpful to the property owner. Final construction costs need to be approved and negotiated so the lease can be signed.
- A Wisconsin based store owner wishes to locate a 30,000 sq. foot store in Salina. They have not been able to reach a decision because costs are higher than they expected. Information about multiple sites was presented to the store owner and they have been introduced to multiple brokers and/or property owners.
- Salina Bombers – The Chamber and Global Spectrum management at the Salina Bicentennial Center worked closely with leadership of the Champions Professional Indoor Football League to secure this project. Working with other partners of the Salina economic development team, many questions asked by team ownership were answered and much information was gathered to help the league and team consider and select Salina.
- The construction of Daimaru’s new restaurant has opened the door for additional prospective restaurants and other retail development. By being the first “sit down” restaurant located adjacent to ninth street south of Schilling Road, the door has been opened to other development that will move south.
- The brokers working to locate a site for a national health related retailer worked with the chamber to verify certain demographics and to understand development trends in the Salina location they have selected. The land is now under contract for summer 2013 construction.

Project Open

As of November 20, the following statistics reflect Project Open activity for 2012. Contacts were made with 95 different entities. Sixty-five of those progressed to the party submitting an intake application.

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By far, the most important aspect of Project Open is education. Working with would be entrepreneurs leads some to conclude they are not ready for business. Others affirm their business goals and dreams while others make adjustments in the plan that was in the idea stage. Thirty-five different applicants participated in entrepreneur training. The Kansas Small Business Development Center provided the training via a series of classes. The classes are titled:

1. The Basics of Money, Marketing and Management
2. Using a Business Plan
3. Cash Flow Made Easy

Twenty of the businesses were startup projects and 19 existing firms worked with Project Open. Eight of the existing businesses can be considered “second stage” because of the characteristics of the firm. Five business concepts are still in the idea stage and have not yet progressed. Eighteen different business plans were completed.

Thirty-seven jobs (24 full time and 13 part time) were created in 2012. Of the businesses that completed an intake application in 2012, 35 were retail, 26 were service and two were manufacturers. Four service and nine retail firms received funding. Seven firms were within city limits but not downtown. Five were in downtown Salina and one was located outside city limits in rural Saline County.

The following table shows 2012 totals current as of Nov. 20, 2012

\$193,319 = Business owner investment
 \$182,500 = Angel investors
 \$128,000 = Banks
 \$ 20,000 = Salina Economic Development Incentive Council
 \$ 64,250 = Kansas E-Community
 \$ 21,000 = Federal Home Loan Bank Topeka JOBS program
\$589,069 = 2012 Investment (not counting Salina Economic Development Incentive Council)

\$ 7,500 = Total SEDIC funds invested in retail
 \$ 12,500 = Total SEDIC funds invested in service

The total 2012 Investment of \$589,069 divided by \$20,000 of SEDIC support equals \$29.45 of private dollars for every \$1.00 of SEDIC funds invested in 2012.

Improvements to the Business Climate

A number of specific objectives were identified as steps to improve the overall local business climate. The objectives were identified by the Economic Development Steering Council as priority objectives for 2012.

Salina Self-Perception Marketing

Over the last six years, the City of Salina has made many positive changes in policy, procedure and personnel in its building and inspection services. Several steps were taken to support and encourage these changes by citing positive examples of how the changes have improved the experience for those who work with the City on development projects. This is part of a broader effort to “sell Salina to Salina” that is branded as “Salina Makes Sense.”

Several actions of 2012 related to this objective were:

- Two billboards were posted in Salina during the summer and fall that included positive testimonials about doing business. Those featured on the billboards were people that had recently experienced working with the City of Salina building and inspection services. Two audio versions of the billboard were produced and used as radio commercials. People waiting for a movie at Central Mall see the graphic that matches the billboard and they hear the audio from the radio campaign.
- To properly benchmark community self-attitudes, 3,000 surveys were mailed to Saline County residents in July. 1,200 surveys were returned and have been analyzed by KWU students and faculty. The responses will shape future direction of the Salina Makes Sense campaign.
- Multiple members of Chamber staff now appear monthly on local radio stations to promote and share good news related to Salina.
- Chamber and Salina Airport staff co-host a weekly radio program called “Salina Makes Sense – Right Now!” on KINA. The program is broadcast Sundays at 8am and features an interview with a prominent person with a Salina connection, a conversation with a person whose business is growing and a discussion with a party involved in a current activity in Salina. In 2013, the show will also be broadcast on AccessTV.
- A variety of publications and billboards promoted the Salina Makes Sense effort with bimonthly advertisements in the Salina Journal and on selected websites in Salina.
- A text message program was started. People who text “SMS5” to 313131 receive a weekly coupon. Currently, 681 people receive a weekly text coupon that allows them to “save money by shopping locally.” In addition, they receive an occasional text about positive economic or community development news.
- A number of events were conducted to make people aware of community assets that contribute to the quality of life in Salina. For example, two Scavenger Hunts were conducted for the purpose of increasing awareness about the quality cultural assets of Salina. One event has 132 participants and the second had 88 people. More events are planned in 2013 to raise awareness about some of the businesses that add to the stability and growth of the Salina economy. Events that will highlight the positive aspects of Salina as a place to raise a family are also planned.

- Quarterly, Salina Airport and Chamber marketing staff host a meeting of Salina marketing professionals. The networking group increases the good news about positive aspects of Salina and supports the airport and chamber efforts to market to residents.

Early Business Development System

This initiative will turn excess building vacancies into a positive by providing qualified businesses and entrepreneur access to available space. Assistance will come in the form of locating suitable space, subsidized rent and business development advice. Airport and Chamber staff and key volunteer leadership from both organizations have developed the concept that targets “second stage” businesses that are established and ready to experience more growth. The initiative will be formally announced at the Chamber’s 2013 Annual Meeting.

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Incentive Business Plan

The objective of this effort is to have a standard and updated business incentive toolkit approved by all stakeholder groups. The toolkit will target the quantity of “quality” and “premier” wage positions desired for our market via local growth or recruitment.

City of Salina staff has been working with Saline County staff and Chamber volunteer leadership to inventory business incentives and to understand what Salina’s competitors are doing. A strategy of matching incentives with targeted development types and desired outcomes has been created. In addition, the working group is creating recommended guidelines for the use of business incentives and a single standardized incentive request form is envisioned. The group expects to complete its work in late 2012 and to move toward approval by all stakeholder groups in early 2013.

Infrastructure Development

This initiative will lead to a standard approach for reviewing land for “shovel-ready” status to ensure the properties are ready for private development.

City, Airport and Chamber staffs have worked with Saline County officials to create an inventory of potentially developable property and to prioritize sites. An understanding of the site characteristics of prioritized sites has been completed. The work group will complete its work soon by recommending specific sites to be designated as “high”, “medium” or “lower” sites for infrastructure. The recommendation will list tasks needed for the “high” and “medium” sites to become shovel ready.

Marketing Plan

An updated marketing plan has been created and approved by Salina Airport, City, Chamber and County staff. The plan analyzes Salina’s competition and then outlines the marketing content that will shape marketing efforts. Details are listed in the plan about the following:

1. Marketing to Targets
2. Face to Face Marketing
3. Shovel-Ready Site Development
4. Internet Presence and Electronic Advertising
5. Earned Media.
6. Re-contacts

7. Retail Development
8. Kansas Department of Commerce
9. Direct Mail

Military Partnerships

To support the continued and growing impact of the military on the Salina economy, a variety of strategies were enacted in 2012. Page | 11

Community Partnerships

The Salina Military Affairs Council has conducted a variety of events in 2012.

- Multiple fund raisers: two golf tournaments, a Poker Run and Zumba exercise event.
- More than \$5,000 has been raised and a Christmas fundraiser is on track to raise another \$3,000. Dollars raised are used for the Wounded Warrior Project and the Salina Emergency Relief Fund administrated by the Military Affairs Council. Prior to his death, Charlie Walker donated \$25,000 toward these funds.
- The Commanders Club began 2012 with 32 members and will end 2012 with more than 47. A Commanders Club gala was conducted this summer. This will be an annual event
- Three luncheons were held with keynote speakers
- Participated in over twenty events with the Ft. Riley Combat Aviation Brigade that increases awareness of the CAB and its impact on central Kansas. A military appreciation tent was at the Smoky Hill River Festival.
- Six Salina schools have formally signed Adopt-A-School covenants with the Army. St. John's, Central High School, KWU, Schilling, Stewart and Sunset Elementary Schools. Soldiers have volunteered over 100 hours each month in the six Salina schools. They provide leadership, mentoring, tutoring and participate in various activities with the students.
- The number of Salina firms participating in the Patriot Business Program has increased in 2012 from 125 to over 200. Chamber and Airport Authority staff are with the other military communities via the Governor's Military Affairs Council to make this a statewide program.
- A new "Friend to Hero" program began in August to connect residents, families and churches with families of soon to be deployed personnel.
- The "Operating Bigs" program is a collaborative effort of the Salina Military Affairs Council and Big Brothers/Big Sisters. Multiple children of military personnel have been matched with "biggs."
- Salina Regional Health Center, Salina Tech, K-State University - Salina and KWU have agreed to offer military scholarships to local service members and the Combat Aviation Brigade in the near future. Work is progressing to the goal of offering the scholarships by fall of 2013 in effort to provide support to service members and their dependents.

Long Term Military Presence

Members of the Economic Development Steering Council are identifying collaborative projects that can improve the cost of Salina military installations and create improved financial efficiencies.

Chamber and Salina Airport Authority marketing staff worked in 2012 with Brigadier General Eric Peck, Commander of the Great Plains Joint Training Center, to create a marketing plan to increase the number of people training at the center. The plan will be implemented in 2013.

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Salina Airport Authority and Kansas State University – Salina staff are providing statewide leadership to create a distinctive and important role for Salina’s military. The community is responding proactively in light of anticipated federal budget challenges. Research and development associated with Unmanned Aerial Systems is an important niche that can help Salina’s military grow its economic impact.

Transload Facility

Current and future employers in the Salina region will improve supply chain efficiencies by reducing costs for moving products and materials between rail and truck. Market research and preliminary engineering studies were conducted in 2012 to determine feasibility. Union Pacific, WATCO, KS Department of Transportation and Wilson & Co. provided substantial input to the process. Multiple sites were studied and the preliminary conclusion has been reached that the project lacks feasibility.

Workforce Development

Several initiatives moved forward in 2012 to improve the long term ability of Salina employers to find the quantity and quality of employees they need.

Education to Career Database

This tool will be used to increase regional awareness of long term career opportunities. To date, more than 100 unique occupations have been entered into the database. The occupation list includes detail about job duties and educational requirements. The information will be marketed to current high school students and recent graduates, both locally and across the broader Salina labor basin.

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Salina Area Young Professionals

The Chamber continues to provide administrative and organization support to the Salina Area Young Professionals. This group is a long-term strategy to help retain young professionals in Salina and to also help build relationships in Salina. In 2012, specific activities occurred:

- A re-organization of the group occurred with four different work crews (Connection, College/University, Civic Engagement and Membership) being established. The groups are functioning well and meeting regularly.
- In 2012, SAYP's membership increased from 50 to 165.
- Monthly events alternating between professional development and social were conducted. Twenty three events were held during the year with an average attendance of forty five young professionals.

Employee Development Transition

Chamber volunteers and Chamber staff worked with over a dozen private businesses, USD 305, USD 306 and Salina Area Tech College staff to create a process that moves career technical education students from high school to college and into the Salina manufacturing workplace. Work is progressing toward the objective of a signed articulation agreement between USD 305 and SATC along with a clear path to move the person to the workplace. Specific 2012 activities toward this goal were:

- Over a series of meetings, focus groups were conducted with human resource management along with plant managers and/or owners to receive input about curriculum and career pathway changes. Specific input was received about classes, facilities and equipment.
- Chamber staff and business community volunteers provided support in the development of a successful grant to receive \$200,000 from the State of Kansas to improve welding facilities and coursework.
- To date, \$59,000 has been received from the business community to support upgrades at USD 305 and SATC.
- USD 305 staff has presented a preliminary plan to the Board of Education and it calls for a series of curriculum changes in coursework, facilities and staff to support the overall project objective.
- Four advisory councils (Steering Council, Business Partner, SATC and USD 305) have been established to continue the process ahead. Each council contains Chamber staff along with representatives from our education partners and the private sector.

Manufacturing Skill Certificate

Prior to the recession, the Chamber and major manufacturing employers announced a training program for people wanting to work in a manufacturing setting. Seven employers had announced guaranteed job interviews for people who complete the certificate program.

In January 2012, the Chamber announced that demand for skilled labor had created a need for more skilled labor. Federal government financial support completely funds the course work so qualified people can participate in the class at no cost. HR representatives from local firms have spoken to each class and critiqued resumes for each participant, including the 25 people that have completed the course.

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Scheduled Air Service

Marketing staff from the Salina Airport, Chamber of Commerce and SeaPort Airlines have cooperated to implement various promotional activities to encourage SeaPort Airline use.

Specific activities included:

- In March, a program was established that sends SeaPort related news once a month unless a new promotion merits a more occasional update. The list currently includes 798 individuals. At the time, a text campaign began with the same objective. Presently, there are 650 individuals in the program.
- Billboards and newspaper ads featured testimonials from business leaders about their SeaPort experience.
- Multiple contests for free airline tickets have been conducted. An event with SeaPort's President, a well-attended Easter Egg Hunt and multiple other activities were held.
- SeaPort's Regional Marketing Director visited Salina and met with employers. Over \$2,300 of travel vouchers were distributed and several other additional firms are targeted to receive vouchers.

The Fiscal Impact of Community Growth Projects

Wichita State University's Center for Economic Development and Business Research has calculated the ten year economic impact of forty nine 2012 business growth projects that happened in 2012. Totals in the study reflect projects where the decision to proceed was made in 2012.

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The growth projects are from a variety of employment sectors:

- 14 Industrial
- 14 Retail
- 3 Service
- 2 Healthcare
- 4 Education
- 12 Project Open

They considered the following factors of growth projects: Construction expenditures, Employment, Annual payroll, Gross revenue, Purchases and Visitor counts. In addition, the local and state sales tax paid and collected by the firm was also considered. The firm's 6 digit NAICS Code because it assures the appropriate economic impact of each employer was correctly considered.

The report concludes that: "the new and expanding businesses included in the summary directly increased employment by 288 workers and account for a total of 600 total jobs in the Salina area. The present value of the direct payroll earnings of these employers is \$117.4 million over 10 years. The present value of total payroll earnings, including indirect and induced impacts, is more than \$218 million over 10 years.

In addition, construction jobs added, or will add, a total of \$46.2 million in payroll dollars to the Salina area economy.

The information is provided by business sector of the growth project and in total:

Firm Operations

	Employment		Payroll 10-year Period	
	Direct	Total	Direct	Total
Project Open	6	9	\$906,056	\$1,587,116
Services	4	7	\$3,123,907	\$5,405,471
Healthcare	0	0	\$0	\$0
Industrial	258	561	\$108,637,676	\$206,044,082
Retail	20	23	\$4,733,894	\$5,694,446
Education	0	0	\$0	\$0
Total	288	600	\$117,401,534	\$218,731,115

Totals may not sum due to rounding

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In addition, the study quantified the present value of the estimated streams of tax revenue generated by the total business activity of the 49 projects. The total is more than \$31.5 million dollars over a 10 year period. There is approximately \$6.6 million in revenues to the City of Salina; over \$4.2 million in revenues to Saline County; nearly \$2.1 million to USD 305, \$171,000 to USD 306 and over \$18.4 million to the state of Kansas.

Fiscal Benefit - 10-year Period

	City of Salina	Saline County	USD 305 Salina	USD 306 SE Saline	State of Kansas	Total
Project Open	\$33,754	\$10,843	\$4,363	\$0	\$81,220	\$130,181
Services	\$388,048	\$348,331	\$211,664	\$0	\$919,109	\$1,867,153
Healthcare	\$846,550	\$847,872	\$531,004	\$0	\$1,664,850	\$3,890,276
Industrial	\$3,957,350	\$1,876,542	\$677,546	\$171,228	\$12,626,033	\$19,308,699
Retail	\$1,310,266	\$1,054,446	\$631,319	\$0	\$2,778,833	\$5,774,865
Education	\$103,895	\$64,085	\$34,960	\$0	\$399,254	\$602,195
Total	\$6,639,864	\$4,202,120	\$2,090,857	\$171,228	\$18,469,299	\$31,573,368

Totals may not sum due to rounding