

Address Workforce Quantity & Quality Issues

1. Provide organization support and initiate new programming for Salina Area Young Professionals
 - a. End of 3rd quarter 2013 membership in SAYP was at 175 members.
 - b. The 2014 and 2015 State of Kansas Young Professionals convention will be in Salina. A planning crew is working to organize the event.
 - c. SAYP is led by a 6 member advisory council which oversees four volunteer leadership crews which consists of between 3 – 8 individuals.
 - d. The Keeping Homegrown Talent at Home initiative provided \$1000 of scholarship monies to two USD 305 seniors to pursue post-secondary education.
 - e. A variety of events with students that are interns have been conducted to promote staying in Salina and beginning a career. Some events have had over 60 individuals present. They were interns, employers or current SAYP members.
 - f. Created and currently maintain SAYP website.
 - g. A book club and discussion group focused on leadership has been organized by SAYP. The group will meet quarterly. The books for 2013 are:
 - i. Tribes: We Need You to Lead Us by Seth Godin
 - ii. Lunchmeat & Life Lessons: Sharing a Butcher’s Wisdom by Mary Lucas
 - iii. Insanely Simple: The Obsession that Drives Apple’s Success by Ken Segall
 - iv. Appreciative Leadership; Focus on What Works to Drive Winning Performance and Build A Thriving Organization by Diana Whitney
2. Develop a database of all career opportunities in Salina and market it to the future workforce.
 - a. Currently 75 companies have uploaded their occupational data into the system.
 - b. Continue process of employers adding data and maintenance of the database.
 - c. Will be utilized to recruit individuals to Salina and provide an accurate snapshot of both educational and occupational opportunities.
3. Conduct a Salina Recruiting Consortium
 - a. An eight member committee with HR personnel from both public and private sectors has been meeting once a quarter to develop strategies regarding community wide recruitment efforts.
 - b. The group has developed community customized tours program for people being recruited to Salina. They have also recreated a Salina relocation landing page on the chamber’s website.
4. Provide leadership on the Employee Development Transition Project.
 - a. Chamber staff is providing oversight of four groups (Steering, SATC, USD 305 and Employers) as they progress toward fall 2015 approval of an articulation agreement between USD 305 and STAC. The groups include businesses people and educators that also are detailing a system to move SATC grads into the Salina workplace.
 - b. A five year plan was accepted by the USD 305 Board of Education to adopt three new Career and Technical Education Pathways. Manufacturing; Construction and STEM (Project Lead the Way). These pathways were direct results of the feedback received from the business and industry representatives.

- c. Significant facility improvements have been made at Salina Central High School and at Salina Area Technical College. The private sector provided significant financial support to make these projects.
 - d. Also as part of the feedback, SATC decided to expand and double their welding program to better reflect the need for trained welders in the community. Chamber staff assisted with a grant and numerous businesses in the community donated to the expansion.
 - e. Another post-secondary institution will soon announce a certified welding program for the Salina area.
5. Implement the “Kansas WorkReady Community/County” concept as an independent tool to help validate the credentials of potential employees.
- a. The Central Kansas WorkReady Corridor (Saline, Harvey, Marion, Reno and McPherson counties) will ensure the Central Kansas region has a competitive workforce advantage gained through a successful collaboration between educators, government, and business and industry entities in the five county region. Gaining the National Career Readiness certification will ensure our workforce has the best skills and training, and we can guarantee current and prospective businesses that the talent they need to succeed now and in the future will be available.
 - b. It will also be used to quantify the skills of the region’s workforce and use this information to compete in the economic development arena, engage employers in utilizing WorkReady certification of applicants screen/validate skill levels, enhance the marketability of individuals who hold certificates for work and future educational endeavors, evaluate skills gaps based on skills assessments and provide opportunities to develop and deliver remediation in preparation for work or additional education and training.
 - c. Salina Area Technical College and the local KS Works office will play pivotal roles to ensure that the WorkKeys testing is available to the job seeker and that the database of job seekers is readily available to interested parties.
 - d. All marketing materials have been finalized. Business and industry meetings will be scheduled for the 4th quarter 2013. Locally, a comprehensive WorkReady presentation was made in mid-September to the local chapter of the Salina Human Resource Management Association.
6. Support stretched employers by participating in specific occupation recruitment efforts.
- a. Chamber staff plans to attend at least 6 jobs fairs, workforce fairs, career fairs, college fairs, etc. in 2013. Chamber is signed up to attend the WATC manufacturing and aviation fair, Ft. Riley events, the OCCK Employment Fair. A job fair was organized for those being displaced by the closure of the National Guard Maintenance facility. It is planned that Salina will participate in employment fairs at North Central Technical College and at Manhattan Technical College.
7. Increase the number of people completing the Manufacturing Skills Certificate Program with Salina Area Technical College by targeting recent high schools grads that are unemployed or underemployed.
- a. New curriculum will be unveiled by October 15th. Salina Area Technical College staff is preparing the update after receiving business community input.

8. Conduct a Regional Job Shadow event by partnering with Smoky Hill Education Service and Salina Area Technical College.
 - a. The “Regional Job Shadow” event was held on March 6, 2013 at Salina Area Technical College.
 - b. There were 60 high school students, administrators and counselors from rural school districts in a 60 miles radius of Salina. This purpose of the event was to highlight the Career and Technical Education opportunities that exist in Salina. Groups have the opportunity to tour and learn more about Manufacturing Careers at Salina Vortex and Philips Lighting; Construction Careers at Harbin Construction and Crestwood Cabinetry; and Medical Careers at Salina Regional.
 - c. This event was very well received and we plan to repeat and expand this event in the spring of 2014.
9. Work with USD 305’s School to Career program by placing students in internships and job shadowing opportunities.
 - a. Chamber staff coordinates scheduling and placements of high school students that are undergoing a job shadow experience.

Support the Expansion & Retention of Existing Employers

1. During 2012 the Chamber staff made 131 visits to existing businesses, including 10 visits to corporate offices located outside Saline County. The visits also included meetings with nearly every business that secured a building permit in 2011. The meetings centered on the “Synchronist” survey program as the tool to best record issues related to the growth of the business.
2. In 2013, a different survey format is being used along with increased use of community peers. The program averages 28 original visits per quarter in a concentrated program designed to elicit additional meetings concerning any issue or opportunity that might exist, which will allow the local business to invest additional capital; expand its product line or add employment. The visits focus on three questions:
 - a) “How’s business?” to understand general trends
 - b) “What business related item is keeping you awake at night?” to understand challenges
 - c) “How can Salina help you?” to understand solutions.

Nearly 70 percent of the 100 + visits set for 2013 include Chamber of Commerce staff AND a peer member of the Salina business community, typically a member of the Chamber’s Board of Directors. It is expected that this will change the dynamics of the visits with an additional focus on solving the problems faced by existing employers.

To date in 2013, 53 visits have been conducted and appointments are pending with 31 other businesses. A weekly confidential visit summary is shared with the Chamber’s economic development partners.

3. In 2012, key business community leadership developed a new initiative specific to “second stage” businesses called the Early Stage Business Development System. Qualified firms (in existence for at least two years, between 5 to 100 employees with annual revenue between \$600,000 and \$5,000,000, etc.) can access experienced peers in Salina who will provide support to help with business management. In addition, rent assistance may be available to help encourage business growth. Program details have been presented to attorneys, accountants, realtor and bankers via a series of meetings.
 - a. Two projects (a manufacturer and a service business) have been identified for this project. Formal applications will soon be completed for the projects.
4. Chamber staff worked with Kansas Department of Commerce to package multiple incentive packages related to employee training, job creation and capital investment. The announcement of the Kansas State University Bulk Solids Research Center is recent example. There are currently 16 prospects where Salina is on the short list of a growth project via the expansion of an existing employer.
5. A feasibility study was conducted to validate market demand for a way to improve supply chain efficiencies for current and future employers. Multiple concepts were explored with both WATCO and Union Pacific Railroad. Employers provided detailed information about the potential use of a transload (product moved between rail and truck via forklift) facility and potential use of multimodal (product remains inside a container that is moved between rail and truck via a large clamp) facility.

The Salina Airport Authority is moving to develop a small transload facility along Centennial Road. This five acre site will help improve supply chain efficiencies for multiple existing employers. In addition, the KS Department of Transportation is considering an initiative that can address this aspect of improving the Salina business environment.

Encourage new business development

1. The Project Open entrepreneur development program continued to support new business start-up activity in addition to providing education and financial resources to existing employers. The key 2013 performance indicators are below:
 - a. Business Contact Numbers: 33 different people have contacted the program so far in 2013. 31 of the people completed intake paperwork and 23 people completed entrepreneurial training in 2013. 123 businesses are on file for ongoing contact and continued assistance during 2013.
 - b. Business Sectors and Assistance Categories: 18 were proposed startup businesses; 15 were existing businesses. There were 3 existing firms that can be considered “second stage” firms and 5 concept businesses. 18 firms completed business plans; 3 businesses were offered funding and 1 accepted funding.
 - c. Business Classification by NACIS Code: 20 of the firms were classified as Retail, 8 were Service and 5 were manufacturing. The one firm receiving funds was retail..
 - d. Location of funded businesses: 1 is in downtown Salina.

The below chart provides further detail about the Project Open businesses that received funding in 2013.

Name	Jobs	Business Sector
None	0	Service
Blue Sky LLC	22	Retail
TOTAL	8 F - 14 P	

\$5,000 of SEDIC grant funds was used to support projects. Business owners provided \$100,000 of financing. \$5,000 of Federal Home Loan Bank Topeka funds has been used; \$15,000 of SDI Façade renovation funds and \$155,000 of funding from other investors was included in project financing. E-Community Funds supplied \$45,000 of support and there was \$439,500 of investment provided by banks.

\$5,000 of public funds was used and \$255,000 of private funds was used. The total amount of non-SEDIC investment was \$759,500. Thus, the Project Open businesses supported in 2013 generated a \$151.90 ROI for every dollar of SEDIC funds.

The Minority guided Business Assistance Committee held their first meeting on July 16, 2013 and has continued to meet. The group will establish a network of volunteers drawn from the existing minority business community and working within the Project OPEN framework. They will market-educate and otherwise expose the Project OPEN assistance program to the different culturally diverse businesses that make up Salina and Saline County. The group has pulling together a list of existing minority owned and operated businesses. The desire is to facilitate entrepreneur assistance programs. A presentation will be given to the NAAC on October 18th at the state Annual NAACP meeting about this.

2. Work with our economic development partners to attract new business growth projects to Salina
 - a. There are currently a minimum of 10 prospects where Salina is on the short list of a growth project via a new business locating in Salina.
 - b. A new marketing plan that provides strategic direction to the Salina economic development marketing team about business target refinement, site selection consultant management, personal visits, earned media in order to generate prospect interest is now being implemented.
 - c. The Project Manager – Economic Development will test for Certified Economic Developer status from the International Economic Development Council in the fourth quarter 2013. The test is a multi-part test and two sections (the multiple choice and short answers) have already been favorably scored. The oral interview and essay are yet to be completed.

3. Economic Development Targeting

In April 2013 the second quarterly mailer was sent to a list of 58 site selectors currently working in the areas of manufacturing, logistics, food processing, financial services, headquarters, bio-pharma, and aerospace. In January 2013, this group was sent an introduction card and Salina chocolate bar with community facts highlighted. The second mailer contained an overview of the available real estate at the airport, the updated SAA brochure and a historic Salina card from the Smoky Hills Museum. The third quarter mailer was an UAS update and included an article from the Salina Airport Authority newsletter with Mark Tuscano, President of AUVSI along with an article with Richard Barnhardt, Kansas State Salina that was a recap of the AUVSI Conference in Washington DC. A delegation from Salina attended the conference and included Salina Area Chamber of Commerce staff.

The fourth quarter contact will contain the new “Salina at a glance” brochure with community and demographic information which is also contained in our Salina prospectus in more detail. An additional Salina specific Christmas card and/or gift will be sent in early December.

All of the site selectors have been added to the SAA newsletter distribution list. The Kansas Department of Commerce Business recruitment team is also planning on highlighting Salina and the Salina Airport Authority in their third quarter newsletter. This is great marketing for Salina as it will be sent to the State’s site selector distribution list as well. The Chamber and SAA are working with Zimmer Real Estate and gathering research and a prospecting analysis for the industries of food manufacturing, plastic products manufacturing, electrical equipment manufacturing, machinery manufacturing, aerospace manufacturing, medical, and aerospace. In August 2013, Team Salina, (KSU, SAA, SCC) will attend the AUVSI trade show in Salina and schedule appointments with UAS companies to discuss the benefits of Salina within this industry sector.

4. Stimulate Retail Development

- a. Provide multiple developers and realtors with information they request as they work with retail prospects. This information includes demographic details, pull factor information and contact information about various sites.
- b. Support efforts to increase the Salina Retail Pull Factor
- c. There are currently 14 prospects where Salina is on the short list of a growth project.

Support the continued economic impact of the military on Salina

1. Assist the Director of the Governor’s Military Affairs Council to organize coalition of local military affairs councils in communities with an active duty military presence. The communities have been meeting quarterly across Kansas to share best practices, discuss challenges and to prepare initiatives to increase community support for the military. In addition, they are instrumental in implementing the Patriot Business Program statewide.
2. Work with local military leadership to market Great Plains Joint Training Center to military and civilian users. Salina Airport Authority and Salina Chamber of Commerce marketing staff have prepared a draft marketing plan for the center. Center staff will be supplying additional information and the plan will be ready for implementation. This project is on hold per GPJTC.
3. Participate in Governor’s Military Affairs Council meetings. Salina Airport Authority staff attends the council meetings and Salina is an active participant in discussions about military downsizing, finding cost efficiencies via shared services for Salina military facilities and for unique programming such as Unmanned Aerial Systems.
4. Continue a variety of programs related to community support for military personnel.
 - a. Two golf tournaments, a poker run, a Military tent at the Smoky Hill River Festival, a Christmas appreciation and numerous Patriot Business Program events aim to support service members and their families.
 - b. To date over ten events have been held in conjunction with the Combat Aviation Brigade from Ft. Riley, and five more are planned for the year. These partnered events enhance Salina’s awareness of operations at Ft. Riley and enhance the local partnership with Ft. Riley.
 - c. Oakdale School has entered into the formal Adopt-A-School program with Ft. Riley. Soldiers volunteer over 25 hours a month in Salina providing leadership, mentoring, tutoring and participating in various activities. The other attendance centers do not have volunteers the 2013-2014 school year because of overseas deployment.
 - d. The Patriot Business program, established in 2011, is a Military discount program in which we connect Service Members to the businesses that support them. Participation in the program is free of charge; however businesses must offer a discount of 10 percent or more to Military ID cardholders and place a Patriot Business in their storefront window. Their business name and discount is then added to the Patriot Business list which can be found online and in welcome packets to those visiting or training in the area. On average in Saline County, 6000 lists are distributed annually. To date over 300 businesses participate in the program. This past January, Salina Airport Authority staff briefed Governor Brownback and received his encouragement to make the program statewide. The Kansas National Guard then melded it into their national initiative Joining Community Forces, which focuses attention on identifying grassroots solutions at the community level to assist veterans, service members and their families with employment, wellness, and education issues. This initiative expands upon the of the national-level Joining Forces campaign championed by First Lady Michelle Obama and Dr. Jill Biden, wife of Vice President Joe Biden. This is the first unified Military Discount Program in the U.S., and the National Guard Bureau would like to see it go nationwide. At this time four other states are interested in the program. The ultimate goal is that no matter where a Service Member lives or visits, he/she will recognize which stores offer Military discounts when they see the Patriot Business sticker or visit the Patriot Business Program

website. In an effort to increase the awareness of the program and participants a take-action campaign was developed and includes; recognizing April as Patriot Month citywide, a Patriot Business Easter Egg Scramble for adults and children, two Patriot Business shopping days annually (one in April and one in September), a Patriot Business Appreciation held in April.

- e. Launched in 2012, the Friend of Hero program has had no involvement due to the difficulties in obtaining adopters for the Military families and/or service member deployed. Originally, the adopters were to be families and individuals, however has now changed since the program will now fall under the Patriot Business Program. The Patriot Business Program will now enlist businesses to partner with deployed service members and/or families. Within the next three months three deployments will occur and matches are being sought. In addition, “Operation Bigs” mentoring program military youth continues. This program is in conjunction with Big Brothers and Big Sisters of Salina.
- f. The Salina Military Emergency Relief Fund offers emergency assistance to Service Members facing financial difficulties. On average, three service members benefit from this fund monthly. The fund is supported by donations and annual MAC fundraising events.
- g. The Wounded Warrior Project fund received donations from many families, businesses and individuals. Events such as Poker Run and a Farmers and Ranchers Auction also raised money. Last year, a \$23,000 check was presented to the Wounded Warrior Project, and this year it is expected to be \$6000.
- h. The Commander’s Club is an alternative for those who wish to provide an extra level of support for the military and the Salina Military Affairs Council. Membership increased in 2012 from 32 to 46 people.
- i. Maj. General Lee Taffanelli, the Adjutant General of Kansas, is the speaker at the 4th Quarter Military Affairs Council meeting, set for Nov 13th.

Implement a variety of strategies to “sell Salina to Salina”

1. Currently 965 people are on the Salina Makes Sense text message list in which they receive notifications of Chamber member coupons or good news regarding Salina.
2. The Salina Airport Authority and Salina Chamber of Commerce staff host a radio show called “Salina Makes Sense – Right Now!” on 910 KINA. It is heard Sunday at 8am.

Support SeaPort Airlines, the scheduled air service provider in Salina

1. An email list was established in March 2012 for monthly communication with people about new promotions, etc. Currently there are 1,754 contacts, 956 contacts have been added since January of this year.
2. A text list was established in March 2012 for monthly communication with people about new promotions, etc. There are currently 956 individuals on the list.
3. A rewards program has been discussed as a strategy to increase business travelers. This specific program is currently on hold for future implementation.
4. Multiple other events and contests, including a well-attended Easter Egg Hunt, are conducted during the year to increase the positive perception and community awareness of SeaPort.
5. Ten of the top Salina employers were visited by SeaPort’s Regional Marketing Director and Chamber of Commerce staff. Over \$2,300 of travel vouchers were distributed. A follow up presentation is being finalized for continued presentations.