

Salina Community EDO (KS)

Target Industry Update and Business
Case Development

Final Report – April 26, 2021



Provided to:

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Section 1: Introduction

Introduction

BACKGROUND

Salina, Kansas is the county seat for Saline County and has a population of roughly 48,000 people. The area is one of the largest wheat producing regions in the world. Along with agriculture and agriculture transportation, the region is also home to aviation and advanced manufacturing businesses, particularly metal fabrication and bulk solids.

The Salina region is home to four higher education institutions, including Kansas State Polytech, Kansas Wesleyan University and the University of Kansas School of Medicine and has access to a highly skilled and educated workforce of more than 213,000.

In 2018, the Saline EDO hired Ady Advantage to create an economic development strategic plan. This process included the identification of target industries (shown below).

Target Industry	Subsectors of Focus	Comments
Agribusiness and Supply Chain	<ul style="list-style-type: none">• Crop Production (NAICS 111000)• Animal Production and Aquaculture (NAICS 112000)• Other Animal Food Manufacturing (NAICS 311119)• Animal (except Poultry) Slaughtering (NAICS 311611)• Farm Machinery and Equipment Manufacturing (NAICS 333111)• Farm and Garden Machinery and Equipment Merchant Wholesalers (NAICS 423820)• Grain and Field Bean Merchant Wholesalers (NAICS 424510)• Livestock Merchant Wholesalers (NAICS 424520)• Farm Supplies Merchant Wholesalers (NAICS 424910)	<p>Companies in these industries would benefit from the strong agriculture and manufacturing history in the region, as well as the availability of water. Additionally, Salina's proximity to Western Kansas is highly advantageous.</p> <p>Food manufacturers who are looking to have a regional presence with access to markets, such as Denver, Salt Lake City, Oklahoma City, etc. would benefit from the location and distribution assets of the region. Moreover, the presence of the Bulk Solids Research Center may provide value to this industry. The center can offer strategic partnerships with industries focused in the bulk solid industry or related supply chain.</p>
Aerospace	<ul style="list-style-type: none">• Aircraft Manufacturing (NAICS 336411)*• Aircraft Engine and Engine Parts Manufacturing (NAICS 336412)• Other Aircraft Parts and Auxiliary Equipment Manufacturing (NAICS 336413)• Other Support Activities for Air Transportation (NAICS 488190)• Other Airport Operations (NAICS 488119) <p><i>*Note: Aircraft Manufacturing includes the manufacturing of drones.</i></p>	<p>Although this industry did not show up strongly through the NAICS code analysis, Salina has a number of assets to support this industry, including good highway access, an under-leveraged airport, and a strong aerospace program at Kansas State Polytechnic.</p> <p>More specific aerospace industries are included in the identified subsectors. This includes areas of focus like aircraft interior manufacturing, avionics, maintenance repair operations, etc.</p>
Distribution	<ul style="list-style-type: none">• Distribution related to any of the identified target industries• Aircraft Merchant Wholesalers (NAICS 423860)	<p>Saline County sits on two Interstates, I-70 and I-135, and within a 500 mile radius, companies in Salina can reach large regional markets, including Dallas, St. Louis, Denver, Oklahoma City, and Kansas City, among others.</p>

Due to recent economic disruptions, Salina is interested in doing a deep dive into these industries to determine what has changed and reprioritize their target industry sectors and subsectors.



Section 2: Market Assessment

Market Assessment

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Introduction

Introduction

The following section provides an overview of the opportunities and barriers to growth in Saline County and the region. The data included throughout this section mirrors the key location criteria that may factor into the decision-making processes a site selector, company and/or talent may be looking into before deciding to locate in your community. This includes information on demographics, economics, education and quality of life. All data included in this section is secondary research available from public sources, as well as from Emsi. This section also includes a cataloging of assets throughout the region and key insights and takeaways from the on-site visit.

This is not meant to be an exhaustive analysis of these location criteria factors, but simply provide a baseline starting point for understanding how your community will be perceived by those outside of it without a boots-on-the-ground perspective. It is important to be aware of this data and use it to build your best business case possible.

For this analysis, we have compared the Saline County data to the following peer regions:

- Saline Greater Region, which includes Dickinson, Ellsworth, McPherson, Ottawa, and Saline County
- Emporia MSA
- Hutchinson MSA
- Lawrence MSA
- Manhattan MSA
- Topeka MSA
- Wichita MSA

For some data points, we also compared Kansas state-level data to Colorado, Missouri, Nebraska and Oklahoma to see where the state may have competitive advantages.



Demographics

Demographics

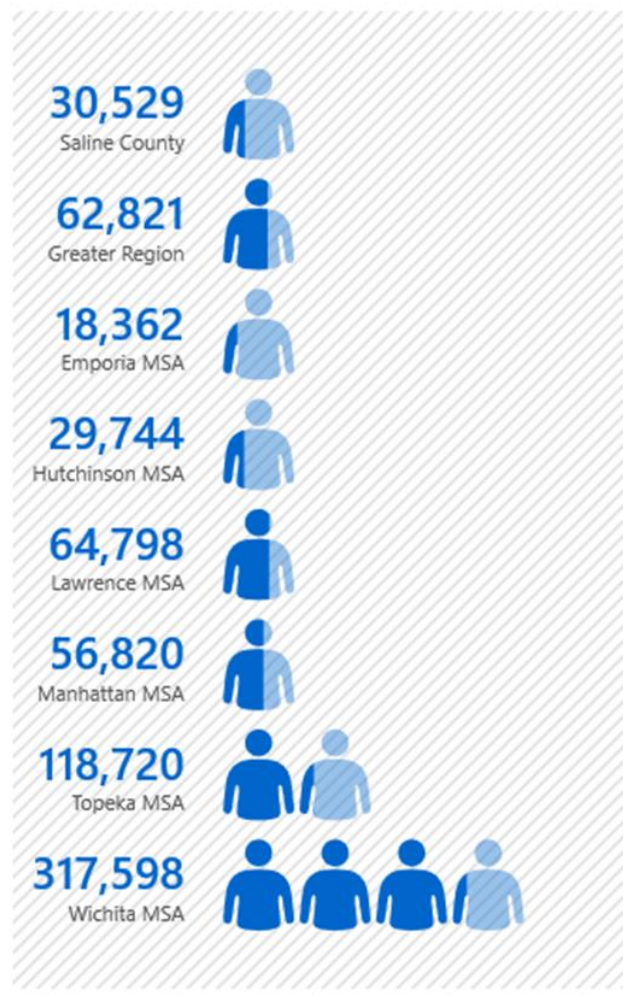
Having a strong population and labor force in the region and surrounding areas is a key element to attracting a new business to the area. Saline County possesses almost half of the Greater Region's population and is an anchor of the region.

POPULATION



Source: Emsi, 2020

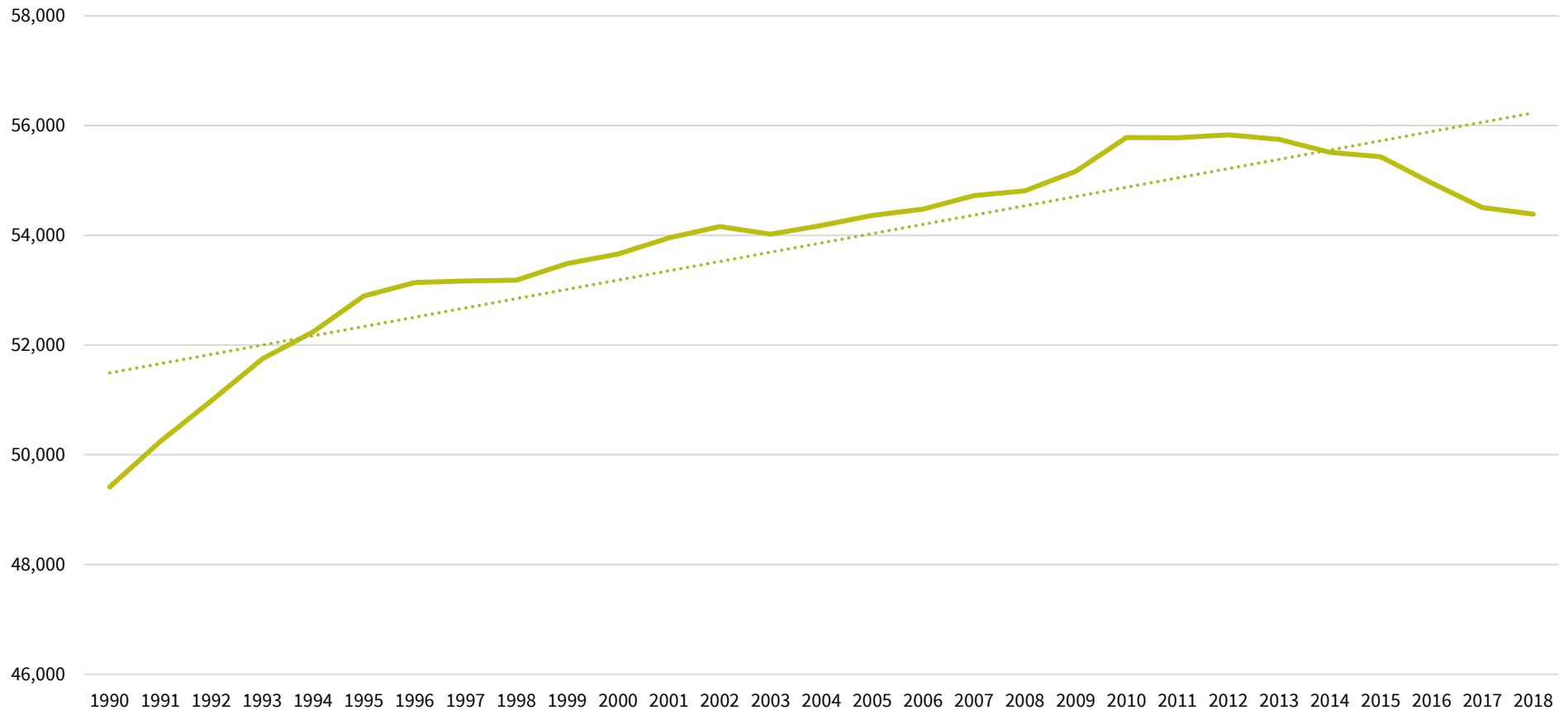
LABOR FORCE



Demographics

Showing growth in population in the county assures an employer that the region will be able to accommodate, and businesses plans for growth. Saline County has seen a recent decline in population, which is a negative indicator for business outlook, but has historically shown positive population growth and an overall positive trendline.

SALINE COUNTY POPULATION CHANGE



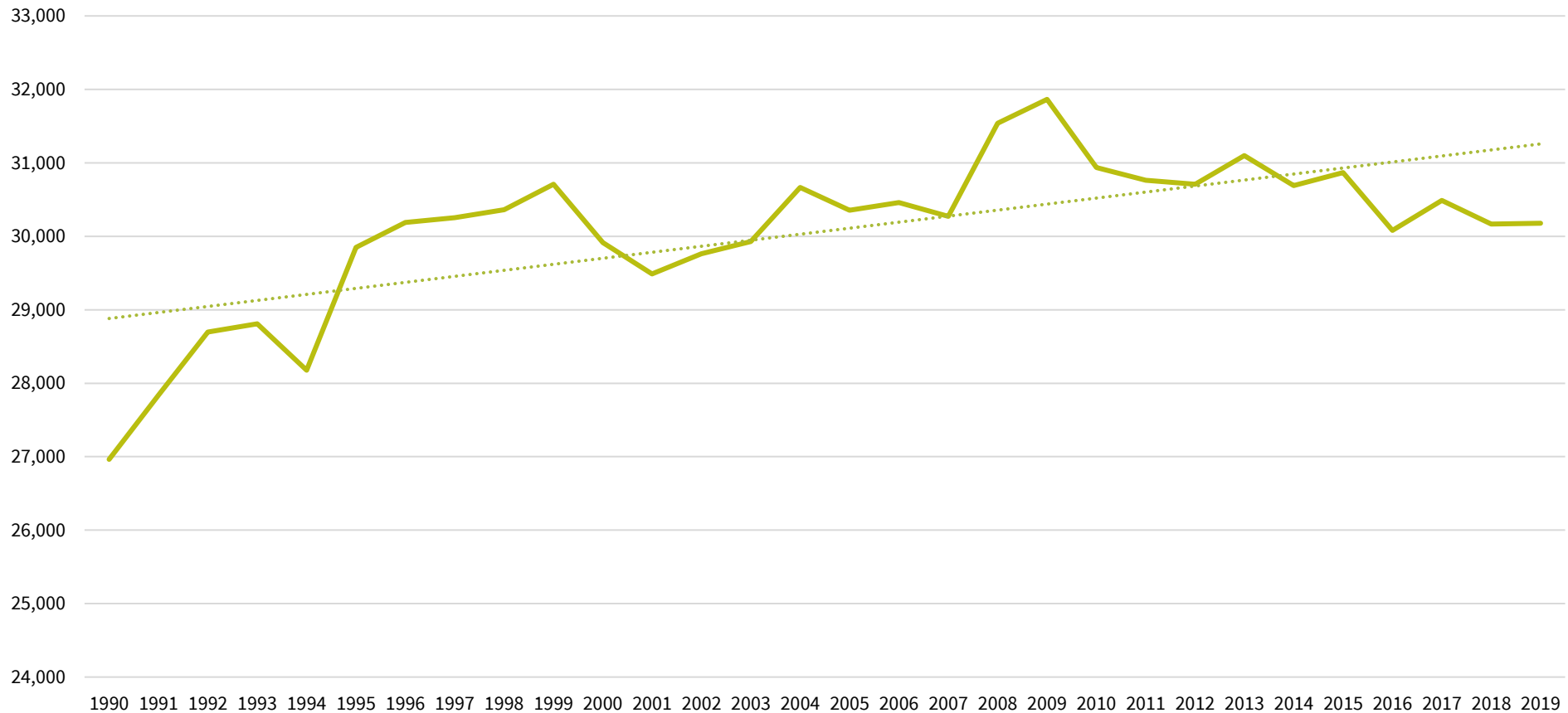
Green Line = Actual change over time
Dotted Line = Average trend over time

Source: U.S. Census Bureau, 2020

Demographics

Showing labor force growth in the county assures an employer that the region will be able to accommodate their business and plans for growth. Labor force growth has been erratic, with a positive trendline overall, but declining since 2013.

SALINE COUNTY LABOR FORCE CHANGE



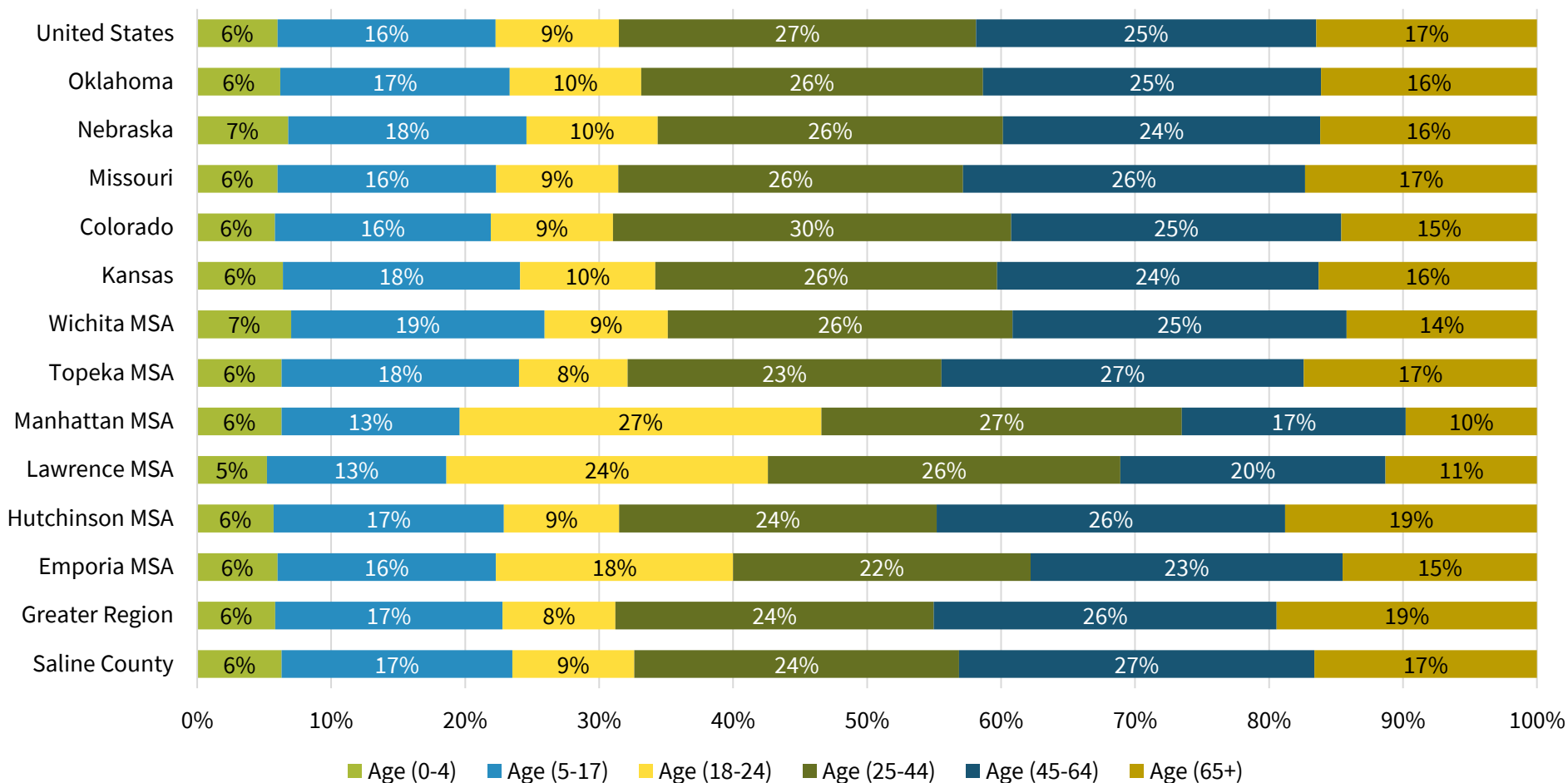
Green Line = Actual change over time
Dotted Line = Average trend over time

Source: U.S. Census Bureau, 2020

Demographics

The age makeup of a region indicates whether there is a strong population base of current and future talent. The county has one of the highest percentages of people at age 45 to 65 and one of the smallest percentages of people at age 18 to 24.

POPULATION BREAKDOWN BY AGE



Source: U.S. Census Bureau, 2020

Demographics

Median household income is an indicator of spending power, as well as potential wages an employer will have to pay in the region. The County's median household income is lower than about half of the comparison regions, indicating lower wage jobs and lower spending power.

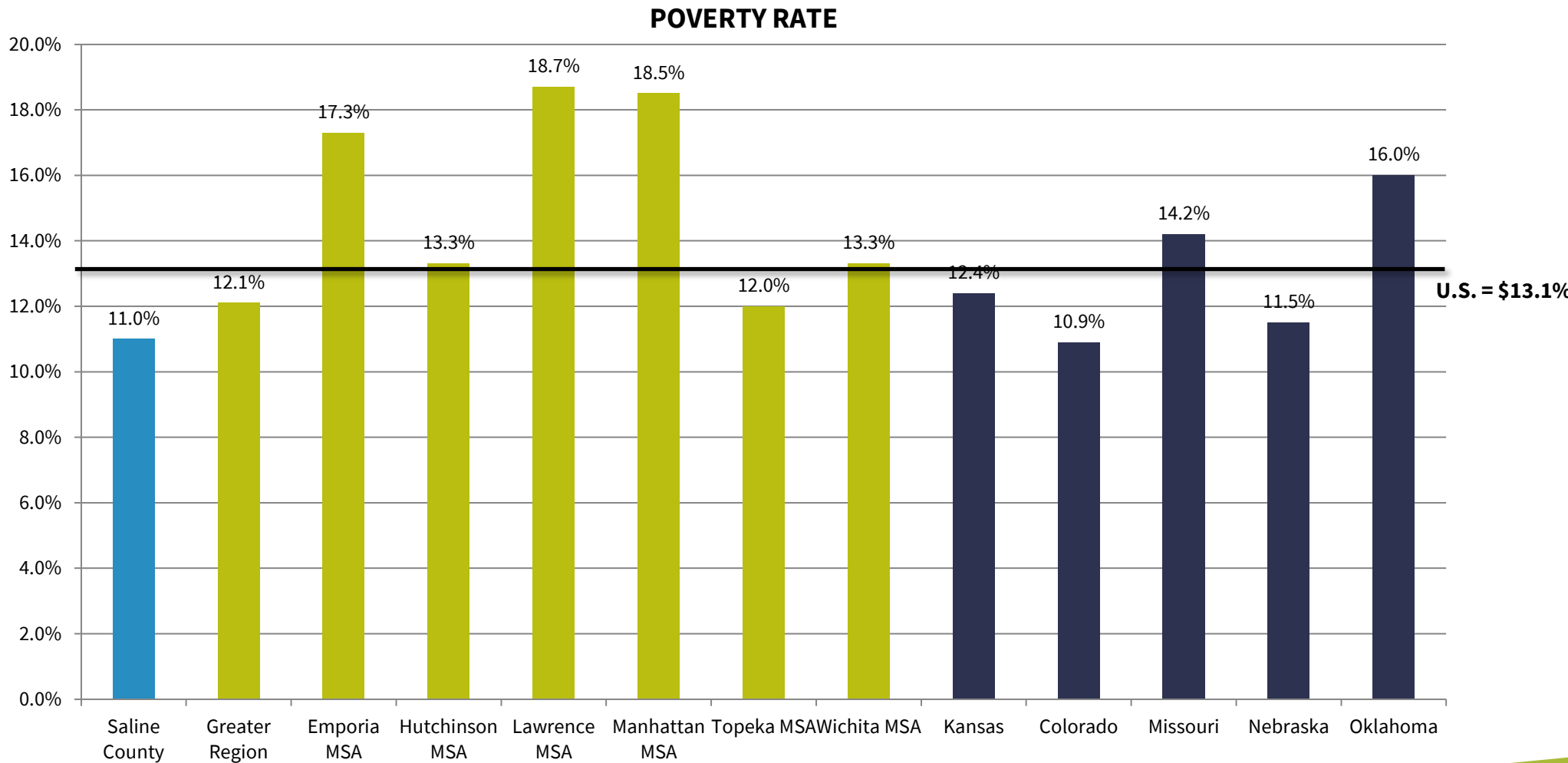
MEDIAN HOUSEHOLD INCOME



Source: Emsi, 2020

Demographics

Poverty Rate indicates the percentage share of people living on wages under that poverty income threshold. In Saline County, the Poverty Rate is lower than all other comparison regions, indicating a workforce with higher wages than other areas. Compared to the median household income, this may indicate a larger share of workers with incomes at or near the median income than a typical distribution of workers.



Source: Emsi, 2020

A faint, light-colored world map is visible in the background of the slide, centered behind the title text.

State and Local Business Climate

State and Local Business Climate

KANSAS STATE BUSINESS CLIMATE

Kansas ranking on several important business climate factors:

Taxes

Top Individual Income Tax Rate	State and Local Individual Income Tax Collections per Capita	Top Corporate Income Tax Rate	State Business Tax Climate Index Ranking
5.70%	\$800	7.00%	35

State Sales Tax Rate	Combined State and Average Local Sales Tax Rate	State Gasoline Tax Rate (cents per gallon)
6.50% (Rank #9 Highest)	8.68% (Rank #9 Highest)	24.03 cents (Rank #13 Highest)

Source: Tax Foundation, 2019

Rankings

- #19 Top State for Business (CNBC 2019)
 - #3 Infrastructure
 - #8 Business Friendliness.
 - #8 Cost of Living
- #22 State in the Country (US News & World Report)
 - #7 Infrastructure
 - #8 Natural Environment
- #36 Best State for Business (Forbes, 2019)

A favorable business climate helps a state get on the short list of prospective business relocation projects. Kansas's business climate varies based on factors. While the infrastructure, business friendliness, cost of living, and natural environment rank highly, the taxes of Kansas rank poorly (aside from unemployment insurance tax), which can hurt certain projects if those taxes affect a business with smaller profit margins or are hit harder by taxes.

State and Local Business Climate

KANSAS STATE BUSINESS CLIMATE

TAX RANKINGS – 2020 STATE BUSINESS TAX CLIMATE

The taxes of Kansas rank worse than surrounding states (aside from unemployment insurance tax). Overall, it ranks 35th in the U.S., five spots behind Oklahoma.

	Kansas	Colorado	Missouri	Nebraska	Oklahoma
Corporate Income Tax Rank (out of 50)	31	10	3	32	11
Individual Income Tax Rank (out of 50)	24	14	23	21	33
Sales Tax Ranking (out of 50)	37	36	24	15	39
Property Tax Rank (out of 50)	32	30	8	41	29
Unemployment Insurance Tax Rank (out of 50)	13	41	7	11	1
Overall Tax Ranking (out of 50)	35	21	12	28	30
Combined State & Local Sales Tax Rate	8.68%	7.65%	8.20%	6.93%	8.95%
Individual Income Tax Rate	5.70%	4.63%	5.40%	5.70%	5.00%
Corporate Income Tax Rate	7.00%	4.63%	4.00%	7.81%	6.00%

Source: Tax Foundation, 2021

The color scale for each row goes from highest (dark red) to lowest (dark green)

Note: Tax rankings only factor in state sales tax rates, local sales tax rates not included in state level comparison.

State and Local Business Climate

KANSAS STATE BUSINESS CLIMATE

Regulatory and Permitting

Kansas ranks 24th out of all 50 states on Forbes Best States for Business-Regulatory Environment (2019). Employers noted minimal challenges working with the state on regulations, as well as minimal challenges working on a local level.

Incentives

The State of Kansas offers a variety of incentives, with a number tailored towards investment, including job creation tax credits, investment tax credits, sales tax project exemptions, and revolving loans for local infrastructure. One of the most prominent incentives offered by Kansas is the ROZ (Rural Opportunity Zone) Program, which is most often used for student loan repayments.

Saline County also offers the standard mix of incentives commonly offered at the county level, including tax increment financing, industrial revenue bonds, tax abatements, etc. Saline County is also one of seven counties designated as a service area for the Sedgwick County Foreign Trade Zone (FTZ #161).

State Business Climate

Kansas ranks 36th on “Forbes Best States for Business” (2019). As part of this overall ranking, Forbes ranks Kansas 24th for Regulatory Environment, 24th for Labor Supply, 35th for Business Costs, 42nd for Growth Prospects, 32nd for Quality of Life, 32nd for Economic Climate. News & World Report (2019) ranks Kansas the #22 state in the country overall.

State and Local Business Climate

KEY STATEWIDE INCENTIVES – KANSAS DEPARTMENT OF COMMERCE

- **Kansas Certified Development Companies (CDC):** Helps businesses access the numerous loan programs available from a variety of sources. These loan packages match the business' financial need with the source of funds, providing small business customers the best combination of rates and terms possible.
- **High Performance Incentive Program (HPIP):** The High-Performance Incentive Program provides tax incentives to employers that pay above-average wages and have a strong commitment to skills development for their workers. This program recognizes the need for Kansas companies to remain competitive and encourages capital investment in facilities, technology and continued employee training and education. A substantial investment tax credit for new capital investment in Kansas and a related sales tax exemption are the primary benefits of this program.
- **Kansas Industrial Retraining (KIR):** The Kansas Industrial Retraining program is a job retention tool that helps employees of restructuring companies who are likely to be displaced because of obsolete or inadequate job skills and knowledge. Eligible industries include basic enterprises that are restructuring operations through incorporation of new technology, diversification of production or the development and implementation of new production activities. At least one current employee must be trained to qualify for assistance.
- **Kansas Industrial Training (KIT):** The KIT program may be used to assist firms involved in job creation. Training can include pre-employment, classroom and on-the-training by in-house instructors or vendors. Pre-employment training may be used to allow the company and prospective employees an opportunity to evaluate one another before making employment commitments. Prospective employees are given the knowledge and specific skills necessary for job entry. Trainees may receive instruction on the company's own production equipment on the plant floor or on similar machinery in a classroom setting.
- **Promoting Employment Across Kansas (PEAK) Program:** PEAK is intended to encourage economic development in Kansas by incenting companies to relocate, locate or expand business operations and jobs in Kansas. The Secretary of Commerce has discretion to approve applications of qualified companies and determine the PEAK benefit. During the benefit term, participating PEAK companies may receive 95 percent (95%) of the Kansas withholding tax of PEAK-Eligible employees/jobs that are paid at or above the county median wage where the PEAK business facility is located. Depending on the number of PEAK jobs/employees to be hired over a five-year period and their wage levels, the Secretary can approve a PEAK benefit for up to 10 years. PEAK requires the qualified company to commit to creating five new jobs in non-metropolitan counties or ten (10) new jobs in the metropolitan counties of Shawnee, Douglas, Wyandotte, Johnson, Leavenworth and Sedgwick within a two-year period. The qualified company must also pay wages to the PEAK jobs/employees, that when aggregated, meet or exceed the county median wage or North American Industry Classification System (NAICS) average wage for their industry.

State and Local Business Climate

KEY STATEWIDE INCENTIVES – KANSAS DEPARTMENT OF COMMERCE

- **Sales Tax Revenue (STAR) Bonds:** Sales Tax Revenue (STAR) Bonds provide Kansas municipalities the opportunity to issue bonds to finance the development of major commercial, entertainment and tourism areas and use the sales tax revenue generated by the development to pay off the bonds.
- **Kansas Capital Multiplier Loan Fund:** Under the Kansas Capital Multiplier Loan Fund, businesses can apply for matching loans up to 9% of the private capital invested. Private capital invested includes the amount of the loans provided by financial institutions, certified development companies and other sources of private lending. Private capital also includes the entrepreneurs' investment and funds provided by angel investors and angel investor groups. The minimum loan from the Kansas Capital Multiplier Loan Fund is \$25,000, with a maximum loan of \$500,000.
- **Kansas Capital Multiplier Venture Fund:** Under the Kansas Capital Multiplier Venture Fund, businesses can apply for matching equity up to 9% of the private equity invested. Private equity invested includes funds invested by private equity firms and angel investors. Businesses eligible include technology and biosciences companies working with a state entrepreneurial center, University Center of Excellence, and/or the Kansas Bioscience Authority (KBA). Rural businesses or businesses in distressed areas of urban communities that meet critical community needs; are growth businesses with local angel investors; or are larger businesses with less than 500 employees that have local angel investors and significant private equity investment may also qualify. The minimum equity investment contribution from the Kansas Capital Multiplier Venture Fund is \$25,000, with a maximum equity investment contribution of \$250,000.
- **Registered Apprenticeship:** The Registered Apprenticeship program is designed to provide employers with a skilled workforce while training existing workers in the latest technologies without loss of production time.

State and Local Business Climate

KEY STATEWIDE INCENTIVES – ECONOMIC DEVELOPMENT PARTNERS

- **AltCap:** AltCap exists to increase the flow of capital to communities and businesses not adequately served by mainstream financial institutions. Whether it is through the New Markets Tax Credit (NMTC) Program, small business and microloans, or other alternative capital, AltCap is committed to delivering financing to support job-creating small business investments and catalytic, community-focused real estate development projects.
- **Kansas Manufacturing Solutions:** Formerly MAMTC, KMS is a non-profit 501(c)(3) organization, that provides highly affordable consulting services of all kinds to small and medium-sized manufacturers in Kansas. They are owned by the Kansas Department of Commerce. The National Institute of Standards and Technology (NIST) started the program because US manufacturers were facing growing global competition.
- **Kansas Partnership Funds for Infrastructure Improvements:** The Partnership Fund program provides loans to Kansas cities or counties for infrastructure improvements directly related to specific business projects creating new jobs and capital investment.
- **NetWork Kansas:** NetWork Kansas has resources to help at all stages of the business lifecycle, from startup to succession management, and everything in between – including funding. The organization offers an array of gap financing assistance to provide the last amount of capital a business needs to start and grow.
- **Network Kansas E-Community Network:** Network Kansas E-Community makes a commitment to cultivate an entrepreneurial environment by identifying and developing resources to help local entrepreneurs start or grow businesses. Selected communities partner with Network Kansas to establish funding, connection to resources, initiate activities to generate entrepreneurial development, and participate in the statewide partnership with other E-Communities.

State and Local Business Climate

KEY STATEWIDE INCENTIVES – ECONOMIC DEVELOPMENT PARTNERS

- **Property Tax Abatement Assistance:** Assistance is provided to businesses and governmental entities applying for property tax abatement. Division staff liaisons with the Board of Tax Appeals (BOTA) provide technical assistance on the application process and run a complimentary cost benefit analysis to ensure a BOTA response within 30 days.
- **Public Activity Bonds:** Qualified Private Activity Bonds (PABs) are federally tax-exempt bonds.
- **Small Business Development Center:** Small business owners and aspiring entrepreneurs can go to their local SBDCs for free face-to-face business consulting and at-cost training, on topics including business planning, accessing capital, marketing, regulatory compliance, technology development, international trade and much more.
- **Women's Business Center:** The mission of the Women's Business Center is to develop, counsel and mentor women in all stages of business development and growth. We do this through classes, seminars, peer roundtables, one-on-one consultation, networking and referrals. We also educate women entrepreneurs on sources of funding to include micro-loans and angel funding through the Women's Capital Connection.

State and Local Business Climate

KEY LOCAL PROGRAMS – SALINE COUNTY, KANSAS

- **Tax Increment Financing (TIF) Districts & Industrial Revenue Bonds (IRB):** Helps finance land acquisition and construction of a new facility.
- **Property Tax Abatements:** For qualifying new facilities that can result in up to 100 percent abatement over a ten-year period
- **Salina Economic Development Incentive Council (SEDIC) Grants:** For training and qualified capital investment purchases.
- **Sedgwick County Foreign Trade Zone (FTZ #161):** Offers benefits for businesses seeking to import and export. Saline County is one of seven counties designated as a service area.
- **Startup Salina:** An entrepreneurial community, with monthly gatherings and workshops for entrepreneurs to collaborate.
- **Project Open:** Establishes designated funding to support entrepreneurial development with emphasis on owner-operated businesses.

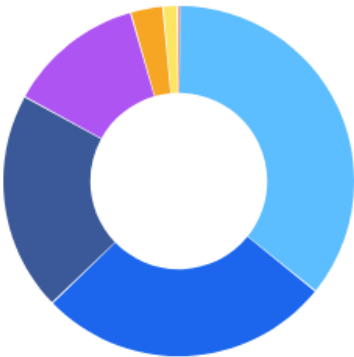
State and Local Business Climate

BUSINESS CHARACTERISTICS

Saline County

How employment is divvied up by business size can shed light on the dynamics of the business economy. Saline County is above the national average in business sizes of 1 to 4, 20 to 49, 50 to 99, and 100 to 249 employees.

Business Size



	Percentage	Business Count
1 to 4 employees	35.7%	874
5 to 9 employees	27.0%	660
10 to 19 employees	20.2%	494
20 to 49 employees	12.6%	308
50 to 99 employees	3.0%	73
100 to 249 employees	1.3%	32
250 to 499 employees	0.2%	4
500+ employees	0.0%	1

United States % Breakdown

33.9%
27.8%
21.8%
12.3%
2.6%
1.1%
0.3%
0.1%

**Business Data by DatabaseUSA.com is third-party data provided by Emsi to its customers as a convenience, and Emsi does not endorse or warrant its accuracy or consistency with other published Emsi data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

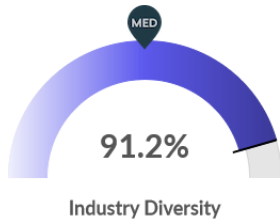
Source: Emsi, 2020

State and Local Business Climate

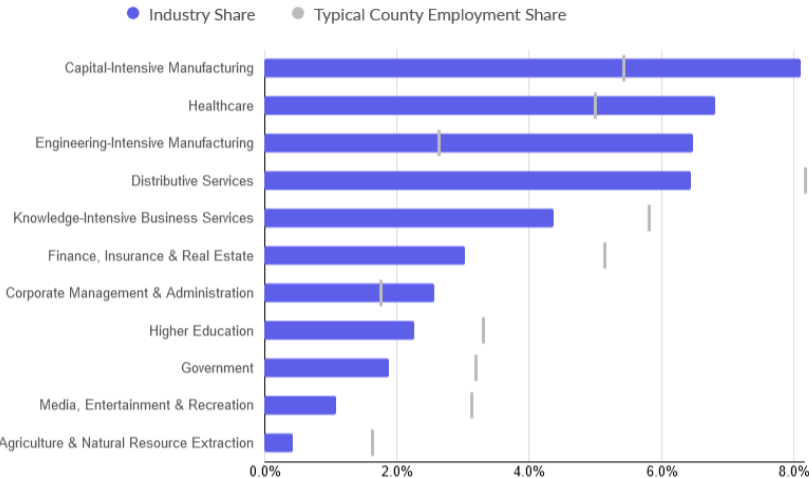
ECONOMIC STABILITY & VULNERABILITY

Saline County Industry Diversity

Rank: 276
(out of 3142 Counties)



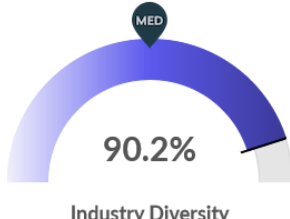
Industry diversity is high for Saline. This means that employment is distributed more evenly between the 12 industry clusters compared to the typical county. A region with high diversity can signal economic stability and more easily withstand economic pressures, while a region with low diversity can signal economic instability.



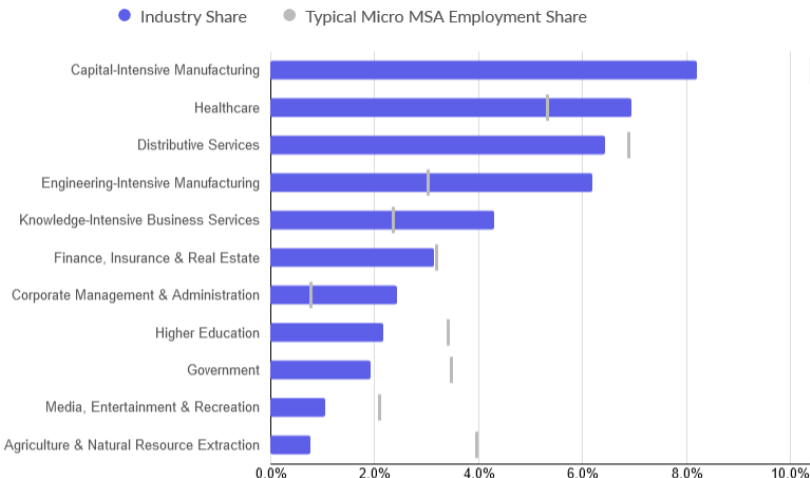
&

Salina MSA Industry Diversity

Rank: 54
(out of 542 Micro MSAs)



Industry diversity is high for Salina, KS. This means that employment is distributed more evenly between the 12 industry clusters compared to the typical Micro MSA. A region with high diversity can signal economic stability and more easily withstand economic pressures, while a region with low diversity can signal economic instability.



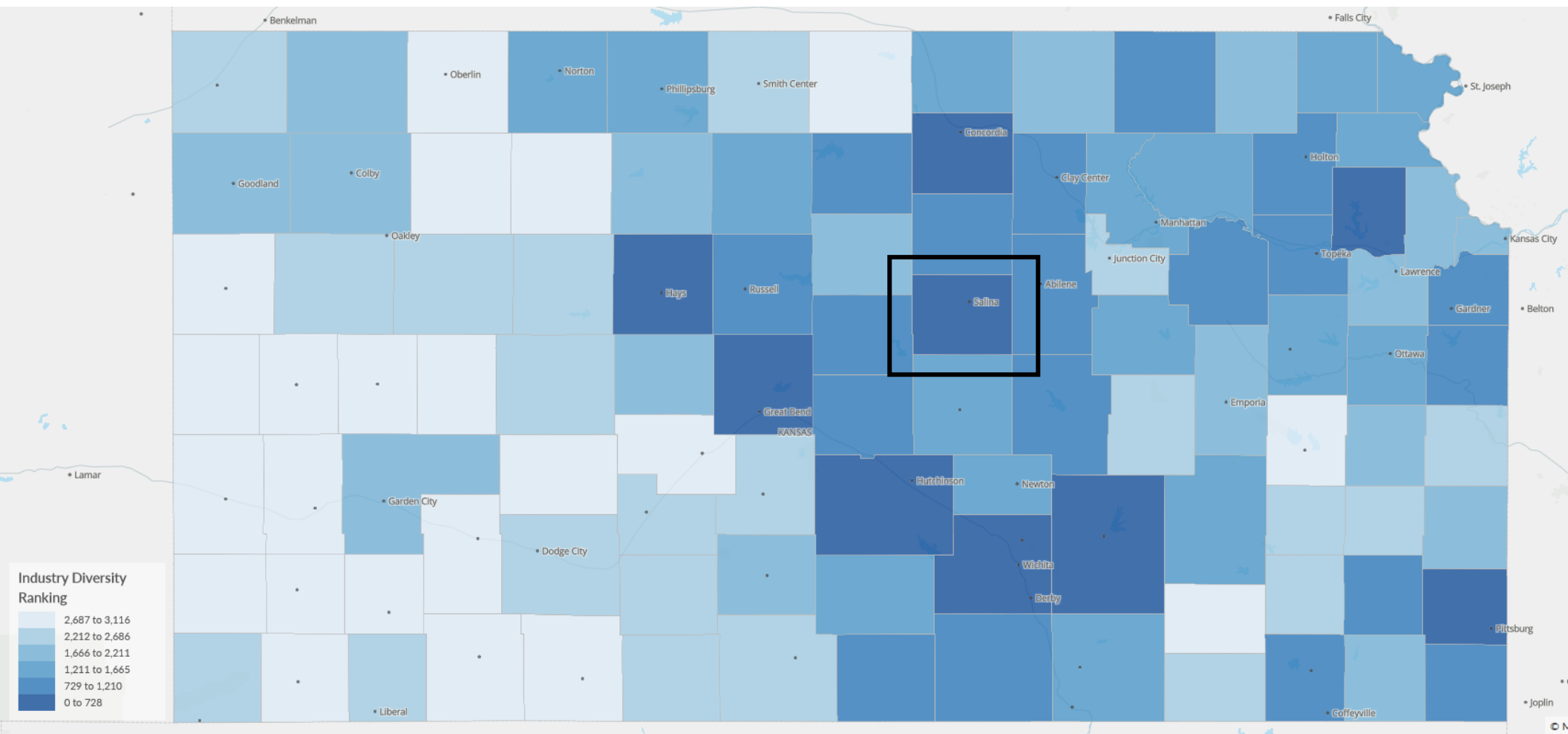
Source: Emsi, 2020

State and Local Business Climate

ECONOMIC STABILITY & VULNERABILITY

Industry Diversity by County in Kansas

Saline County is ranked 5th amongst all Kansas counties in industry diversification.

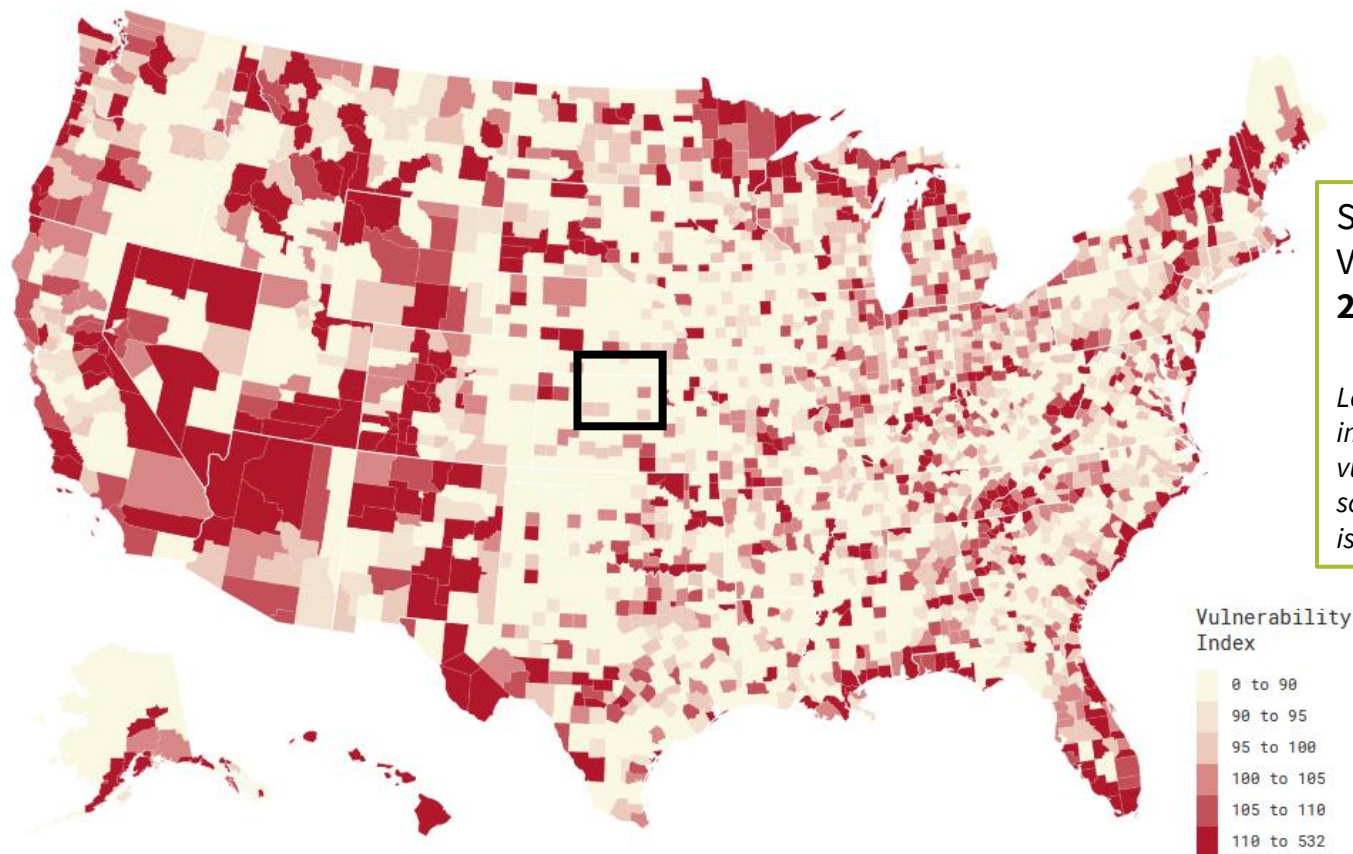


Source: Emsi, 2020

State and Local Business Climate

ECONOMIC STABILITY & VULNERABILITY

Economic Vulnerability by County



Saline County's Economic Vulnerability Score is **57.03**, ranked **2830th** out of 3141 counties.

Lower scored indexes are estimated to be less impacted by COVID-19 or other pandemics. With vulnerability indexed to 100, Saline County's score is excellent, and impact due to COVID-19 is expected to be less than average.

Source: Chmura Economics & Analytics, JobsEQ

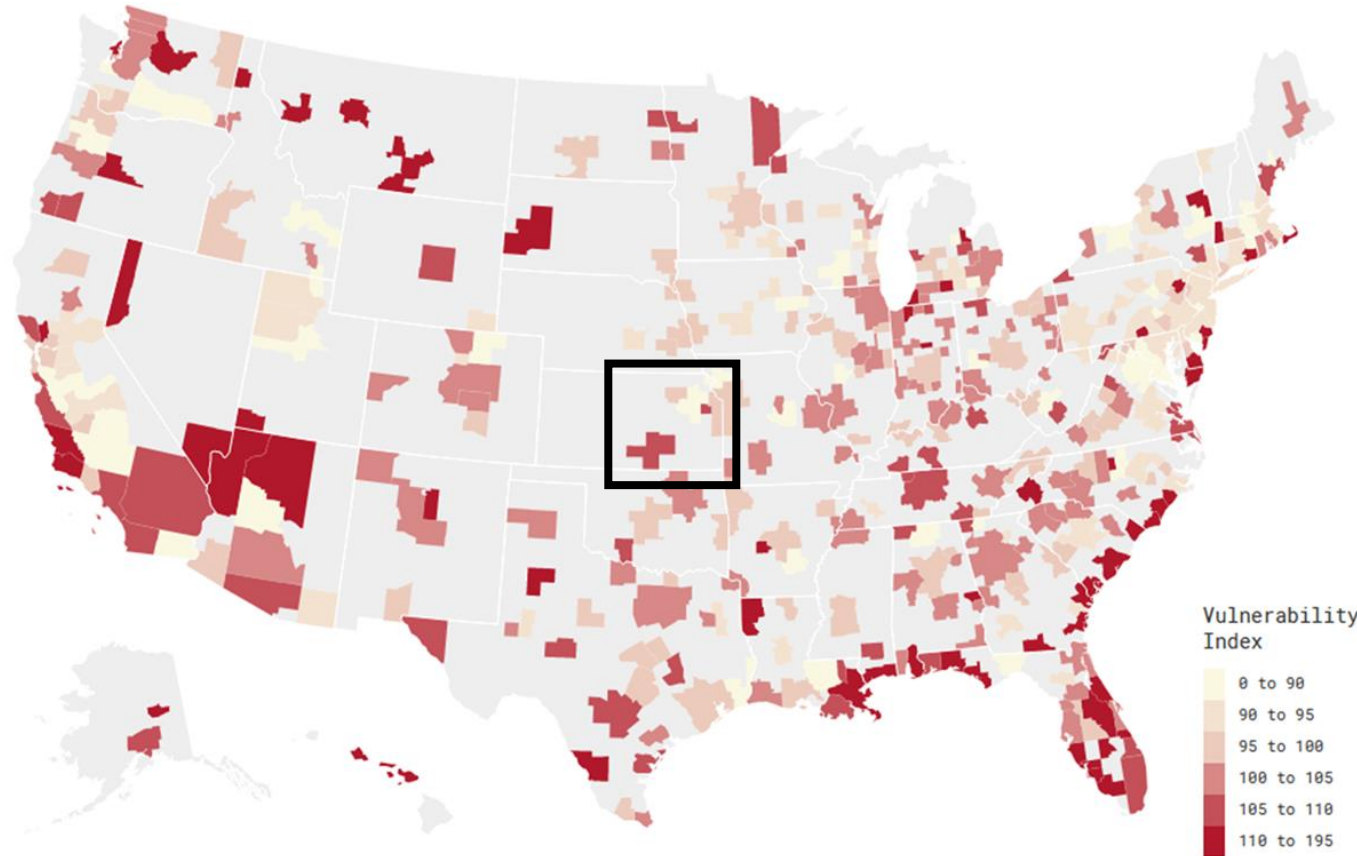
Source: Chmura, 2020

The Vulnerability Index is a measurement of the negative impact that the coronavirus crisis can have on employment based upon a region's mix of industries. For example, accommodation and food services are projected to lose more jobs as a result of the coronavirus (over half of jobs lost, on average) compared to utilities and education services (with mild or no job contractions).

State and Local Business Climate

ECONOMIC STABILITY & VULNERABILITY

Economic Vulnerability by MSA



Source: Chmura Economics & Analytics, JobsEQ

Chmura did not rank Salina; however, the scores and ranks for neighboring MSAs are as follows:

MSA	Score	Rank
Lawrence	110.82	54
Manhattan	80.12	365
Topeka	78.28	372
Wichita	93.58	275

Ranked out of 384 MSAs

Lower scored indexes are estimated to be less impacted by COVID-19 or other pandemics.

Source: Chmura, 2020

The Vulnerability Index is a measurement of the negative impact that the coronavirus crisis can have on employment based upon a region's mix of industries. For example, accommodation and food services are projected to lose more jobs as a result of the coronavirus (over half of jobs lost, on average) compared to utilities and education services (with mild or no job contractions).



Infrastructure

Infrastructure

Highway

Within Saline County, Salina is located at the junction for I-135 and I-70. These highways give Saline County access to Kansas City, Topeka, Wichita, St. Louis, and Denver, as well as several regional hubs throughout Kansas. Salina also sits between Kansas City and Denver and has been a natural stopping point in transportation and travel between the two cities.

Rail

Saline County features the Union Pacific Railroad running east to west and two short line railroads: the Kansas and Oklahoma Railroad and the Kyle Railroad. Connected to Union Pacific Railway in Salina, as well as BNSF Railway to the east of Salina, these rail connections provide Saline County with rail access to every major city located west of Chicago (including Chicago), from New Orleans and Los Angeles in the south to Minneapolis and Seattle in the north.

Air

Saline County is primarily served by the Salina Regional Airport, with direct flights to Chicago and Denver. Additionally, Salina is 83 miles from Wichita Dwight D. Eisenhower National Airport, 111 miles from Topeka Regional Airport, and 163 miles from Kansas City International Airport.

Infrastructure

Sites

Saline County currently has 20 sites listed on LOIS on the Saline County EDO website. Sites range from one acre to 200 acres, with the average size about 37 acres.

Overall, there is a robust pipeline of sites available for businesses looking to relocate or expand. This is especially true as it relates to sites that are suitable for industrial development. Sites are generally quite shovel-ready, with flat terrain and utilities and infrastructure already in place or close by. There are many sites located near the Airport, making it ideal for the aerospace industry and other industries that benefit from proximity this asset.

Buildings

Saline County currently has 37 buildings listed as available on LOIS on Saline County EDO website, five of which are listed for industrial use. Available buildings are generally in good condition and suitable for immediate use. These buildings contribute to Saline County's overall robust pipeline of product that is available for businesses looking to relocate or expand.

Utilities

Saline County is served by the following:

- Electric providers: Westar Energy.
- Gas providers: Kansas Gas Service.
- Water providers: City of Salina.
- Sewer providers: Salina Waste Systems.
- Fiber/broadband providers: AT&T Kansas, Cox Solutions Store, and Nex-Tech.

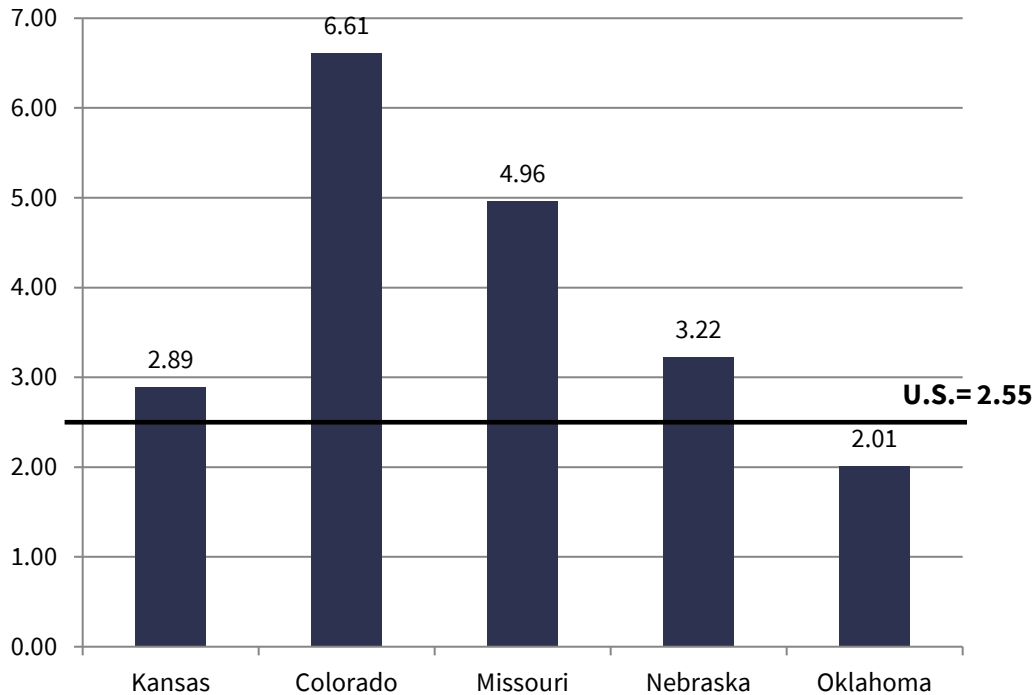
In general, utility costs were noted by employers to be low to competitive. Many of the sites available already have utilities and infrastructure already in place or close by.

Infrastructure

UTILITY COSTS: JULY 2020

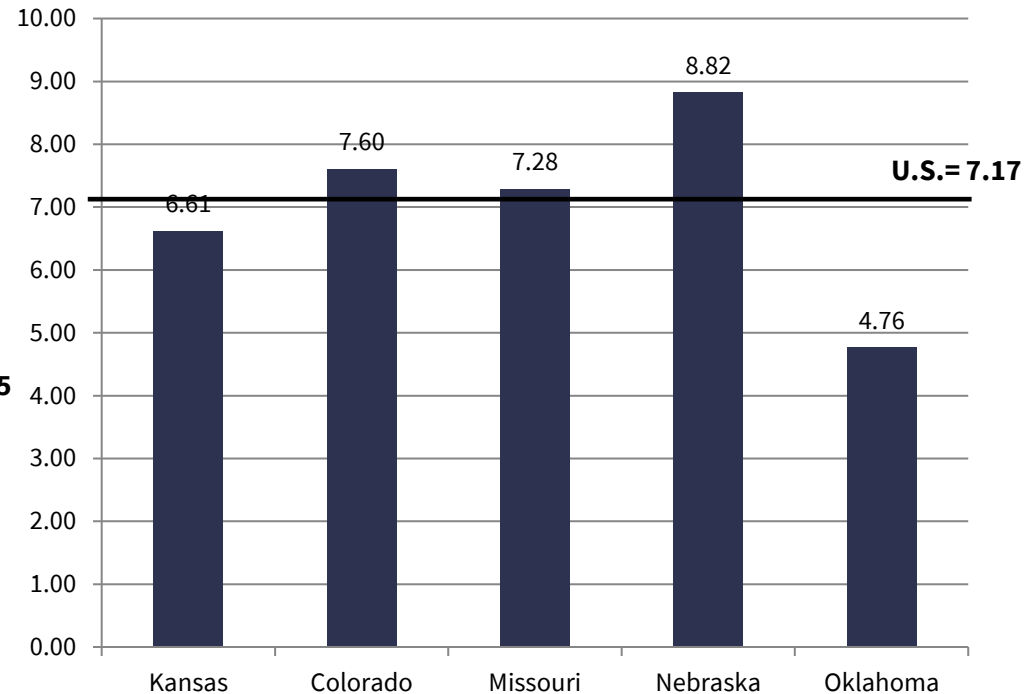
Gas and electric costs are important site selection criteria factors for businesses that rely heavily on utilities, such as heavy manufacturing, data centers, or food processing. Kansas' gas and electric costs are favorable compared to the surrounding counties and the national average.

AVERAGE INDUSTRIAL GAS COSTS
(IN DOLLARS PER THOUSAND CUBIC FEET)



Source: EIA

AVERAGE INDUSTRIAL ELECTRIC COSTS
(IN CENTS PER KILOWATT-HOUR)



Education and Workforce

Education and Workforce

Four-Year Universities

- **Kansas State University Polytechnic Campus:** Located in Salina, offers associate programs in business, aviation, and engineering, and bachelors programs in business, aviation, computer systems and engineering, mechanical engineering, robotics, social work, and unmanned aircraft systems.
- **Kansas Wesleyan University:** Located in Salina, Kansas, offers undergraduate degrees in the bachelor of arts and bachelor of science fields, notably, accounting, business, marketing, mathematics, biology, biomedical chemistry, chemistry, engineering, forensic computing, health science, network management, nursing, physics, and software engineering and information management. Other arts degrees in education, English, history, philosophy, sociology, psychology, music, and social work.

The following schools are within the surrounding counties as well, and within a 90-minute drive of Salina:

- **Bethany College:** Lindsborg, KS
- **Central Christian College of Kansas:** McPherson, KS
- **McPherson College:** McPherson, KS
- **Kansas State University:** Manhattan, KS
- **Wichita State University:** Wichita, KS

Community Colleges, Tech Schools, and Training Programs

- **Salina Area Technical College:** Located in Salina, offers programs in auto collision repair and technology, business administration, health, truck driving, computer aided drafting, construction technology, dental assistant, diesel technology, electrical technology, general education, HVAC, machine tool technology, medical assistant, nursing, police science, technical studies, and welding.

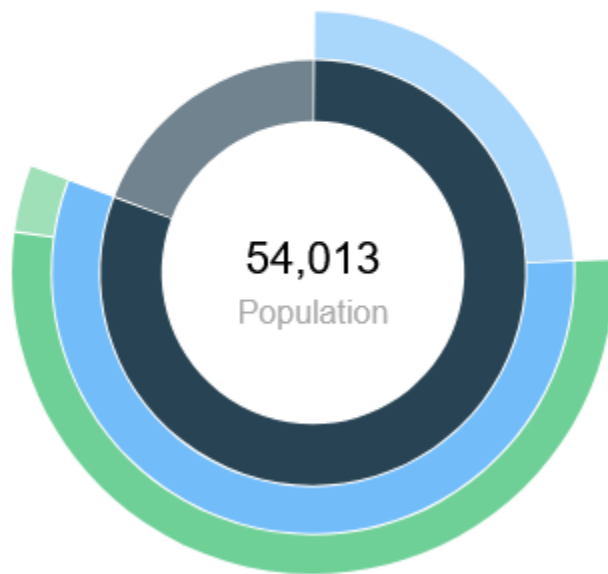
Availability of Labor

Saline County has comparable unemployment rates with other comparison regions. Labor force participation in Saline County is higher than all comparison regions as well, which may indicate the labor force may have fewer workers available than comparison regions. It should also be noted that Saline County has experienced population and labor force loss over the past 10-year period. This could possibly coincide with the statistically older population leaving the workforce as they retire.

Education and Workforce

SALINE COUNTY LABOR FORCE BREAKDOWN

2020 Labor Force Breakdown



	Population
● Total Working Age Population	43,601
● Not in Labor Force (15+)	13,072
● Labor Force	30,529
● Employed	28,567
● Unemployed	1,962
● Under 15	10,412

Source: Emsi, 2020

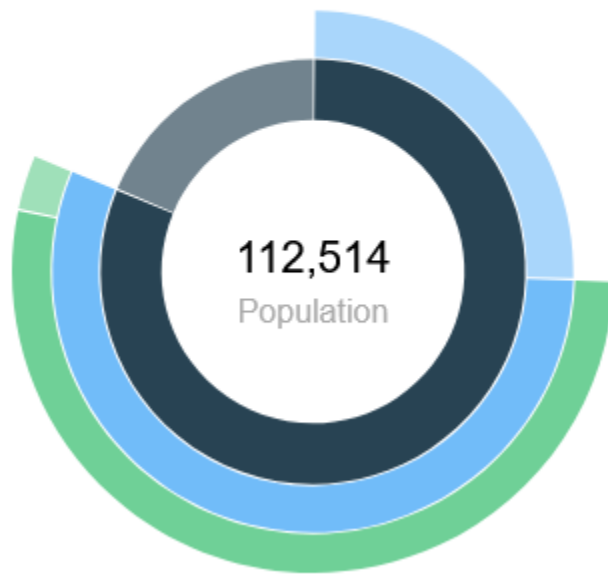
Total Working Age Population is defined by Emsi as all individuals aged 15 years and older.

Not in the Labor Force is defined as persons who are neither employed or unemployed, such as retired persons, students, or stay at home parents. Emsi uses the Local Area Unemployment Statistics (LAUS) U3 unemployment statistic, the most common and used by the BLS. Unemployed persons are defined as people who are not employed who have sought employment in the past four weeks.

Education and Workforce

GREATER REGION LABOR FORCE BREAKDOWN

2020 Labor Force Breakdown



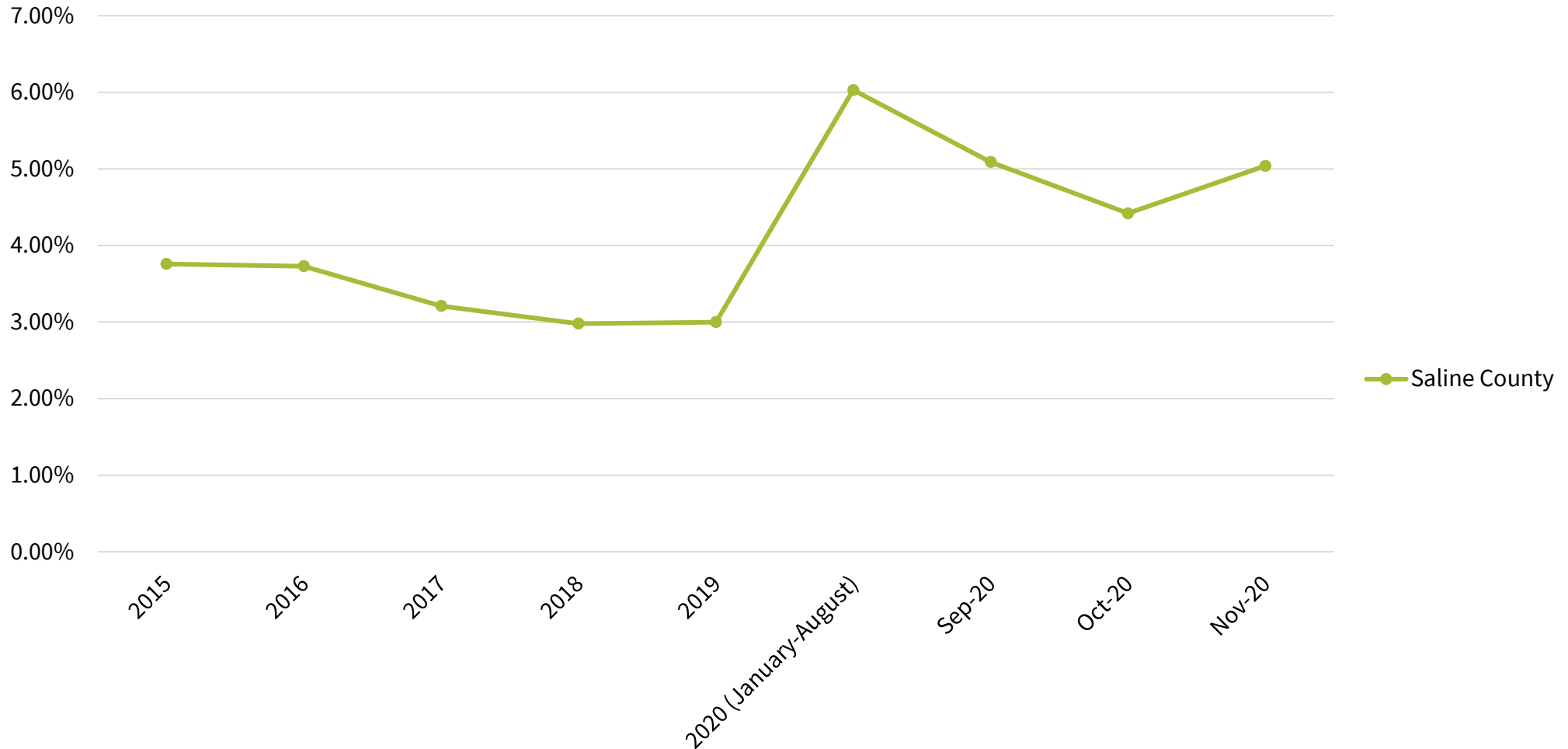
	Population
● Total Working Age Population	91,403
● Not in Labor Force (15+)	28,582
● Labor Force	62,821
● Employed	59,436
● Unemployed	3,385
● Under 15	21,111

Total Working Age Population is defined by Emsi as all individuals aged 15 years and older.

Not in the Labor Force is defined as persons who are neither employed or unemployed, such as retired persons, students, or stay at home parents. Emsi uses the Local Area Unemployment Statistics (LAUS) U3 unemployment statistic, the most common and used by the BLS. Unemployed persons are defined as people who are not employed who have sought employment in the past four weeks.

Education and Workforce

UNEMPLOYMENT RATE OVER TIME



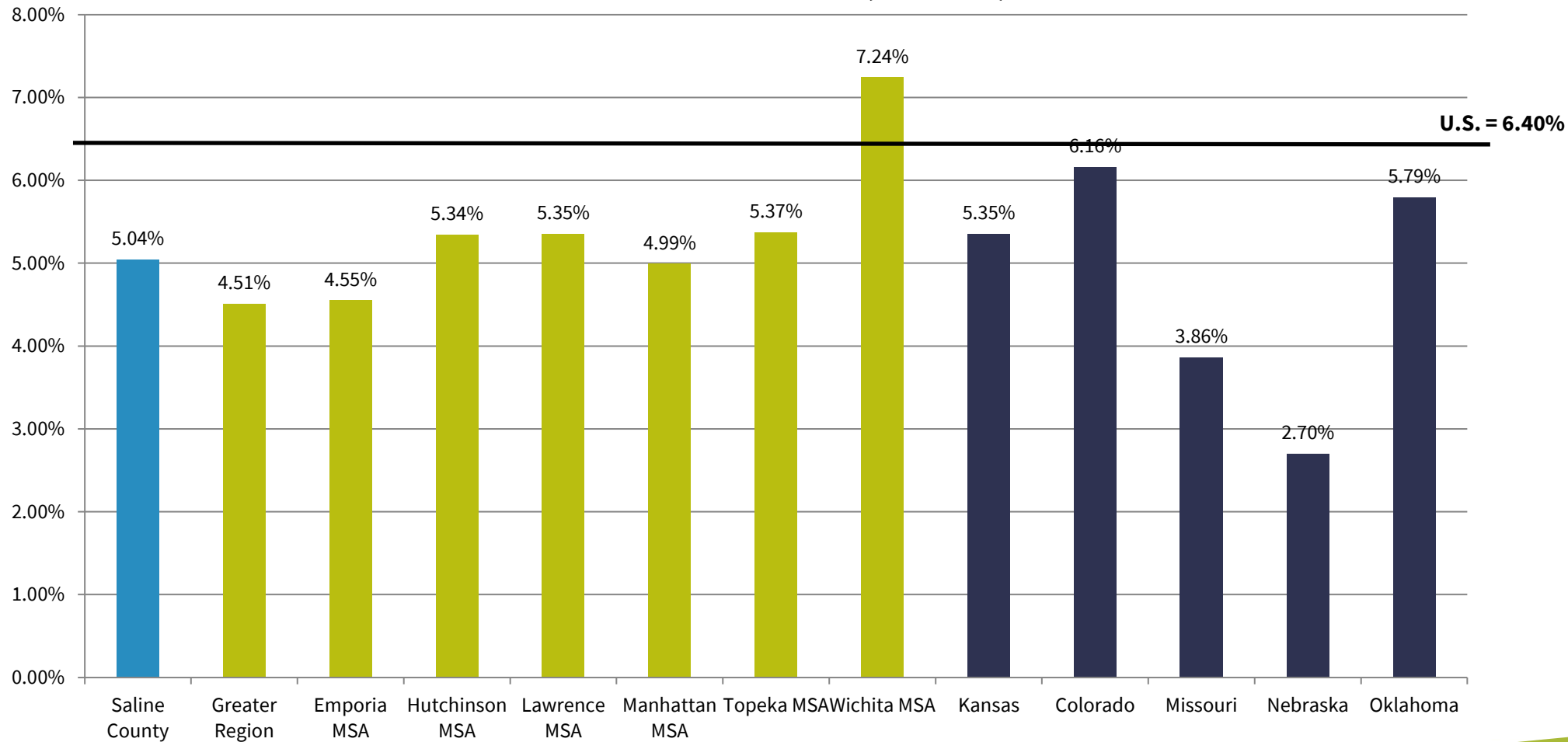
Source: Emsi, 2021

Note: Annual average of the previous five years is present, as well as a snapshot of more recent data in the most recent year, presented by the three most recent months of available data, and an average of the year 2020 of the preceding months.

Education and Workforce

Unemployment Rate can indicate opportunities for available workforce hiring to a prospective business. In the County, unemployment is comparable to the other regions. In 2019, Pre-COVID, the unemployment rate in Saline County was 3.17%

UNEMPLOYMENT RATE (NOV 2020)

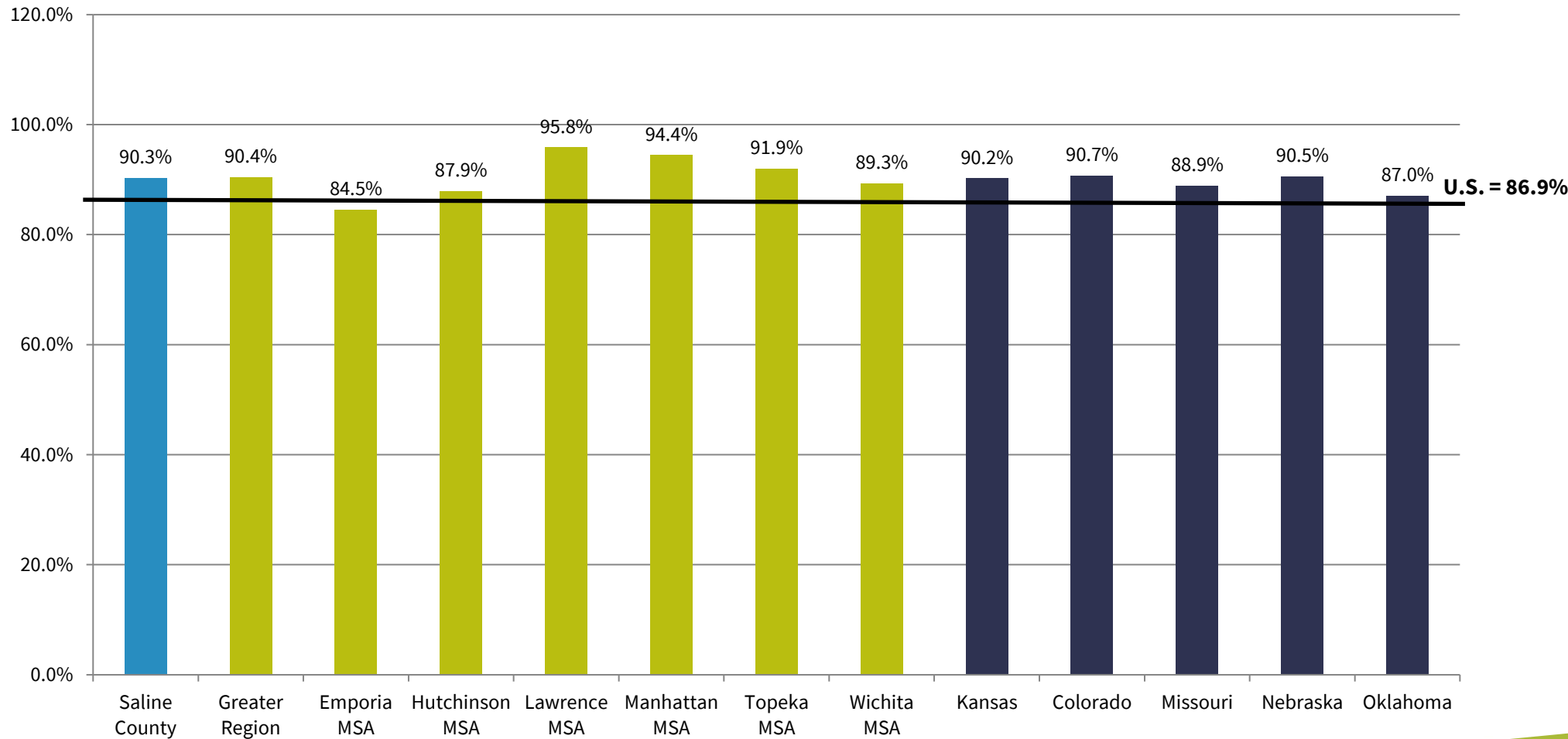


Source: Emsi, 2020

Education and Workforce

Educational attainment helps to indicate the training capabilities of the workforce. In the County, the high school graduation rate is higher than the national average and some comparison regions.

EDUCATIONAL ATTAINMENT: HIGH SCHOOL

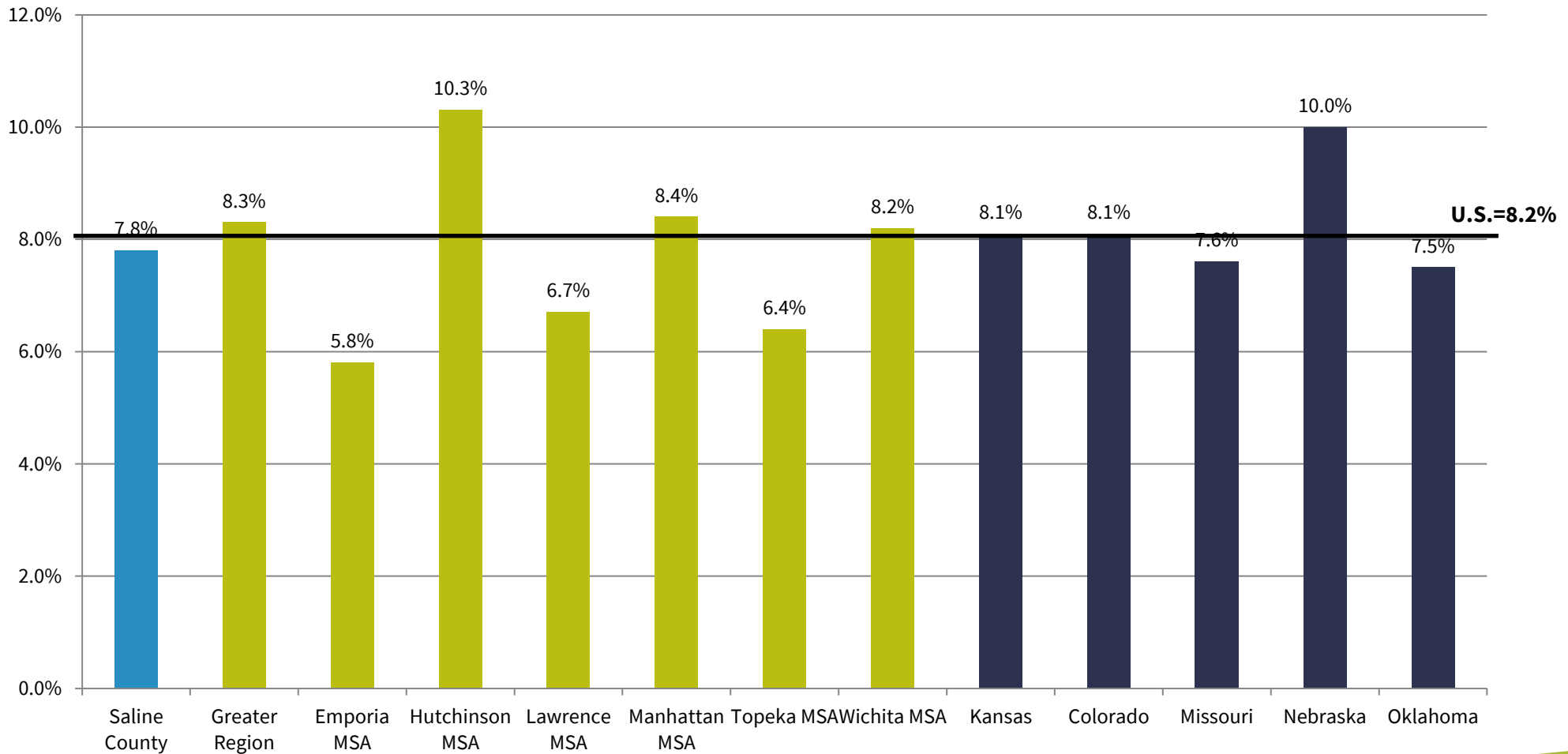


Source: Emsi, 2020

Education and Workforce

Post High School 2-Year Attainment indicates that amount of upcoming workforce that will have 2-year degrees, which is valuable to producing a semi-skilled, or skilled workforce. Saline County is relatively competitive in this regard.

POST HS - 2-YEAR

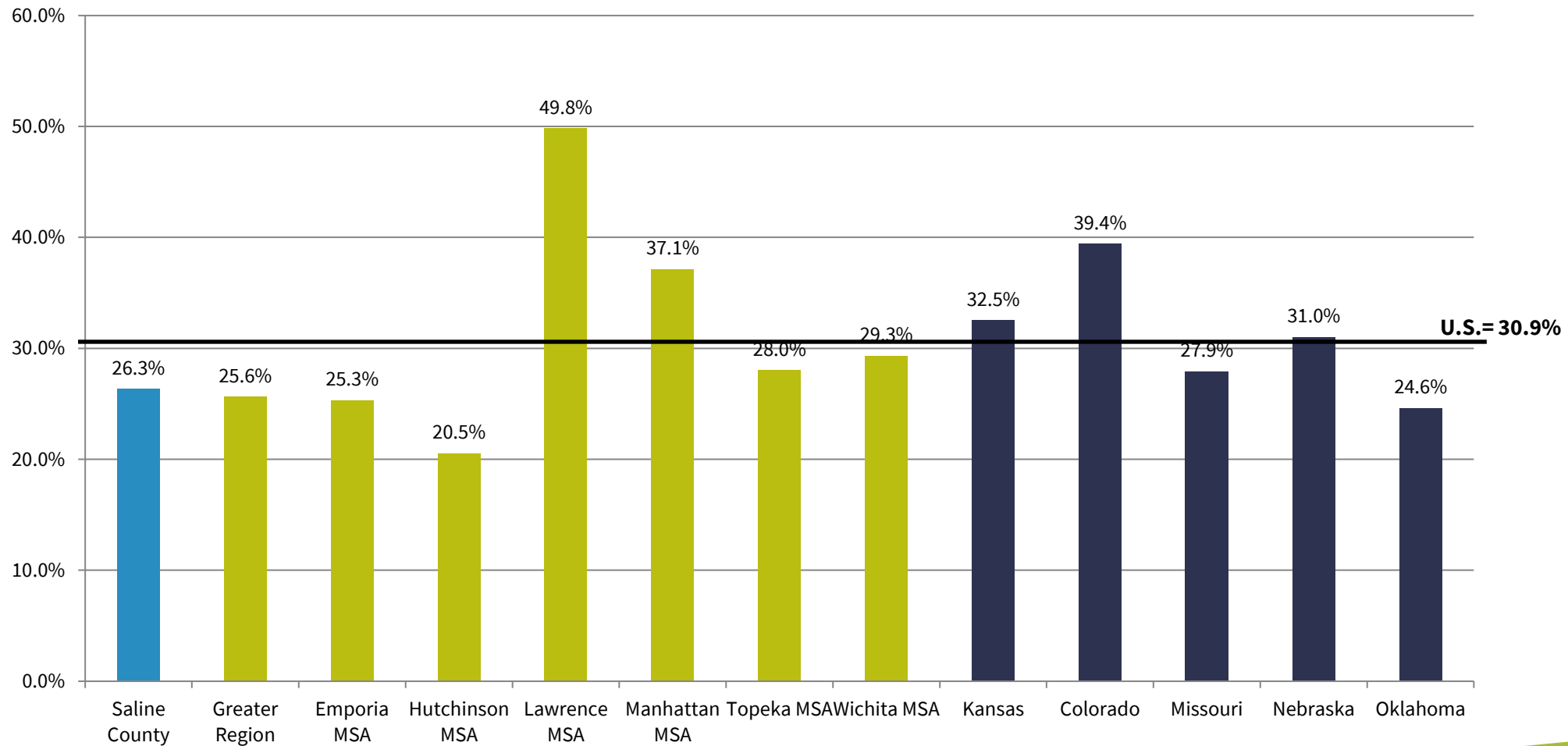


Source: Emsi, 2020

Education and Workforce

College degrees, or 4-Year Attainment, indicates the amount of highly skilled and professional laborers are available in the workforce. The County and Greater Region are below the national average but are also near regions with exceptionally high attainment rates.

POST HS - 4-YEAR

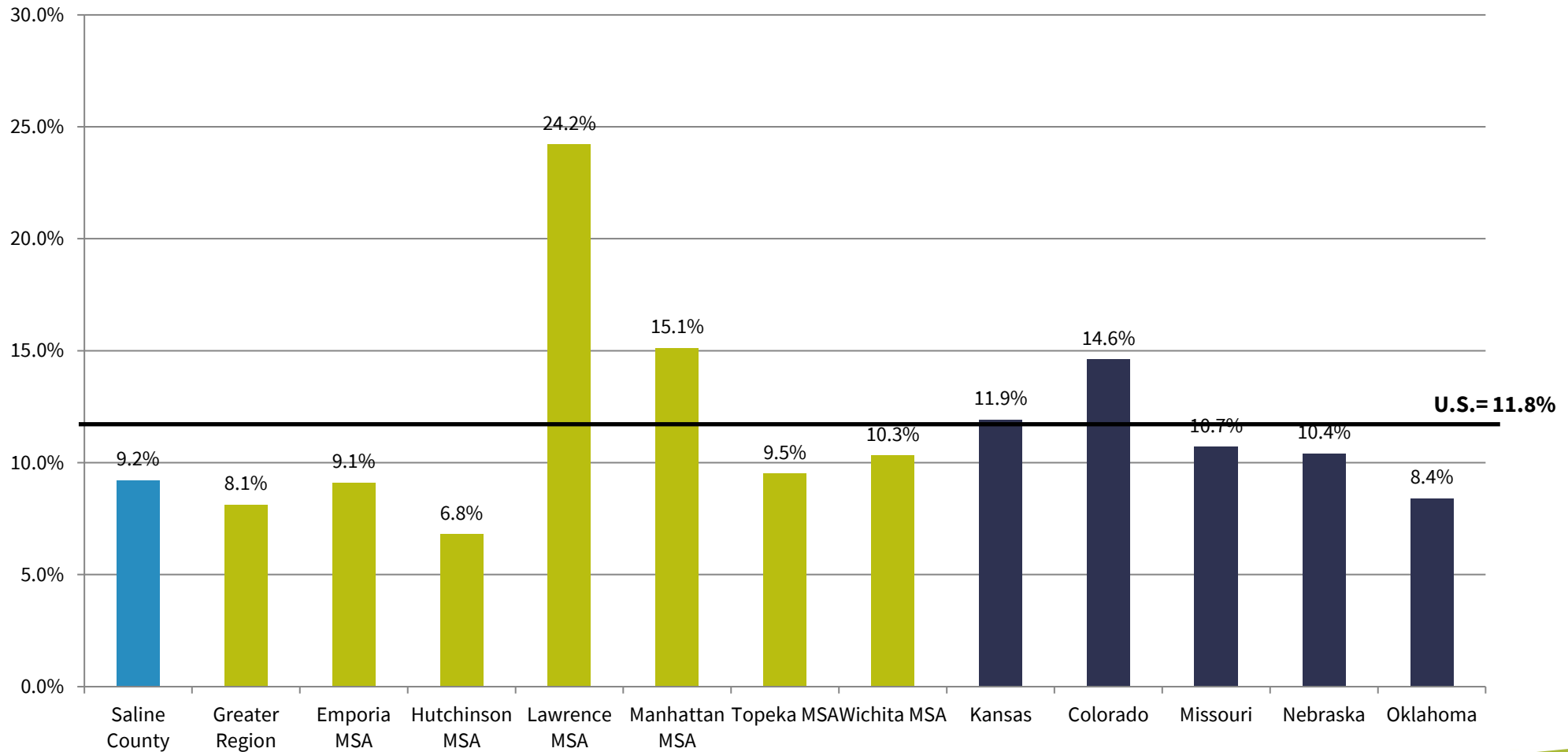


Source: Emsi, 2020

Education and Workforce

Grad School Rates indicate the amount of highly skilled workers, such as doctors, researchers, and high-end engineers. Saline County is higher than the several other comparison regions, except for Lawrence and Manhattan, which are home to major universities.

POST HS - GRAD SCHOOL



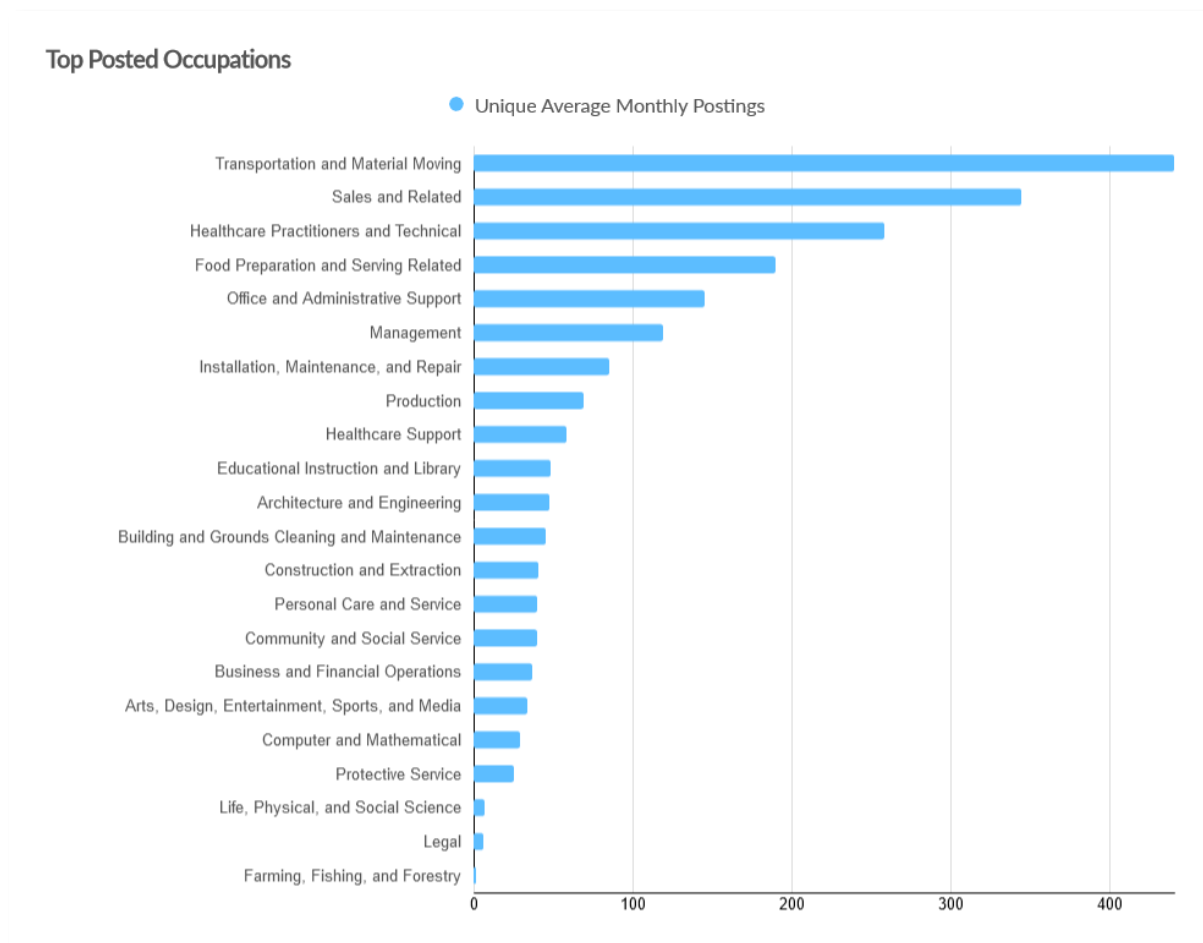
Source: Emsi, 2020

Education and Workforce

OCCUPATION CHARACTERISTICS

Saline County

Job Posting Data indicates what businesses are hiring and indicates how many workers are needed to satisfy their workforce needs. In the County, workers in transportation and moving are most needed, followed by sales, healthcare practitioners, food preparers, and office and administrative support.



This data is job posting data from Emsi. Emsi's postings data is gathered by scraping over 100,000 websites, including company career sites, national and local job boards, and job posting aggregators. Job postings are assessed for likely duplicate postings, which are singularized when sufficient data is present. Deduplication is the process of identifying duplicate job postings that are connected to the same vacancy. Multiple copies of a particular posting are often scraped from various sources on the internet. Rather than allowing these duplicates to artificially inflate the posting count, Emsi deduplicates the data before presenting it for analysis.

Source: Emsi, 2020

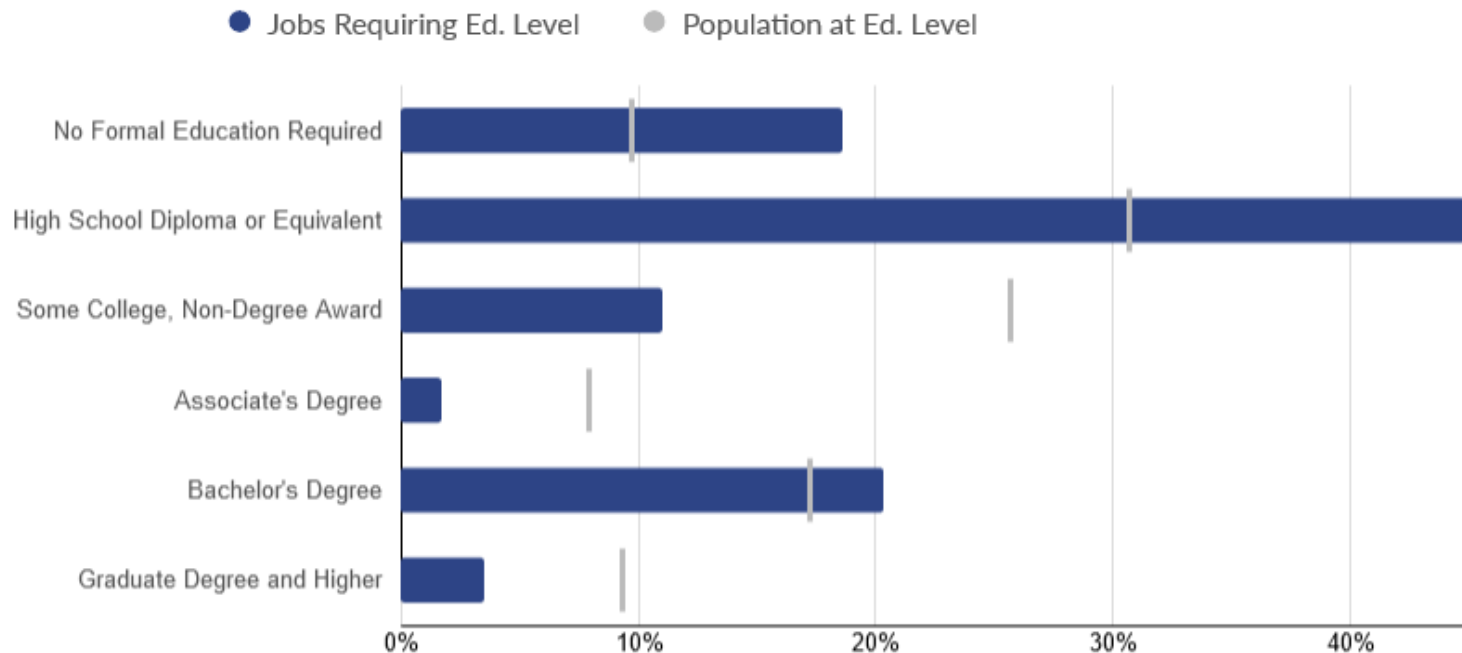
Education and Workforce

OCCUPATION CHARACTERISTICS

Saline County

Underemployment indicates the percentage of the population at each worker's maximum educational level compared to the job requirements of available jobs in the county. In the County, there is a shortage of workers with a bachelor's degree, and there are more workers than necessary with no formal education, high school diploma, associate's degree, or some college, no degree awarded.

Underemployment



Source: Emsi, 2020

Education and Workforce

RESULTS PRESENTED ON GRAPHS

The various bubble charts, shown on the following pages, graphically show this first-level occupation analysis for Saline County (Core Region). The core region will be compared to the Greater Region, which is defined as the following counties (all in Kansas unless noted): Dickinson, Ellsworth, McPherson, Ottawa, and Saline.

In each graph, the X-axis is the historic growth or contraction by industry over time; the Y-axis identifies the industry location quotient, and the size of the industry cluster circle represents the number of employees in the region.

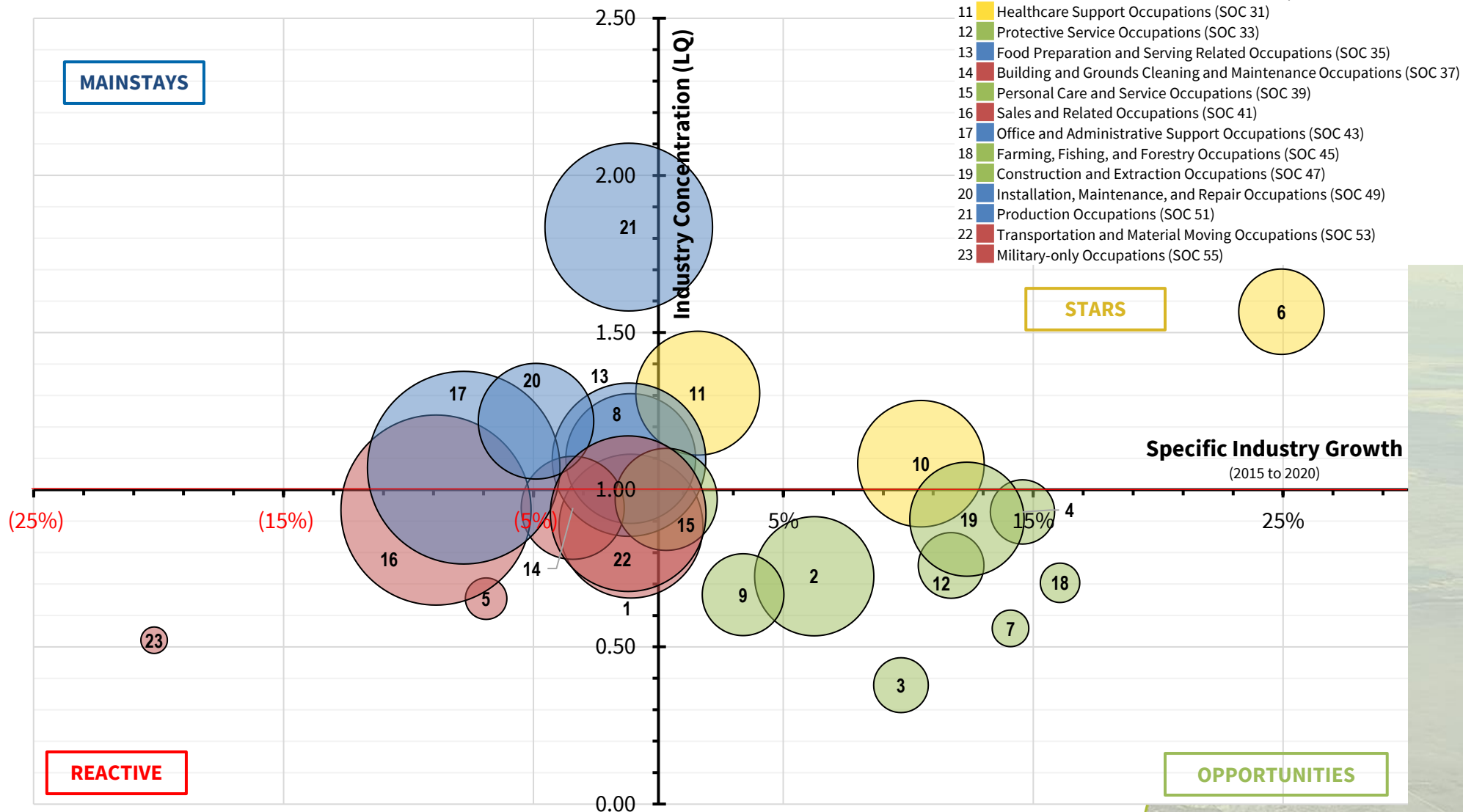
The graph breaks into four quadrants, split by occupations above and below 0% growth, and those above and below average concentration (LQ = 1.0). The four quadrants reflect four general approaches to the occupations, which we use as a starting point and then adjust based on the specific dynamics within a client's region as well as our experience in conducting similar analyses in many diverse regions.

The general approaches to each of the four quadrants are as follows:

- *Stars (Gold)*: Positive Growth / Above Average Concentration: Industries that currently drive the economy. They have been positive contributors to economic growth and there is a high-level of existing specialization and economic infrastructure; therefore, the region is likely competitive in those industries. These industries are often ideal targets for growing existing industry and attracting new industry.
- *Mainstays (Blue)*: Negative Growth / Above Average Concentration: These industries represent a very important part of the economy, but they have not been contributing to growth, and may in fact be contributing to job loss. It is important that these industries be aggressively supported through retention efforts to ensure they can continue to play a significant role in the economy.
- *Opportunities (Green)*: Positive Growth / Below Average Concentration: These industries have been growing but are not currently well represented in the regional economy. If the regional economic infrastructure is able to support the operational requirements of these businesses, there is the opportunity to develop future stars. To foster such opportunities, economic development organizations need to develop needed infrastructure and be engaged in attraction.
- *Reactive (Red)*: Negative Growth / Below Average Concentration: These industries are not well represented in the region and have not been growing. As such, they should only be targeted in reaction to some need or opportunity, as such need or opportunity arises.

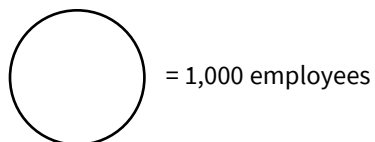
Education and Workforce

CORE REGION OCCUPATIONAL GROWTH & OCCUPATIONAL CONCENTRATION



Circle Size = Number of employees in Saline County
Source: Emsi 2020

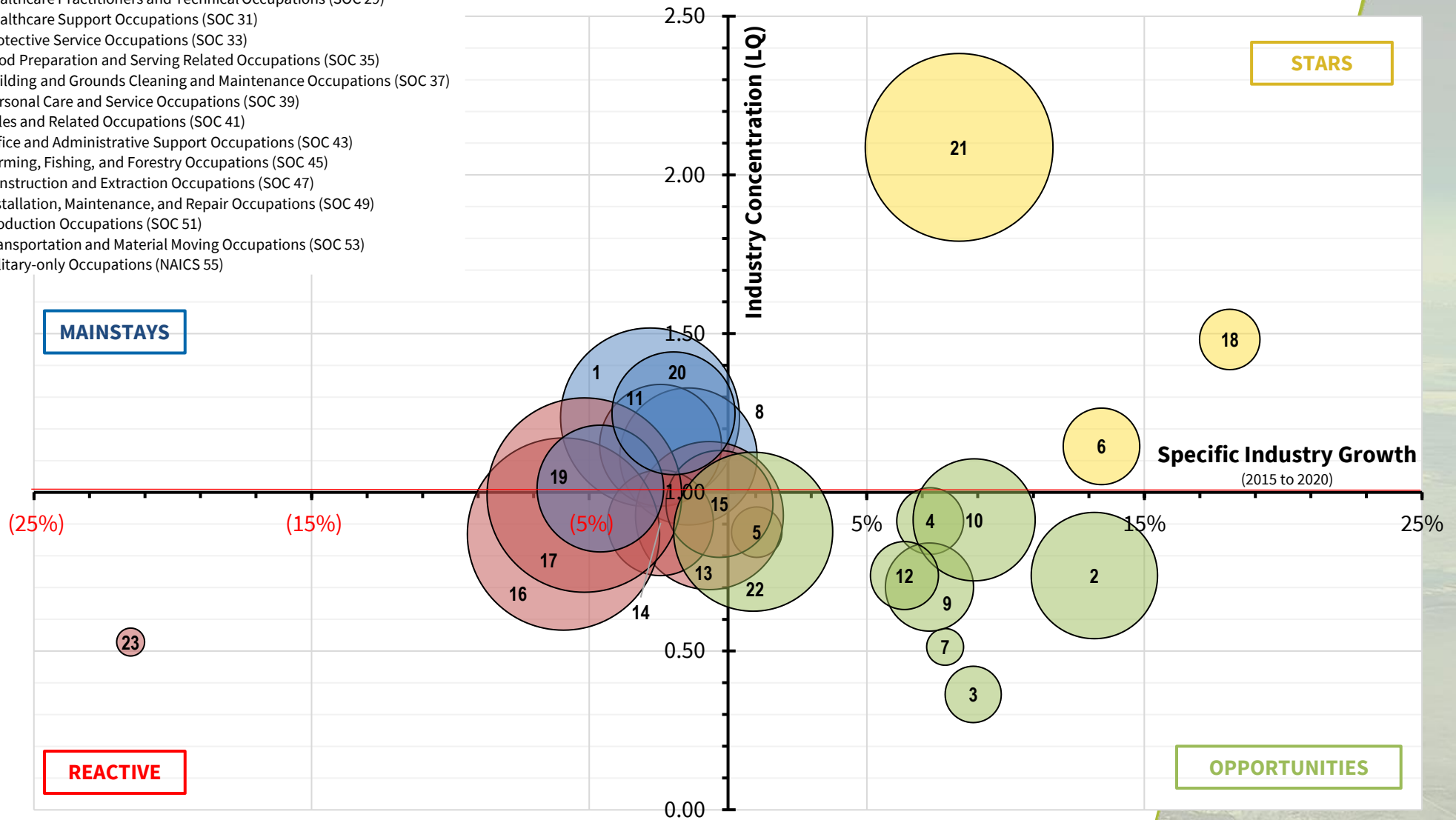
Total Employees in Saline County: 37,859



Ady Advantage
STRATEGY MATTERS

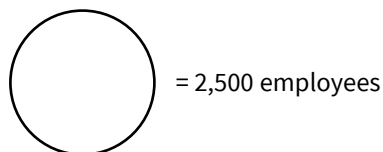
Education and Workforce

GREATER REGION OCCUPATIONAL GROWTH & OCCUPATIONAL CONCENTRATION



Circle Size = Number of employees in Greater Region
Source: Emsi 2020

Total Employees in Greater Region: 76,834



Education and Workforce

Existing Occupation Concentration Comparison	Core Region Total Employment	Greater Region Total Employment	Core Region Location Quotient	Greater Region Location Quotient
Total All Occupations	37,859	76,834	-	-
Management Occupations (SOC 11)	2,524	7,167	0.88	1.24
Business and Financial Operations Occupations (SOC 13)	1,738	3,594	0.72	0.74
Computer and Mathematical Occupations (SOC 15)	373	727	0.38	0.36
Architecture and Engineering Occupations (SOC 17)	511	1,016	0.93	0.91
Life, Physical, and Social Science Occupations (SOC 19)	216	587	0.65	0.87
Community and Social Service Occupations (SOC 21)	897	1,332	1.57	1.14
Legal Occupations (SOC 23)	170	317	0.56	0.51
Education, Training, and Library Occupations (SOC 25)	2,054	4,226	1.10	1.11
Arts, Design, Entertainment, Sports, and Media Occupations (SOC 27)	823	1,759	0.67	0.70
Healthcare Practitioners and Technical Occupations (SOC 29)	1,956	3,351	1.08	0.91
Healthcare Support Occupations (SOC 31)	1,870	3,337	1.31	1.15
Protective Service Occupations (SOC 33)	534	1,054	0.76	0.74
Food Preparation and Serving Related Occupations (SOC 35)	2,861	4,918	1.10	0.93
Building and Grounds Cleaning and Maintenance Occupations (SOC 37)	1,298	2,530	0.94	0.90
Personal Care and Service Occupations (SOC 39)	1,277	2,578	0.97	0.96
Sales and Related Occupations (SOC 41)	4,383	8,267	0.94	0.87
Office and Administrative Support Occupations (SOC 43)	4,499	8,466	1.07	0.99
Farming, Fishing, and Forestry Occupations (SOC 45)	195	836	0.70	1.48
Construction and Extraction Occupations (SOC 47)	1,592	3,611	0.91	1.01
Installation, Maintenance, and Repair Occupations (SOC 49)	1,632	3,399	1.22	1.25
Production Occupations (SOC 51)	3,419	7,896	1.84	2.09
Transportation and Material Moving Occupations (SOC 53)	2,947	5,677	0.92	0.88
Military-only Occupations (NAICS 55)	91	186	0.52	0.53

Source: Emsi 2020

Core Region LQ > than Greater Region (by ≥ 0.2)

Core Region LQ < than Greater Region (by ≥ 0.2)

Core Region LQ and Greater Region LQ are not significantly different

Education and Workforce

Existing Occupation Wage Comparison	Core Region Average Cluster Wage (Annual)	Greater Region Average Cluster Wage (Annual)	Kansas Average Cluster Wage (Annual)	U.S. Average Cluster Wage (Annual)
Total Occupation (Average Wage)	\$21.66	\$21.98	\$24.18	\$27.16
Management Occupations (SOC 11)	\$36.54	\$32.78	\$38.52	\$48.00
Business and Financial Operations Occupations (SOC 13)	\$36.14	\$38.47	\$40.17	\$44.47
Computer and Mathematical Occupations (SOC 15)	\$30.95	\$30.34	\$36.24	\$44.33
Architecture and Engineering Occupations (SOC 17)	\$32.89	\$34.62	\$39.31	\$43.21
Life, Physical, and Social Science Occupations (SOC 19)	\$39.35	\$36.51	\$37.70	\$40.66
Community and Social Service Occupations (SOC 21)	\$22.11	\$21.93	\$22.66	\$24.95
Legal Occupations (SOC 23)	\$40.26	\$43.04	\$47.52	\$55.39
Education, Training, and Library Occupations (SOC 25)	\$21.57	\$20.09	\$22.75	\$28.03
Arts, Design, Entertainment, Sports, and Media Occupations (SOC 27)	\$21.80	\$22.90	\$24.32	\$31.23
Healthcare Practitioners and Technical Occupations (SOC 29)	\$37.01	\$35.15	\$35.88	\$42.10
Healthcare Support Occupations (SOC 31)	\$13.73	\$13.40	\$13.66	\$15.22
Protective Service Occupations (SOC 33)	\$17.58	\$17.70	\$20.21	\$24.24
Food Preparation and Serving Related Occupations (SOC 35)	\$11.35	\$11.04	\$10.95	\$12.92
Building and Grounds Cleaning and Maintenance Occupations (SOC 37)	\$14.04	\$13.61	\$14.56	\$15.84
Personal Care and Service Occupations (SOC 39)	\$14.67	\$14.66	\$14.68	\$15.71
Sales and Related Occupations (SOC 41)	\$22.54	\$23.39	\$25.45	\$27.15
Office and Administrative Support Occupations (SOC 43)	\$17.03	\$17.03	\$18.12	\$19.97
Farming, Fishing, and Forestry Occupations (SOC 45)	\$17.00	\$16.03	\$16.46	\$16.40
Construction and Extraction Occupations (SOC 47)	\$21.27	\$21.61	\$22.35	\$24.03
Installation, Maintenance, and Repair Occupations (SOC 49)	\$21.80	\$21.91	\$22.93	\$23.65
Production Occupations (SOC 51)	\$18.11	\$18.65	\$19.72	\$19.35
Transportation and Material Moving Occupations (SOC 53)	\$17.46	\$19.19	\$19.48	\$19.21
Military-only Occupations (NAICS 55)	\$16.88	\$16.88	\$17.95	\$20.58

Source: Emsi 2020

Core Region wages < Greater Region, Kansas and U.S. wages
 Core Region wages > Two of three of the comparison region. wages
 Core Region wages < Two of three of the comparison region wages

Education and Workforce

Existing Occupation Growth Comparison 5-Year Growth and 5-Year Projected Growth	Core Region Growth (2015 - 2020)	Core Region Projected Growth (2020 - 2025)	Greater Region Growth (2015 - 2020)	Greater Region Projected Growth (2020 - 2025)	Kansas Growth (2015 - 2020)	Kansas Projected Growth (2020 - 2025)	U.S. Growth (2015 - 2020)	U.S. Projected Growth (2020 - 2025)
Total All Occupations	(1%)	(2%)	0%	3%	4%	4%	8%	6%
Management Occupations (SOC 11)	(1%)	4%	(3%)	3%	1%	5%	13%	7%
Business and Financial Operations Occupations (SOC 13)	6%	4%	13%	7%	18%	6%	18%	7%
Computer and Mathematical Operations (SOC 15)	10%	9%	9%	10%	5%	6%	12%	9%
Architecture and Engineering Occupations (SOC 17)	15%	13%	7%	12%	4%	4%	6%	5%
Life, Physical, and Social Science Occupations (SOC 19)	(7%)	3%	1%	15%	1%	6%	6%	6%
Community and Social Service Occupations (SOC 21)	25%	12%	13%	8%	6%	5%	10%	7%
Legal Occupations (SOC 23)	14%	1%	8%	2%	4%	5%	7%	4%
Education, Training, and Library Occupations (SOC 25)	(1%)	2%	(1%)	1%	4%	2%	5%	4%
Arts, Design, Entertainment, Sports, and Media Occupations (SOC 27)	3%	4%	7%	7%	9%	6%	13%	8%
Healthcare Practitioners and Technical Occupations (SOC 29)	11%	7%	9%	6%	8%	6%	9%	8%
Healthcare Support Occupations (SOC 31)	2%	7%	(2%)	5%	3%	9%	13%	13%
Protective Service Occupations (SOC 33)	12%	3%	6%	2%	3%	3%	5%	3%
Food Preparation and Serving Related Occupations (SOC 35)	(1%)	(0%)	(1%)	(0%)	5%	4%	8%	8%
Building and Grounds Cleaning and Maintenance Occupations (SOC 37)	(3%)	1%	(2%)	3%	3%	6%	6%	6%
Personal Care and Service Occupations (SOC 39)	0%	0%	(0%)	1%	3%	3%	6%	5%
Sales and Related Occupations (SOC 41)	(9%)	(2%)	(6%)	2%	(0%)	3%	4%	4%
Office and Administrative Support Occupations (SOC 43)	(8%)	(1%)	(5%)	0%	(5%)	1%	(0%)	2%
Farming, Fishing, and Forestry Occupations (SOC 45)	16%	1%	18%	6%	12%	9%	5%	5%
Construction and Extraction Occupations (SOC 47)	12%	0%	(5%)	1%	5%	4%	12%	6%
Installation, Maintenance, and Repair Occupations (SOC 49)	(5%)	(0%)	(2%)	3%	7%	4%	7%	5%
Production Occupations (SOC 51)	(1%)	(1%)	8%	5%	2%	2%	1%	1%
Transportation and Material Moving Occupations (SOC 53)	(1%)	1%	1%	4%	9%	7%	23%	10%
Military-only Occupations (SOC 55)	(20%)	(11%)	(22%)	(11%)	(17%)	(5%)	(7%)	0%

Source: Emsi 2020

Industry growth greater than or equal to five percent in the respective region and time frame.

Industry growth is less than or equal to negative five percent in the respective region and time frame.

Education and Workforce

Existing Occupation Wage Comparison	Saline County Jobs	Saline County LQ	Saline County Average Cluster Wage (Annual)	Saline Projected Growth (2020 - 2025)	Automation Index
Total Occupation (Average Wage)	37,859	-	\$21.66	(2%)	-
Management Occupations (SOC 11)	2,524	0.88	\$36.54	4%	85.2
Business and Financial Operations Occupations (SOC 13)	1,738	0.72	\$36.14	4%	89.5
Computer and Mathematical Occupations (SOC 15)	373	0.38	\$30.95	9%	83.5
Architecture and Engineering Occupations (SOC 17)	511	0.93	\$32.89	13%	87.0
Life, Physical, and Social Science Occupations (SOC 19)	216	0.65	\$39.35	3%	84.7
Community and Social Service Occupations (SOC 21)	897	1.57	\$22.11	12%	82.3
Legal Occupations (SOC 23)	170	0.56	\$40.26	1%	84.0
Education, Training, and Library Occupations (SOC 25)	2,054	1.10	\$21.57	2%	85.8
Arts, Design, Entertainment, Sports, and Media Occupations (SOC 27)	823	0.67	\$21.80	4%	89.8
Healthcare Practitioners and Technical Occupations (SOC 29)	1,956	1.08	\$37.01	7%	88.3
Healthcare Support Occupations (SOC 31)	1,870	1.31	\$13.73	7%	95.1
Protective Service Occupations (SOC 33)	534	0.76	\$17.58	3%	98.9
Food Preparation and Serving Related Occupations (SOC 35)	2,861	1.10	\$11.35	(0%)	125.9
Building and Grounds Cleaning and Maintenance Occupations (SOC 37)	1,298	0.94	\$14.04	1%	122.6
Personal Care and Service Occupations (SOC 39)	1,277	0.97	\$14.67	0%	96.4
Sales and Related Occupations (SOC 41)	4,383	0.94	\$22.54	(2%)	94.9
Office and Administrative Support Occupations (SOC 43)	4,499	1.07	\$17.03	(1%)	98.0
Farming, Fishing, and Forestry Occupations (SOC 45)	195	0.70	\$17.00	1%	109.9
Construction and Extraction Occupations (SOC 47)	1,592	0.91	\$21.27	0%	123.3
Installation, Maintenance, and Repair Occupations (SOC 49)	1,632	1.22	\$21.80	(0%)	108.9
Production Occupations (SOC 51)	3,419	1.84	\$18.11	(1%)	113.8
Transportation and Material Moving Occupations (SOC 53)	2,947	0.92	\$17.46	1%	110.3
Military-only Occupations (NAICS 55)	91	0.52	\$16.88	(11%)	N/A

Source: Emsi 2020

Automation Index

The Automation Index by Emsi

Emsi's US Automation Index analyzes the potential automation risk of occupations based on job task content—derived from O*NET work activities. Combining that data with the Frey and Osborne findings at the occupation level, we identify which job tasks are 'at risk' and which are resilient. Emsi also incorporates data to identify where occupations cluster in industries facing disruption, and where workers' skills mean their nearest job options are also facing automation risk. This is a 100-based index, meaning that occupations with an automation index above 100 have an above average risk of automation, while occupations with an automation index of below 100 have a below average risk of automation.

Note: automation index is unavailable for Legislators, Military, and Unclassified occupations, so they are excluded from aggregate indexes for higher-level occupations.

O*NET Work Activities – Performing General Physical Activities

O*NET defines these activities as those that require considerable use of arms, legs, and moving your whole body, such as climbing lifting, balancing, walking, stooping, and handling of materials.

These ratings are included into Emsi's automation risk in identifying high-level work activities, which are then evaluated to indicate whether the work could be replaced in the future by automation.

Frey and Osborne

Professors of the University of Oxford in the United Kingdom, they are leading experts and writers on automation and the future of work. In 2013, they published a paper entitled “The Future of Employment: How Susceptible Are Jobs to Computerisation?”.

Their research, combined with O*NET labor data, are the key parts of Emsi automation risk data.

Sources: Emsi, O*NET, and the University of Oxford

Current and Projected Automation Risk

SUMMARY

Seven 2-Digit occupation levels have an automation index above 100:

- Food Preparation and Serving Related Occupations (SOC 35)
- Building and Grounds Cleaning and Maintenance Occupations (SOC 37)
- Farming, Fishing, and Forestry Occupations (SOC 45)
- Construction and Extraction Occupations (SOC 47)
- Installation, Maintenance, and Repair Occupations (SOC 49)
- Production Occupations (SOC 51)
- Transportation and Material Moving Occupations (SOC 53)

Currently, about 13,945 members of the Saline County workforce are in a career that is at an above average risk for replacement by automation. This is 36.83% of the workforce population in Saline County.

Using Emsi projected workforce data, the projected population of Saline County workforce at risk rises to 13,950 and decreases to about 36.27% of the workforce.

Current and Projected Automation Risk

Existing Occupation Wage Comparison	Saline County Jobs	% Share of Workforce	2025 Saline County Jobs	% Share of Workforce	Automation Index
Total Occupation (Average Wage)	37,859	100.00%	38,461	100.00%	-
Management Occupations (SOC 11)	2,524	6.67%	2,619	6.81%	85.2
Business and Financial Operations Occupations (SOC 13)	1,738	4.59%	1,814	4.72%	89.5
Computer and Mathematical Occupations (SOC 15)	373	0.98%	406	1.05%	83.5
Architecture and Engineering Occupations (SOC 17)	511	1.35%	575	1.49%	87.0
Life, Physical, and Social Science Occupations (SOC 19)	216	0.57%	223	0.58%	84.7
Community and Social Service Occupations (SOC 21)	897	2.37%	1,001	2.60%	82.3
Legal Occupations (SOC 23)	170	0.45%	171	0.44%	84.0
Education, Training, and Library Occupations (SOC 25)	2,054	5.43%	2,087	5.43%	85.8
Arts, Design, Entertainment, Sports, and Media Occupations (SOC 27)	823	2.17%	859	2.23%	89.8
Healthcare Practitioners and Technical Occupations (SOC 29)	1,956	5.17%	2,091	5.44%	88.3
Healthcare Support Occupations (SOC 31)	1,870	4.94%	2,010	5.23%	95.1
Protective Service Occupations (SOC 33)	534	1.41%	552	1.44%	98.9
Food Preparation and Serving Related Occupations (SOC 35)	2,861	7.56%	2,849	7.41%	125.9
Building and Grounds Cleaning and Maintenance Occupations (SOC 37)	1,298	3.43%	1,311	3.41%	122.6
Personal Care and Service Occupations (SOC 39)	1,277	3.37%	1,277	3.32%	96.4
Sales and Related Occupations (SOC 41)	4,383	11.58%	4,306	11.20%	94.9
Office and Administrative Support Occupations (SOC 43)	4,499	11.88%	4,440	11.54%	98.0
Farming, Fishing, and Forestry Occupations (SOC 45)	195	0.52%	197	0.51%	109.9
Construction and Extraction Occupations (SOC 47)	1,592	4.21%	1,599	4.16%	123.3
Installation, Maintenance, and Repair Occupations (SOC 49)	1,632	4.31%	1,629	4.24%	108.9
Production Occupations (SOC 51)	3,419	9.03%	3,374	8.77%	113.8
Transportation and Material Moving Occupations (SOC 53)	2,947	7.78%	2,990	7.78%	110.3
Military-only Occupations (NAICS 55)	91	0.24%	81	0.21%	N/A

Source: Emsi 2020

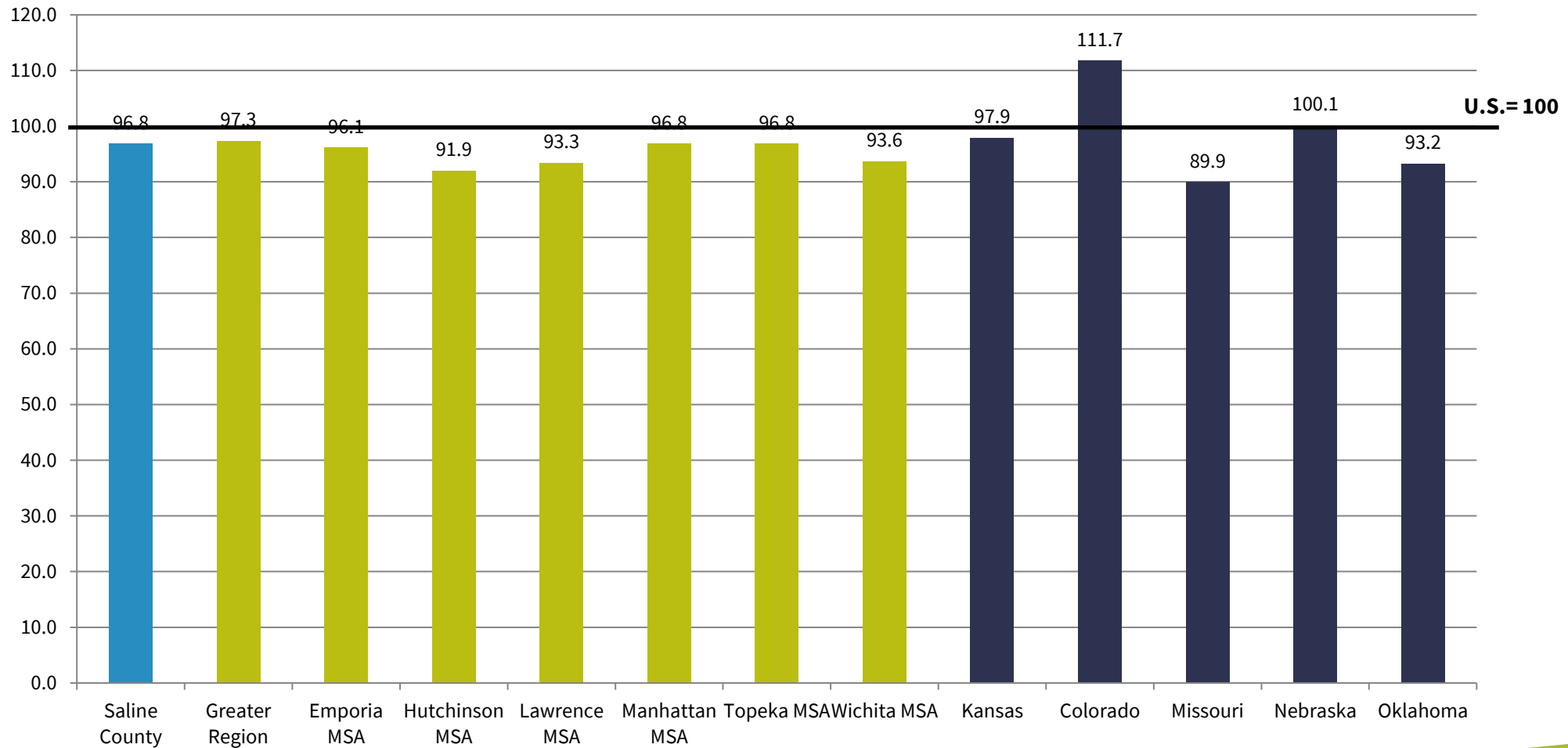


Quality of Life

Quality of Life

Cost of Living indicates an overall living cost for the area, accounting for housing, groceries, utilities etc., which may or may not be correlated with costs of doing business in the area. Sometimes this is an indication of how difficult it may be to attract talent to the area from a cost perspective. The County's Cost of Living is competitive with the region and the state, which is below the national average.

COST OF LIVING: OVERALL

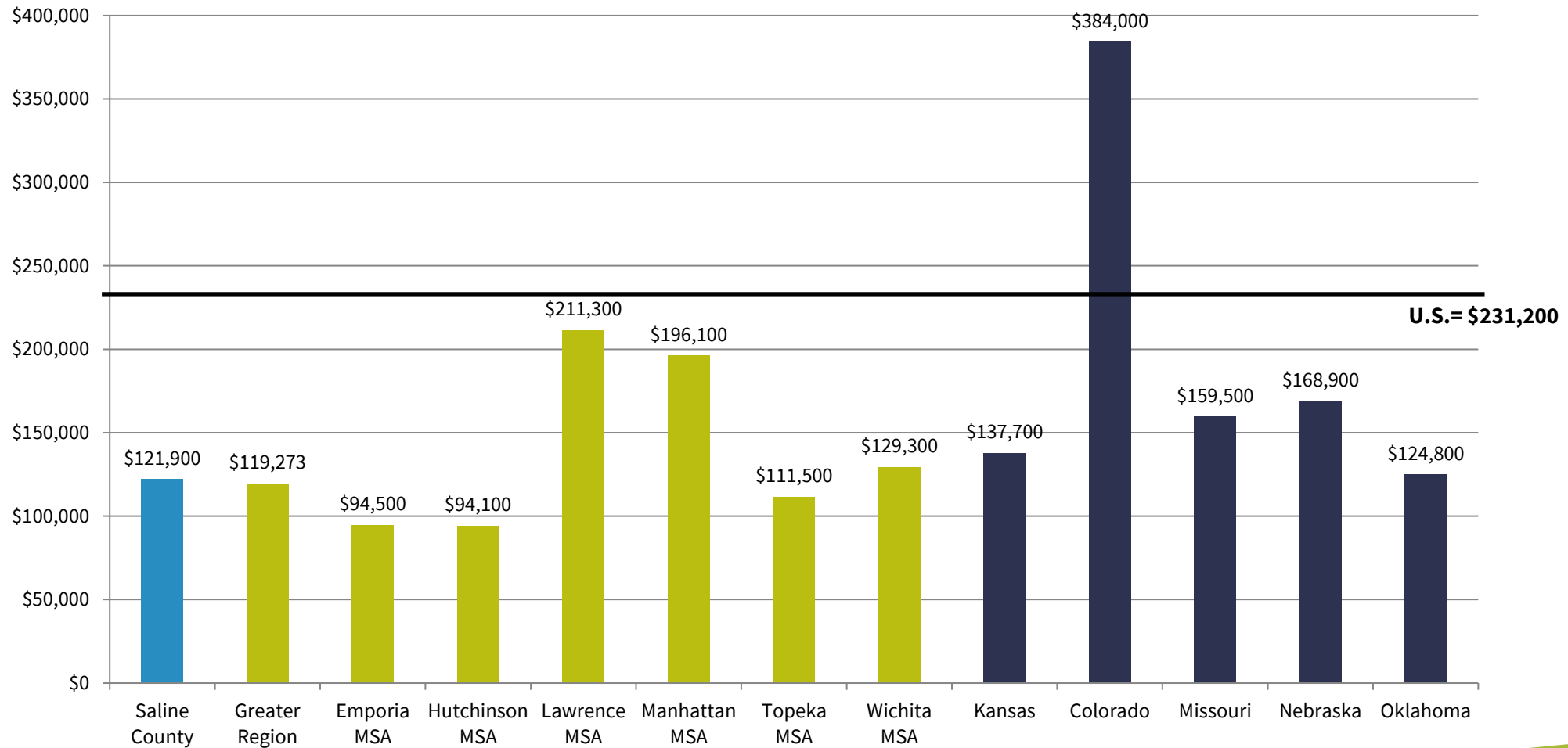


Source: Emsi, 2020

Quality of Life

Median Home Value indicates what a homebuyer can expect to pay for a typical home in the County, and how difficult it may be to relocate there. Home values are competitive in the region, and lower than the Kansas and national average.

MEDIAN HOME VALUE

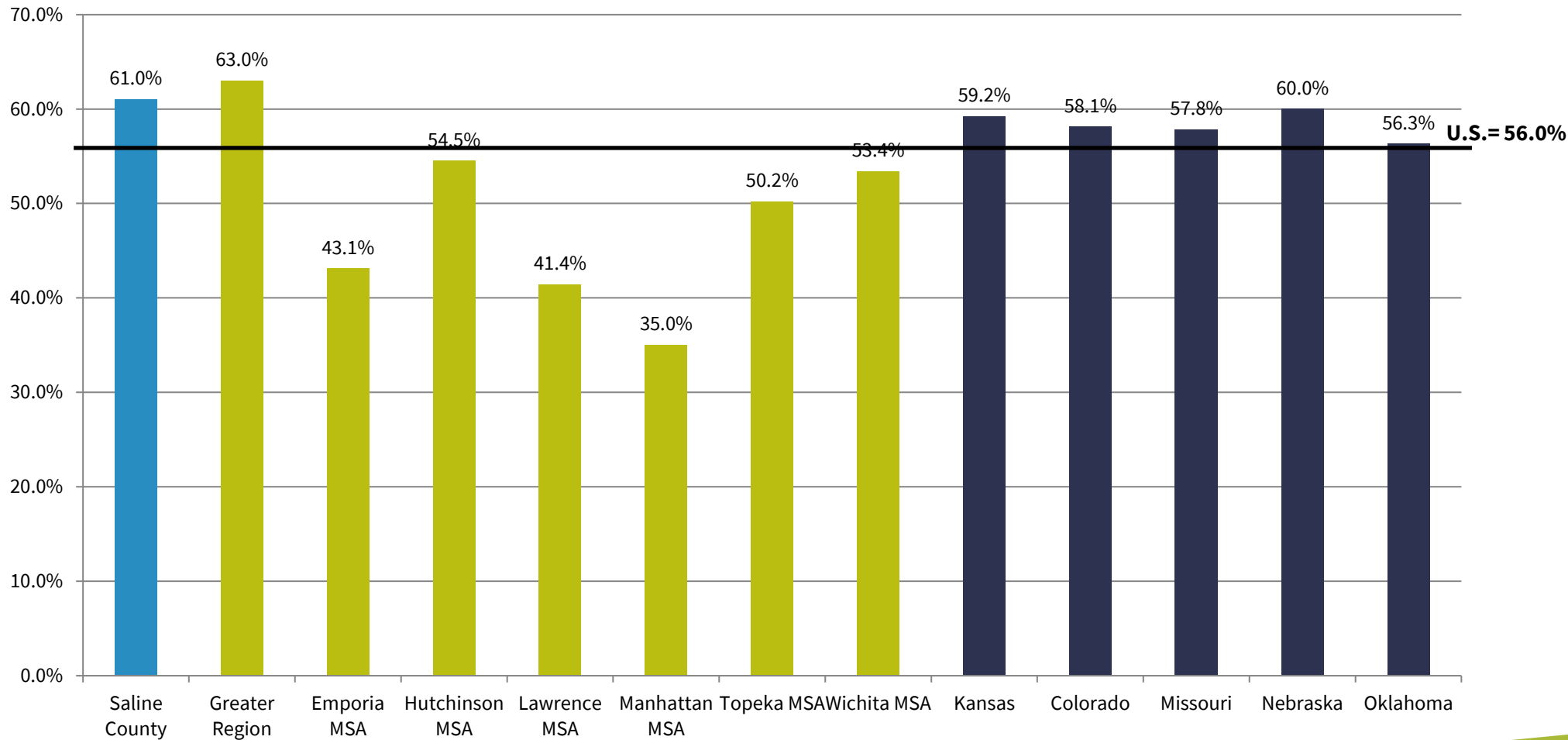


Source: Sperling's Best Places, 2019

Quality of Life

Home Ownership Rate indicates the percent of homes that are owner occupied. The County's Home Ownership Rate is higher than most competitive regions.

HOME OWNERSHIP RATE

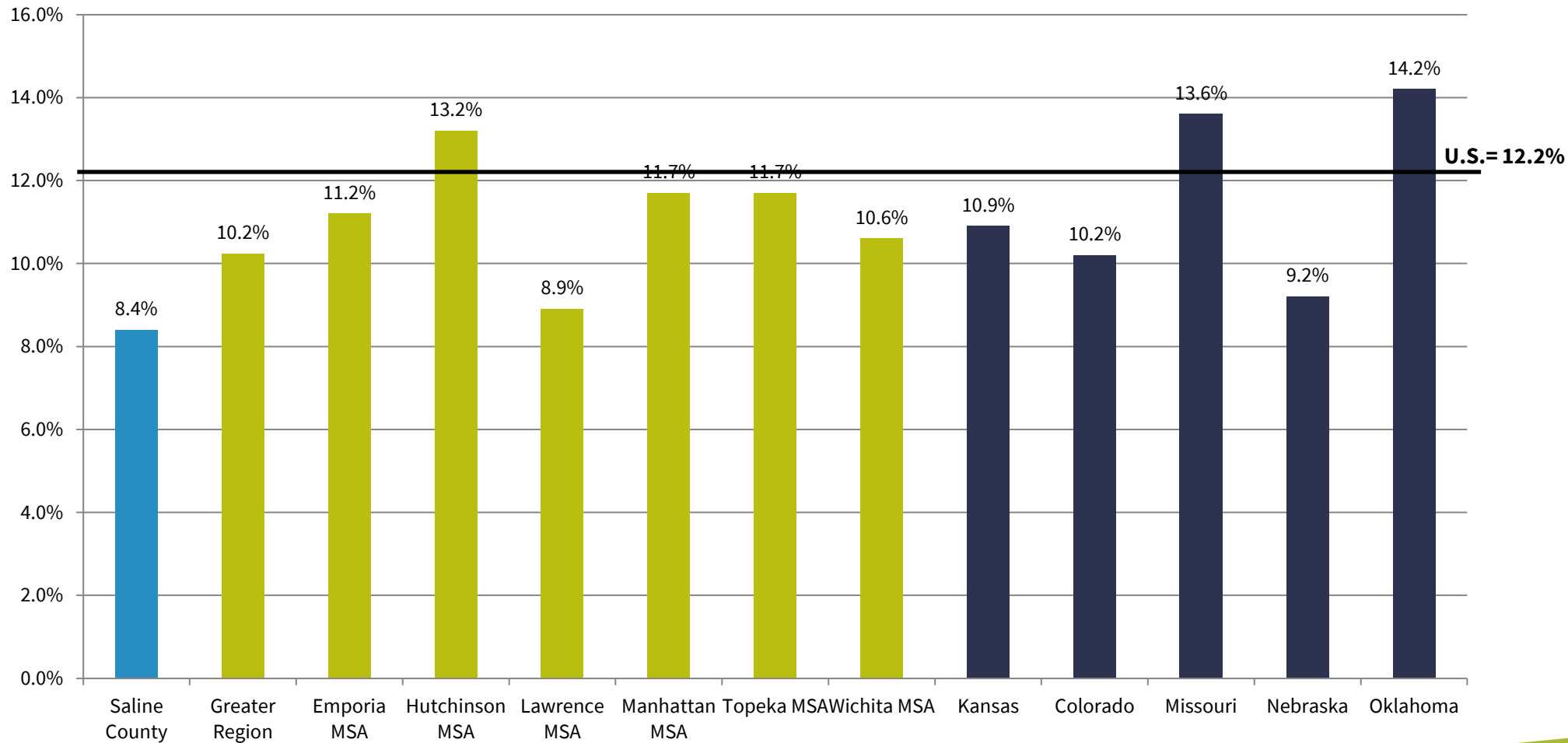


Source: Sperling's Best Places, 2019

Quality of Life

The housing vacancy rate is the percentage of housing units that are unoccupied. This can indicate, to some degree, housing availability in the area. In the County, the rate is lower than all comparison regions.

HOUSING VACANCY RATE

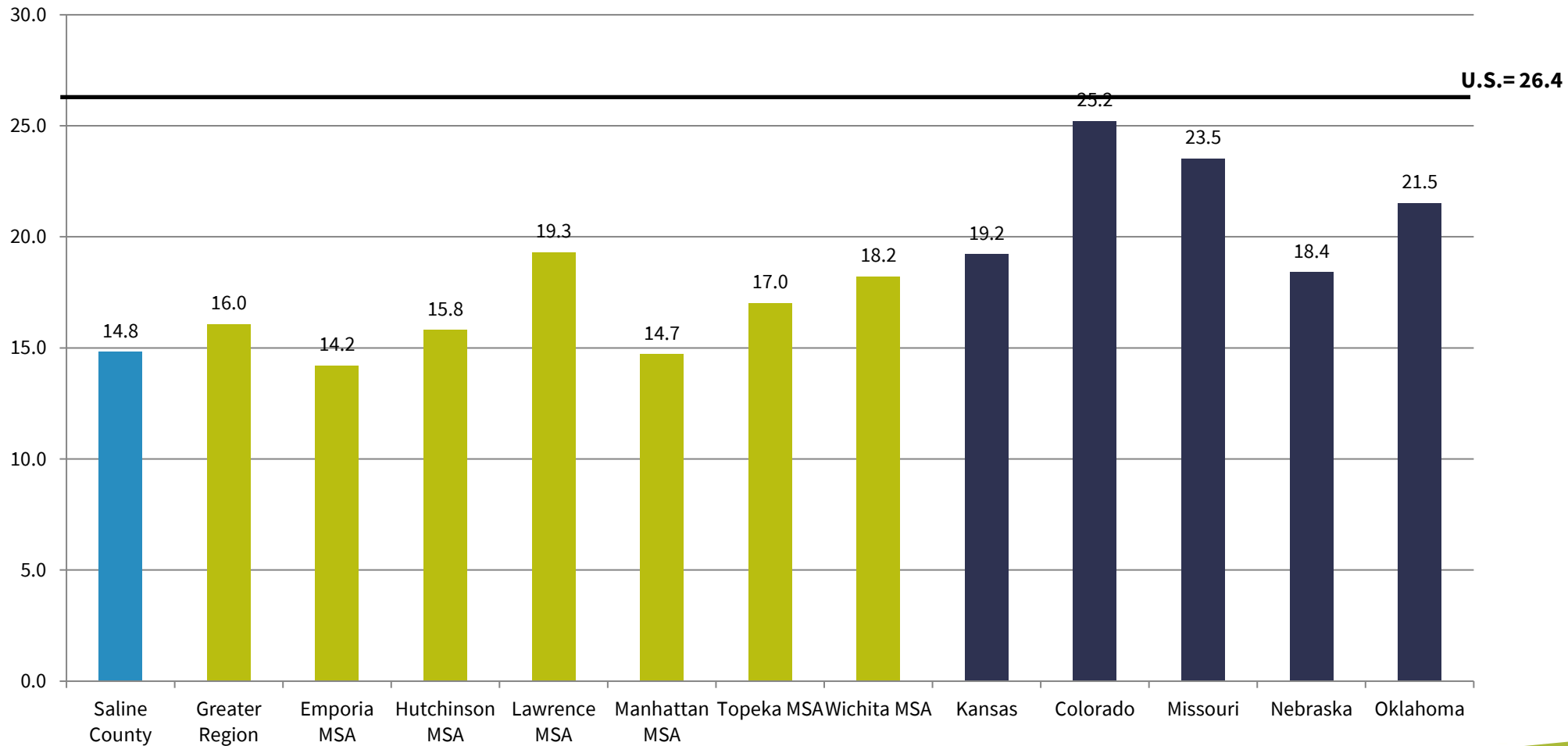


Source: Sperling's Best Places, 2019

Quality of Life

Average commute time indicates how far a region's residents commute to work, indicating whether they are going further distances to reach work or closer to home. In Saline County, the workers' commute times are shorter than most other competitive regions and far below the national average.

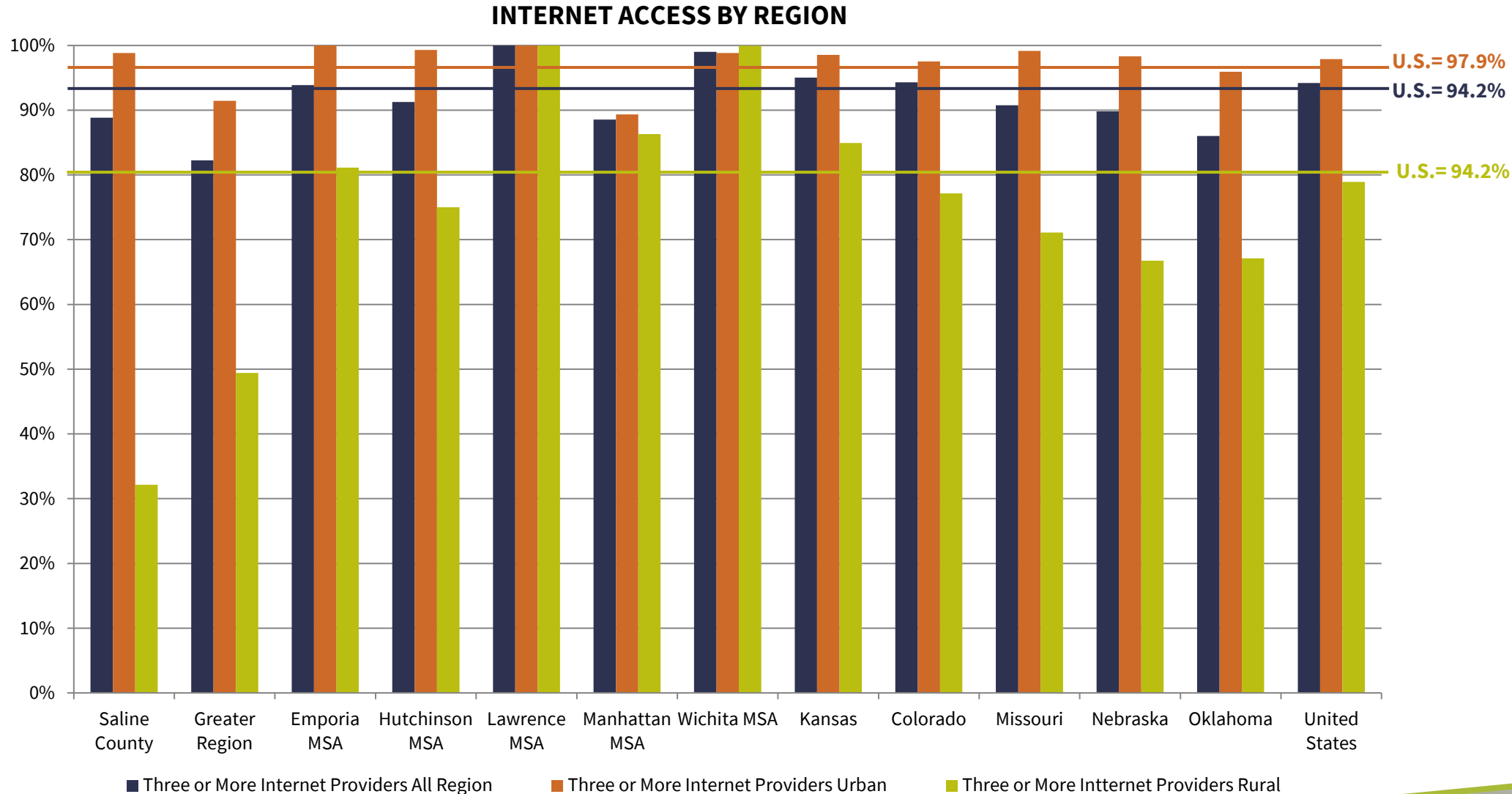
AVERAGE COMMUTE TIME (MINS)



Source: Sperling's Best Places, 2020

Quality of Life

Access to broadband internet is becoming increasingly important for site selection criteria, as well as a key factor for talent attraction. Saline County ranks competitively in the urban areas but ranks below average in the county as a whole, especially in the rural areas.

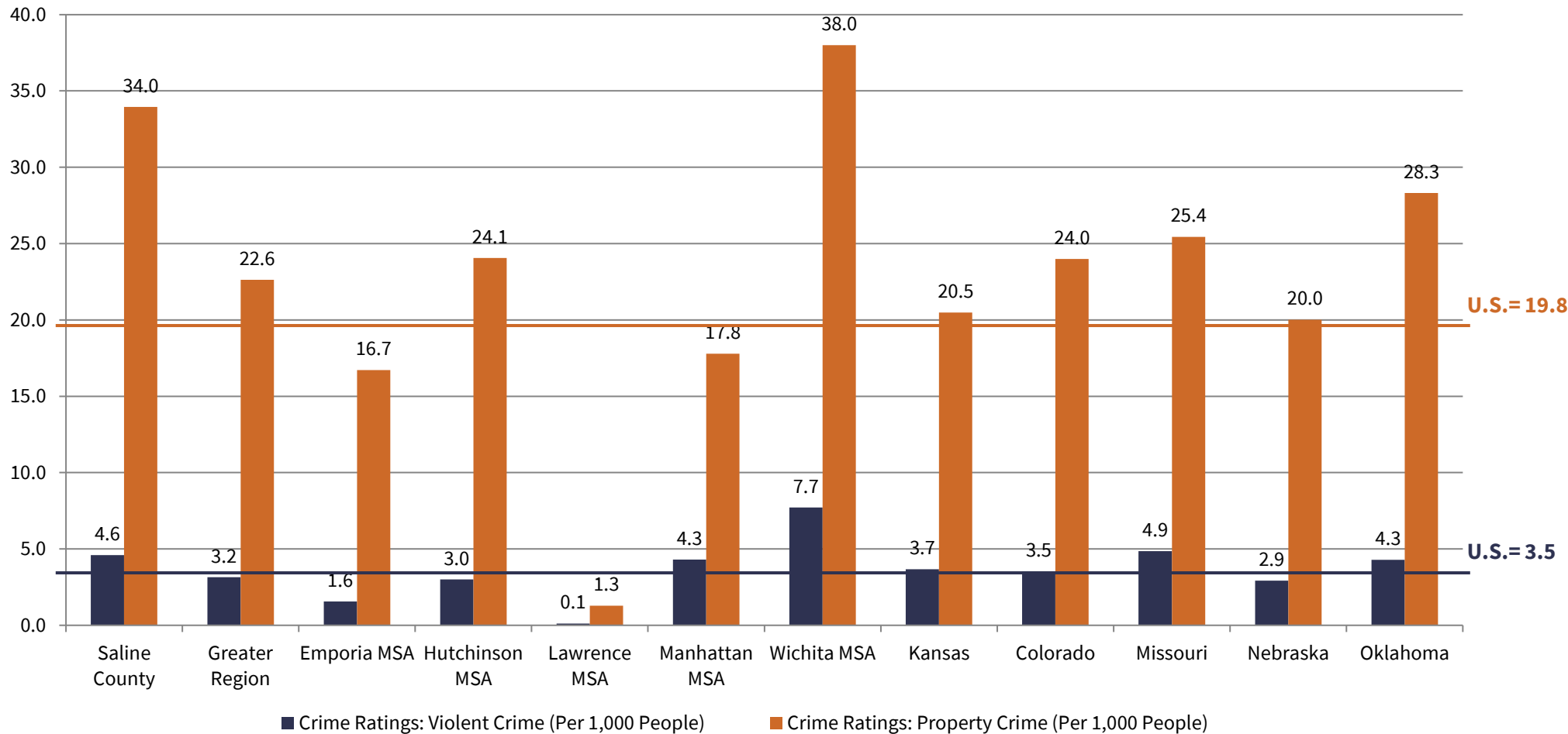


Source: Federal Communications Commission

Quality of Life

Crime ratings can impact a prospect's decision making regarding choosing to live in the region. Saline's violent crime rating is slightly above average, and the county's property crime ratings are higher than all comparison regions except Wichita.

CRIME: VIOLENT AND PROPERTY



Source: Emsi, 2020
Rates are per 1,000 people.

Quality of Life

ACCESS & AFFORDABILITY OF CHILDCARE IN INDIANA

	Kansas	United States
Percentage of children age birth to 4 years living in poverty	19%	22%
Percentage of families that are single parent families.	29%	32%
Families in poverty	19%	25%
Total children under the age of 6 potentially needing childcare	154,871	14,957,537
Total spaces/slots available in childcare programs	167,889	
Potential Shortage/Surplus	+13,018	

Source: ChildcareAware.org

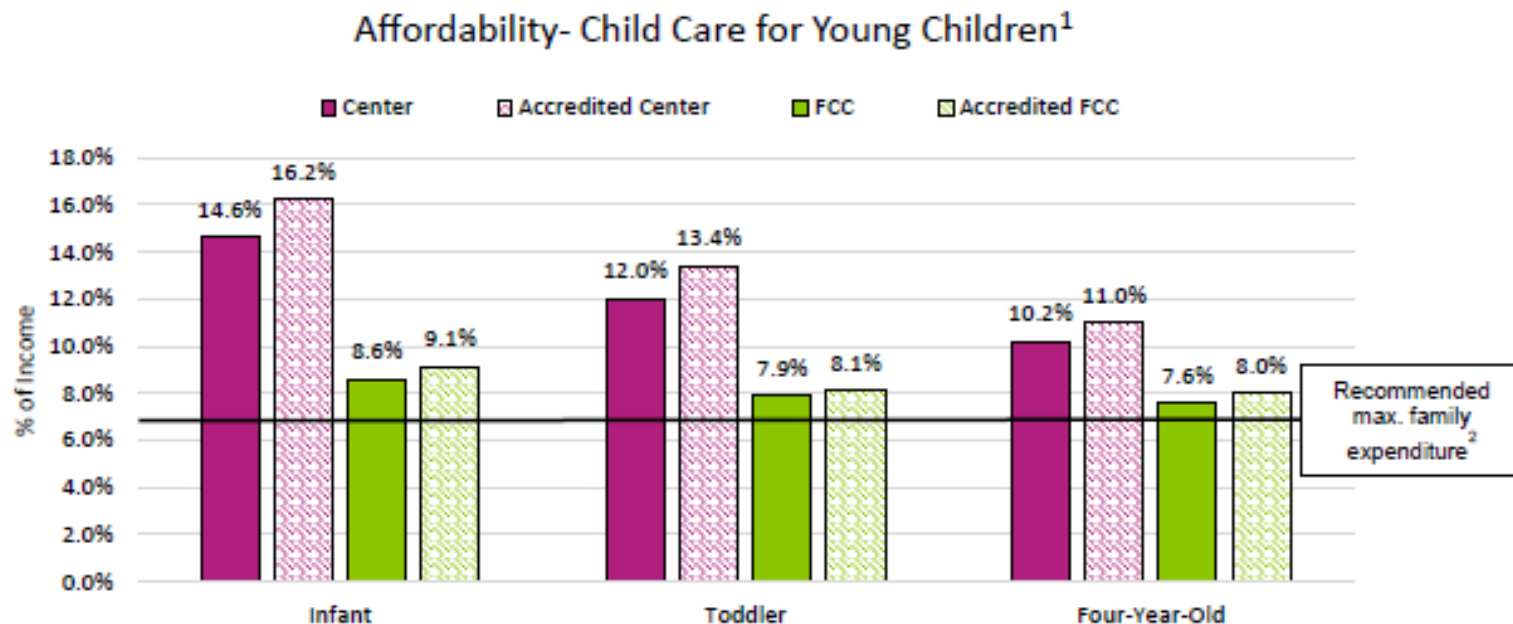
Access to childcare is a key criteria for families looking for a location to live and can be a major barrier to talent attraction if it is not sufficient. In Kansas, it is estimated that there is a surplus in available childcare currently. Data from this source is not available at the county level.

Quality of Life

ACCESS TO CHILDCARE IN KANSAS

Additionally, cost of childcare can be a significant barrier to families to acquire childcare. In Kansas, the average cost of childcare in terms of percentage of family income is above the recommended family expenditure by ChildcareAware.org.

2019 Child Care Affordability in the State of: **Kansas**



Source: ChildcareAware.org

Section 3: Stakeholder Engagement

Stakeholder Engagement

INTRODUCTION

Ady Advantage conducted a virtual on-site visit the week of December 7th, 2020. This included interviews and roundtables with key stakeholders. The following list includes all the people and organizations that participated in this process. The key themes from those meetings can be found on the following slides, as well as the result of a survey. Full meeting discussion notes can be found in the appendix of this report.

ORGANIZATION	NAME	ORGANIZATION	NAME
City of Salina	Mike Hoppock	Salina Area Chamber of Commerce	Renee Duxler
Evergy	Ebony Clemons-Ajibolade	Salina Area Technical College	Gregory Nichols
Great Plains Manufacturing	James Shurts	Salina EDO	Mitch Robinson
Kansas State University Polytechnic Campus	Dr. Alysia Starkey	Salina EDO	Robin VanAtta
Kansas Wesleyan University	Dr. Mat Thompson	Salina EDO	Frank Hampton
KSU Polytechnic	Lindsey Dreiling	Salina EDO	Lloyd Davidson
Salina Airport	Tim Rogers	Saline County	Robert Vidricksen
Salina Airport Authority	Tim Rogers	Schwans	Chris Wiseman
Salina Area Chamber of Commerce	Eric Brown	Vortex	Travis Young

Note: Other stakeholders, including major employers, elected officials, etc. were invited but were unable to participate.

Stakeholder Engagement

KEY THEMES: PRODUCT PIPELINE

1. The Salina region has a **robust product pipeline**, with a large number of sites and buildings available for businesses looking to relocate or expand. This is especially true as it relates to **sites that are suitable for industrial development**. Sites are generally quite shovel-ready, with flat terrain and utilities and infrastructure already in place or close by. There are many **sites located near the Airport**, making it ideal for the aerospace industry and other industries that benefit from proximity this asset.
 - Shovel ready and almost shovel ready sites are an asset.
 - Lot of land available for expansion, buildings for lease.
 - Our airport and hangar space presents opportunities for us for aviation.
 - We need to figure out what to do with that space of the mall. Lot of empty locations there. It's in decent condition there. 2020 has been a damper, but we'll come back from that.
 - We have good enough incentives to land the deals and projects here and we see enough demand to not have to give away hangars and money to land projects.
 - We have sizable wastewater capacity to accommodate larger needs
 - Utility Infrastructure: Gas line capacity is great, new lines put in.
 - Utilities: Utilities come up to almost all sites, but the city is also planning on future upgrades and updates to keep our capacity strong.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Engagement

KEY THEMES: TARGET INDUSTRY POTENTIAL

2. Stakeholders expressed a **mixed view for the growth potential of the three target industry clusters**, expressing a very positive outlook for the aerospace cluster, a somewhat neutral to positive outlook for the agribusiness and supply chain cluster, and a somewhat pessimistic to neutral view for the distribution cluster.
 - A. Regarding the **aerospace sector**, stakeholders noted all the positive developments regarding **recent project interest and wins** and the new aerospace-related businesses choosing to locate in the Salina area. There is a **strong aerospace talent pipeline** from the education institutions in the region. Additionally, the **Salina Regional Airport** is an immense asset which features some of the longest runways in the country. Overall, aerospace was viewed as having the strongest growth potential.
 - Interstate and airport access are assets.
 - Our airport and hangar space presents opportunities for us for aviation.
 - The city, county, EDO, airport authority is all working together. Sometimes it has been touch and go a few years ago, but now we are all pulling in the same direction, and egos are left at the door now.
 - Looking to bring another hanger into the county, expand the hangar space so they can lease additional space in the county due to all the success in aviation in the county.
 - The transition from the DOD to the commercialization of drones. We have 1 of 12 universities serving in the lead on this, serving in Public safety: law enforcement, fire professionals, infrastructure inspections. Also looking into package delivery.
 - Large UAS, preparing professionals to train in that realm, and support companies and employees in regulations as they come up.
 - Partnering with the aviation industry to provide education tracks and opportunities both on site and online.
 - Working on an initiative with a major industry strategic partners for large, unmanned, remote piloted aircraft vehicles for pipeline patrol, gathering survey data, crop estimates, putting packages on these large vehicles, is the next step for these unmanned systems.
 - Opportunities are still out there for manned vehicles, that is not going away. Enrollment in manned flight programs is still at record levels.
 - Advanced manufacturing: Salina and the state does a great job in this for both aviation and serving advanced manufacturing.
 - One Vision was our first big win in recent times. Their feedback was that our community was great to work with compared to the community that they left.
 - Providing pilots, I know K-State Polytechnic is maxed out in pilot enrollees, and they are undertaking an ambitious program to increase capacity. \$87 million plan is approved but not funded yet.
 - Kansas State University Polytechnic, offshoot of broader system, careers in aviation, tech, and business. A lot of the tech industries and new aviation industries coming to town.
 - Only 10-20% is the flying and the maintenance. 80% of it is marketing and painting and welding and all these other activities that go into the broader industry. Salina is well positioned to support the entirety of the aviation industry.
 - There are distribution opportunities that could be tied into our aviation and our airport.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Engagement

KEY THEMES: TARGET INDUSTRY POTENTIAL (CONTINUED)

- B. Regarding the **agribusiness and supply chain sector**, stakeholders noted that while they had viewed less notable activity in this cluster in the immediate Salina area, they understood it to be a **critical industry for the broader region and the state of Kansas**. Data from the market assessment shows that agribusiness continues to maintain a strong concentration for the greater Salina region, and growth is projected.
- Great Plains' purchase has turned out to be a tremendous asset
 - Schwan's was purchased, and it has opened up funding doors that wasn't open before.
 - Land Institute, it has brought people all over the world, but its kind of a secret in Salina. It's a natural resource we have, can we take advantage of it more?
 - Some of those meat packing plants bring a lot of negativity to the community, we've seen it happen in other parts of Kansas. What other areas can we attract?
 - Kubota announced a tractor plant that is going up will provide a boon.
 - What do we do with wheat? Do we bring in a cereal company, cookie company, to deal with that?
 - We have the water and sewer capacity to handle that sort of project.
 - Local perspective, we are in a weird in-between: We have some bigger companies that are growing, some ag-tech, Great Plains, and other very technologically advanced. We also have things in the pipeline that we have had conversations with that may start small and grow. Companies are drawn to us for that kind of mix.
 - We could target the supply chain support for the raw food material that some of the larger companies like Schwan's go through.
 - The Land Institute is a unique asset. They are a secret that you never hear about, but they have a great footprint and reputation.
- C. Regarding the **distribution sector**, stakeholders noted that intuitively distribution makes a great deal of sense for Salina. The region has **strong transportation assets, most notably road and interstate infrastructure, but also rail and the airport**. However, stakeholders noted how much of the activity in the **distribution industry seems to gravitate to the bigger metro areas like Kansas City and Wichita**. Stakeholders questioned the viability of the distribution industry in the Salina area as industry trends change and evolve. Data from the market assessment shows that growth is projected for the transportation and warehousing.
- I've seen a lot of RFP's come in, but we don't get bites on them. They go to Kansas, but they go to Kansas City, Park City, etc. We are too far away from other markets. From a strategic standpoint, I'm not sure if it's something we should continue to fight for unless it's sized right and it falls right in our lap.
 - Being on the interstates, it's easy to gravitate toward that, but history has borne that out as a true opportunity. It's going to take some explaining why it doesn't belong at the top of the list to people in the community, but it should be secondary.
 - I don't think the fulfillment centers will interest people due to the wages and the work, they tend to churn through people.
 - We do sit at the crossroads of two interstates, but a lot of communities sit on interstates, and a lot of them also have higher traffic than we do. Not really sure we have a leg up on anyone else.
 - We should look at what our major companies are doing to meet their supply chains, or what they could use in the area that would meet the needs of our larger companies with a more local supply chain.
 - Kansas State Salina is touting that there is a need for the support industries for the aviation industry.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Engagement

KEY THEMES: WORKFORCE CHALLENGES

3. **Employers in the Salina region continue to experience workforce challenges.** Until recent years, Salina had experienced relatively steady population and labor force growth which helped to alleviate the workforce shortages experienced by employers. The **COVID-19 pandemic has exacerbated the workforce challenges** as employees are routinely forced to quarantine due to exposure incidents or become sick themselves. This is **especially challenging for production-related occupations** that make up a significant portion of the backbone of the Salina region economy, and who do not have the ability to work from home as other occupations and industries may be able to.

- Workforce housing, for One Vision Aviation, the owners are having to house mechanics in their personal homes. The housing market is extremely tight.
- Workforce is a big part of what I'm doing. Wages, childcare, housing, and incentives are all things we could be doing to help build that up and I'm interested in learning more about it.
- Workforce is an asset; we routinely are more efficient with less staff compared to their other locations.
- If you're a young professional and looking for a city to build your career, Salina is way down on the list, and it shouldn't be. There are all sorts of advantages that we have, but we just aren't "cool" enough.
- An opportunity is keeping our students from our schools to stay here, providing a pipeline for them to find high quality employment here.
- Workforce, our population is pretty constant, hard to bring a large employer and say we've got an available workforce.
- Workforce – Childcare is a problem. People are choosing to stay home and not work or stop having children due to the lack of childcare.
- Issues for childcare, they've had people back out of jobs, turn down positions because they can't find childcare.
- We need more workers
- I see a lot of we're hiring signs.
- Workforce – We work on developing relationships with post-secondary schools.
- Workforce – Working on improving and promoting our quality-of-life assets, get the word out to people who have no idea about Salina.
- Workforce – Childcare is a problem, we are trying to address is, but there is no magic bullet for it yet.
- COVID – 19: People may rather take a check than stay home. Could be an issue for all our country.
- The remote work trend is here.
- We don't really produce welders, mechanics, etc. We produce teachers, nurses, police officers, businesspeople, etc.
- Teachers and nurses are understaffed, that is a focus of what we are trying to output. There is a lot of focus on production workforce, but these other positions are also a major need.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Engagement

KEY THEMES: DOWNTOWN

4. The **downtown of Salina is an immense asset** to the community and features **many amenities that contribute to the quality of life**. Such amenities include the community theatre, the theatre for performing arts, the art center, and the bowling alley arcade, just to name a few. The downtown has experienced **significant construction and renovations** in recent years, showing a willingness from the community to re-invest in itself.
- Excellent school system, recently improved the schools.
 - Higher education access in the community.
 - Cost of living and quality of life is excellent.
 - Community theatre, different entertainment, and sports options for individuals.
 - Recent successes, local businesses that have made significant investments in the downtown.
 - Recent reinvestment in the community's public schools.
 - There's a funny mentality about "why would we do the restaurants and retail downtown?" but they pack into the restaurants downtown.
 - Different activities need more promotion. The development of downtown looks great, but not too many people know what's going on, or the events that we have.
 - Salina is placed for growth. A number of new big businesses and expansion of businesses. The Downtown is adding amenities, would say about 50% done with the downtown renovations. Salina strikes a great balance between the small down and the bigger city with its amenities.
 - The downtown River Project.
 - Salina is quickly becoming a place that people want to settle into – not settle for. Great amenities and places to raise a family. Amenities for families.
 - Smaller big city has all the city elements, but a smaller community feel. You can get involved in the community and see the difference.
 - The downtown reinvestment is a big opportunity to put the best foot forward for Salina.
 - This is a "big small town". We have opportunities of both available to us.
 - Tons of parks, you can walk to lots of places. Lots of accessible things to do for families.
 - \$180 million investment into restoring the downtown, which is critical to making the town a town that provides a lot of quality-of-life features. Salina has turned a corner on that but needs to package that and market it to attract and retain.
 - We have a new branding project underway, monuments downtown, museum, new ballparks, and fieldhouse, and we need someone to bring these all things together and market them. We need a director of marketing for Salina.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Engagement

KEY THEMES: MESSAGING

5. As noted in the previous key theme, the Salina region offers an exceptional quality of life. However, this quality of life is **little known outside of the Salina region**. There is a growing recognition that historically Salina has done a **poor job of messaging and communicating and telling its story to the outside world**. In response to this, Salina launched **the Imagine Salina campaign** earlier this year. While it was unfortunate that this timing coincided with the onset of the COVID-19 pandemic which has stalled its progress, the Imagine Salina campaign is a great start towards addressing this challenge. It provides a **strong foundation that can be built upon** towards telling a positive narrative of the Salina region and ultimately talent attraction.
- I like this community, I lived in a lot of different places. I choose to live here. I enjoy the advantages of this community. I want this community to get healthier, and people take advantage of the positives of this city.
 - Great place to raise children. Very affordable, we can do tons of things that are free.
 - I moved back here a few years ago. I choose to be here because I know I would rather raise my kids here compared to other places I've been.
 - We love the community, and there's plenty of opportunity right here.
 - Telling our story better. We mentioned Imagine Salina. The problem with Salina is that its not cool. It has been very steady, but there's no cool story to it bouncing back or anything like that. Its very "steady as she goes", but a lot of neat things are happening.
 - Do we all have the same story about Salina? If people were being asked about the cool things about Salina, would people all say the same?
 - When you say Salina, nothing comes to mind.
 - We're just not very well known.
 - The story of Salina needs to be told better, and the Imagine Salina campaign could bring that to fruition.
 - Imagine Salina – An effort by the Chamber for a quality of life and recruitment capital campaign from the private sector to showcase Salina. There is a website, physical assets for employers to use to recruit potential workers to come to Salina.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Engagement

KEY THEMES: HOUSING

6. **Housing is a challenge** in the Salina region that is currently constraining full growth and development potential. There is increasing **scarcity in available housing that is suitable and affordable** for the low-skilled and semi-skilled workers, as well as entry level salaried professionals. As with most communities across the country, developers are primarily interested in the development of high-end housing projects, and not the entry to middle-tier level housing that is needed. The scarcity of housing that is suitable and affordable for workforce is a **deterrent to the Salina region's ability to capitalize on attracting and retaining talent**, including the growing segment of remote workers.
- Workforce housing, for One Vision Aviation, the owners are having to house mechanics in their personal homes. The housing market is extremely tight.
 - We still have some gaps that still need to be assisted: housing, childcare, and wages, and it will be good to get information on this and address it.
 - Housing is an ongoing topic for us.
 - Housing – material costs are a huge barrier right now.
 - Housing – Trying to do incentives for housing but have a hard time attracting the bigger, more sophisticated developers. Trying to get developers with more capacity into the community. Price point and profit margins may play a role.
 - Affordable housing for here may not match the profit margins of home builders.
 - Big developers in Kansas City are building 300 homes at a time, we are not at that pace though.
 - Housing is a big challenge for us.
 - Housing seems to be a little expensive right now in Salina. I have been looking for years for a suitable home, but it is expensive to buy and expensive to build right now. I have seen people leave the community because they can get more house in places like Shawnee.
 - When we try to recruit someone here, they see the housing costs and expect to see big city wages.
 - There are a lot of people who can't afford to pay rent, which is a function of the housing shortage, and we are a lower wage community. We don't have the dollars to support the infrastructure to be a hub community.
 - We are in a housing study, looking to find where the demand is exactly: multi-family housing, single family, etc.
 - Housing – we are working with some people, but we have a shortage of \$200,000 homes.
 - Lack of quality middle tier-housing. We have low-end and high-end housing, but nothing in the middle.
 - We lose talent due to lack of amenities and trailing spouses who can't envision a life or job in Salina.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Engagement

KEY THEMES: CHILDCARE

7. The **availability and affordability of childcare in the Salina region is a significant challenge**. While COVID-19 has exacerbated the childcare challenges in the region, these challenges pre-dated the pandemic and will continue post-pandemic if left unaddressed. This issue is contributing to **the talent retention and workforce challenges experienced by employers** in the region. There is a growing recognition from employers and stakeholders in the region that the scarcity of childcare is an **economic constraint for the region**, and that employers may have to play a more proactive role in addressing the childcare issue if they wish to alleviate their workforce challenges.
- We still have some gaps that still need to be assisted: housing, childcare, and wages, and it will be good to get information on this and address it.
 - Workforce is a big part of what I'm doing. Wages, childcare, housing, and incentives are all things we could be doing to help build that up and I'm interested in learning more about it.
 - Workforce – Childcare is a problem. People are choosing to stay home and not work or stop having children due to the lack of childcare.
 - Childcare – there is not childcare facilities in any of the businesses, schools, or universities. They haven't figured out the model for that yet.
 - They recently built a really nice childcare facility, but its already at max capacity.
 - Issues for childcare, they've had people back out of jobs, turn down positions because they can't find childcare.
 - Childcare – It's always a struggle here. I'm surprised the hospitals and other places haven't looked done it on their own, but they said they looked at it and decided its too regulated.
 - Workforce – Childcare is a problem, we are trying to address is, but there is no magic bullet for it yet.
 - Childcare – there have been meetings in the community about it, it is high in the community consciousness. Businesses have not had a lot conversation about working together to fund childcare, there is a lot of liability to it, and it is perceived to be a public issue. Some conversations, but they haven't figured the model out yet due to costs and how to get involved in that.
 - When the first organization takes the first step and does childcare, I think that will open up the door for others doing it.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Engagement

KEY THEMES: ALIGNMENT

8. There seems to be a relatively **fair amount of alignment between stakeholders and partners** in the Salina region. There is a sense that in the not-so-distant past there had been some degree of misalignment and strife between economic development partners, and although this is not necessarily forgotten there is greater consensus that today the City, County, Salina Community EDC, and other economic development partners work fairly well together. In particular, **the three higher education institutions are well aligned** and have little overlapping programming that could cause competition.
- The city, county, EDO, airport authority is all working together. Sometimes it has been touch and go a few years ago, but now we are all pulling in the same direction, and egos are left at the door now.
 - Recently there was an agreement between the city and county, and it wouldn't have happened if our city and county relationship were bad.
 - We work better together than what our reputation is.
 - It wasn't that long ago where people were wondering why we couldn't just get along. There is a hangover of that reputation still out there. Its no longer problematic, but people still remember it.
 - There's consensus about the needs, such as affordable housing, but I think there are differences in how people believe it should be addressed.
 - Commissioners of the past had disagreements, which also contributes to the hangover.
 - There are tons of people trying to advance the quality of life, but I don't think there's ever a sit-down at the table to let everyone know who is doing what.
 - There needs to be more of a comfort level amongst the different communities and cultures. Not that they need to have the same train of thought, but comfort working with those communities.
 - It takes a lot to see something through, and the really tough jobs take years, and you need a good group of people to see that through.
 - When North Salina started, there were way more people at the beginning, now there aren't that many. It is, however, gratifying to see that through. Starting the community will be a huge boost, started through the Greater Salina foundation. Once you have the support it's a lot easier to see it through.
 - We need to realize that we aren't always going to see the direct benefit, we can't be looking for the direct benefit and recognition only.
 - Great working relationship between us, other institutions, and businesses. Focus on blue collar and technical skills – construction, transportation, manufacturing. Also, medical fields, healthcare support. Our transportation isn't necessarily focused on the manufacturing and construction jobs here in town in the same way that we do the aviation programming, but the skills they learn in the program might transfer to other skilled trade fields. We focus on doing a lot of up-skilling.
 - Why a lot of these new companies and major expansions of existing companies are locating here is due in large part to the two education institutions represented in this interview.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Engagement

KEY THEMES: TALENT PIPELINE

9. **Kansas Wesleyan University, Salina Area Technical College, and Kansas State University Polytechnic Campus are major talent pipeline assets** to the Salina region. Not all communities the size of Salina have access to both a 2-year college and a 4-year university right within their own backyard. Additionally, the Polytechnic campus provides **specialized vocational training that aligns with the aerospace target industry**. Employers noted their appreciation for the work these education institutions do and the programming and training they provide to their businesses. The three aforementioned institutions do an **exceptional job collaborating**, and there is little overlapping programming or competition amongst them.

- Partnering with the aviation industry to provide education tracks and opportunities both on site and online.
- Lot of community support for all the education institutions, it's a high priority in the community.
- Higher education access in the community.
- Great working relationship between us, other institutions, and businesses. Focus on blue collar and technical skills – construction, transportation, manufacturing. Also, medical fields, healthcare support. Our transportation isn't necessarily focused on the manufacturing and construction jobs here in town in the same way that we do the aviation programming, but the skills they learn in the program might transfer to other skilled trade fields. We focus on doing a lot of up-skilling.
- Why a lot of these new companies and major expansions of existing companies are locating here is due in large part to the education institutions represented in this interview.
- Aviation - Working on a concept at the Kansas Simulation Center, providing synthetic training for manned and unmanned aircraft, provide a place for airlines and federal agencies to send pilots here to train here at K State for remote piloted vehicles. Recently signed by president to send department of commerce pilots here to train in remote vehicles, the hurricane and storm hunters.
- Aviation - Offering education to upskill, which has been accelerated by COVID. Making education stackable and quickly consumable to help professionals in the aviation industry. Aircraft certification and servicing. Can offer programs online that we didn't before, COVID has opened up opportunities here that we didn't have before.
- Partnering with the aviation industry to provide education tracks and opportunities both on site and online.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Engagement

KEY THEMES: WAGES

10. There is a perception among many stakeholders that historically, Salina's employers were collectively **paying wages that were somewhat uncompetitive**, which likely had a detrimental effect on the Salina region's ability to attract and retain talent. This perception is supported by data from the market assessment of this report, which shows that in general Saline County wages are lower than the greater region and considerably lower than the state or national averages. Many speculated that the reason Salina has won some recent projects and new employers is that the lower wages in the region provided these businesses the confidence in the knowledge that they could locate in the region and pay wages that were higher than the region but still competitive relative to the national average. This would translate to their **ability to attract and retain top tier talent** in the region. It should be noted that wages in the region have started to increase over the past couple of years, likely due to the low nationwide unemployment rates. Wage increases will likely continue to accelerate as **new competition and pressure for workforce is driven by these new employers locating in Salina.**

- Interested in how we compare in wage rates, how competitive we are. I have heard that our wage rates are a lot more competitive than previously. I am interested to see if our employers who are having workforce problems are offering competitive wages.
- We still have some gaps that still need to be assisted: housing, childcare, and wages, and it will be good to get information on this and address it.
- Based on our cost of living, people looking at us from the coasts may not realize that while the wages may be slightly lower, the quality of life and cost of living offset and may even more than make up for it.
- We don't get the people who make the wages under \$20 involved in our decision making, figure out what their struggles are. There may be a blind spot there.
- When we try to recruit someone here, they see the housing costs and expect to see big city wages.
- There are a lot of people who can't afford to pay rent, which is a function of the housing shortage, and we are a lower wage community. We don't have the dollars to support the infrastructure to be a hub community.
- I don't think the fulfillment centers will interest people due to the wages and the work, they tend to churn through people.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Section 4: Opportunity and Barrier Assessment

Opportunity and Barrier Assessment

INTRODUCTION

Ady Advantage conducted a broad assessment of opportunities and barriers within the Salina region, often referring back to the various economic assets cataloged in the market assessment. These include assets like infrastructure, talent, labor, regulations and incentives (both regional and statewide). Ady Advantage distilled these economic assets into asset maps, mapping the importance of the economic assets relative to business location/expansion decisions. This helps benchmark how competitive the Salina region is on these economic assets related to labor supply, workforce, business conditions, etc.

We identify once more the key themes from both the desk research, as well as from the input collected in our virtual employer and stakeholder interview and roundtable sessions. These key themes can be found at the end of this section, and they are in no particular order of importance.

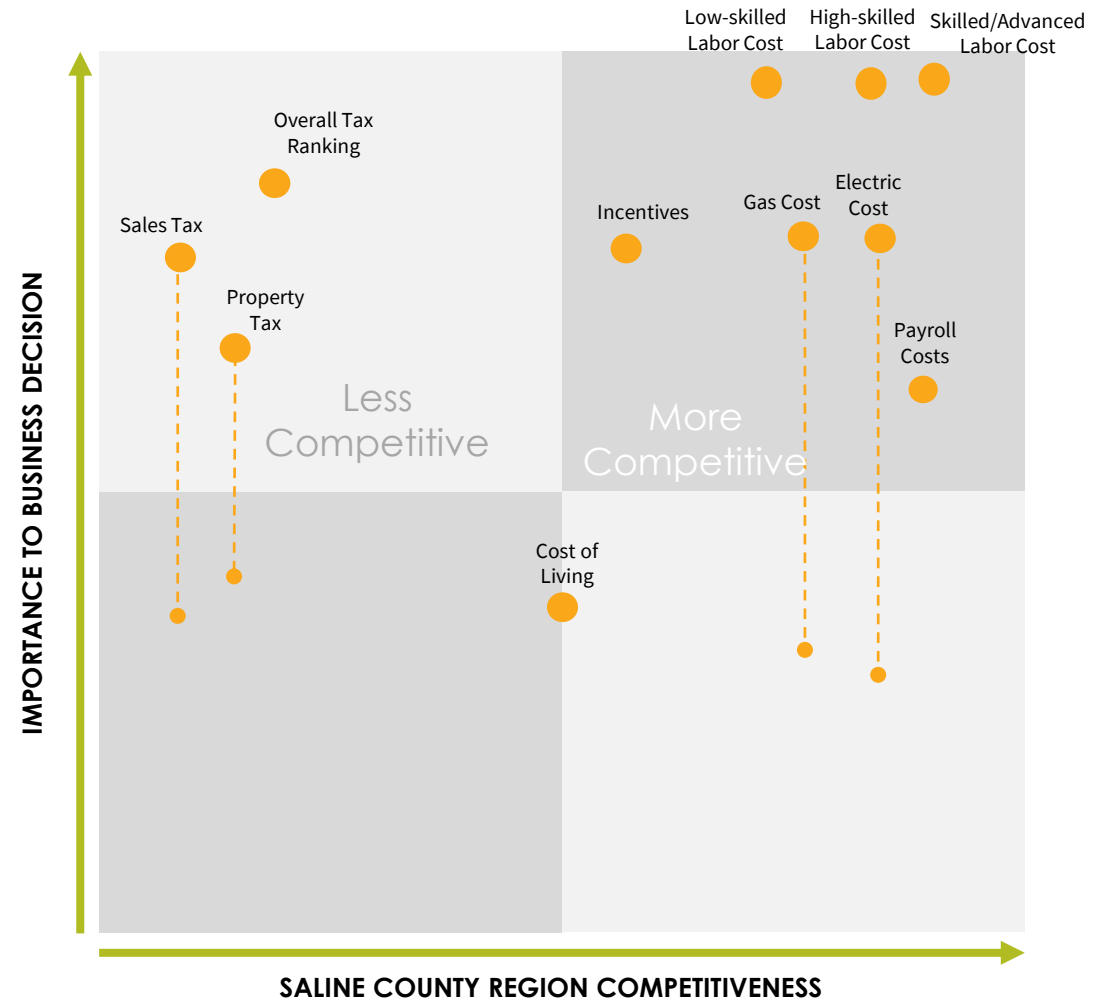
Opportunity and Barrier Assessment

GENERAL BUSINESS COSTS ASSET MAP

GENERAL BUSINESS COSTS ASSET MAP COMMENTS

The asset map to the right depicts Saline County the and greater region's competitiveness compared to the state of Kansas, surrounding states, as well as the United States as a whole.

- Labor costs in the Saline County region are lower than average for most industries and occupations compared to the greater region, national average and most comparison regions. These wages can give the region a competitive advantage in labor costs for these professions.
- Out of the comparison states, Kansas ranks poorly in almost all tax categories and overall tax burden. The exception is the unemployment insurance tax ranking, which is less burdensome than most of surrounding states.
- Industrial gas costs are lower in Kansas compared to all comparison states and the National Average except for Oklahoma. Industrial electrical costs are likewise lower than all regions except for Oklahoma.
- Salina offers the standard mix of financing and incentives. Kansas offers a variety of incentives, with a number tailored towards investment, including job creation tax credits, investment tax credits, sales tax project exemptions, and revolving loans for local infrastructure. One of the most prominent incentives offered by Kansas is the ROZ (Rural Opportunity Zone) Program.
- The cost of living in the Salina Region is on par with the peer communities, but lower than the state of Kansas and the National Average.



Note: Dotted lines down represent the variability of importance of each factor depending on the industry.

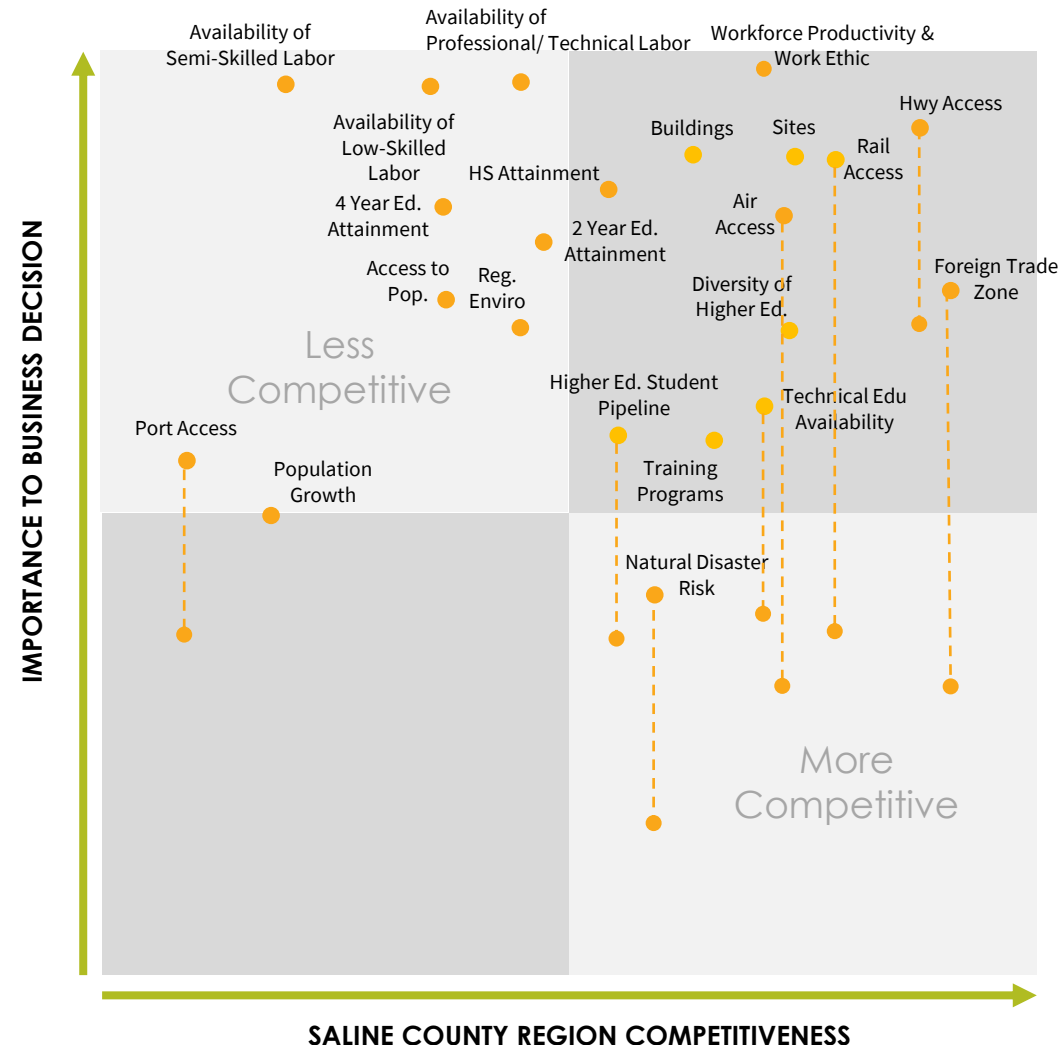
Opportunity and Barrier Assessment

GENERAL BUSINESS CONDITIONS ASSET MAP COMMENTS

The asset map to the right depicts Saline County and the greater region's competitiveness compared to the State of Kansas, surrounding states, as well as the United States as a whole.

- There has been negative population growth in Saline County, decreasing by -2.6% over the past 5-year period. The state of Kansas has experienced population growth of 0.3% over the same period.
- Availability of labor was noted by employers as a key challenge, regardless of labor type but most pronounced for production and skilled labor, as most of the industries require these positions and these positions have more leverage in seeking higher wages.
- The Salina region has a robust product pipeline, with a large number of sites and buildings available for businesses looking to relocate or expand. There are many sites located near the Airport, making it ideal for the aerospace industry and other industries that benefit from proximity this asset.
- Saline County has access to a great diversity of higher education pipeline opportunities for a community its size, with 4-year degrees available from Kansas Wesleyan University, as well as specialized trade skills training from Salina Tech and Kansas State Polytechnic. The Polytechnic college is especially unique in the aviation programs it offers.
- Work ethic was cited by employers to be generally good in the region. Many employers specified that their long-term workforce was of a good quality, however in entry level and less skilled positions there may be issues of attendance and retention.
- The regulatory environment of Kansas was considered to be just average, ranked 36th by Forbes Best States for regulatory environment rankings. Employers noted the city as being challenging to work with on permitting issues regarding building and demolition.
- Saline County's average educational attainment rates are competitive with Kansas, the National Average, and comparison regions at the high school and 2-year college attainment levels. Saline County is less competitive than the competitive regions, Kansas, and National Average in 4-year and grad school attainment rates.
- The Saline region is landlocked and has no access to a port.
- Saline County features two shortline railroads: the Kansas and Oklahoma Railroad and the Kyle Railroad which connect to Union Pacific Railway in Salina, as well as BNSF Railway to the east of Salina.
- Saline County has access to the Salina Regional Airport, which has the capacity to serve freight as well as one of the longest runways in the country.

GENERAL BUSINESS CONDITIONS ASSET MAP



Note: Dotted lines down represent the variability of each factor depending on the industry.

Opportunity and Barrier Assessment

KEY THEMES

1. The Salina region has a **robust product pipeline**, with a large number of sites and buildings available for businesses looking to relocate or expand. This is especially true as it relates to **sites that are suitable for industrial development**. Sites are generally quite shovel-ready, with flat terrain and utilities and infrastructure already in place or close by. There are many **sites located near the Airport**, making it ideal for the aerospace industry and other industries that benefit from proximity this asset.
2. Stakeholders expressed a **mixed view for the growth potential of the three target industry clusters**, expressing a very positive outlook for the aerospace cluster, a somewhat neutral to positive outlook for the agribusiness and supply chain cluster, and a somewhat pessimistic to neutral view for the distribution cluster.
 - A. Regarding the **aerospace sector**, stakeholders noted all the positive developments regarding **recent project interest and wins** and the new aerospace-related businesses choosing to locate in the Salina area. There is a **strong aerospace talent pipeline** from the education institutions in the region. Additionally, the **Salina Regional Airport** is an immense asset which features some of the longest runways in the country. Overall, aerospace was viewed as having the strongest growth potential.
 - B. Regarding the **agribusiness and supply chain sector**, stakeholders noted that while they had viewed less notable activity in this cluster in the immediate Salina area, they understood it to be a **critical industry for the broader region and the state of Kansas**. Data from the market assessment shows that agribusiness continues to maintain a strong concentration for the greater Salina region, and growth is projected.
 - C. Regarding the **distribution sector**, stakeholders noted that intuitively distribution makes a great deal of sense for Salina. The region has **strong transportation assets, most notably road and interstate infrastructure, but also rail and the airport**. However, stakeholders noted how much of the activity in the **distribution industry seems to gravitate to the bigger metro areas like Kansas City and Wichita**. Stakeholders questioned the viability of the distribution industry in the Salina area as industry trends change and evolve. Data from the market assessment shows that growth is projected for the transportation and warehousing.
3. **Employers in the Salina region continue to experience workforce challenges**. Until recent years, Salina had experienced relatively steady population and labor force growth which helped to alleviate the workforce shortages experienced by employers. The **COVID-19 pandemic has exacerbated the workforce challenges** as employees are routinely forced to quarantine due to exposure incidents or become sick themselves. This is **especially challenging for production-related occupations** that make up a significant portion of the backbone of the Salina region economy, and who do not have the ability to work from home as other occupations and industries may be able to.

Opportunity and Barrier Assessment

KEY THEMES

4. The **downtown of Salina is an immense asset** to the community and features **many amenities that contribute to the quality of life**. Such amenities include the community theatre, the theatre for performing arts, the art center, and the bowling alley arcade, just to name a few. The downtown has experienced **significant construction and renovations** in recent years, showing a willingness from the community to re-invest in itself.
5. As noted in the previous key theme, the Salina region offers an exceptional quality of life. However, this quality of life is **little known outside of the Salina region**. There is a growing recognition that historically Salina has done a **poor job of messaging and communicating and telling its story to the outside world**. In response to this, Salina launched **the Imagine Salina campaign** earlier this year. While it was unfortunate that this timing coincided with the onset of the COVID-19 pandemic which has stalled its progress, the Imagine Salina campaign is a great start towards addressing this challenge. It provides a **strong foundation that can be built upon** towards telling a positive narrative of the Salina region and ultimately talent attraction.
6. **Housing is a challenge** in the Salina region that is currently constraining full growth and development potential. There is increasing **scarcity in available housing that is suitable and affordable** for the low-skilled and semi-skilled workers, as well as entry level salaried professionals. As with most communities across the country, developers are primarily interested in the development of high-end housing projects, and not the entry to middle-tier level housing that is needed. The scarcity of housing that is suitable and affordable for workforce is a **deterrent to the Salina region's ability to capitalize on attracting and retaining talent**, including the growing segment of remote workers.
7. The **availability and affordability of childcare in the Salina region is a significant challenge**. While COVID-19 has exacerbated the childcare challenges in the region, these challenges pre-dated the pandemic and will continue post-pandemic if left unaddressed. This issue is contributing to **the talent retention and workforce challenges experienced by employers** in the region. There is a growing recognition from employers and stakeholders in the region that the scarcity of childcare is an **economic constraint for the region**, and that employers may have to play a more pro-active role in addressing the childcare issue if they wish to alleviate their workforce challenges.

Opportunity and Barrier Assessment

KEY THEMES

8. There seems to be a relatively **fair amount of alignment between stakeholders and partners** in the Salina region. There is a sense that in the not-so-distant past there had been some degree of misalignment and strife between economic development partners, and although this is not necessarily forgotten there is greater consensus that today the City, County, Salina Community EDC, and other economic development partners work fairly well together. In particular, **the three higher education institutions are well aligned** and have little overlapping programming that could cause competition.
9. **Kansas Wesleyan University, Salina Area Technical College, and Kansas State University Polytechnic Campus are major talent pipeline assets** to the Salina region. Not all communities the size of Salina have access to both a 2-year college and a 4-year university right within their own backyard. Additionally, the Polytechnic campus provides **specialized vocational training that aligns with the aerospace target industry**. Employers noted their appreciation for the work these education institutions do and the programming and training they provide to their businesses. The three aforementioned institutions do an **exceptional job collaborating**, and there is little overlapping programming or competition amongst them.
10. There is a perception among many stakeholders that historically, Salina employers were collectively **paying wages that were somewhat uncompetitive**, which likely had a detrimental effect on the Salina region's ability to attract and retain talent. This perception is supported by data from the market assessment of this report, which shows that in general Saline County wages are lower than the greater region and considerably lower than the state or national averages. Many speculated that the reason Salina has won some recent projects and new employers is that the lower wages in the region provided these businesses the confidence in the knowledge that they could locate in the region and pay wages that were higher than the region but still competitive relative to the national average. This would translate to their **ability to attract and retain top tier talent** in the region. It should be noted that wages in the region have finally started to increase over the past couple of years, likely due to the low nationwide unemployment rates. Wage increases will likely continue to accelerate as **new competition and pressure for workforce is driven by these new employers locating in Salina**.

Section 5: Industry Investment Analysis

Industry Investment Analysis

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Industry Investment Analysis Overview

Industry Investment Analysis

METHODOLOGY

The following sections provides an overview of the investments made into Salina's key target industries on a national and statewide scale. The Industry Investment Analysis' objective is to determine which states have been most competitive for projects in the target industries in order to further analyze what factors facilitate their success. To achieve this aim, Ady Advantage has acquired an investment database from Conway Analytics to analyze data on location and expansion investment projects at a national and state level in the target industries.

For this section, Ady Advantage analyzed all target industry investment projects located in the United States and Kansas from 2015 to 2020 to understand trends by industry sector, project type and regions to determine which states are Kansas' main competitors in site location and expansion projects in the agribusiness industries.

Agribusiness Industry Investment Analysis

Agribusiness Industry Investment Analysis

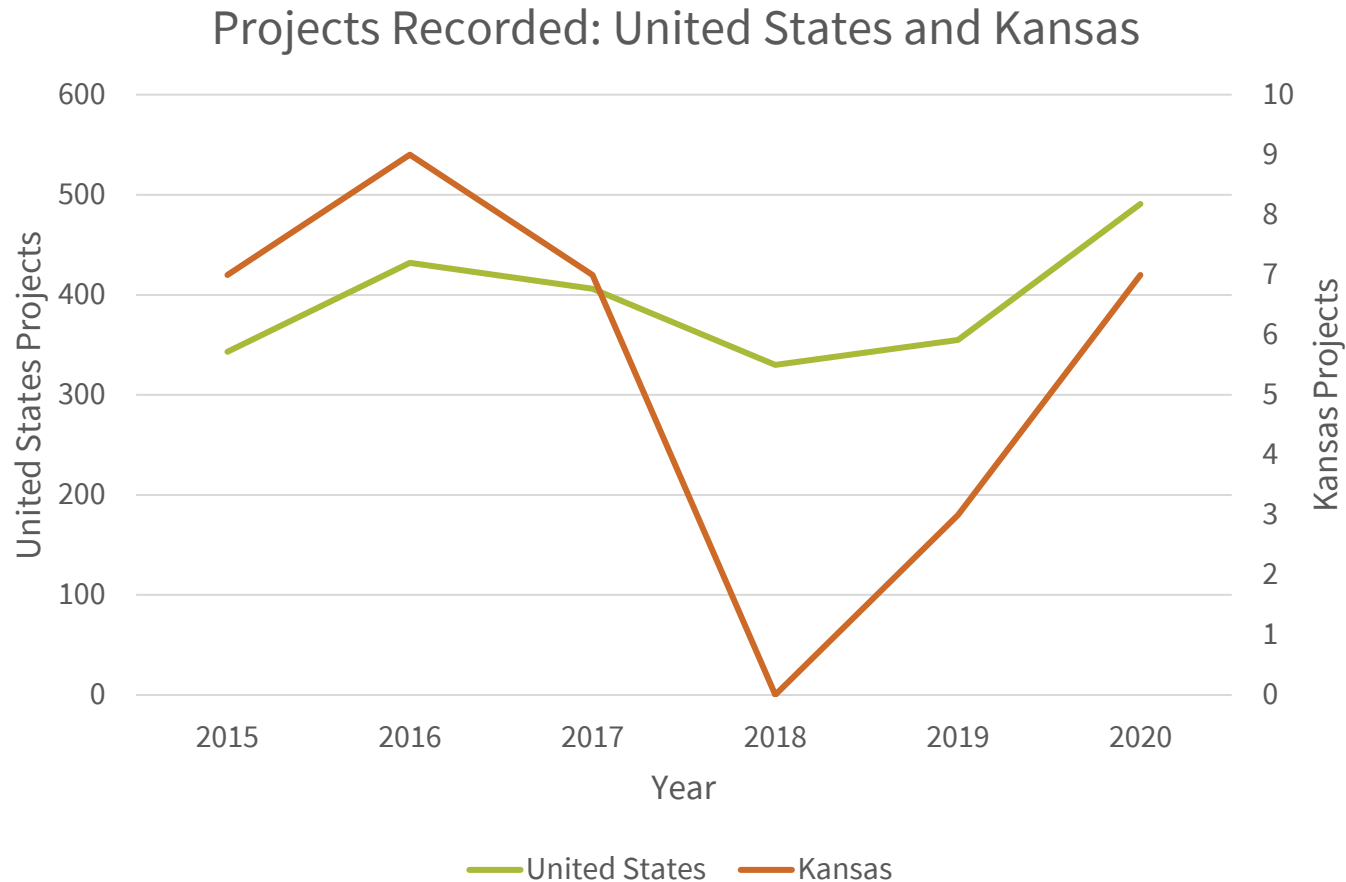
SUMMARY

- Projects in the United States and Kansas had experienced a decline in 2018, recovered partially in 2019, but almost had declined again in 2020 due to COVID-19 before a surge of projects took place in the fourth quarter of 2020.
- More than half of all projects were Expansion of Existing Facility projects, with this category representing 54% of all Agribusiness projects in the United States, and 67% of all projects in Kansas. Additionally, around 80% of all projects in the United States and 85% of projects in Kansas were for manufacturing facilities. The next most common project type were New Facility Projects, also most commonly for manufacturing facilities.
- In terms of average total investment and jobs created per project in Kansas, manufacturing facility projects led all other building types. Nationally, distribution and warehousing buildings required the highest average investment, and call centers had the highest average job creation.
- For most projects, no motive was found by Conway or given by the company. For projects where a motive was given, availability of resources was the most common reason given both in Kansas and Nationally.
- While Kansas ranked 25th in total projects against all other states, Kansas ranked favorably in jobs created per capita and total investment per capita, ranking 4th and 8th respectively. Kansas' top competitors in per capita rankings were Arkansas, Iowa, Nebraska, and South Dakota. The top states for total projects were Texas, Ohio, Illinois, Kentucky, and Georgia.
- Most projects in the state clustered around the Kansas City metropolitan area, with some projects scattered throughout the western and southern part of the state. *It is possible that other projects were not recorded by Conway due to the project not being recorded or announced on a platform that Conway monitors.*
- Nationally, the most common agribusiness projects were Breweries, followed by All Other Miscellaneous Food Manufacturing, Meat Processed from Carcasses, and Distilleries. Conversely the most common projects in Kansas were Animal (except Poultry) Slaughtering, Frozen Specialty Food Manufacturing, and Pet Food Manufacturing. In general, Kansas' agribusiness projects revolved more food manufacturing facilities than the national trend which is dominated by breweries.

Agribusiness Industry Investment Analysis

ANNUAL PROJECTS RECORDED

Total agribusiness projects in the United States and in Kansas tended to follow the same trend line with a peak in 2016 and falling from 2017 to 2018.

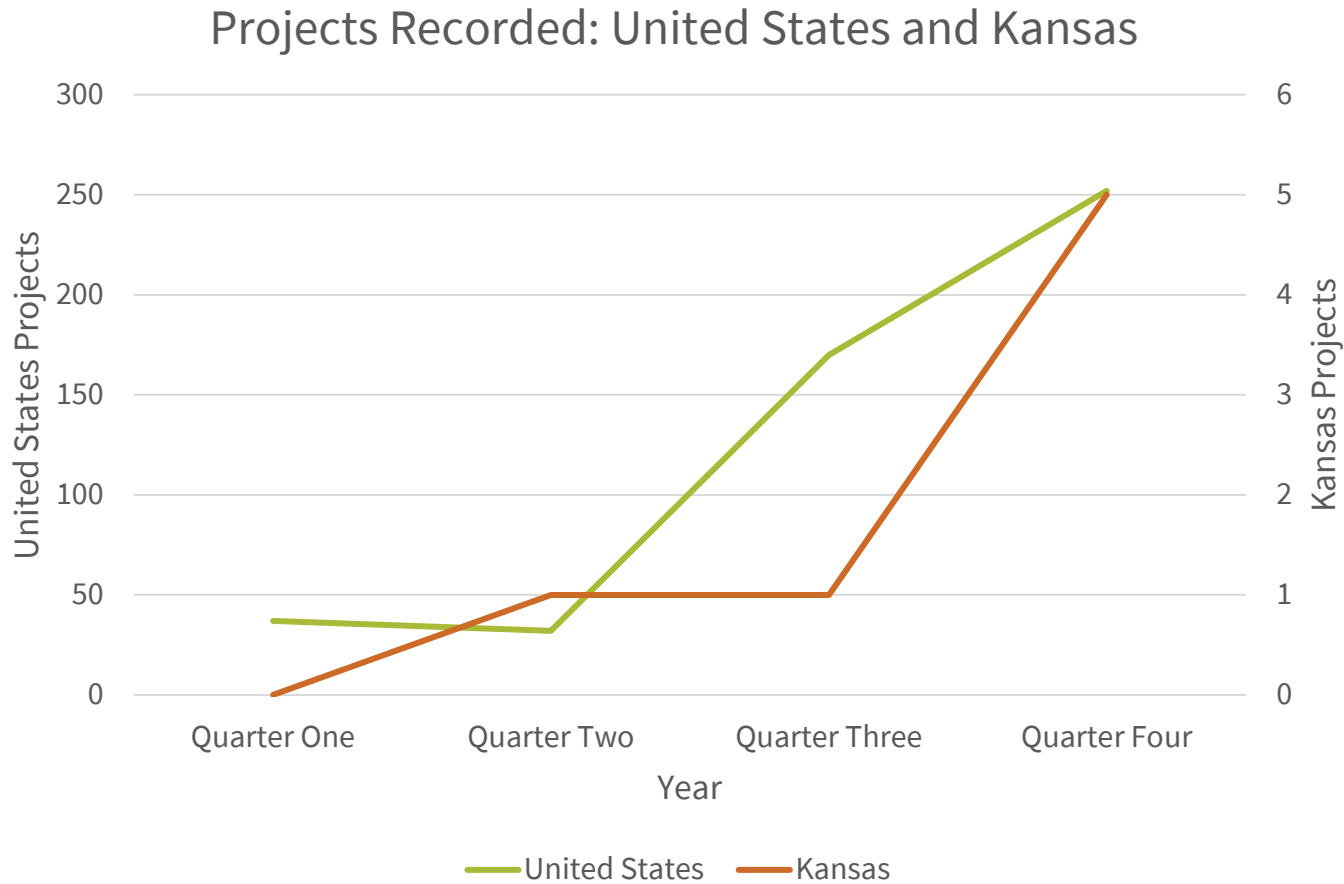


Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

PROJECTS RECORDED IN 2020

Projects were limited in the first two quarters of 2020 due to the COVID-19 pandemic, however, projects began again in large numbers in Q3 and Q4.



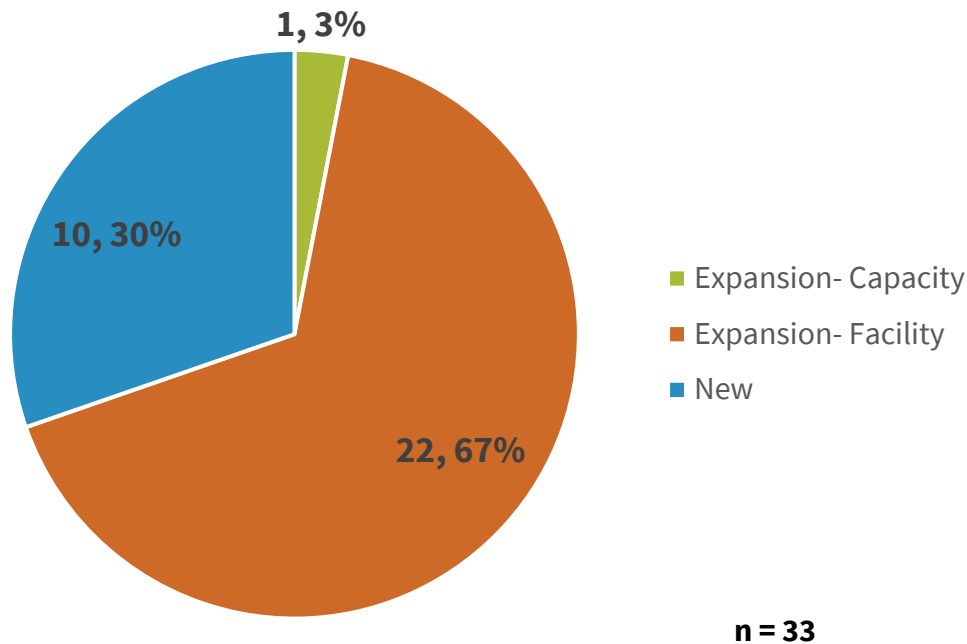
Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

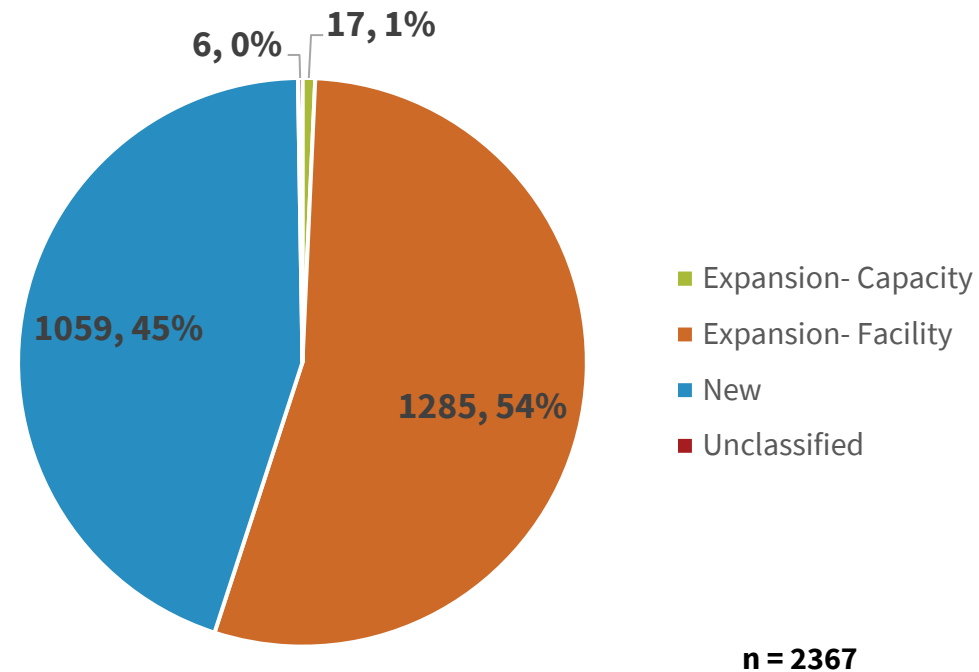
NEW SITE LOCATIONS VS EXPANSION PROJECTS – KANSAS & USA

Over two-thirds of Kansas projects and over half of United States projects are existing facility expansion projects. The second most common type of projects are new facility projects for both regions. This is consistent with the fact that a majority of jobs and investment in any given region will come from existing businesses.

KANSAS



USA

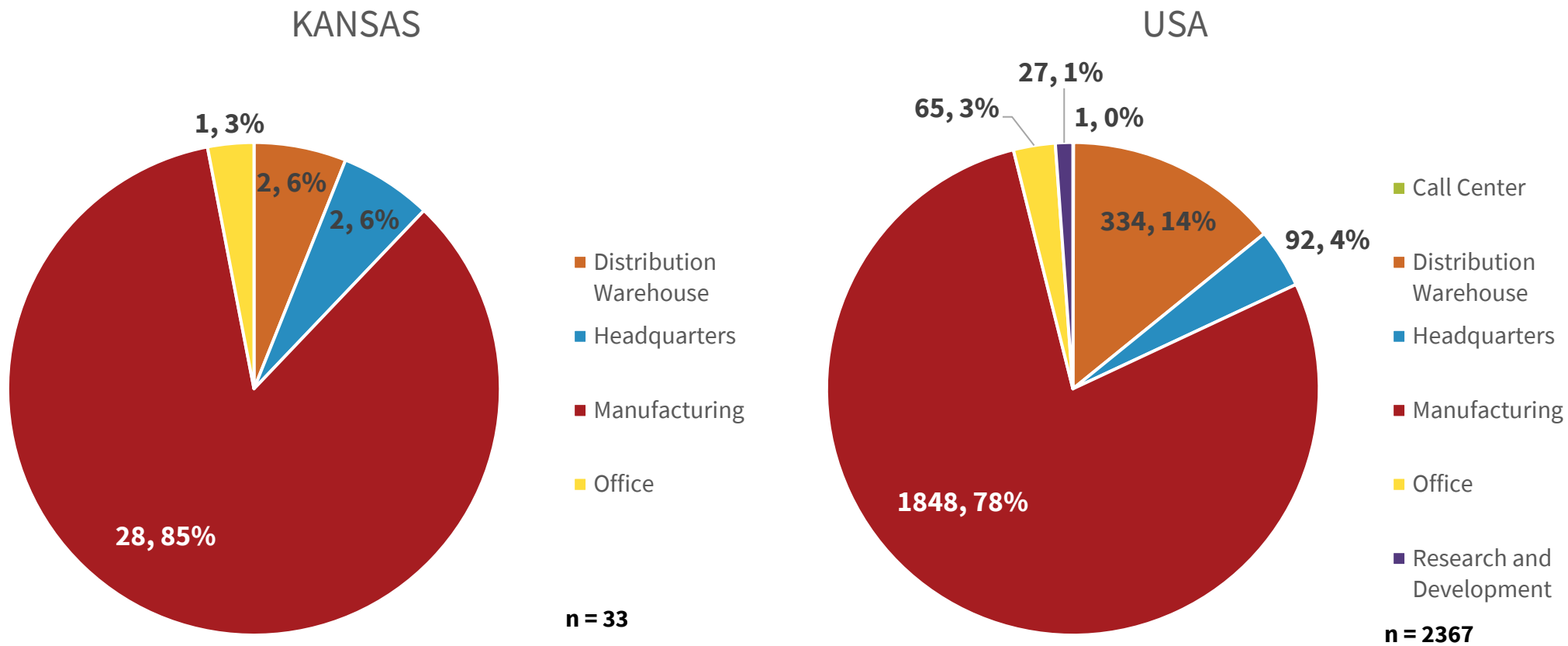


Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

NEW SITE LOCATIONS VS EXPANSION PROJECTS – KANSAS & USA

The most common project type of all agribusiness projects was manufacturing for both Kansas and the United States. This is not surprising, as a majority of agribusiness subsectors fall under the manufacturing NAICS codes.



Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

PROJECT CATEGORY VS PROJECT TYPE - KANSAS

Project Type	Call Center	Distribution Warehouse	Headquarters	Manufacturing	Office	Research & Development	Total, (% of Projects)
Expansion- Capacity			1				1, (3.0%)
Expansion- Facility		1		20	1		22, (66.7%)
New		1	1	8			10, (30.3%)
Total, (% of Projects)	0, (0 %)	2, (6.1%)	2, (6.1%)	28, (84.9%)	1, (3.0%)	0, (0%)	26, (100.0%)

PROJECT CATEGORY VS PROJECT TYPE - USA

Project Type	Call Center	Distribution Warehouse	Headquarters	Manufacturing	Office	Research & Development	Total, (% of Projects)
Expansion- Capacity			1	15	1		17, (0.7%)
Expansion- Facility		143	32	1072	25	13	1285, (54.3%)
New	1	191	58	756	39	14	1059, (44.7%)
Unclassified			1	5			6, (0.3%)
Total, (% of Projects)	1, (0.0%)	180, (14.1%)	68, (3.9%)	1584, (78.1%)	54, (2.8%)	26, (1.1%)	1913, (100.0%)

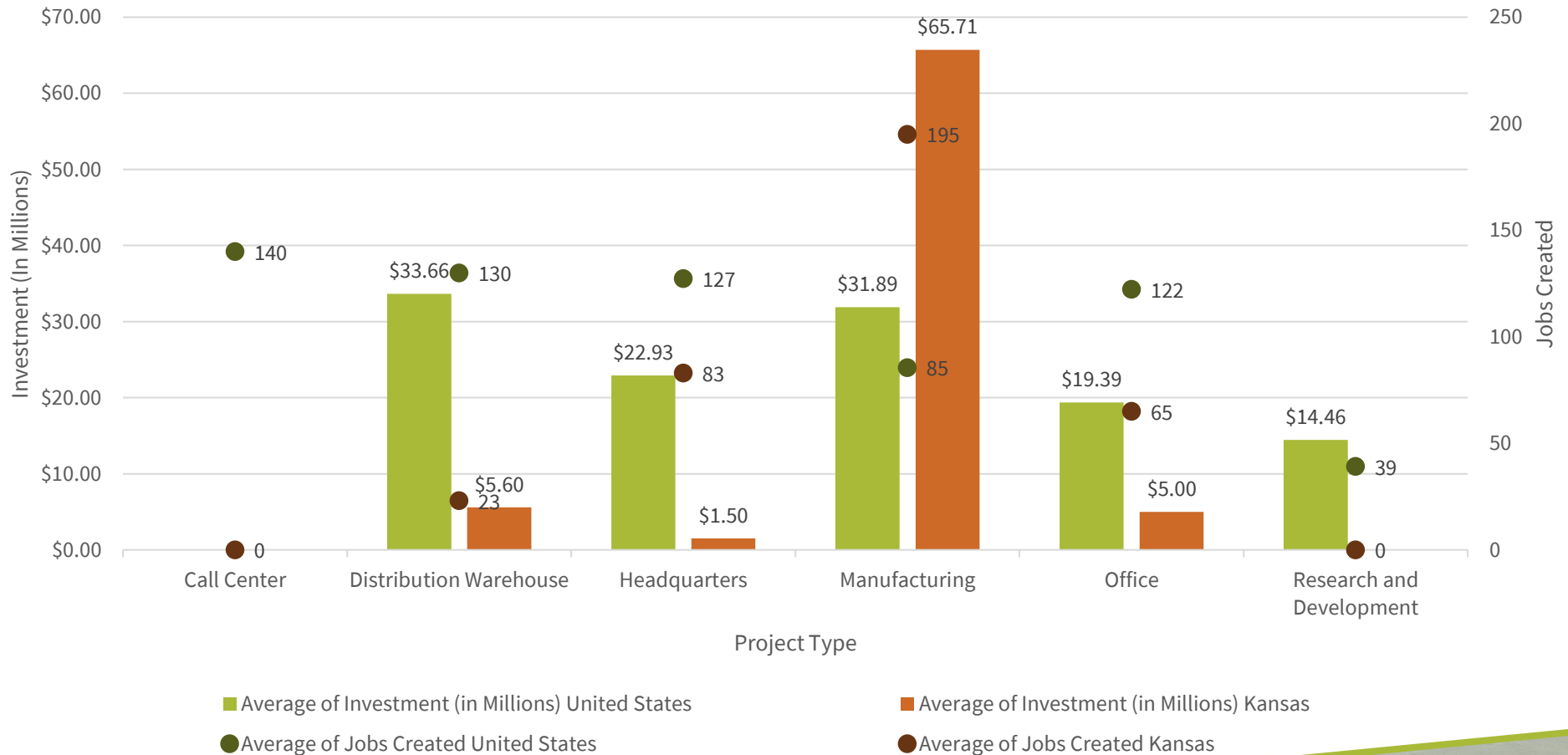
Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

PROJECT TYPES IN USA

AVERAGE INVESTMENT AND JOBS CREATED

In Kansas, manufacturing led all other industries in investment and jobs created, which also outpaced the national average. Nationally, agribusiness distribution warehouses, followed by manufacturing, generate the most investment. Nationally, call centers generated the most average jobs.



Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

MOTIVES FOR PROJECTS: KANSAS & USA

Conway's data indicated a motive for projects, where available. The main motive for projects was availability of resources. The data source does not provide a definition of these motives.

Motive	Kansas	United States
Not Recorded	27	1940
Availability of Resources	5	264
Demand Driven	0	114
Regulation / Business Climate	1	64
Cost Factors	0	5
Quality of Infrastructure	0	4

Note: Some projects listed more than one motive.

Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

PROJECTS WON BY STATE – TABLE

Since 2015, Kansas has had 33 investment projects located in its borders, ranking 25th nationally. The following slides break down jobs and investment by state per capita to take into account state population.

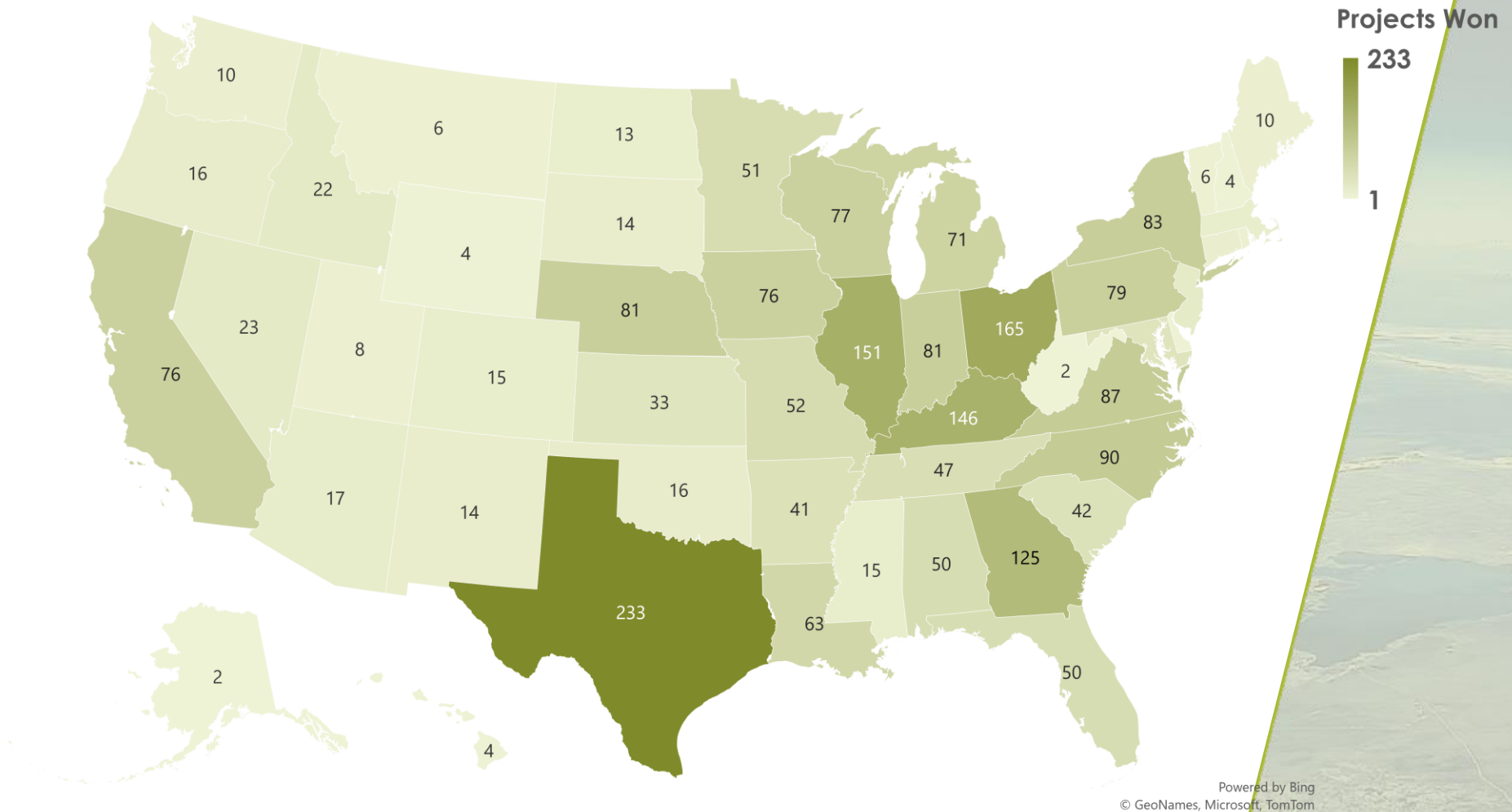
State	Projects Won	State	Projects Won	State	Projects Won	State	Projects Won	State	Projects Won
Texas	233	Pennsylvania	79	Tennessee	47	Oregon	16	Rhode Island	8
Ohio	165	Wisconsin	77	South Carolina	42	Massachusetts	15	Utah	8
Illinois	151	California	76	Arkansas	41	Mississippi	15	Vermont	6
Kentucky	146	Iowa	76	Maryland	35	Colorado	15	Montana	6
Georgia	125	Michigan	71	Kansas	33	South Dakota	14	New Hampshire	4
North Carolina	90	Louisiana	63	Nevada	23	New Mexico	14	Wyoming	4
Virginia	87	Missouri	52	Idaho	22	North Dakota	13	Delaware	4
New York	83	Minnesota	51	New Jersey	21	Connecticut	12	Hawaii	4
Indiana	81	Florida	50	Arizona	17	Washington	10	Alaska	2
Nebraska	81	Alabama	50	Oklahoma	16	Maine	10	West Virginia	2
District of Columbia – 1 Project									

Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

PROJECTS WON BY STATE - HEAT MAP

Projects Won By State



Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

STATE COMPARISON: TOTAL JOBS PER CAPITA SINCE 2015 BY STATE

Looking at jobs created from agribusiness projects relative to state population, Kansas ranks 4th out of all states with only Iowa, Nebraska and Arkansas ranking higher than it. These are likely some of Kansas' top competitors for these types of projects.

State	Jobs Created	State	Jobs Created	State	Jobs Created	State	Jobs Created	State	Jobs Created
Iowa	0.00230	Tennessee	0.00096	Nevada	0.00055	North Dakota	0.00027	Delaware	0.00015
Arkansas	0.00171	Indiana	0.00091	Minnesota	0.00043	Arizona	0.00026	New Jersey	0.00012
Nebraska	0.00170	Wisconsin	0.00072	Texas	0.00042	New Mexico	0.00021	California	0.00010
Kansas	0.00170	North Carolina	0.00070	Michigan	0.00042	Maine	0.00020	Washington	0.00008
South Dakota	0.00136	Alabama	0.00069	Pennsylvania	0.00038	Wyoming	0.00020	Massachusetts	0.00005
South Carolina	0.00129	Utah	0.00067	Maryland	0.00034	Florida	0.00019	Montana	0.00005
Georgia	0.00111	Virginia	0.00064	Alaska	0.00033	Oklahoma	0.00018	Oregon	0.00005
Kentucky	0.00110	Missouri	0.00061	Mississippi	0.00032	New York	0.00017	West Virginia	0.00001
Rhode Island	0.00109	Ohio	0.00057	Connecticut	0.00029	Vermont	0.00017	Hawaii	0.00000
Idaho	0.00100	Illinois	0.00056	Louisiana	0.00028	Colorado	0.00016	New Hampshire	0.00000

National Average = 0.00046 Jobs Per Capita, designated by black bold line.

Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

STATE COMPARISON: TOTAL INVESTMENT BY STATE PER CAPITA (MILLION USD)

Looking at total investment from agribusiness projects relative to state population, Kansas ranks 8th out of all states. Again, we see Nebraska and Iowa ranking at the top of this list.

State	Total Invested	State	Total Invested	State	Total Invested	State	Total Invested	State	Total Invested
South Dakota	\$1,279.48	South Carolina	\$401.73	Alabama	\$199.40	Washington	\$109.50	Delaware	\$55.45
Iowa	\$1,022.42	Idaho	\$384.26	Louisiana	\$189.02	Colorado	\$101.17	California	\$34.59
Nebraska	\$1,001.18	Georgia	\$382.51	Rhode Island	\$177.84	Nevada	\$93.47	Massachusetts	\$26.98
Kentucky	\$752.88	Michigan	\$318.77	New Hampshire	\$176.51	Vermont	\$90.55	Hawaii	\$26.84
Arkansas	\$638.67	Utah	\$248.91	Maryland	\$169.06	Mississippi	\$87.43	New Jersey	\$18.59
Kansas	\$569.97	Minnesota	\$248.39	Texas	\$168.33	Oregon	\$76.70	Wyoming	\$10.02
Tennessee	\$503.78	Ohio	\$242.51	Pennsylvania	\$142.30	Florida	\$76.33	Maine	\$9.67
North Dakota	\$451.80	Missouri	\$221.95	Illinois	\$120.83	Oklahoma	\$73.77	Connecticut	\$3.37
Indiana	\$421.45	North Carolina	\$204.16	Arizona	\$113.88	Montana	\$68.40	West Virginia	\$3.35
Wisconsin	\$407.17	Virginia	\$202.33	New Mexico	\$110.45	New York	\$61.07	Alaska	\$0.00

National Average = \$190.76 investment dollars per capita , designated by black bold line.

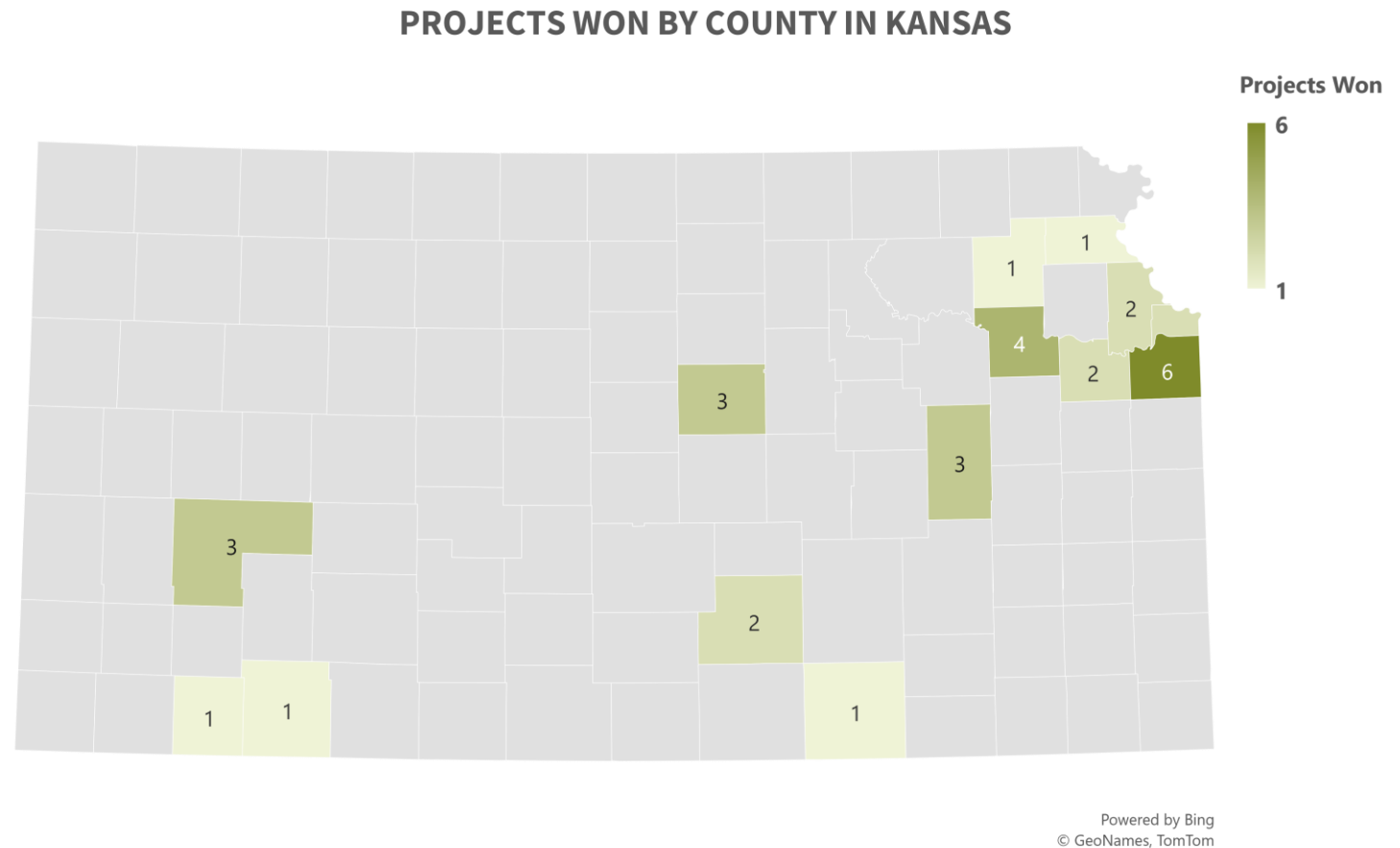
Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

PROJECTS WON BY COUNTY IN KANSAS

The following heat map shows which counties have won the 33 agribusiness projects in the state. The majority is concentrated around the Kansas City and Topeka areas; however, the Western side of the state has seen some wins as well.

County	Projects Won
Atchison	1
Cowley	1
Douglas	2
Finney	3
Jackson	1
Johnson	6
Leavenworth	2
Lyon	3
Meade	1
Saline	3
Sedgwick	2
Seward	1
Shawnee	4
Wyandotte	2



Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

TOP 30 AGRIBUSINESS PROJECT INDUSTRIES IN USA

The following list shows a breakdown of U.S. agribusiness projects by NAICS code. The top 10 agribusiness industries are highlighted by the orange outline. These account for nearly 47 percent of all agribusiness projects in the U.S.

INDUSTRY	Projects	INDUSTRY	Projects
Breweries (NAICS 312120)	225	Dry, Condensed, and Evaporated Dairy Product Manufacturing (NAICS 311514)	47
All Other Miscellaneous Food Manufacturing (pt) (NAICS 311999)	178	Spice and Extract Manufacturing (pt) (NAICS 311942)	43
Meat Processed from Carcasses (pt) (NAICS 311612)	130	Coffee and Tea Manufacturing (NAICS 311920)	41
Distilleries (NAICS 312140)	118	All Other Miscellaneous Crop Farming (pt) (NAICS 111998)	38
Poultry Processing (NAICS 311615)	92	Fruit and Vegetable Canning (pt) (NAICS 311421)	37
Other Animal Food Manufacturing (pt) (NAICS 311119)	92	Bottled Water Manufacturing (pt) (NAICS 312112)	36
Soft Drink Manufacturing (NAICS 312111)	71	Wineries (NAICS 312130)	35
Dog and Cat Food Manufacturing (NAICS 311111)	68	Packaged Frozen Food Merchant Wholesalers (NAICS 424420)	34
Perishable Prepared Food Manufacturing (NAICS 311991)	66	Nonchocolate Confectionery Manufacturing (NAICS 311340)	34
Animal (except Poultry) Slaughtering (pt) (NAICS 311611)	66	Other Grocery and Related Products Merchant Wholesalers (NAICS 424490)	29
Commercial Bakeries (pt) (NAICS 311812)	65	Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing (pt) (NAICS 311941)	29
Other Snack Food Manufacturing (pt) (NAICS 311919)	62	Roasted Nuts and Peanut Butter Manufacturing (pt) (NAICS 311911)	28
Fluid Milk Manufacturing (NAICS 311511)	58	Soybean and Other Oilseed Processing (NAICS 311224)	27
Frozen Specialty Food Manufacturing (NAICS 311412)	51	Flour Milling (pt) (NAICS 311211)	26
Cheese Manufacturing (NAICS 311513)	49	Postharvest Crop Activities (except Cotton Ginning) (NAICS 115114)	25

Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

TOP 5 AGRIBUSINESS PROJECT INDUSTRIES IN USA BY YEAR

Looking at which industries have seen the most projects over time, we see that Breweries and All Other Miscellaneous Food Manufacturing were among the top five industries each year since 2015. Meat Processed from Carcasses is another industry that has seen a lot of projects consistently and this is one of the larger agribusiness subsectors that exists in Kansas.

Year/Rank	2015	2016	2017
1	Breweries (53)	Breweries (56)	Breweries (38)
2	All Other Miscellaneous Food Manufacturing (26)	All Other Miscellaneous Food Manufacturing (26)	Meat Processed from Carcasses (24)
3	Other Animal Food Manufacturing (19)	Meat Processed from Carcasses (26)	All Other Miscellaneous Food Manufacturing (22)
4	Commercial Bakeries (17)	Poultry Processing (20)	Poultry Processing (21)
5	Perishable Prepared Food Manufacturing (16)	Distilleries (19)	Distilleries (20)

Year/Rank	2018	2019	2020 (YTD)
1	All Other Miscellaneous Food Manufacturing (34)	All Other Miscellaneous Food Manufacturing (33)	All Other Miscellaneous Food Manufacturing (35)
2	Breweries (26)	Breweries (27)	Other Grocery and Related Products Merchant Wholesalers (29)
3	Distilleries (24)	Meat Processed from Carcasses (26)	Breweries (25)
4	Meat Processed from Carcasses (22)	Distilleries (24)	Meat Processed from Carcasses (20)
5	Other Animal Food Manufacturing (15)	Dog and Cat Food Manufacturing (21)	Distilleries (18)

Source: Conway Analytics, 2015-2020.

Agribusiness Industry Investment Analysis

TOP AGRIBUSINESS PROJECT INDUSTRIES IN KANSAS

The following is a break down of Kansas agribusiness projects by NAICS code, with a majority being in the Animal (except Poultry) Slaughtering Industry, followed by Dog and Cat Food Manufacturing and Other Animal Food Manufacturing.

INDUSTRY	Projects Won	INDUSTRY	Projects Won
Animal (except Poultry) Slaughtering	5	Meat Processed from Carcasses	1
Frozen Specialty Food Manufacturing	4	Soybean and Other Oilseed Processing	1
Dog and Cat Food Manufacturing	3	Distilleries	1
Other Animal Food Manufacturing	2	Baked Goods Stores	1
Nonchocolate Confectionery Manufacturing	2	Ice Cream and Frozen Dessert Manufacturing	1
Chocolate and Confectionery Manufacturing from Cacao Beans	2	Spice and Extract Manufacturing	1
Commercial Bakeries	2	Fluid Milk Manufacturing	1
Dairy Cattle and Milk Production	2	All Other Miscellaneous Food Manufacturing	1
Other Snack Food Manufacturing	2	Farm Management Services	1

Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

Aerospace Industry Investment Analysis

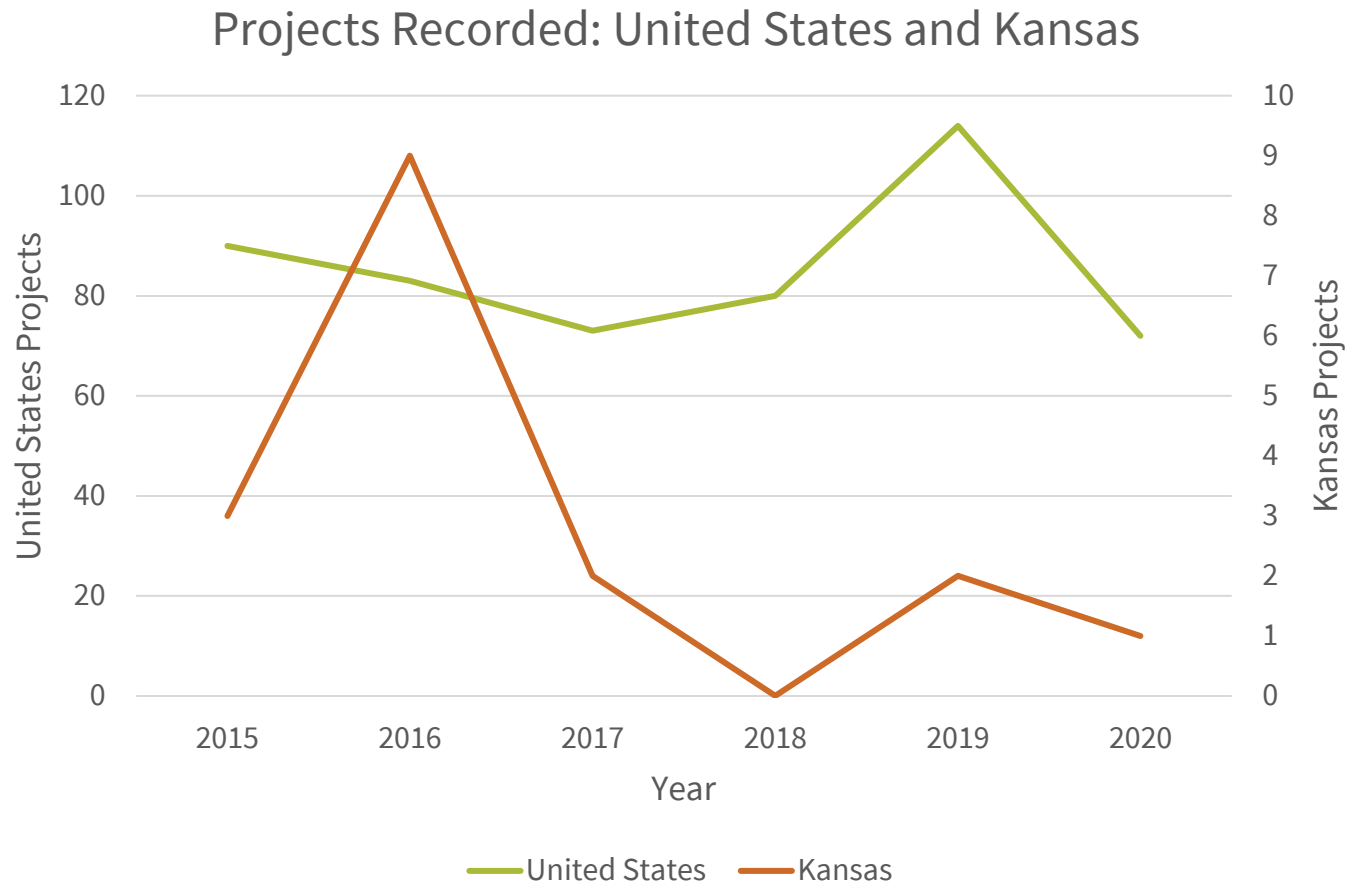
SUMMARY

- Projects in the United States and Kansas have experienced a relatively inconsistent number of projects per year, but both experiencing 5-year highs in 2019 before falling again in 2020, most likely due to COVID-19. In 2020, there were almost no projects at all until the fourth quarter.
- More than half of all projects were Expansion of Existing Facility projects, with this category representing 54% of projects in the United States, and 71% of projects in Kansas. Additionally, 67% of all projects in the United States and 88% of projects in Kansas were for manufacturing facilities. The next most common project type were New Facility Projects, also most commonly for manufacturing facilities.
- In terms of average total investment and jobs created per Aerospace project in Kansas, manufacturing facility projects led all other building types. Nationally, office buildings required the highest average investment and the highest average job creation.
- For most projects, no motive was found by Conway or given by the company. For projects where a motive was given, availability of resources was the most common reason given Nationally. In Kansas, motives given for projects were availability of resources and regulation/business climate.
- While Kansas ranked 10th in total projects against all other states, Kansas ranked favorably in jobs created per capita and total investment per capita, ranking 3rd and 1st respectively. Kansas' top competitors in per capita rankings were Alabama and Utah. The top states for total projects were Texas, Florida and Alabama.
- Most projects in the state clustered around Sedgwick County, as 13 of the 17 recorded projects were in either in Sedgwick County or a county adjacent to it. *It is possible that other projects were not recorded by Conway due to the project not being recorded or announced on a platform that Conway monitors.*
- Nationally, the most common Aerospace projects were:
 - Other Aircraft Parts and Auxiliary Equipment Manufacturing
 - Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing
 - Aircraft Manufacturing
 - Aircraft Engine and Engine Parts Manufacturing
- In Kansas, the most common Aerospace projects were for Other Aircraft Parts and Auxiliary Equipment Manufacturing.

Aerospace Industry Investment Analysis

ANNUAL PROJECTS RECORDED

Total aerospace projects in the United States and in Kansas generally tend to follow the same trend line, and both delinked slightly in 2020.

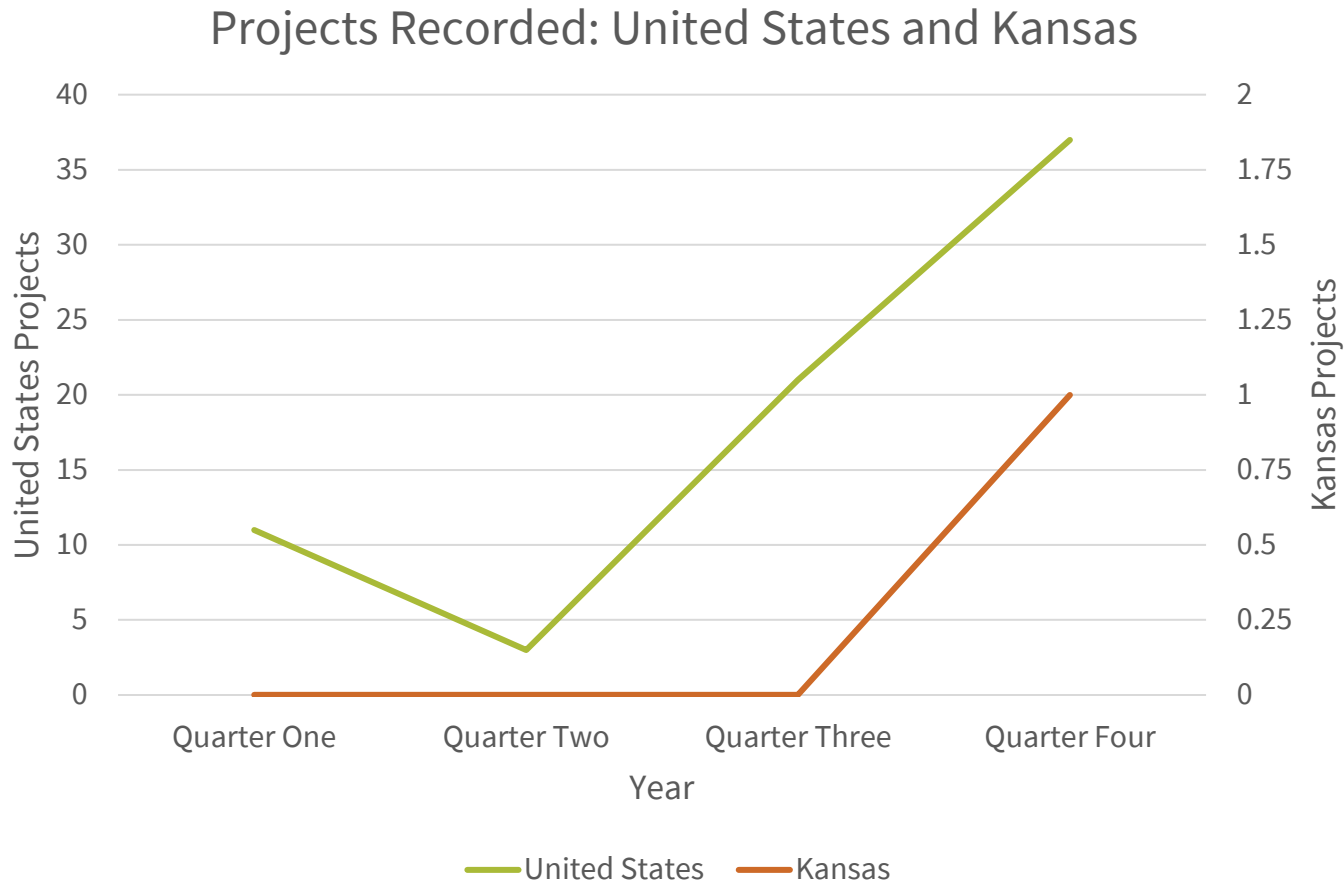


Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

PROJECTS RECORDED IN 2020

Projects were limited in the first three quarters of 2020 due to the COVID-19 pandemic, however, projects began again in large numbers in Q4.



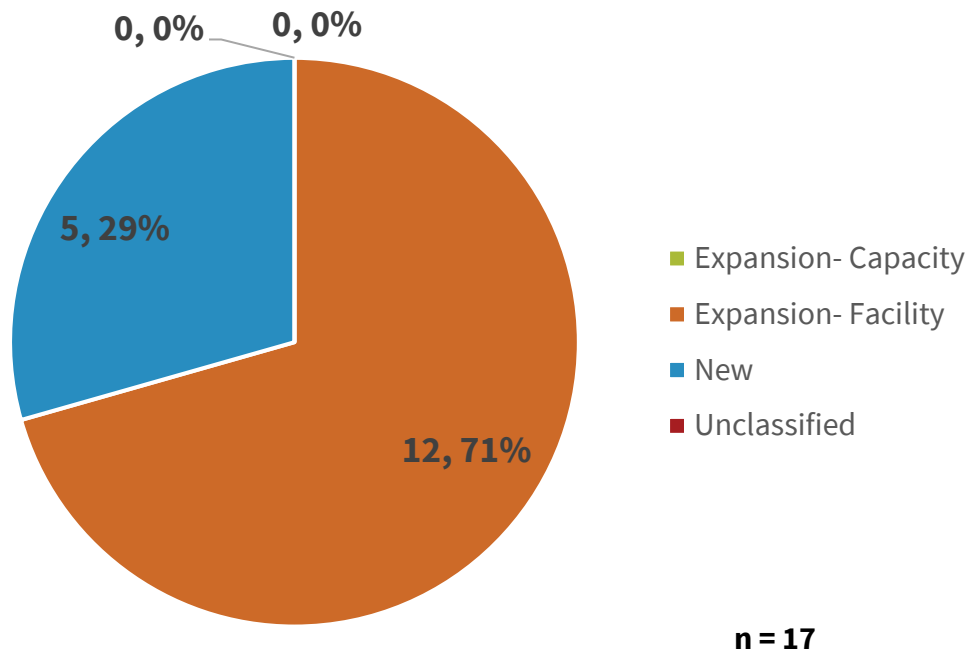
Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

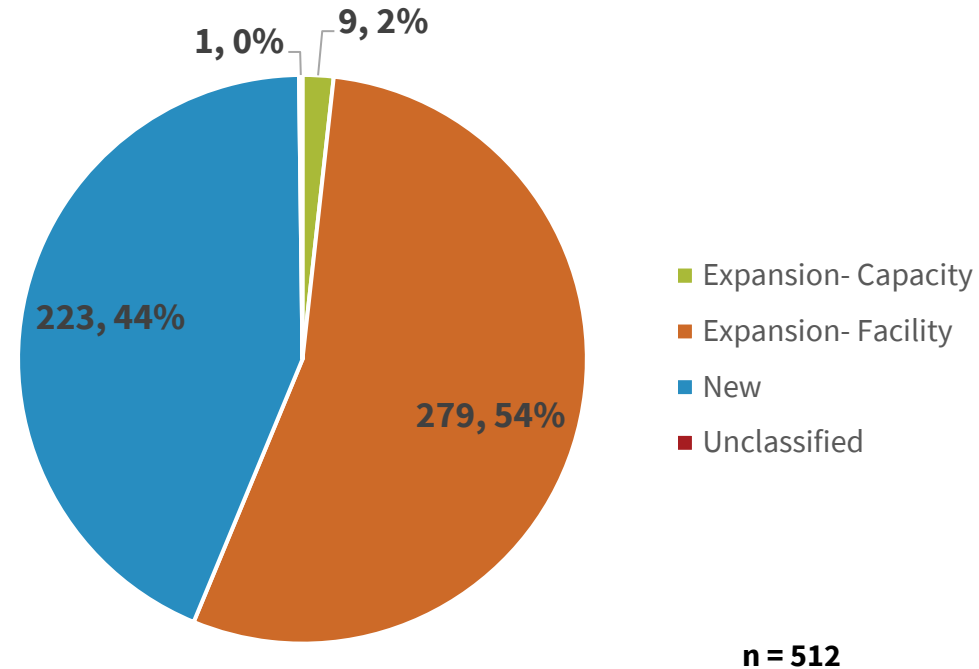
NEW SITE LOCATIONS VS EXPANSION PROJECTS – KANSAS & USA

Over two-thirds of Kansas projects and over half of United States projects are existing facility expansion projects. The second most common type of projects are new facility projects for both regions. This is consistent with the fact that a majority of jobs and investment in any given region will come from existing businesses.

KANSAS



USA

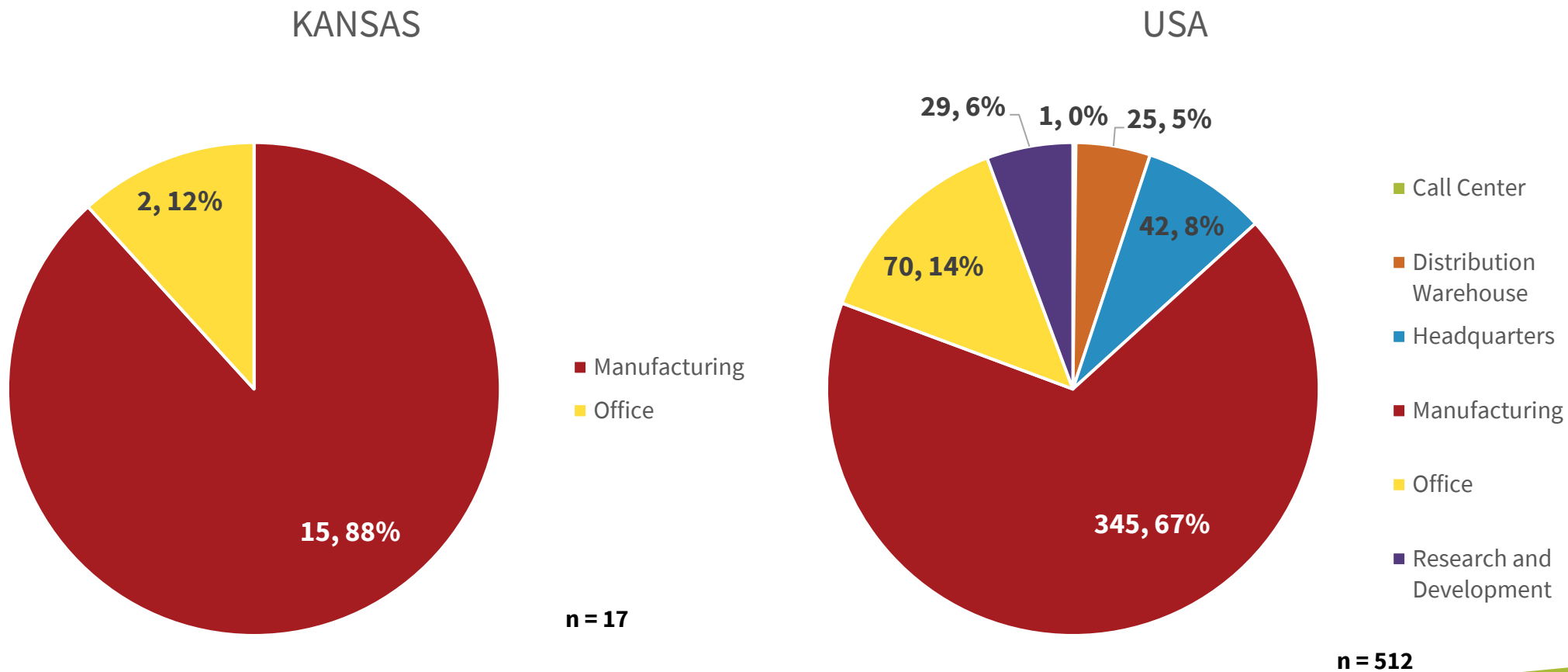


Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

PROJECT TYPES – KANSAS & USA

The most common project type of all aerospace projects was manufacturing for both Kansas and the United States. This is not surprising, as a majority of aerospace subsectors fall under the manufacturing NAICS codes.



Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

PROJECT CATEGORY VS PROJECT TYPE - KANSAS

Project Type	Call Center	Distribution Warehouse	Headquarters	Manufacturing	Office	Research & Development	Total, (% of Projects)
Expansion- Facility				10	2		12, (70.6%)
New				5			5, (29.4%)
Total, (% of Projects)	0, (0.0 %)	0, (0.0 %)	0, (0.0 %)	15, (88.2%)	2, (11.8%)	0, (0.0 %)	17, (100.0%)

PROJECT CATEGORY VS PROJECT TYPE - USA

Project Type	Call Center	Distribution Warehouse	Headquarters	Manufacturing	Office	Research & Development	Total, (% of Projects)
Expansion- Capacity		1	1	7			9, (1.8%)
Expansion- Facility		8	16	209	36	10	279, (54.5%)
New	1	16	25	129	34	19	224, (43.8%)
Total, (% of Projects)	1, (0.2 %)	25, (4.9%)	42, (8.2%)	345, (67.4%)	70, (13.7%)	29, (5.7%)	512, (100.0%)

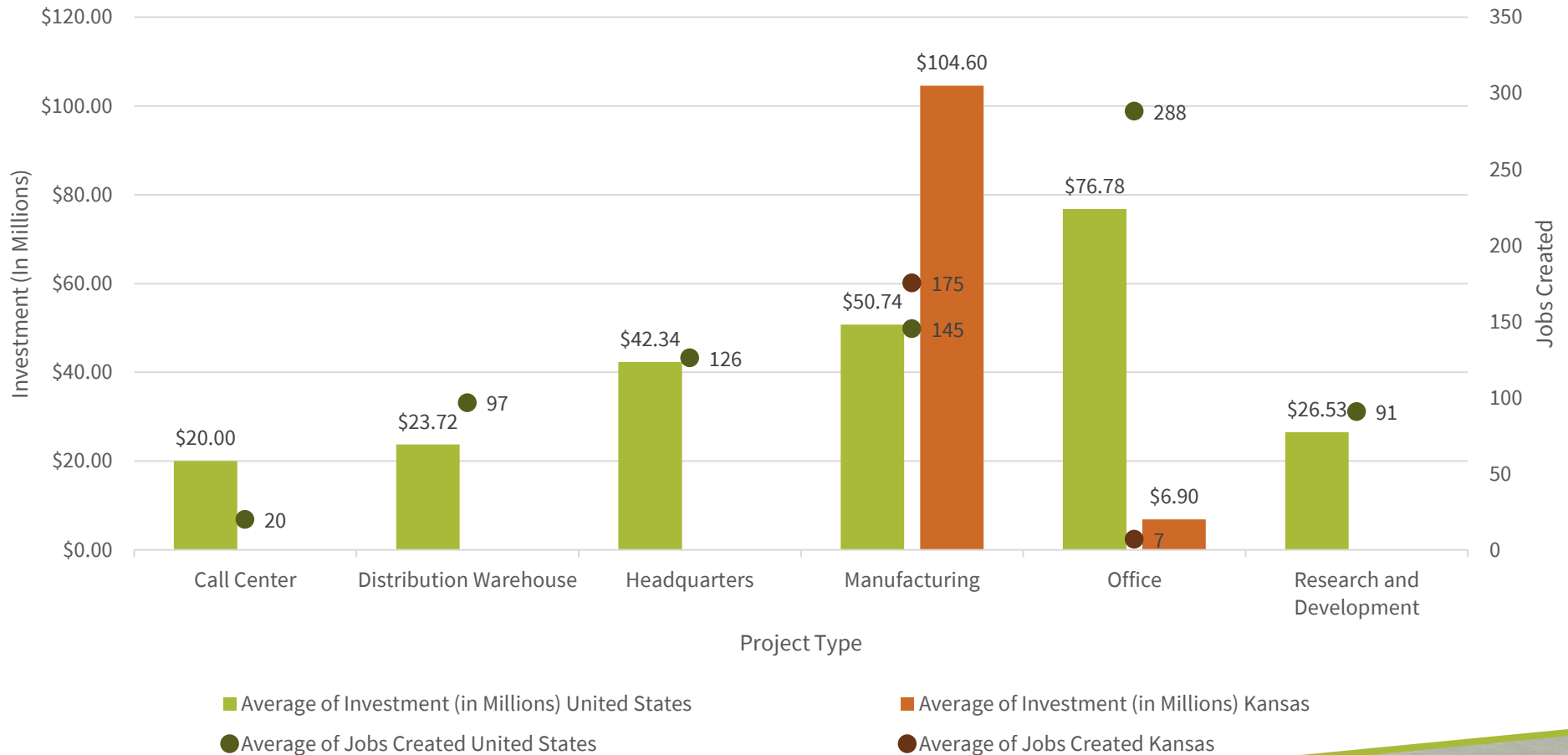
Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

PROJECT TYPES IN USA

AVERAGE INVESTMENT AND JOBS CREATED

In Kansas, manufacturing led all other industries in investment and jobs created, which also outpaced the national average. Nationally, aerospace offices followed by manufacturing projects produced the most jobs, and investment.



Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

MOTIVES FOR PROJECTS: KANSAS & USA

Conway's data indicated a motive for projects, where available. The main motive for projects was availability of resources. The data source does not provide a definition of these motives.

Motive	Kansas	United States
Not Recorded	15	397
Availability of Resources	1	69
Demand Driven	0	32
Regulation / Business Climate	1	23
Cost Factors	0	1
Quality of Infrastructure	0	2

Note: Some projects listed more than one motive.

Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

PROJECTS WON BY STATE – TABLE

Since 2015, Kansas has had 17 investment projects located in its borders, ranking 10th nationally. The following slides break down jobs and investment by state per capita to take into account state population.

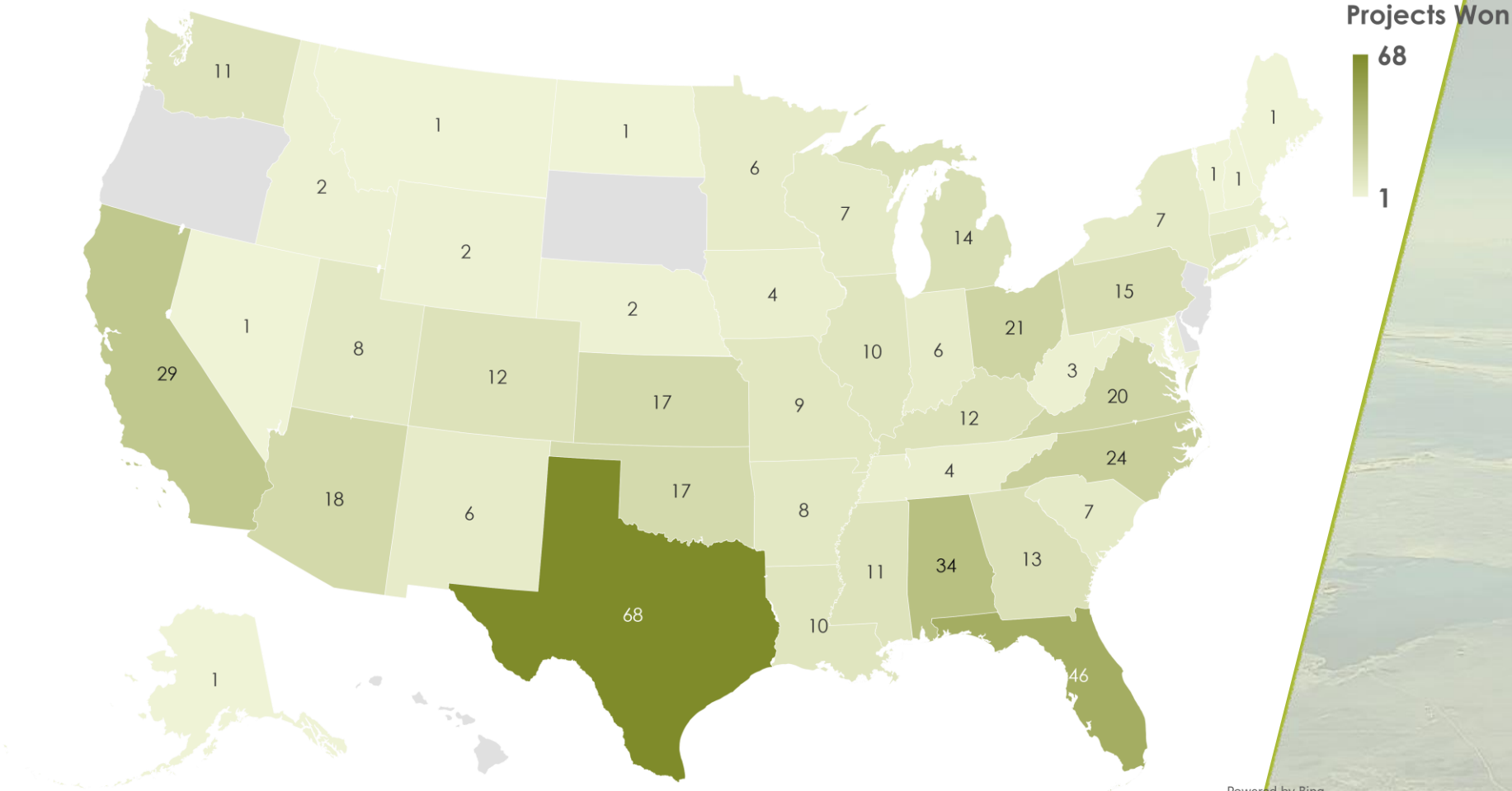
State	Projects Won	State	Projects Won	State	Projects Won	State	Projects Won	State	Projects Won
Texas	68	Kansas	17	Louisiana	10	Indiana	6	Wyoming	2
Florida	46	Pennsylvania	15	Illinois	10	New Mexico	6	Nebraska	2
Alabama	34	Michigan	14	Missouri	9	Massachusetts	5	North Dakota	1
California	29	Georgia	13	Arkansas	8	Iowa	4	New Hampshire	1
North Carolina	24	Colorado	12	Utah	8	Tennessee	4	Nevada	1
Ohio	21	Kentucky	12	Wisconsin	7	West Virginia	3	Vermont	1
Virginia	20	Connecticut	11	New York	7	Rhode Island	3	Montana	1
Arizona	18	Washington	11	South Carolina	7	Maryland	3	Alaska	1
Oklahoma	17	Mississippi	11	Minnesota	6	Idaho	2	Maine	1

Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

PROJECTS WON BY STATE - HEAT MAP

Projects Won By State



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Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

STATE COMPARISON: TOTAL JOBS PER CAPITA SINCE 2015 BY STATE

Looking at jobs created from aerospace projects relative to state population, Kansas ranks 3rd out of all states with only Utah and Alabama ranking higher than it. These are likely some of Kansas' top competitors for these types of projects.

State	Jobs Created	State	Jobs Created	State	Jobs Created	State	Jobs Created	State	Jobs Created
Utah	0.00200	Louisiana	0.00030	Georgia	0.00017	Ohio	0.00010	Wisconsin	0.00006
Alabama	0.00104	Florida	0.00028	Vermont	0.00016	Wyoming	0.00010	Missouri	0.00006
Kansas	0.00085	Colorado	0.00024	South Carolina	0.00016	Michigan	0.00009	Tennessee	0.00005
Arizona	0.00048	New Mexico	0.00021	New Hampshire	0.00015	California	0.00009	Nebraska	0.00005
Iowa	0.00044	North Carolina	0.00021	Montana	0.00014	Pennsylvania	0.00009	Maryland	0.00004
West Virginia	0.00043	Idaho	0.00020	Virginia	0.00014	Maine	0.00007	Nevada	0.00004
Mississippi	0.00034	Rhode Island	0.00020	Kentucky	0.00012	Illinois	0.00007	North Dakota	0.00003
Oklahoma	0.00033	Texas	0.00019	Washington	0.00011	Minnesota	0.00007	Alaska	0.00000
Arkansas	0.00033	Connecticut	0.00018	Indiana	0.00011	New York	0.00006	Massachusetts	0.00000

National Average = 0.00019 Jobs Per Capita, designated by black bold line.

Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

STATE COMPARISON: TOTAL INVESTMENT BY STATE PER CAPITA (MILLION USD)

Looking at total investment from aerospace projects relative to state population, Kansas ranks 1st out of all states. Again, we see Alabama and Utah ranking at the top of this list.

State	Total Invested	State	Total Invested	State	Total Invested	State	Total Invested	State	Total Invested
Kansas	\$507.39	Arizona	\$96.13	Michigan	\$44.82	Pennsylvania	\$17.10	Wyoming	\$7.60
Alabama	\$409.59	Arkansas	\$94.77	California	\$38.90	Wisconsin	\$15.37	Tennessee	\$7.54
Connecticut	\$163.13	Iowa	\$87.80	Washington	\$27.64	Ohio	\$14.25	Nevada	\$3.96
Utah	\$157.14	Florida	\$78.89	Vermont	\$27.24	Idaho	\$12.31	North Dakota	\$3.94
Texas	\$132.45	West Virginia	\$73.10	New Mexico	\$27.18	Montana	\$12.16	New York	\$3.14
Colorado	\$104.19	Oklahoma	\$67.48	Illinois	\$25.85	Rhode Island	\$11.71	Maine	\$2.23
Mississippi	\$100.26	Georgia	\$62.27	Louisiana	\$25.34	South Carolina	\$11.54	New Hampshire	\$0.00
Indiana	\$99.74	Alaska	\$54.68	Missouri	\$25.34	Massachusetts	\$11.08	Nebraska	\$0.00
North Carolina	\$97.05	Kentucky	\$49.80	Virginia	\$24.86	Minnesota	\$10.14	Maryland	\$0.00

National Average = \$61.73 investment dollars per capita , designated by black bold line.

Source: Conway Analytics, 2015-2020.

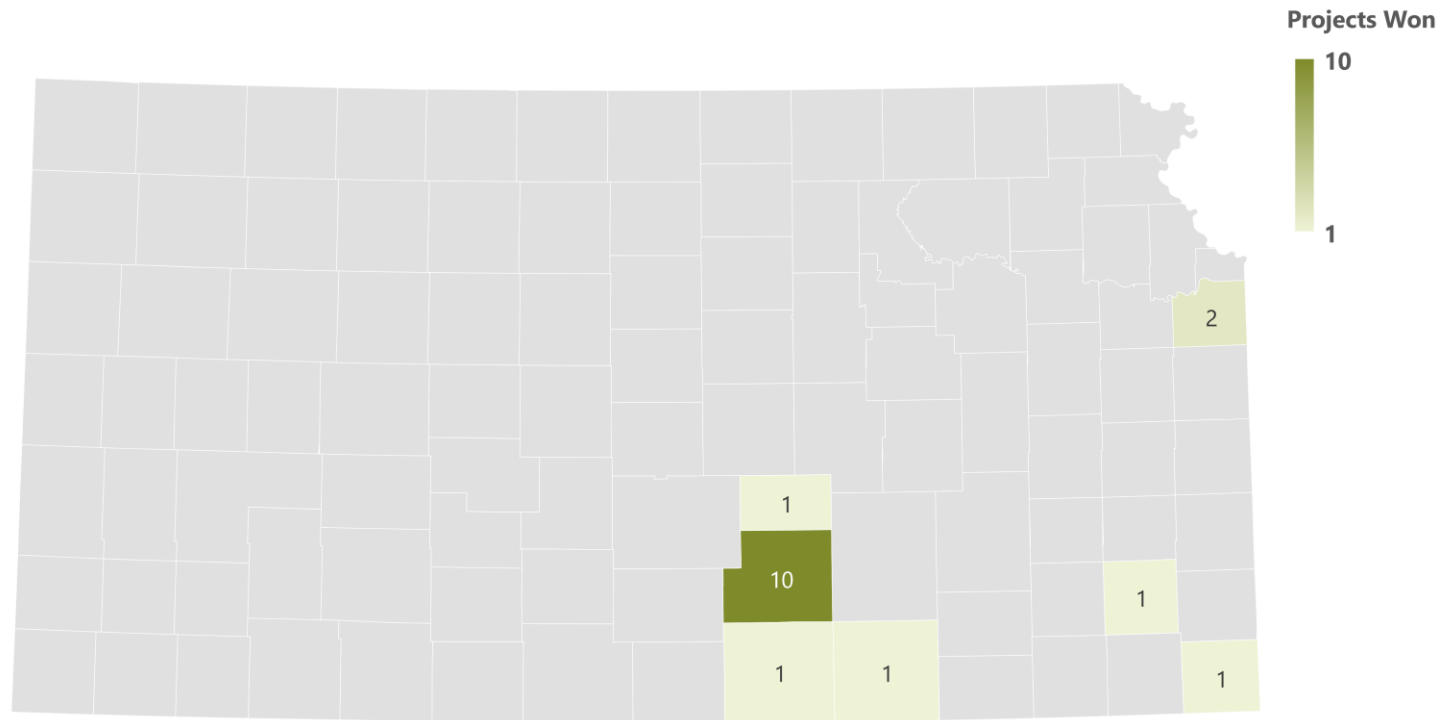
Aerospace Industry Investment Analysis

PROJECTS WON BY COUNTY IN KANSAS

The following heat map shows which counties have won the 17 aerospace projects in the state. The majority is concentrated around the Sedgwick County Region, as well as some projects in the Eastern part of the state.

PROJECTS WON BY COUNTY IN KANSAS

County	Projects Won
Cherokee	1
Cowley	1
Harvey	1
Johnson	2
Neosho	1
Sedgwick	10
Sumner	1



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Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

TOP 30 AEROSPACE PROJECT INDUSTRIES IN USA

The following list shows a breakdown of U.S. aerospace projects by NAICS code. The top four aerospace industries are highlighted by the orange outline. These account for 80 percent of all aerospace projects in the U.S.

INDUSTRY	Projects
Other Aircraft Parts and Auxiliary Equipment Manufacturing (NAICS 336413)	154
Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing (NAICS 334511)	105
Aircraft Manufacturing (NAICS 336411)	84
Aircraft Engine and Engine Parts Manufacturing (pt) (NAICS 336412)	67
Guided Missile and Space Vehicle Manufacturing (NAICS 336414)	34
Other Airport Operations (pt) (NAICS 488119)	25
Flight Training (pt) (NAICS 611512)	15
Military Armored Vehicle, Tank, and Tank Component Manufacturing (pt) (NAICS 336992)	12
Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing (NAICS 336415)	9
Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing (NAICS 336419)	4

Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

TOP 5 AEROSPACE PROJECT INDUSTRIES IN USA BY YEAR

Looking at which industries have seen the most projects over time, we see consistent industries amongst the top five industries each year since 2015. Other Aircraft Parts and Auxiliary Equipment Manufacturing, Aircraft Manufacturing, and Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing were in the top five every year.

Year/Rank	2015	2016	2017
1	Other Aircraft Parts and Auxiliary Equipment Manufacturing (39)	Other Aircraft Parts and Auxiliary Equipment Manufacturing (28)	Other Aircraft Parts and Auxiliary Equipment Manufacturing (23)
2	Aircraft Engine and Engine Parts Manufacturing (pt) (16)	Aircraft Manufacturing (16)	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing (17)
3	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing (12)	Aircraft Engine and Engine Parts Manufacturing (pt) (14)	Aircraft Engine and Engine Parts Manufacturing (pt) (11)
4	Aircraft Manufacturing (11)	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing (9)	Aircraft Manufacturing (10)
5	Other Airport Operations (pt) (3)	Other Airport Operations (pt) (5)	Guided Missile and Space Vehicle Manufacturing (5)

Year/Rank	2018	2019	2020
1	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing (21)	Other Aircraft Parts and Auxiliary Equipment Manufacturing (31)	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing (17)
2	Other Aircraft Parts and Auxiliary Equipment Manufacturing (18)	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing (29)	Other Aircraft Parts and Auxiliary Equipment Manufacturing (15)
3	Aircraft Manufacturing (16)	Aircraft Manufacturing (16)	Aircraft Manufacturing (15)
4	Aircraft Engine and Engine Parts Manufacturing (pt) (8)	Guided Missile and Space Vehicle Manufacturing (16)	Aircraft Engine and Engine Parts Manufacturing (pt) (7)
5	Other Airport Operations (pt) (6)	Aircraft Engine and Engine Parts Manufacturing (pt) (11)	Guided Missile and Space Vehicle Manufacturing (7)

Source: Conway Analytics, 2015-2020.

Aerospace Industry Investment Analysis

TOP AEROSPACE PROJECT INDUSTRIES IN KANSAS

The following is a break down of Kansas aerospace projects by NAICS code, with a majority being in the Other Aircraft Parts and Auxiliary Equipment Manufacturing Industry.

INDUSTRY	Projects Won
Other Aircraft Parts and Auxiliary Equipment Manufacturing (NAICS 336413)	10
Aircraft Manufacturing (NAICS 336411)	2
Other Airport Operations (pt) (NAICS 488119)	1
Flight Training (pt) (NAICS 611512)	1
Aircraft Engine and Engine Parts Manufacturing (pt) (NAICS 336412)	1
Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing (NAICS 334511)	1
Military Armored Vehicle, Tank, and Tank Component Manufacturing (pt) (NAICS 336992)	1

Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

Distribution Industry Investment Analysis

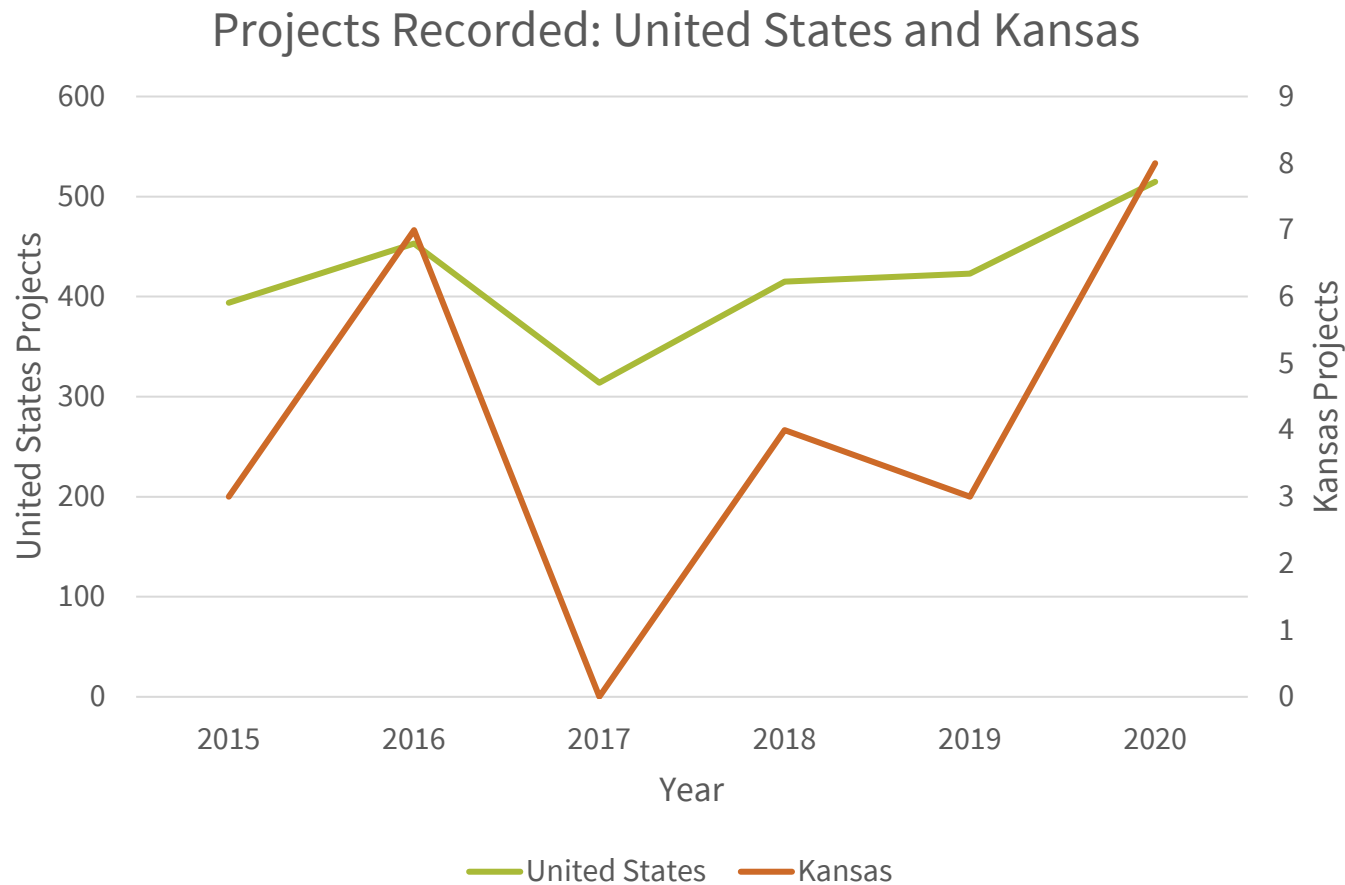
SUMMARY

- Projects in the United States and Kansas have risen steadily since 2017, and while in many other industries 2020 was a down year, there was an increase in projects at a noticeable rate. Like other industries, most projects were announced in the fourth quarter of 2020, especially in Kansas itself.
- More than half of all projects were New Facility projects, with this category representing 57% of projects in the United States, and 68% of projects in Kansas. Additionally, 74% of all projects in the United States and 72% of projects in Kansas were for distribution warehouse facilities. The next most common project type were Expansion Facility, which were also most commonly for distribution warehouse.
- In terms of average total investment and jobs created per Distribution project in Kansas, distribution warehouse facility projects led all other building types, followed by office buildings Nationally, data center buildings required the highest average investment and call centers had the highest average job creation.
- For most projects, no motive was found by Conway or given by the company. For projects where a motive was given, availability of resources was the most common reason given Nationally.
- While Kansas ranked 25th in total projects against all other states, Kansas ranked favorably in jobs created per capita and total investment per capita, ranking 3rd and 11th respectively. Kansas' top competitors in per capita rankings were Delaware, Kentucky and Tennessee. The top states for total projects were Illinois and Texas.
- Most projects in the state clustered around Johnson County and the southern region of the Kansas City MSA. *It is possible that other projects were not recorded by Conway due to the project not being recorded or announced on a platform that Conway monitors.*
- Nationally, the most common Aerospace projects were:
 - Freight Transportation
 - General Warehousing and Storage
 - Electronic Shopping and Mail-Order Houses
 - General Freight Trucking, Long Distance, Truckload
- In Kansas, the most common Aerospace projects were:
 - Freight Transportation
 - General Warehousing and Storage
 - Electronic Shopping and Mail-Order Houses

Distribution Industry Investment Analysis

ANNUAL PROJECTS RECORDED

Total distribution projects in the United States and in Kansas tended to a similar trend line. Despite the pandemic, projects rose in 2020.

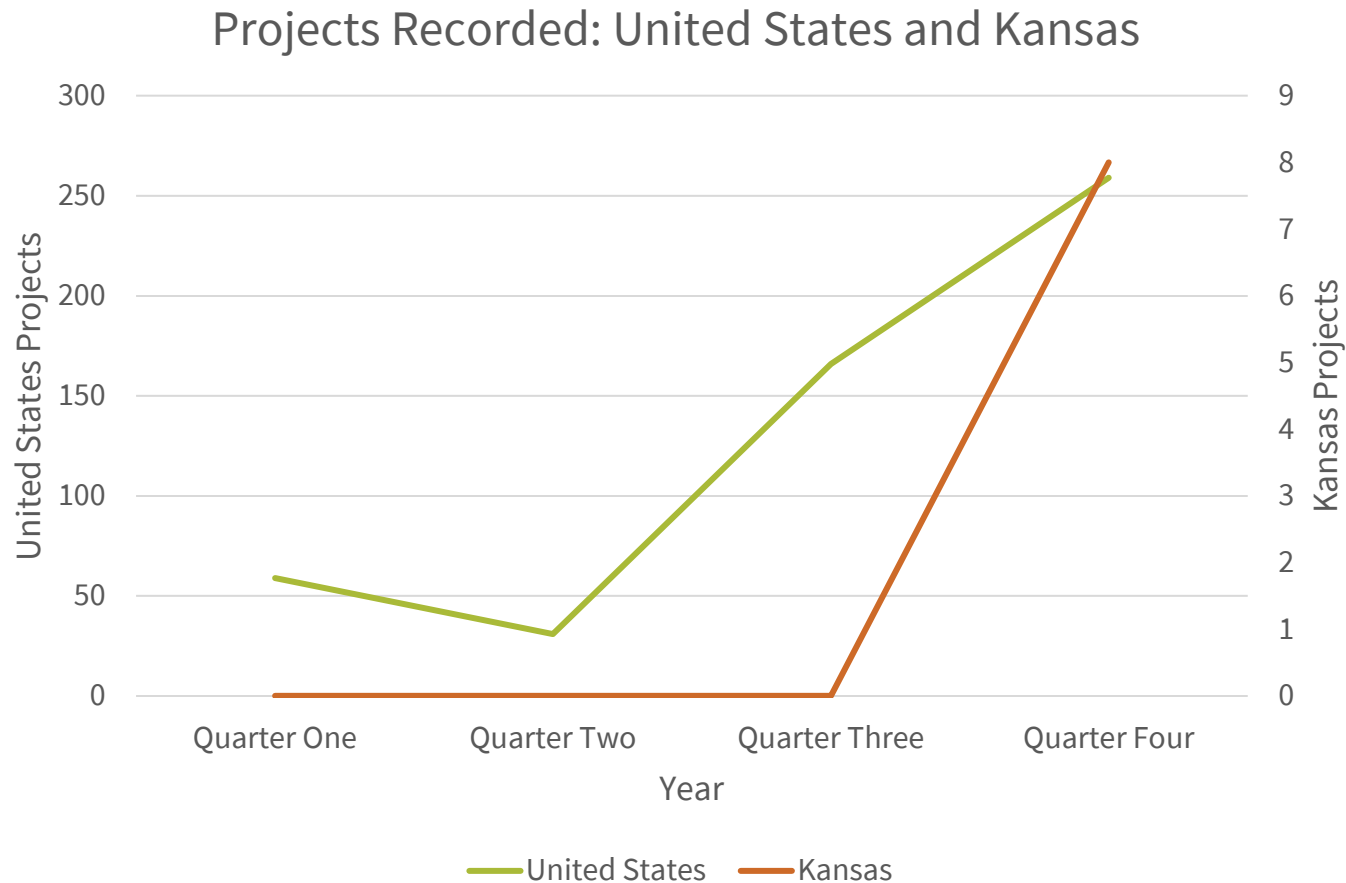


Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

PROJECTS RECORDED IN 2020

Projects were limited in the first three quarters of 2020 due to the COVID-19 pandemic, however, projects began again in large numbers in Q4.



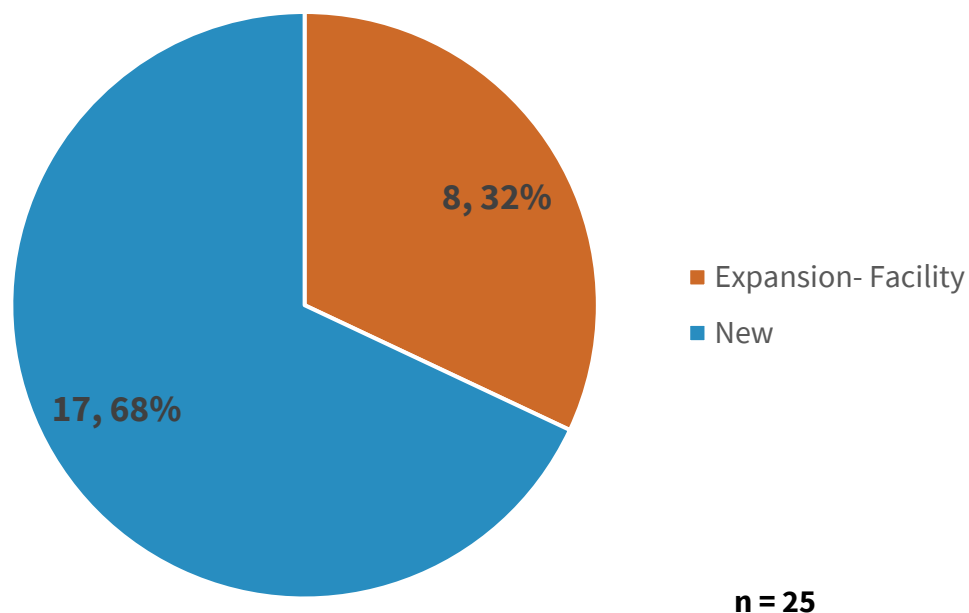
Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

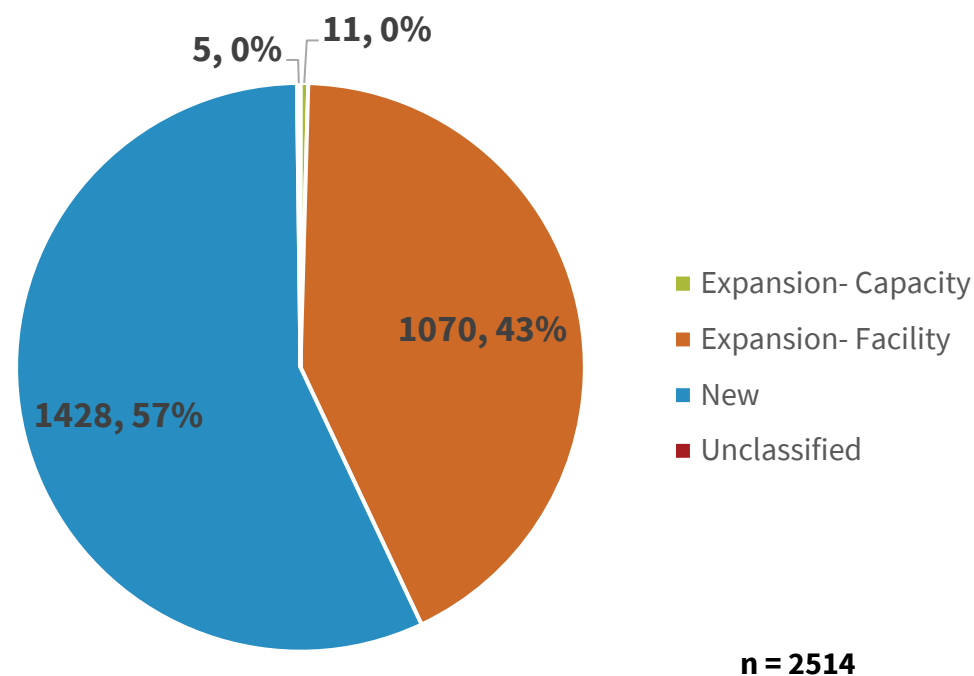
NEW SITE LOCATIONS VS EXPANSION PROJECTS – KANSAS & USA

Over two-thirds of Kansas projects and over half of United States projects are new facility projects. The second most common type of projects are facility expansion projects for both regions. This is surprising, since a majority of jobs and investment in any given region traditionally come from existing businesses.

KANSAS



USA

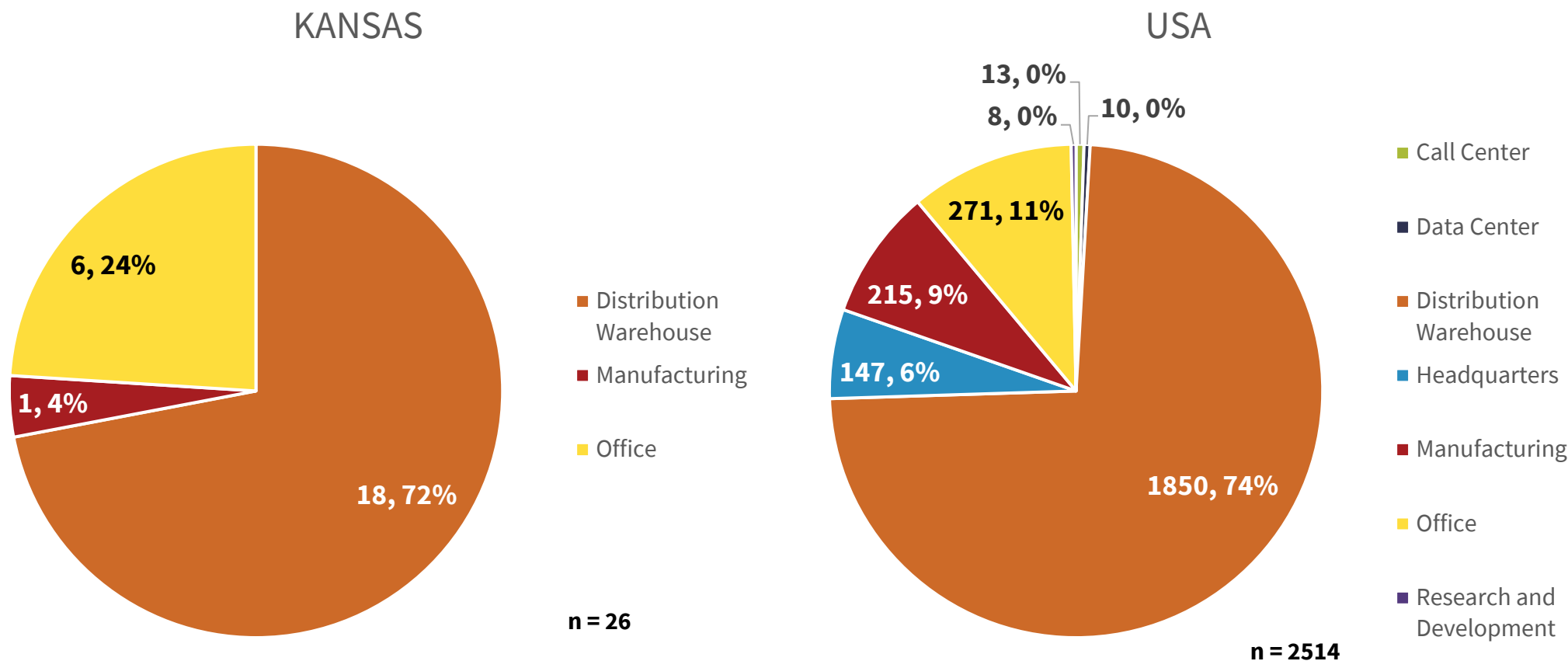


Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

PROJECT TYPES – KANSAS & USA

The most common project type of all distribution projects was distribution/warehouse for both Kansas and the United States. This is not surprising, as a majority of distribution subsectors fall under the distribution NAICS codes.



Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

PROJECT CATEGORY VS PROJECT TYPE - KANSAS

Project Type	Call Center	Data Center	Distribution Warehouse	Headquarters	Manufacturing	Office	Research & Development	Total, (% of Projects)
Expansion- Facility			4		1	3		8, (32.0%)
New			14			3		17, (68.0%)
Total, (% of Projects)	0, (0 %)	0, (0 %)	18, (72.0%)	0, (0 %)	1, (4.0%)	6, (24.0 %)	0, (0 %)	25, (100.0%)

PROJECT CATEGORY VS PROJECT TYPE - USA

Project Type	Call Center	Data Center	Distribution Warehouse	Headquarters	Manufacturing	Office	Research & Development	Total, (% of Projects)
Expansion- Capacity			7	2	1		1	11, (0.4%)
Expansion- Facility	7	4	738	73	134	108	6	1070, (42.3%)
New	6	6	1105	71	80	159	1	1428, (56.8%)
Unclassified				1		4		5, (0.2%)
Total, (% of Projects)	13, (0.5%)	10, (0.4%)	1850, (73.6%)	147, (5.9%)	215, (8.6%)	271, (10.8%)	8, (0.3%)	2514, (100.0%)

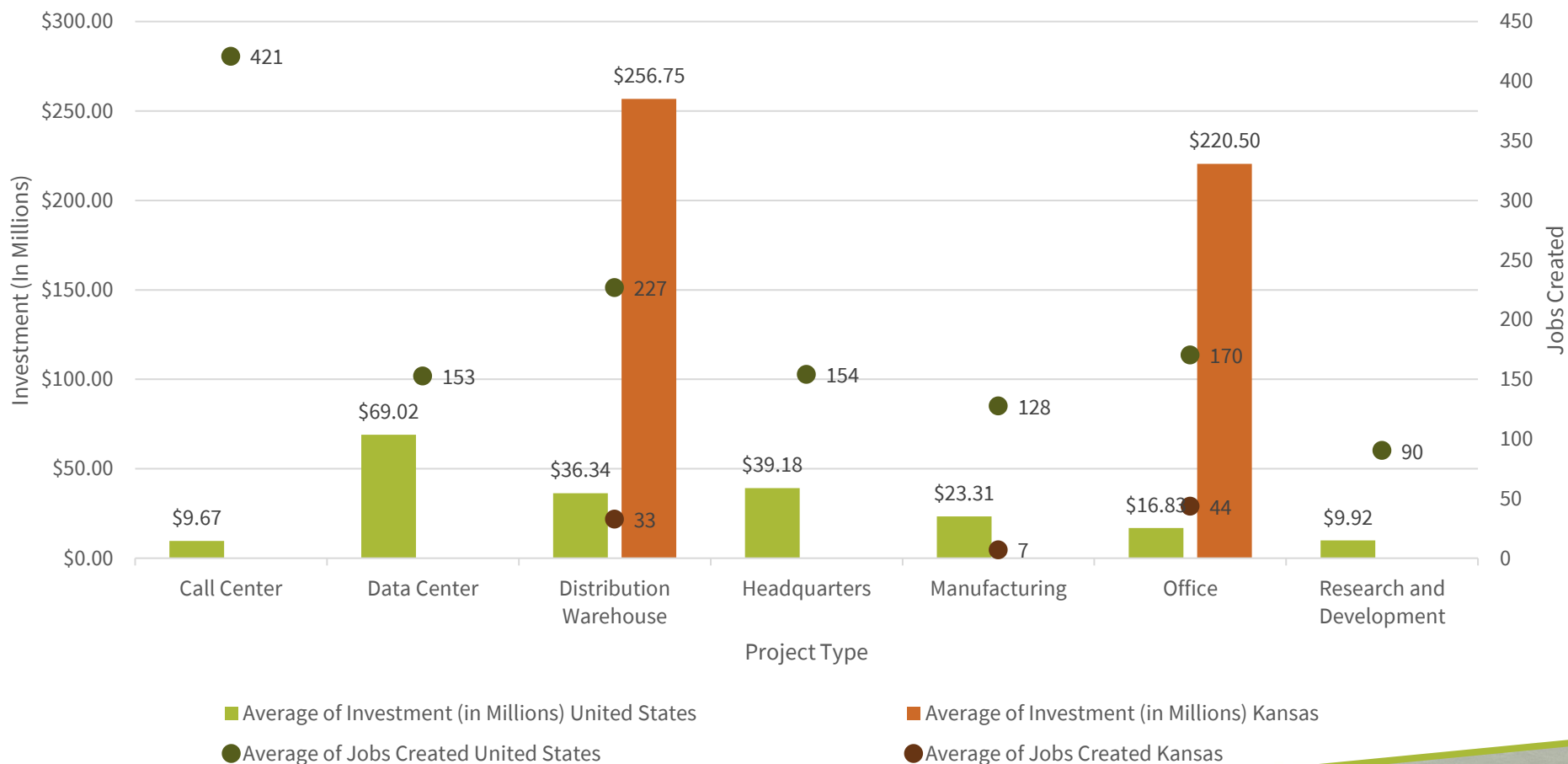
Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

PROJECT TYPES IN USA

AVERAGE INVESTMENT AND JOBS CREATED

In Kansas, distribution warehouse led all other industries in investment, with office second, both of which also outpaced the national average. Nationally, data centers produced the most investment and distribution warehouse produced the most jobs.



Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

MOTIVES FOR PROJECTS: KANSAS & USA

Conway's data indicated a motive for projects, where available. The main motive for projects was availability of resources. The data source does not provide a definition of these motives.

Motive	Kansas	United States
Not Recorded	20	2,133
Availability of Resources	4	262
Demand Driven	1	93
Regulation / Business Climate	0	32
Quality of Infrastructure	0	14
Cost Factors	0	4

Note: Some projects listed more than one motive.

Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

PROJECTS WON BY STATE – TABLE

Since 2015, Kansas has had 25 investment projects located in its borders, ranking 25th nationally. The following slides break down jobs and investment by state per capita to take into account state population.

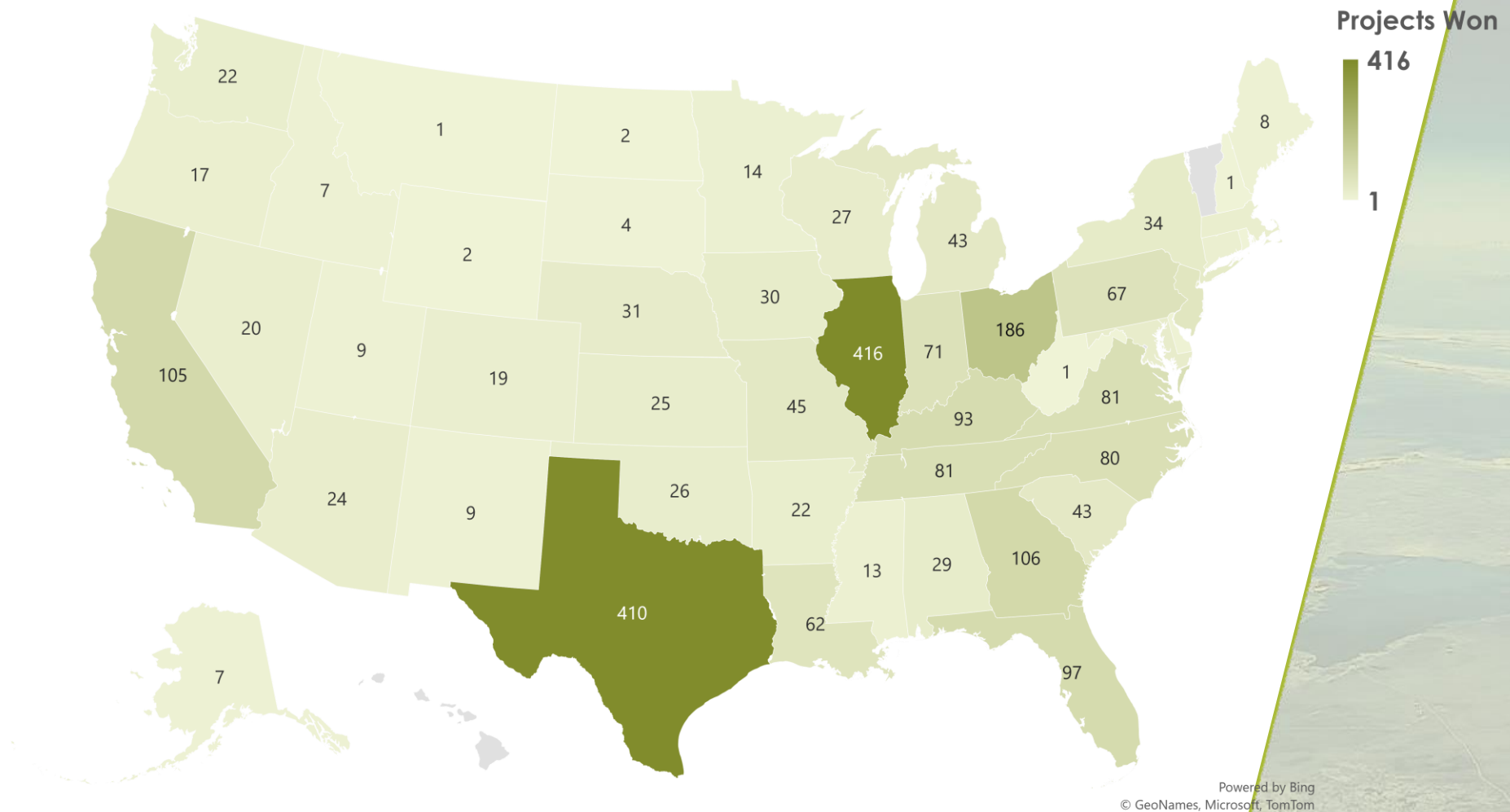
State	Projects Won	State	Projects Won	State	Projects Won	State	Projects Won
Illinois	416	Louisiana	62	Kansas	25	New Mexico	9
Texas	410	New Jersey	54	Arizona	24	Maine	8
Ohio	186	Missouri	45	Washington	22	Alaska	7
Georgia	106	South Carolina	43	Arkansas	22	Idaho	7
California	105	Michigan	43	Nevada	20	Delaware	5
Florida	97	New York	34	Massachusetts	20	South Dakota	4
Kentucky	93	Nebraska	31	Colorado	19	North Dakota	2
Virginia	81	Iowa	30	Oregon	17	Wyoming	2
Tennessee	81	Alabama	29	Connecticut	15	Rhode Island	2
North Carolina	80	Maryland	28	Minnesota	14	West Virginia	1
Indiana	71	Wisconsin	27	Mississippi	13	Montana	1
Pennsylvania	67	Oklahoma	26	Utah	9	New Hampshire	1

Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

PROJECTS WON BY STATE - HEAT MAP

Projects Won By State



Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

STATE COMPARISON: TOTAL JOBS PER CAPITA SINCE 2015 BY STATE

Looking at jobs created from distribution projects relative to state population, Kansas ranks 3rd out of all states with only Kentucky and Delaware ranking higher than it. These are likely some of Kansas' top competitors for these types of projects.

State	Jobs Created	State	Jobs Created	State	Jobs Created	State	Jobs Created
Kentucky	0.00275	Idaho	0.00121	Missouri	0.00078	Minnesota	0.00040
Delaware	0.00205	Oklahoma	0.00117	North Dakota	0.00075	California	0.00032
Kansas	0.00186	South Dakota	0.00116	Alabama	0.00075	Wisconsin	0.00029
Tennessee	0.00180	Arkansas	0.00112	Connecticut	0.00074	Washington	0.00029
Ohio	0.00162	South Carolina	0.00111	Iowa	0.00068	New York	0.00026
Georgia	0.00160	Maryland	0.00104	Louisiana	0.00067	Massachusetts	0.00021
Virginia	0.00160	Nevada	0.00100	New Mexico	0.00063	Oregon	0.00016
Indiana	0.00153	North Carolina	0.00091	Florida	0.00059	Wyoming	0.00002
Illinois	0.00145	New Jersey	0.00091	Colorado	0.00059	Alaska	0.00000
Mississippi	0.00135	Michigan	0.00087	Utah	0.00057	Montana	0.00000
Nebraska	0.00131	Texas	0.00083	Arizona	0.00057	New Hampshire	0.00000
Rhode Island	0.00123	Maine	0.00080	Pennsylvania	0.00040	West Virginia	0.00000

National Average = 0.00082 Jobs Per Capita, designated by black bold line.

Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

STATE COMPARISON: TOTAL INVESTMENT BY STATE PER CAPITA (MILLION USD)

Looking at total investment from distribution projects relative to state population, Kansas ranks 11th out of all states. Again, we see Kentucky and Delaware ranking at the top of this list.

State	Total Invested	State	Total Invested	State	Total Invested	State	Total Invested
Kentucky	\$962.90	Louisiana	\$243.83	Florida	\$115.00	New Mexico	\$35.34
Rhode Island	\$756.12	Texas	\$243.28	North Carolina	\$108.11	California	\$34.33
Alaska	\$742.54	Iowa	\$220.12	Missouri	\$104.21	Wisconsin	\$32.62
Tennessee	\$647.90	Virginia	\$216.07	Maryland	\$81.58	Maine	\$31.25
Indiana	\$555.54	Ohio	\$185.08	Arizona	\$77.32	North Dakota	\$30.18
Delaware	\$513.47	Alabama	\$172.64	New York	\$55.21	Washington	\$28.94
Nebraska	\$375.31	South Carolina	\$171.07	Arkansas	\$54.24	West Virginia	\$16.74
Illinois	\$294.44	Mississippi	\$166.56	Pennsylvania	\$53.05	New Jersey	\$15.13
Connecticut	\$275.85	Oklahoma	\$163.79	Minnesota	\$48.43	Wyoming	\$2.59
Georgia	\$273.08	Idaho	\$135.98	South Dakota	\$45.22	Oregon	\$2.32
Kansas	\$271.58	Utah	\$121.02	Massachusetts	\$44.69	Montana	\$1.87
Nevada	\$248.85	Michigan	\$116.13	Colorado	\$37.58	New Hampshire	\$0.00

National Average = \$159.43 investment dollars per capita , designated by black bold line.

Source: Conway Analytics, 2015-2020.

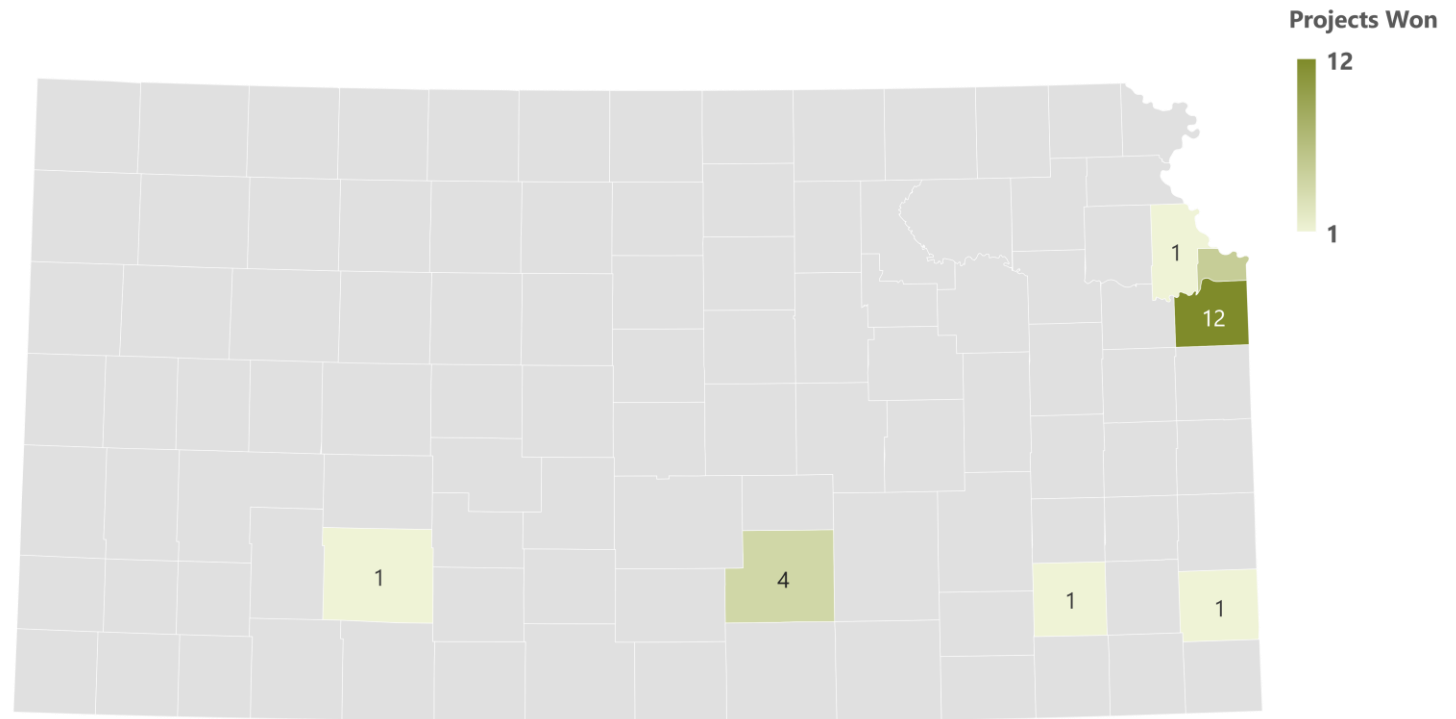
Distribution Industry Investment Analysis

PROJECTS WON BY COUNTY IN KANSAS

The following heat map shows which counties have won the 25 distribution projects in the state. The majority is concentrated around the Kansas City area; however, the Southern side of the state has seen some wins as well.

PROJECTS WON BY COUNTY IN KANSAS

County	Projects Won
Crawford	1
Ford	1
Johnson	12
Leavenworth	1
Sedgwick	4
Wilson	1
Wyandotte	5



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Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

TOP 30 distribution PROJECT INDUSTRIES IN USA

The following list shows a breakdown of U.S. distribution projects by NAICS code. The top 10 distribution industries are highlighted by the orange outline. These account for nearly 74 percent of all distribution projects in the U.S.

INDUSTRY	Projects	INDUSTRY	Projects
Freight Transportation Arrangement (NAICS 488510)	537	Other Warehousing and Storage (NAICS 493190)	38
General Warehousing and Storage (NAICS 493110)	321	Scheduled Passenger Air Transportation (NAICS 481111)	38
Electronic Shopping and Mail-Order Houses (NAICS 454110)	196	Support Activities for Rail Transportation (NAICS 488210)	35
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	192	Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	33
Refrigerated Warehousing and Storage (NAICS 493120)	129	Department Stores (NAICS 452210)	23
Couriers (NAICS 492110)	126	Packing and Crating (NAICS 488991)	21
Mail-Order Houses (NAICS 454113)	117	Line-Haul Railroads (NAICS 482111)	21
General Freight Trucking, Local (NAICS 484110)	100	All Other General Merchandise Stores (NAICS 452319)	19
Boat Building (NAICS 336612)	67	Used Household and Office Goods Moving (NAICS 484210)	19
All Other Support Activities for Transportation (pt) (NAICS 488999)	61	Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	19
Ship Building and Repairing (NAICS 336611)	49	Motorcycle, Bicycle, and Parts Manufacturing (pt) (NAICS 336991)	19
Other Support Activities for Air Transportation (NAICS 488190)	49	General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	17
Local Messengers and Local Delivery (NAICS 492210)	40	Farm Product Warehousing and Storage (NAICS 493130)	11
Railroad Rolling Stock Manufacturing (NAICS 336510)	39	Other Nonscheduled Air Transportation (NAICS 481219)	10
Process, Physical Distribution, and Logistics Consulting Services (pt) (NAICS 541614)	38	Transportation Equipment Manufacturing (NAICS 336)	9

Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

TOP 5 DISTRIBUTION PROJECT INDUSTRIES IN USA BY YEAR

Looking at which industries have seen the most projects over time, we see that Freight Transportation and General Warehousing and Storage are amongst the top projects in each year since 2015. General Freight Trucking, Long-Distance, Truckload is also consistently in the top five industry projects each year.

Year/Rank	2015	2016	2017
1	Freight Transportation Arrangement (86)	Freight Transportation Arrangement (77)	Freight Transportation Arrangement (68)
2	General Warehousing and Storage (46)	General Warehousing and Storage (59)	General Warehousing and Storage (33)
3	General Freight Trucking, Long-Distance, Truckload (43)	Mail-Order Houses (55)	General Freight Trucking, Long-Distance, Truckload (25)
4	Couriers (32)	General Freight Trucking, Long-Distance, Truckload (50)	Electronic Shopping and Mail-Order Houses (19)
5	Mail-Order Houses (30)	General Freight Trucking, Local (28)	General Freight Trucking, Local (19)

Year/Rank	2018	2019	2020 (YTD)
1	General Warehousing and Storage (94)	Freight Transportation Arrangement (126)	Electronic Shopping and Mail-Order Houses (136)
2	Freight Transportation Arrangement (76)	General Warehousing and Storage (52)	Freight Transportation Arrangement (104)
3	Refrigerated Warehousing and Storage (26)	General Freight Trucking, Long-Distance, Truckload (25)	General Warehousing and Storage (37)
4	General Freight Trucking, Long-Distance, Truckload (22)	Electronic Shopping and Mail-Order Houses (24)	Couriers (32)
5	Other Support Activities for Air Transportation (17)	Refrigerated Warehousing and Storage (21)	Refrigerated Warehousing and Storage (28)

Source: Conway Analytics, 2015-2020.

Distribution Industry Investment Analysis

TOP DISTRIBUTION PROJECT INDUSTRIES IN KANSAS

The following is a break down of Kansas distribution projects by NAICS code, with a majority being in the Freight Transportation and General Warehousing and Storage industry, followed by electronic shopping and mail-order houses.

INDUSTRY	Projects Won
Freight Transportation Arrangement	6
General Warehousing and Storage	6
Electronic Shopping and Mail-Order Houses	3
Mail-Order Houses	2
Support Activities for Rail Transportation	2
Other Warehousing and Storage	1
Other Nonscheduled Air Transportation	1
Boat Building	1
Refrigerated Warehousing and Storage	1
Limousine Service	1
Local Messengers and Local Delivery	1

Source: Conway Analytics, 2015-2020.

Section 6: Target Industry Refinement and Prioritization

Target Industry Refinement & Prioritization

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***Sub-Sector Prioritization section to be added after the interim report call and prioritization discussion.

Economic Base Analysis

Economic Base Analysis

INTRODUCTION

In order to gain a foundational knowledge on Saline County and the region's overall current industry and occupation make-up, Ady Advantage conducted analysis at the 2-digit NAICS code level (industry). The data that we look at in the following section include:

- Number of employees
- Concentration (location quotient)
- Wages
- Past five-year growth
- Future expected five-year growth

The data found on the following pages was obtained through EMSI. Note that while EMSI provides information on industries and their impact on the local economy, it does not include identities of specific firms. Additional information about EMSI's data and how its used for economic development are provided below.

- EMSI Information on Data Descriptions and Sources: <http://www.economicmodeling.com/data/usa-data/>
- EMSI for Economic Development: <http://www.economicmodeling.com/our-clients/emsi-for-economic-developers/>

Economic Base Analysis

RESULTS PRESENTED ON GRAPHS

The various bubble charts, shown on the following pages, graphically show this first-level industry analysis for Saline County (Core Region). The core region will be compared to the Greater Region, which is defined as the following counties (all in Kansas unless noted): Dickinson, Ellsworth, McPherson, Ottawa, and Saline.

In each graph, the X-axis is the historic growth or contraction by industry over time; the Y-axis identifies the industry location quotient, and the size of the industry cluster circle represents the number of employees in the region.

The graph breaks into four quadrants, split by industries above and below 0% growth, and those above and below average concentration (LQ = 1.0). The four quadrants reflect four general approaches to the industries, which we use as a starting point and then adjust based on the specific dynamics within a client's region as well as our experience in conducting similar analyses in many diverse regions.

The general approaches to each of the four quadrants are as follows:

- *Stars (Gold)*: Positive Growth / Above Average Concentration: Industries that currently drive the economy. They have been positive contributors to economic growth and there is a high-level of existing specialization and economic infrastructure; therefore, the region is likely competitive in those industries. These industries are often ideal targets for growing existing industry and attracting new industry.
- *Mainstays (Blue)*: Negative Growth / Above Average Concentration: These industries represent a very important part of the economy, but they have not been contributing to growth, and may in fact be contributing to job loss. It is important that these industries be aggressively supported through retention efforts to ensure they can continue to play a significant role in the economy.
- *Opportunities (Green)*: Positive Growth / Below Average Concentration: These industries have been growing but are not currently well represented in the regional economy. If the regional economic infrastructure is able to support the operational requirements of these businesses, there is the opportunity to develop future stars. To foster such opportunities, economic development organizations need to develop needed infrastructure and be engaged in attraction.
- *Reactive (Red)*: Negative Growth / Below Average Concentration: These industries are not well represented in the region and have not been growing. As such, they should only be targeted in reaction to some need or opportunity, as such need or opportunity arises.

Economic Base Analysis

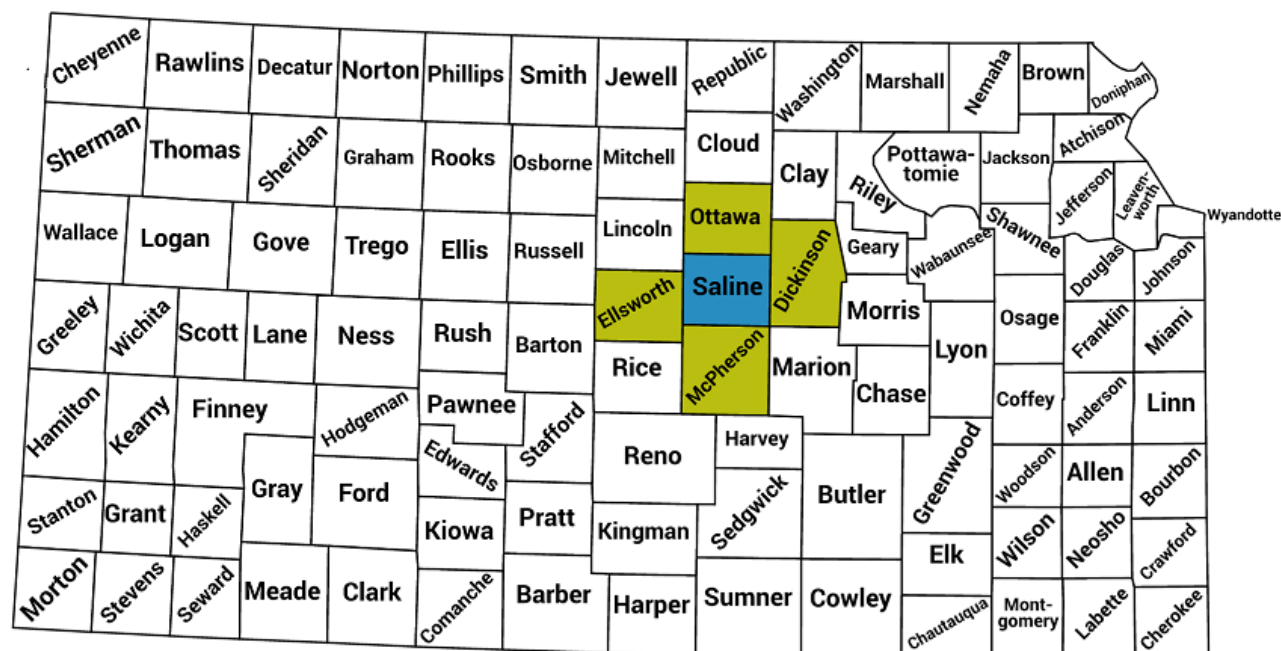
GEOGRAPHIC PARAMETERS

Light Blue = Core Region

- Saline County

Shaded Green = Greater Region (The portion that is part of the immediate Saline County laborshed)

- Dickinson County
- Ellsworth County
- McPherson County
- Ottawa County



Created with mapchart.net

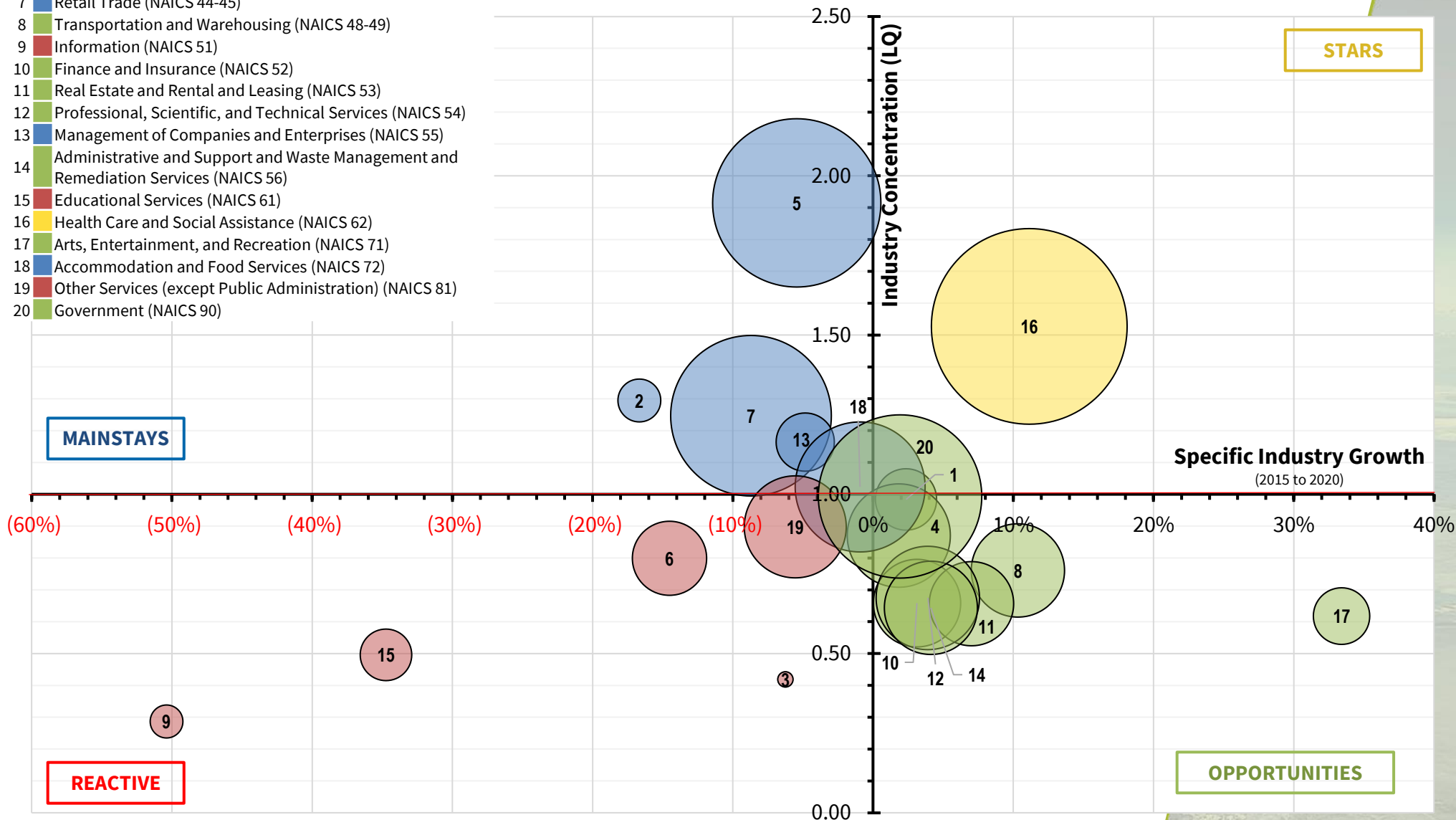
- Kansas
- Core Region
- Greater Region

For purposes of data analysis in this section, all the counties colored on the map are included in the target industry analysis, to better capture value-add and supply chain opportunities.

- 1 Agriculture, Forestry, Fishing and Hunting (NAICS 11)
- 2 Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)
- 3 Utilities (NAICS 22)
- 4 Construction (NAICS 23)
- 5 Manufacturing (NAICS 31-33)
- 6 Wholesale Trade (NAICS 42)
- 7 Retail Trade (NAICS 44-45)
- 8 Transportation and Warehousing (NAICS 48-49)
- 9 Information (NAICS 51)
- 10 Finance and Insurance (NAICS 52)
- 11 Real Estate and Rental and Leasing (NAICS 53)
- 12 Professional, Scientific, and Technical Services (NAICS 54)
- 13 Management of Companies and Enterprises (NAICS 55)
- 14 Administrative and Support and Waste Management and Remediation Services (NAICS 56)
- 15 Educational Services (NAICS 61)
- 16 Health Care and Social Assistance (NAICS 62)
- 17 Arts, Entertainment, and Recreation (NAICS 71)
- 18 Accommodation and Food Services (NAICS 72)
- 19 Other Services (except Public Administration) (NAICS 81)
- 20 Government (NAICS 90)

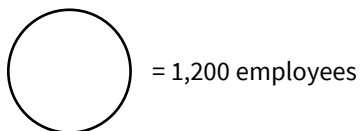
Economic Base Analysis

CORE REGION INDUSTRY ANALYSIS



Circle Size = Number of employees in Saline County
Source: EMSI 2020

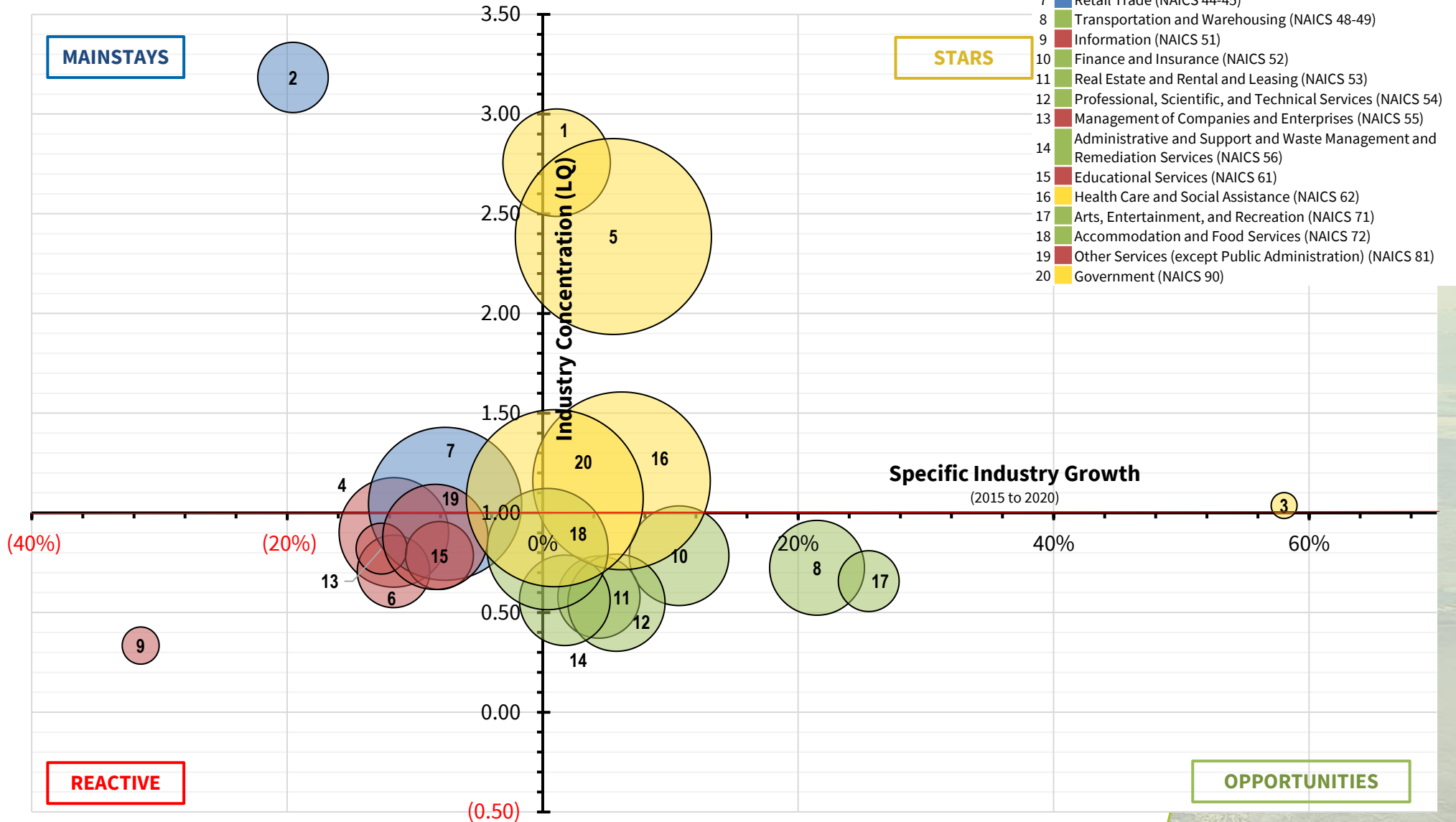
Total Employees in Saline County: 37,909



Ady Advantage
STRATEGY MATTERS

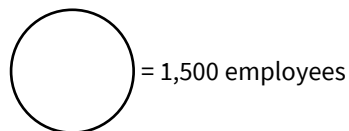
Economic Base Analysis

GREATER REGION INDUSTRY ANALYSIS



Circle Size = Number of employees in Greater Region
Source: EMSI 2020

Total Employees in Greater Region: 77,008



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STRATEGY MATTERS

Economic Base Analysis

Existing Industry Concentration Comparison	Core Region Total Employment	Greater Region Total Employment	Core Region Location Quotient	Greater Region Location Quotient
Total All Industries	37,909	77,008	-	-
Agriculture, Forestry, Fishing and Hunting (NAICS 11)	653	3,714	0.98	2.76
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	320	1,601	1.29	3.18
Utilities (NAICS 22)*	45	226	0.42	1.04
Construction (NAICS 23)	1,827	3,845	0.87	0.90
Manufacturing (NAICS 31-33)	4,831	12,225	1.91	2.39
Wholesale Trade (NAICS 42)	948	1,702	0.80	0.71
Retail Trade (NAICS 44-45)	4,394	7,484	1.25	1.05
Transportation and Warehousing (NAICS 48-49)	1,495	2,890	0.76	0.72
Information (NAICS 51)	192	455	0.29	0.33
Finance and Insurance (NAICS 52)	1,317	3,191	0.66	0.79
Real Estate and Rental and Leasing (NAICS 53)	1,220	2,179	0.66	0.58
Professional, Scientific, and Technical Services (NAICS 54)	1,836	3,037	0.67	0.55
Management of Companies and Enterprises (NAICS 55)	590	845	1.16	0.82
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	1,491	2,643	0.64	0.56
Educational Services (NAICS 61)	466	1,501	0.50	0.79
Health Care and Social Assistance (NAICS 62)	6,507	10,043	1.53	1.16
Arts, Entertainment, and Recreation (NAICS 71)	555	1,200	0.62	0.66
Accommodation and Food Services (NAICS 72)	2,890	4,696	1.02	0.82
Other Services (except Public Administration) (NAICS 81)	1,786	3,552	0.90	0.88
Government (NAICS 90)*	4,546	9,978	0.99	1.07

Source: EMSI 2020

Core Region LQ > than Greater Region (by ≥ 0.2)
Core Region LQ < than Greater Region (by ≥ 0.2)
Core Region LQ and Greater Region LQ are not significantly different



Economic Base Analysis

Existing Industry Wage Comparison	Core Region Wages, Salaries & Proprietor Earnings	Greater Region Wages, Salaries & Proprietor Earnings	Kansas Wages, Salaries & Proprietor Earnings	U.S. Wages, Salaries & Proprietor Earnings
Total Industry (Average Wage)	\$38,381	\$38,951	\$44,292	\$52,713
Agriculture, Forestry, Fishing and Hunting (NAICS 11)	\$23,834	\$22,255	\$32,019	\$32,901
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	\$36,143	\$55,683	\$50,824	\$78,986
Utilities (NAICS 22)	\$81,559	\$96,078	\$94,813	\$109,421
Construction (NAICS 23)	\$46,901	\$48,041	\$51,478	\$56,544
Manufacturing (NAICS 31-33)	\$49,307	\$56,466	\$58,482	\$67,674
Wholesale Trade (NAICS 42)	\$50,364	\$51,253	\$70,911	\$78,043
Retail Trade (NAICS 44-45)	\$25,248	\$23,782	\$26,044	\$31,797
Transportation and Warehousing (NAICS 48-49)	\$40,278	\$45,942	\$43,860	\$40,224
Information (NAICS 51)	\$40,609	\$44,037	\$57,911	\$101,830
Finance and Insurance (NAICS 52)	\$55,192	\$56,086	\$66,123	\$91,672
Real Estate and Rental and Leasing (NAICS 53)	\$47,876	\$45,025	\$45,335	\$48,491
Professional, Scientific, and Technical Services (NAICS 54)	\$46,622	\$45,169	\$60,794	\$80,744
Management of Companies and Enterprises (NAICS 55)	\$67,652	\$66,861	\$105,704	\$118,169
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	\$26,255	\$29,901	\$35,408	\$37,166
Educational Services (NAICS 61)	\$23,079	\$20,727	\$25,880	\$36,865
Health Care and Social Assistance (NAICS 62)	\$45,900	\$40,432	\$44,382	\$50,547
Arts, Entertainment, and Recreation (NAICS 71)	\$12,359	\$12,325	\$15,215	\$29,607
Accommodation and Food Services (NAICS 72)	\$16,105	\$15,743	\$17,501	\$22,955
Other Services (except Public Administration) (NAICS 81)	\$26,359	\$25,599	\$27,253	\$30,441
Government (NAICS 90)	\$36,943	\$34,713	\$43,544	\$56,970

Source: EMSI 2020

Core Region wages < Greater Region, Kansas and U.S. wages
 Core Region wages > Two of three of the comparison region. wages
 Core Region wages < Two of three of the comparison region wages

Economic Base Analysis

PAST 5-YEAR GROWTH (2015-2020) AND PROJECTED 5-YEAR GROWTH (2020-2025)

Existing Industry Growth Comparison	Core Region (2015 - 2020)	Core Region (2020 - 2025)	Greater Region (2015 - 2020)	Greater Region (2020 - 2025)	Kansas (2015 - 2020)	Kansas (2020 - 2025)	U.S. (2015 - 2020)	U.S. (2020 - 2025)
Total All Industries	(3%)	1%	0%	3%	4%	4%	8%	6%
Agriculture, Forestry, Fishing and Hunting (NAICS 11)	2%	0%	1%	1%	3%	4%	1%	2%
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	(17%)	(3%)	(20%)	(4%)	(14%)	(1%)	(14%)	3%
Utilities (NAICS 22)	(6%)	13%	58%	23%	(8%)	(2%)	(2%)	1%
Construction (NAICS 23)	2%	(1%)	(12%)	1%	7%	5%	16%	7%
Manufacturing (NAICS 31-33)	(5%)	(0%)	6%	7%	6%	4%	5%	2%
Wholesale Trade (NAICS 42)	(15%)	(6%)	(12%)	(1%)	(8%)	(0%)	(5%)	1%
Retail Trade (NAICS 44-45)	(9%)	(4%)	(8%)	(2%)	(3%)	(0%)	1%	2%
Transportation and Warehousing (NAICS 48)	10%	2%	21%	8%	39%	13%	54%	17%
Information (NAICS 51)	(50%)	(10%)	(31%)	(4%)	(6%)	(4%)	8%	4%
Finance and Insurance (NAICS 52)	3%	(1%)	11%	5%	4%	4%	9%	6%
Real Estate and Rental and Leasing (NAICS 53)	7%	6%	4%	7%	16%	9%	16%	9%
Professional, Scientific, and Technical Services (NAICS 54)	4%	7%	6%	9%	6%	7%	11%	8%
Management of Companies and Enterprises (NAICS 55)	(5%)	6%	(13%)	(3%)	0%	9%	13%	6%
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	4%	6%	2%	10%	(2%)	3%	8%	5%
Educational Services (NAICS 61)	(35%)	(13%)	(8%)	0%	3%	6%	6%	8%
Health Care and Social Assistance (NAICS 62)	11%	8%	6%	6%	4%	7%	9%	10%
Arts, Entertainment, and Recreation (NAICS 71)	33%	16%	26%	13%	13%	7%	16%	8%
Accommodation and Food Services (NAICS 72)	(1%)	(0%)	0%	0%	5%	5%	10%	8%
Other Services (except Public Administration) (NAICS 81)	(6%)	0%	(8%)	(1%)	2%	4%	3%	4%
Government (NAICS 90)	2%	0%	1%	(0%)	2%	1%	3%	2%

Source: EMSI 2020

Industry growth greater than or equal to five percent in the respective region and time frame.

Industry growth is less than or equal to negative five percent in the respective region and time frame.

Target Industry Refinement Overview

Target Industry Refinement

INTRODUCTION

The following section is a review of major industry trends and disruptions affecting all Salina's existing target industries, as well as a deep dive into each target industry. The data in these sections is pulled from IBISWorld and Emsi, unless noted otherwise.

For the target industries listed below, we analyzed the 6-digit NAICS codes that make up each.

- Agribusiness and Supply Chain
- Aerospace
- Distribution

Please note: this includes related NAICS codes that may not directly fall within the typically defined industry cluster, but that may support the supply chain and value-stream of the overall industry cluster. This is particularly true for the Aerospace sector, where Salina has strong aerospace related assets but less of a concentration of some of the more commonly associated NAICS codes within the industry.

The following research and data was considered in the target industry refinement process:

- Secondary research on key industry trends and disruptors
- Primary research on qualitative input from Salina area employers and stakeholders
- Target industry sub-sector screening refinement, including jobs, location quotient (concentration), growth, and other key industry screening criteria

Overview & Methodology

SITE LOCATION SCREENING CRITERIA DEFINITIONS

The following criteria have been analyzed for all industries that fall into either the star or opportunity categories on the bubble charts in the following section. During the interim report, we will discuss the importance of each of these criteria and a potential weighting system to determine high priority/opportunity industries.

Screening Criteria	Data Provider	Definition
Greater Region Projected Growth	Emsi	Projected change in total jobs in the industry over the next five years (2020-2025) in the Greater Region, defined earlier in this report.
U.S. Projected Growth	Emsi	Projected change in total jobs in the industry over the next five years (2020-2025) in the United States.
Life Cycle Stage	IBISWorld	All industries travel through periods of growth, maturity and decline. The Industry Life Cycle section of industry research reports describes the industry's current stage of development and explains why it is in that stage.
Concentration	IBISWorld	Concentration is based on the top four firms. Concentration is identified as high, medium or low. High means the top four players account for over 70% of industry revenue; medium means they account for 40% to 70% of revenue; and low means that they account for less than 40%.
Technology Change	IBISWorld	This shows the rate of change of technology in an industry. Change is rated on a low, medium and high scale.
Capital Intensity	IBISWorld	Capital/labor intensity is an indicator of how much capital is used in production as opposed to labor. The level is stated as high, medium or low. High is a ratio of less than \$3 in wages for every \$1 in depreciation; medium is \$3 to \$8 in wages for every \$1 in depreciation; and low is more than \$8 of wages for every \$1 of depreciation.
Revenue Volatility	IBISWorld	The level of volatility is determined by the percentage change in revenue over the past five years. Volatility levels: very high is greater than $\pm 20\%$; high volatility is between $\pm 10\%$ and $\pm 20\%$; moderate volatility is between $\pm 3\%$ and $\pm 10\%$; and low volatility is less than $\pm 3\%$
2020 Driver Direction	IBISWorld	This shows whether macroeconomic factors are forecast to head in a positive, neutral or negative trend throughout 2020. Calculated by the weighted average growth rate of Key External Drivers in the industry for the given year.

Source: EMSI & IBISWorld

Agribusiness and Supply Chain

Agribusiness and Supply Chain

TRENDS & DISRUPTORS

Driver	Description	2021-2022 Expected Performance	Trend/Disruptor
Trade Exposure	The industry's trade exposure has been compounded by poor relations with China, which could cause industry export revenue to dip, should international demand for US food products diminish in line with a pullback in international trade.	Decrease	Political
Agricultural Price Index	Prices for agricultural commodities underpin the revenue of each segment of the Agribusiness industry, causing a carry-through effect as product flows through the supply chain, affecting revenue growth at the food processing and wholesaling level. After a drop in 2020, the index is projected to bounce back and increase.	Increase	Economic
Multinational Corporations	As the agribusiness industry expands and diversifies, multinational corporations have been involved and actively encouraging vertical integration and merger and acquisition activity in the industry, enhancing profitability.	Unsure	Economic
Trade Weighted Index	Exchange rates, as measured by the trade-weighted index, affect the price competitiveness of agricultural US exports. An appreciation of the US dollar raises the price of domestic crops in international markets, thereby eroding the industry's price competitiveness. The trade-weighted index is expected to decrease in 2021.	Decrease	Political/Economic
Population	Overall food and beverage demand nationally is determined by the population of the United States. While growth in the United States has slowed, it is still projected to grow by about 0.7%.	Increase	Economic
Health & Wellness	Growing populations of people concerned for their health and environmental health have embraced eating more plant-based products, dairy-free products, minimally processed products, and ethical & sustainable products.	Increase	Social/Health
Industry Innovation	In response to consumer interest in a diverse group of foods and processes to appeal to consumer health, food experience, and interests, food innovation has rapidly grown and projects to continue to do so.,	Increase	Technical
Health Regulations	Food production and especially meat processing have been one of the most severely impacted industries by COVID-19. This is due the industry being considered an “essential service”, employing front-line workers in close proximity to each other. Safety regulations and health standards have been heightened in response.	Increase	Health/Economic

Agribusiness and Supply Chain

INDUSTRY RESEARCH

Some of the most important site location criteria for agribusiness food and beverage processing companies are the labor availability, supply chain and logistics, access to raw materials, access to water and wastewater infrastructure, and affordable costs of gas and electricity.

Major shifts and trends in the industry due to COVID-19 revolve mostly around two shifts: plant operation/survival and consumer demand. Companies are doing what they can to stay open but also enhance safety measures to prevent outbreaks within the company, while focusing more on immediate survival as opposed to any expansion plans. Consumers have shifted the demand due to stay at home orders, instead of eating out at restaurants they are staying home and cooking, changing food demand from bulk sales to small scale packaging. As for long term, beyond COVID-19, the type of labor that companies will be seeking out will change, instead of going for numbers they will be more interested in quality of employees who can manage automated machinery instead of hands-on food processing. Increased standards of health and regulation for food safety will require retraining the workforce to maintain compliance. Additionally, the substitute food market, such as alternative protein and dairy products, as well as healthier/perceived healthier foods, will impact the long-term focus on food products.

Agribusiness and Supply Chain

NAICS 111-115, 311-312, 423-424



Circle Size = Number of employees in Greater Region
 Source: EMSI 2020

Total Employees in Greater Region: 3,159

○ = 100 employees

Ady Advantage
 STRATEGY MATTERS

Agribusiness and Supply Chain

TOTAL EMPLOYMENT

Existing Industry Concentration Comparison: Total Employment	Saline County	Greater Region	Kansas
Crop Production (NAICS 111000)	72	353	12,545
Animal Production (NAICS 112000)	26	139	12,944
Soil Preparation, Planting, and Cultivating (NAICS 115112)	<10	24	671
Crop Harvesting, Primarily by Machine (NAICS 115113)	<10	24	366
Postharvest Crop Activities (except Cotton Ginning) (NAICS 115114)	0	24	124
Farm Labor Contractors and Crew Leaders (NAICS 115115)	21	151	3,836
Support Activities for Animal Production (NAICS 115210)	<10	19	562
Other Animal Food Manufacturing (NAICS 311119)	0	104	1,354
Flour Milling (NAICS 311211)	111	212	1,380
Wet Corn Milling (NAICS 311221)	0	47	50
Confectionery Manufacturing from Purchased Chocolate (NAICS 311352)	0	452	1,120
Frozen Specialty Food Manufacturing (NAICS 311412)	773	773	1,270
Animal (except Poultry) Slaughtering (NAICS 311611)	0	137	11,083
Wineries (NAICS 312130)	40	40	144
Farm and Garden Machinery and Equipment Merchant Wholesalers (NAICS 423820)	33	173	3,455
General Line Grocery Merchant Wholesalers (NAICS 424410)	42	42	1,887
Other Grocery and Related Products Merchant Wholesalers (NAICS 424490)	38	48	1,685
Grain and Field Bean Merchant Wholesalers (NAICS 424510)	70	255	4,191
Livestock Merchant Wholesalers (NAICS 424520)	39	52	1,684
Farm Supplies Merchant Wholesalers (NAICS 424910)	0	91	2,535

Source: EMSI 2020

Agribusiness and Supply Chain

LOCATION QUOTIENT

Existing Industry Concentration Comparison: Location Quotient	Saline County	Greater Region	Kansas
Crop Production (NAICS 111000)	0.46	1.18	1.63
Animal Production (NAICS 112000)	0.31	0.87	3.13
Soil Preparation, Planting, and Cultivating (NAICS 115112)	0.67	1.74	1.88
Crop Harvesting, Primarily by Machine (NAICS 115113)	0.33	4.73	2.76
Postharvest Crop Activities (except Cotton Ginning) (NAICS 115114)	0.00	0.69	0.14
Farm Labor Contractors and Crew Leaders (NAICS 115115)	0.33	1.21	1.18
Support Activities for Animal Production (NAICS 115210)	0.51	1.09	1.28
Other Animal Food Manufacturing (NAICS 311119)	0.00	7.79	3.94
Flour Milling (NAICS 311211)	38.45	40.56	10.26
Wet Corn Milling (NAICS 311221)	0.00	9.54	0.39
Confectionery Manufacturing from Purchased Chocolate (NAICS 311352)	0.00	36.71	3.53
Frozen Specialty Food Manufacturing (NAICS 311412)	61.27	33.79	2.15
Animal (except Poultry) Slaughtering (NAICS 311611)	0.00	2.53	7.95
Wineries (NAICS 312130)	2.64	1.46	0.21
Farm and Garden Machinery and Equipment Merchant Wholesalers (NAICS 423820)	1.64	4.49	3.48
General Line Grocery Merchant Wholesalers (NAICS 424410)	0.87	0.46	0.80
Other Grocery and Related Products Merchant Wholesalers (NAICS 424490)	0.82	0.54	0.74
Grain and Field Bean Merchant Wholesalers (NAICS 424510)	8.34	15.86	10.11
Livestock Merchant Wholesalers (NAICS 424520)	11.32	7.84	9.87
Farm Supplies Merchant Wholesalers (NAICS 424910)	0.00	2.07	2.23

Source: EMSI 2020

Region significantly concentrated (≥ 1.2)

Agribusiness and Supply Chain

WAGES, SALARIES, & PROPRIETOR EARNINGS

Existing Industry Wage Comparison: Wages, Salaries, & Proprietor Earnings	Saline County	Greater Region	Kansas	United States
Crop Production (NAICS 111000)	\$49,179	\$50,418	\$51,446	\$41,544
Animal Production (NAICS 112000)	\$36,886	\$39,222	\$47,037	\$44,541
Soil Preparation, Planting, and Cultivating (NAICS 115112)	Insf. Data	\$32,908	\$42,009	\$42,150
Crop Harvesting, Primarily by Machine (NAICS 115113)	Insf. Data	\$27,904	\$34,149	\$37,645
Postharvest Crop Activities (except Cotton Ginning) (NAICS 115114)	Insf. Data	\$37,848	\$40,131	\$41,539
Farm Labor Contractors and Crew Leaders (NAICS 115115)	\$21,592	\$23,276	\$27,912	\$28,905
Support Activities for Animal Production (NAICS 115210)	Insf. Data	\$26,899	\$32,531	\$37,905
Other Animal Food Manufacturing (NAICS 311119)	Insf. Data	\$59,929	\$84,876	\$60,264
Flour Milling (NAICS 311211)	\$62,535	\$59,370	\$71,213	\$67,386
Wet Corn Milling (NAICS 311221)	Insf. Data	\$63,359	\$62,441	\$95,716
Confectionery Manufacturing from Purchased Chocolate (NAICS 311352)	Insf. Data	\$32,064	\$33,859	\$44,074
Frozen Specialty Food Manufacturing (NAICS 311412)	\$40,494	\$40,494	\$45,326	\$49,043
Animal (except Poultry) Slaughtering (NAICS 311611)	Insf. Data	\$44,319	\$52,041	\$48,416
Wineries (NAICS 312130)	\$19,647	\$19,647	\$19,844	\$47,094
Farm and Garden Machinery and Equipment Merchant Wholesalers (NAICS 423820)	\$57,538	\$55,937	\$60,702	\$61,121
General Line Grocery Merchant Wholesalers (NAICS 424410)	\$50,475	\$50,475	\$61,932	\$62,931
Other Grocery and Related Products Merchant Wholesalers (NAICS 424490)	\$49,794	\$50,877	\$57,882	\$62,892
Grain and Field Bean Merchant Wholesalers (NAICS 424510)	\$51,470	\$52,129	\$53,249	\$59,298
Livestock Merchant Wholesalers (NAICS 424520)	\$24,514	\$25,257	\$42,804	\$26,089
Farm Supplies Merchant Wholesalers (NAICS 424910)	Insf. Data	\$56,613	\$67,906	\$65,003

Source: EMSI 2020

Wages lower than other regions
Wages higher than other regions



Agribusiness and Supply Chain

PAST 5-YEAR GROWTH & PROJECTED 5-YEAR GROWTH

Existing Industry Growth Comparison: Past 5 -Year (2015 - 2020) & Projected 5 -Year (2020 - 2025)	Saline County 2015-2020	Saline County 2020-2025	Greater Region 2015-2020	Greater Region 2020-2025	Kansas 2015-2020	Kansas 2020-2025	United States 2015-2020	United States 2020-2025
Crop Production (NAICS 111000)	32%	22%	11%	7%	(8%)	(1%)	(4%)	1%
Animal Production (NAICS 112000)	(23%)	(42%)	(44%)	(34%)	(3%)	(1%)	(1%)	(0%)
Soil Preparation, Planting, and Cultivating (NAICS 115112)	Insf. Data	Insf. Data	21%	10%	15%	15%	12%	10%
Crop Harvesting, Primarily by Machine (NAICS 115113)	Insf. Data	Insf. Data	2%	13%	(3%)	12%	(4%)	7%
Postharvest Crop Activities (except Cotton Ginning) (NAICS 115114)	0%	0%	Insf. Data	26%	(2%)	25%	6%	6%
Farm Labor Contractors and Crew Leaders (NAICS 115115)	7%	3%	9%	5%	8%	4%	7%	6%
Support Activities for Animal Production (NAICS 115210)	Insf. Data	Insf. Data	10%	3%	27%	14%	11%	8%
Other Animal Food Manufacturing (NAICS 311119)	0%	0%	144%	(9%)	6%	6%	8%	8%
Flour Milling (NAICS 311211)	71%	14%	9%	7%	51%	23%	(0%)	7%
Wet Corn Milling (NAICS 311221)	0%	0%	(12%)	3%	(7%)	5%	7%	2%
Confectionery Manufacturing from Purchased Chocolate (NAICS 311352)	0%	0%	(22%)	(21%)	5%	1%	5%	1%
Frozen Specialty Food Manufacturing (NAICS 311412)	(30%)	(26%)	(30%)	(26%)	9%	(2%)	8%	3%
Animal (except Poultry) Slaughtering (NAICS 311611)	0%	0%	375%	54%	5%	0%	8%	5%
Wineries (NAICS 312130)	Insf. Data	53%	Insf. Data	53%	70%	29%	26%	10%
Farm and Garden Machinery and Equipment Merchant Wholesalers (NAICS 423820)	(27%)	(13%)	(9%)	(1%)	(6%)	(1%)	(1%)	1%
General Line Grocery Merchant Wholesalers (NAICS 424410)	Insf. Data	30%	Insf. Data	30%	(17%)	(9%)	6%	2%
Other Grocery and Related Products Merchant Wholesalers (NAICS 424490)	(18%)	(24%)	(5%)	(15%)	2%	(8%)	5%	1%
Grain and Field Bean Merchant Wholesalers (NAICS 424510)	(22%)	(41%)	1%	(16%)	4%	(5%)	(13%)	(5%)
Livestock Merchant Wholesalers (NAICS 424520)	187%	17%	147%	7%	6%	1%	(3%)	(0%)
Farm Supplies Merchant Wholesalers (NAICS 424910)	(100%)	0%	(44%)	(21%)	(3%)	0%	2%	(1%)

Source: EMSI 2020

Industry growth greater than or equal to ten percent in the respective region and time frame.
Industry growth is less than or equal to negative ten percent in the respective region and time frame.

Agribusiness and Supply Chain

SUBSECTOR STARS AND OPPORTUNITIES – KEY SCREENING CRITERIA

Industry	Greater Region Projected Growth	U.S. Projected Growth	Life Cycle Stage	Concentration	Technology Change	Capital Intensity	Revenue Volatility	2020 Driver Direction
Agribusiness and Supply Chain								
Crop Production (NAICS 111000)	7%	1%	Mature	Low	Medium	High	Medium	Neutral
Soil Preparation, Planting, and Cultivating (NAICS 115112)	10%	10%	Growth	Low	Medium	Medium	Medium	Neutral
Crop Harvesting, Primarily by Machine (NAICS 115113)	13%	7%						
Farm Labor Contractors and Crew Leaders (NAICS 115115)	5%	6%						
Support Activities for Animal Production (NAICS 115210)	3%	8%	Mature	Low	Medium	Low	Medium	Neutral
Other Animal Food Manufacturing (NAICS 311119)	(9%)	8%	Mature	Low	High	High	Low	Neutral
Flour Milling (NAICS 311211)	7%	7%	Mature	Low	Medium	Medium	Medium	Neutral
Animal (except Poultry) Slaughtering (NAICS 311611)	54%	5%	Mature	Medium	Medium	Medium	Medium	Neutral
Grain and Field Bean Merchant Wholesalers (NAICS 424510)	(16%)	(5%)	Mature	Low	Low	High	Medium	Strong Positive
Livestock Merchant Wholesalers (NAICS 424520)	7%	(0%)	Decline	Low	Medium	High	Medium	Neutral

Agribusiness and Supply Chain

SUBSECTOR STARS AND OPPORTUNITIES – KEY SCREENING CRITERIA

Industry	Regulation & Policy Level	Regulation & Policy Trend	Industry Assistance Level	Industry Assistance Trend
Agribusiness and Supply Chain				
Crop Production (NAICS 111000)	Heavy	Steady	High	Steady
Soil Preparation, Planting, and Cultivating (NAICS 115112)	Medium	Steady	Low	Steady
Crop Harvesting, Primarily by Machine (NAICS 115113)				
Farm Labor Contractors and Crew Leaders (NAICS 115115)				
Support Activities for Animal Production (NAICS 115210)	Medium	Increasing	Low	Steady
Other Animal Food Manufacturing (NAICS 311119)	Heavy	Steady	High	Steady
Flour Milling (NAICS 311211)	Medium	Steady	Medium	Steady
Animal (except Poultry) Slaughtering (NAICS 311611)	Heavy	Steady	High	Steady
Grain and Field Bean Merchant Wholesalers (NAICS 424510)	Heavy	Steady	Medium	Steady
Livestock Merchant Wholesalers (NAICS 424520)	Heavy	Steady	High	Steady



Aerospace

Aerospace

TRENDS & DISRUPTORS

Driver	Description	2021-2022 Expected Performance	Trend/Disruptor
Air Transportation	Increase in air transport increases the need for new aircraft as competitors purchase more fuel-efficient models to gain a competitive edge. While demand unexpectedly fell in 2020, it is expected to increase in 2021.	Increase	Economic/Health
Federal Funding for Defense	Defense expenditure on military vehicles affects demand for aerospace and defense products. While the budget for defense is expected to increase in 2021, funding uncertainty in the future is expected to remain a threat to the industry.	Increase	Political/Economic
Non-NATO Defense Spending	Defined by the spending sum of non-members of the North Atlantic Treaty Organization, excluding most Western and developed states, focusing on developing nations. When non-NATO spending increases, the market for export climbs. Non-NATO spending is expected to decrease in the upcoming year.	Decrease	Political/Economic
Trade Weighted Index	The trade-weighted index (TWI) measures the strength of the US dollar against other major currencies. Consequently, when it increases, the relative cost of US goods increases for foreign consumers. Therefore, industry operators benefit from a weaker U.S. dollar for strong export demand. The TWI is expected to decrease slightly in 2021.	Decrease	Political/Economic
International Relations	Defense sales rise and fall in response to political tensions, armed conflicts, sequestration, and long-term programs. Recently, U.S. combat operations against ISIS, increased tension with rivals, and recent attempts to end sequestration and fund modernization have reversed the spending reduction of the past five years.	Increase	Political

Aerospace

INDUSTRY RESEARCH

Some of the most important site location criteria for aerospace (and defense companies) are highly skilled labor, proximity to markets, and cost of doing business in the region due to the long run nature of aerospace programs. In addition, the need for the proximity to an airport that met the needs and standards of the program, including hangar space, runway length and width, and ability to accommodate testing.

Major shifts and trends in the industry due to COVID-19 have been felt largest in the commercial sector. With commercial flights paused for a time and availability even today still limited, there are idle grounded planes that are deteriorating, and production of commercial aircraft is down significantly. Conversely, more corporate aircraft have been ordered, as major corporations look to keep their employees and owners on private charter flights for health reasons. The Defense sector is seeing a push right now which is likely beneficial for the United States, as both production and consumption will be primarily be for the United States, unlike commercial aerospace. As for long term, beyond COVID-19, many commercial manufacturing companies are looking to automate their production more, which is now a long-term goal with most production halted. It will take some time for the commercial aviation industry to ramp up again, but once it does, it is expected to try to fill increased demand with more automation. As for the military, it is expected that there will be an increased interest in AI and drone technology, hoping to have fewer people in aircrafts.

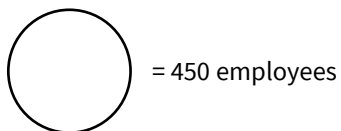
Target Industry Analysis – Aerospace Part I

NAICS 325-326, 331-332



Circle Size = Number of employees in Greater Region
Source: EMSI 2020

Total Employees in Greater Region: 4,741



Ady Advantage
STRATEGY MATTERS

Aerospace Part I

TOTAL EMPLOYMENT

Existing Industry Concentration Comparison: Total Employment	Saline County	Greater Region	Kansas
All Other Miscellaneous Chemical Product and Preparation Manufacturing (NAICS 325998)	0	89	478
Plastics Bag and Pouch Manufacturing (NAICS 326111)	0	38	398
Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing (NAICS 326113)	0	113	161
All Other Plastics Product Manufacturing (NAICS 326199)	36	412	3,643
Iron and Steel Mills and Ferroalloy Manufacturing (NAICS 331110)	0	46	118
Fabricated Structural Metal Manufacturing (NAICS 332312)	264	264	1,404
Metal Window and Door Manufacturing (NAICS 332321)	0	51	1,817
Ornamental and Architectural Metal Work Manufacturing (NAICS 332323)	0	77	353
Machine Shops (NAICS 332710)	324	348	3,470
Bolt, Nut, Screw, Rivet, and Washer Manufacturing (NAICS 332722)	0	22	225
Electroplating, Plating, Polishing, Anodizing, and Coloring (NAICS 332813)	0	73	1,192
Industrial Valve Manufacturing (NAICS 332911)	202	389	527
Fabricated Pipe and Pipe Fitting Manufacturing (NAICS 332996)	0	244	621
All Other Miscellaneous Fabricated Metal Product Manufacturing (NAICS 332999)	0	407	1,061

Source: EMSI 2020

Aerospace Part I

LOCATION QUOTIENT

Existing Industry Concentration Comparison: Location Quotient	Saline County	Greater Region	Kansas
All Other Miscellaneous Chemical Product and Preparation Manufacturing (NAICS 325998)	0.00	5.87	1.22
Plastics Bag and Pouch Manufacturing (NAICS 326111)	0.00	2.80	1.15
Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing (NAICS 326113)	0.00	7.76	0.43
All Other Plastics Product Manufacturing (NAICS 326199)	0.60	3.62	1.24
Iron and Steel Mills and Ferroalloy Manufacturing (NAICS 331110)	0.00	1.43	0.14
Fabricated Structural Metal Manufacturing (NAICS 332312)	14.43	7.58	1.57
Metal Window and Door Manufacturing (NAICS 332321)	0.00	2.09	2.88
Ornamental and Architectural Metal Work Manufacturing (NAICS 332323)	0.00	4.74	0.84
Machine Shops (NAICS 332710)	5.73	3.24	1.25
Bolt, Nut, Screw, Rivet, and Washer Manufacturing (NAICS 332722)	0.00	1.47	0.59
Electroplating, Plating, Polishing, Anodizing, and Coloring (NAICS 332813)	0.00	3.25	2.07
Industrial Valve Manufacturing (NAICS 332911)	37.95	38.43	2.02
Fabricated Pipe and Pipe Fitting Manufacturing (NAICS 332996)	0.00	20.08	1.98
All Other Miscellaneous Fabricated Metal Product Manufacturing (NAICS 332999)	0.00	12.80	1.29

Source: EMSI 2020

Region significantly concentrated (≥ 1.2)



Aerospace Part I

WAGES, SALARIES, & PROPRIETOR EARNINGS

Existing Industry Wage Comparison: Wages, Salaries, & Proprietor Earnings	Saline County	Greater Region	Kansas	United States
All Other Miscellaneous Chemical Product and Preparation Manufacturing (NAICS 325998)	Insf. Data	\$74,295	\$57,756	\$78,390
Plastics Bag and Pouch Manufacturing (NAICS 326111)	Insf. Data	\$35,173	\$35,008	\$53,489
Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing (NAICS 326113)	Insf. Data	\$44,749	\$59,378	\$63,140
All Other Plastics Product Manufacturing (NAICS 326199)	\$46,197	\$44,120	\$47,265	\$52,661
Iron and Steel Mills and Ferroalloy Manufacturing (NAICS 331110)	Insf. Data	\$50,737	\$42,370	\$88,291
Fabricated Structural Metal Manufacturing (NAICS 332312)	\$46,693	\$46,693	\$51,250	\$60,485
Metal Window and Door Manufacturing (NAICS 332321)	Insf. Data	\$42,667	\$44,709	\$51,500
Ornamental and Architectural Metal Work Manufacturing (NAICS 332323)	Insf. Data	\$47,609	\$50,430	\$55,814
Machine Shops (NAICS 332710)	\$52,293	\$51,621	\$52,000	\$55,862
Bolt, Nut, Screw, Rivet, and Washer Manufacturing (NAICS 332722)	Insf. Data	\$44,344	\$53,638	\$64,140
Electroplating, Plating, Polishing, Anodizing, and Coloring (NAICS 332813)	Insf. Data	\$49,428	\$44,237	\$49,418
Industrial Valve Manufacturing (NAICS 332911)	\$46,177	\$47,661	\$51,306	\$73,143
Fabricated Pipe and Pipe Fitting Manufacturing (NAICS 332996)	Insf. Data	\$55,667	\$53,088	\$60,546
All Other Miscellaneous Fabricated Metal Product Manufacturing (NAICS 332999)	Insf. Data	\$56,830	\$52,995	\$56,636

Source: EMSI 2020

Wages lower than other regions
Wages higher than other regions

Aerospace Part I

PAST 5-YEAR GROWTH & PROJECTED 5-YEAR GROWTH

Existing Industry Growth Comparison: Past 5 -Year (2015 - 2020) & Projected 5 -Year (2020 - 2025)	Saline County 2015-2020	Saline County 2020-2025	Greater Region 2015-2020	Greater Region 2020-2025	Kansas 2015-2020	Kansas 2020-2025	United States 2015-2020	United States 2020-2025
All Other Miscellaneous Chemical Product and Preparation Manufacturing (NAICS 325998)	0%	0%	Insf. Data	(9%)	11%	11%	11%	5%
Plastics Bag and Pouch Manufacturing (NAICS 326111)	0%	0%	Insf. Data	31%	(2%)	(3%)	16%	6%
Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing (NAICS 326113)	0%	0%	Insf. Data	52%	(63%)	15%	0%	(1%)
All Other Plastics Product Manufacturing (NAICS 326199)	250%	52%	156%	10%	11%	6%	7%	(1%)
Iron and Steel Mills and Ferroalloy Manufacturing (NAICS 331110)	0%	0%	Insf. Data	29%	82%	14%	(3%)	(4%)
Fabricated Structural Metal Manufacturing (NAICS 332312)	39%	15%	7%	15%	5%	10%	2%	2%
Metal Window and Door Manufacturing (NAICS 332321)	0%	0%	(4%)	(56%)	(1%)	6%	15%	2%
Ornamental and Architectural Metal Work Manufacturing (NAICS 332323)	0%	0%	82%	12%	(17%)	(2%)	10%	6%
Machine Shops (NAICS 332710)	15%	2%	8%	(2%)	21%	18%	(2%)	4%
Bolt, Nut, Screw, Rivet, and Washer Manufacturing (NAICS 332722)	0%	0%	9%	9%	(2%)	7%	(3%)	(6%)
Electroplating, Plating, Polishing, Anodizing, and Coloring (NAICS 332813)	0%	0%	(0%)	(7%)	15%	10%	(3%)	(4%)
Industrial Valve Manufacturing (NAICS 332911)	(2%)	10%	33%	12%	34%	13%	(1%)	3%
Fabricated Pipe and Pipe Fitting Manufacturing (NAICS 332996)	0%	0%	98%	35%	18%	15%	(12%)	3%
All Other Miscellaneous Fabricated Metal Product Manufacturing (NAICS 332999)	Insf. Data	0%	164%	42%	40%	22%	7%	3%

Source: EMSI 2020

Industry growth greater than or equal to ten percent in the respective region and time frame.

Industry growth is less than or equal to negative ten percent in the respective region and time frame.

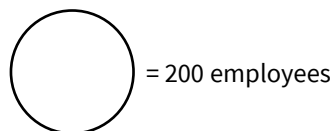
Target Industry Analysis – Aerospace Part II

NAICS 333-336, 488



Circle Size = Number of employees in Greater Region
Source: EMSI 2020

Total Employees in Greater Region: 2,428



Ady Advantage
STRATEGY MATTERS

Aerospace Part II

TOTAL EMPLOYMENT

Existing Industry Concentration Comparison: Total Employment	Saline County	Greater Region	Kansas
Construction Machinery Manufacturing (NAICS 333120)	144	144	1,610
Other Industrial Machinery Manufacturing (NAICS 333249)	0	265	1,086
Industrial Mold Manufacturing (NAICS 333511)	20	20	254
Rolling Mill and Other Metalworking Machinery Manufacturing (NAICS 333519)	0	192	213
Other Engine Equipment Manufacturing (NAICS 333618)	0	165	259
Measuring, Dispensing, and Other Pumping Equipment Manufacturing (NAICS 333914)	13	13	607
Conveyor and Conveying Equipment Manufacturing (NAICS 333922)	112	267	1,342
All Other Miscellaneous General Purpose Machinery Manufacturing (NAICS 333999)	<10	92	421
Power, Distribution, and Specialty Transformer Manufacturing (NAICS 335311)	0	191	386
Storage Battery Manufacturing (NAICS 335911)	936	936	1,334
Aircraft Manufacturing (NAICS 336411)	0	0	24,675
Aircraft Engine and Engine Parts Manufacturing (NAICS 336412)	0	0	535
Other Aircraft Parts and Auxiliary Equipment Manufacturing (NAICS 336413)	0	33	8,040
Other Airport Operations (NAICS 488119)	0	0	299
Other Support Activities for Air Transportation (NAICS 488190)	20	65	1,195
Freight Transportation Arrangement (NAICS 488510)	14	44	3,020

Source: EMSI 2020

Aerospace Part II

LOCATION QUOTIENT

Existing Industry Concentration Comparison: Location Quotient	Saline County	Greater Region	Kansas
Construction Machinery Manufacturing (NAICS 333120)	10.24	5.38	2.33
Other Industrial Machinery Manufacturing (NAICS 333249)	0.00	12.14	1.93
Industrial Mold Manufacturing (NAICS 333511)	2.82	1.48	0.72
Rolling Mill and Other Metalworking Machinery Manufacturing (NAICS 333519)	0.00	40.44	1.74
Other Engine Equipment Manufacturing (NAICS 333618)	0.00	9.22	0.56
Measuring, Dispensing, and Other Pumping Equipment Manufacturing (NAICS 333914)	2.26	1.19	2.18
Conveyor and Conveying Equipment Manufacturing (NAICS 333922)	16.73	20.85	4.07
All Other Miscellaneous General Purpose Machinery Manufacturing (NAICS 333999)	0.21	5.95	1.06
Power, Distribution, and Specialty Transformer Manufacturing (NAICS 335311)	0.00	18.64	1.46
Storage Battery Manufacturing (NAICS 335911)	175.08	92.01	5.09
Aircraft Manufacturing (NAICS 336411)	0.00	0.00	10.64
Aircraft Engine and Engine Parts Manufacturing (NAICS 336412)	0.00	0.00	0.61
Other Aircraft Parts and Auxiliary Equipment Manufacturing (NAICS 336413)	0.00	0.76	7.18
Other Airport Operations (NAICS 488119)	0.00	0.00	0.28
Other Support Activities for Air Transportation (NAICS 488190)	0.81	1.36	0.96
Freight Transportation Arrangement (NAICS 488510)	0.27	0.44	1.17

Source: EMSI 2020

Region significantly concentrated (≥ 1.2)

Aerospace Part II

WAGES, SALARIES, & PROPRIETOR EARNINGS

Existing Industry Wage Comparison: Wages, Salaries, & Proprietor Earnings	Saline County	Greater Region	Kansas	United States
Construction Machinery Manufacturing (NAICS 333120)	\$63,408	\$63,408	\$62,329	\$74,037
Other Industrial Machinery Manufacturing (NAICS 333249)	Insf. Data	\$58,134	\$61,356	\$70,025
Industrial Mold Manufacturing (NAICS 333511)	\$46,891	\$46,891	\$56,093	\$59,201
Rolling Mill and Other Metalworking Machinery Manufacturing (NAICS 333519)	Insf. Data	\$49,008	\$51,553	\$71,257
Other Engine Equipment Manufacturing (NAICS 333618)	Insf. Data	\$65,253	\$61,214	\$83,661
Measuring, Dispensing, and Other Pumping Equipment Manufacturing (NAICS 333914)	\$57,311	\$57,311	\$49,799	\$74,217
Conveyor and Conveying Equipment Manufacturing (NAICS 333922)	\$58,258	\$48,259	\$61,398	\$67,944
All Other Miscellaneous General Purpose Machinery Manufacturing (NAICS 333999)	Insf. Data	\$46,705	\$60,972	\$68,205
Power, Distribution, and Specialty Transformer Manufacturing (NAICS 335311)	Insf. Data	\$55,969	\$56,141	\$68,619
Storage Battery Manufacturing (NAICS 335911)	\$54,933	\$54,933	\$51,164	\$65,877
Aircraft Manufacturing (NAICS 336411)	Insf. Data	Insf. Data	\$82,976	\$107,372
Aircraft Engine and Engine Parts Manufacturing (NAICS 336412)	Insf. Data	Insf. Data	\$102,388	\$96,544
Other Aircraft Parts and Auxiliary Equipment Manufacturing (NAICS 336413)	Insf. Data	\$101,617	\$59,821	\$77,922
Other Airport Operations (NAICS 488119)	Insf. Data	Insf. Data	\$33,810	\$33,170
Other Support Activities for Air Transportation (NAICS 488190)	\$27,619	\$60,005	\$52,784	\$66,059
Freight Transportation Arrangement (NAICS 488510)	\$49,835	\$57,138	\$71,971	\$63,020

Source: EMSI 2020

Wages lower than other regions
Wages higher than other regions

Aerospace Part II

PAST 5-YEAR GROWTH & PROJECTED 5-YEAR GROWTH

Existing Industry Growth Comparison: Past 5 -Year (2015 - 2020) & Projected 5 -Year (2020 - 2025)	Saline County 2015-2020	Saline County 2020-2025	Greater Region 2015-2020	Greater Region 2020-2025	Kansas 2015-2020	Kansas 2020-2025	United States 2015-2020	United States 2020-2025
Construction Machinery Manufacturing (NAICS 333120)	10%	(19%)	10%	(19%)	(3%)	(3%)	2%	4%
Other Industrial Machinery Manufacturing (NAICS 333249)	Insf. Data	0%	0%	4%	(17%)	(0%)	3%	1%
Industrial Mold Manufacturing (NAICS 333511)	Insf. Data	31%	(84%)	31%	17%	28%	(7%)	(2%)
Rolling Mill and Other Metalworking Machinery Manufacturing (NAICS 333519)	0%	0%	53%	(2%)	58%	(1%)	4%	2%
Other Engine Equipment Manufacturing (NAICS 333618)	0%	0%	Insf. Data	36%	9%	5%	4%	2%
Measuring, Dispensing, and Other Pumping Equipment Manufacturing (NAICS 333914)	Insf. Data	15%	Insf. Data	15%	82%	10%	(8%)	(1%)
Conveyor and Conveying Equipment Manufacturing (NAICS 333922)	(3%)	(7%)	107%	(1%)	16%	7%	12%	5%
All Other Miscellaneous General Purpose Machinery Manufacturing (NAICS 333999)	Insf. Data	Insf. Data	(43%)	(2%)	(23%)	(7%)	2%	2%
Power, Distribution, and Specialty Transformer Manufacturing (NAICS 335311)	0%	0%	(47%)	(43%)	(10%)	(5%)	9%	5%
Storage Battery Manufacturing (NAICS 335911)	23%	4%	23%	4%	29%	4%	86%	19%
Aircraft Manufacturing (NAICS 336411)	0%	0%	0%	0%	12%	(7%)	4%	(1%)
Aircraft Engine and Engine Parts Manufacturing (NAICS 336412)	0%	0%	0%	0%	(16%)	(0%)	17%	4%
Other Aircraft Parts and Auxiliary Equipment Manufacturing (NAICS 336413)	0%	0%	Insf. Data	51%	8%	1%	8%	3%
Other Airport Operations (NAICS 488119)	0%	0%	0%	0%	(17%)	9%	35%	12%
Other Support Activities for Air Transportation (NAICS 488190)	Insf. Data	43%	204%	24%	(1%)	7%	22%	9%
Freight Transportation Arrangement (NAICS 488510)	Insf. Data	34%	Insf. Data	32%	88%	27%	18%	8%

Source: EMSI 2020

Industry growth greater than or equal to ten percent in the respective region and time frame.
Industry growth is less than or equal to negative ten percent in the respective region and time frame.

Aerospace

SUBSECTOR STARS AND OPPORTUNITIES – KEY SCREENING CRITERIA

Industry	Greater Region Projected Growth	U.S. Projected Growth	Life Cycle Stage	Concentration	Technology Change	Capital Intensity	Revenue Volatility	2020 Driver Direction
Aerospace								
All Other Plastics Product Manufacturing (NAICS 326199)	10%	(1%)	Mature	Low	Medium	Medium	Medium	Moderate Positive
Fabricated Structural Metal Manufacturing (NAICS 332312)	15%	2%	Mature	Low	Medium	Medium	High	Neutral
Ornamental and Architectural Metal Work Manufacturing (NAICS 332323)	12%	6%	Mature	Low	Medium	Low	Medium	Neutral
Machine Shops (NAICS 332710)	(2%)	4%	Mature	Low	Medium	Low	Medium	Moderate Positive
Bolt, Nut, Screw, Rivet, and Washer Manufacturing (NAICS 332722)	9%	(6%)	Mature	Low	Medium	Medium	Medium	Neutral
Industrial Valve Manufacturing (NAICS 332911)	12%	3%	Decline	Low	Medium	Low	Medium	Moderate Positive
Fabricated Pipe and Pipe Fitting Manufacturing (NAICS 332996)	35%	3%	Mature	Medium	Medium	Low	High	Moderate Positive
All Other Miscellaneous Fabricated Metal Product Manufacturing (NAICS 332999)	42%	3%						
Construction Machinery Manufacturing (NAICS 333120)	(19%)	4%	Mature	Medium	High	Medium	High	Neutral
Other Industrial Machinery Manufacturing (NAICS 333249)	4%	1%	Mature	Medium	High	Medium	High	Neutral*
Rolling Mill and Other Metalworking Machinery Manufacturing (NAICS 333519)	(2%)	2%	Mature	Low	Medium	Low	Medium	Neutral
Conveyor and Conveying Equipment Manufacturing (NAICS 333922)	(1%)	5%	Mature	Medium	Medium	Low	Medium	Neutral
Storage Battery Manufacturing (NAICS 335911)	4%	19%	Mature	Medium	High	Low	High	Moderate Positive
Aircraft Manufacturing (NAICS 336411)	0%	(1%)	Mature	Medium	High	Medium	Medium	Positive
Aircraft Engine and Engine Parts Manufacturing (NAICS 336412)	0%	4%						
Other Airport Operations (NAICS 488119)	0%	12%	Mature	Low	Medium	High	High	Strong Positive
Other Support Activities for Air Transportation (NAICS 488190)	24%	9%	Mature	Low	Medium	Low	Medium	Strong Positive

*IBISWorld did not have a 2020 Driver Direction response for this specific NAICS Code, Ady Advantage used related codes to determine the direction for these instances.

Aerospace

SUBSECTOR STARS AND OPPORTUNITIES – KEY SCREENING CRITERIA

Industry	Regulation & Policy Level	Regulation & Policy Trend	Industry Assistance Level	Industry Assistance Trend
Aerospace				
All Other Plastics Product Manufacturing (NAICS 326199)	Medium	Steady	Medium	Steady
Fabricated Structural Metal Manufacturing (NAICS 332312)	Medium	Steady	Medium	Steady
Ornamental and Architectural Metal Work Manufacturing (NAICS 332323)	Light	Steady	Medium	Steady
Machine Shops (NAICS 332710)	Light	Steady	Low	Steady
Bolt, Nut, Screw, Rivet, and Washer Manufacturing (NAICS 332722)	Medium	Steady	High	Steady
Industrial Valve Manufacturing (NAICS 332911)	Medium	Increasing	Medium	Steady
Fabricated Pipe and Pipe Fitting Manufacturing (NAICS 332996)	Medium	Steady	Medium	Increasing
All Other Miscellaneous Fabricated Metal Product Manufacturing (NAICS 332999)				
Construction Machinery Manufacturing (NAICS 333120)	Medium	Steady	Low	Steady
Other Industrial Machinery Manufacturing (NAICS 333249)	Medium	Steady	Low	Steady
Rolling Mill and Other Metalworking Machinery Manufacturing (NAICS 333519)	Light	Steady	Low	Steady
Conveyor and Conveying Equipment Manufacturing (NAICS 333922)	Medium	Increasing	Low	Increasing
Storage Battery Manufacturing (NAICS 335911)	Heavy	Steady	Medium	Increasing
Aircraft Manufacturing (NAICS 336411)	Heavy	Increasing	Medium	Steady
Aircraft Engine and Engine Parts Manufacturing (NAICS 336412)				
Other Airport Operations (NAICS 488119)	Heavy	Steady	High	Steady
Other Support Activities for Air Transportation (NAICS 488190)	Heavy	Steady	Low	Steady



Distribution

Distribution

TRENDS & DISRUPTORS

Driver	Description	2021-2022 Expected Performance	Trend/Disruptor
Consumer Spending	Increased consumer spending means that more goods are bought and sold. The increase in sales requires more freight to be shipped to retailers, distributors and producers move goods to market. Consumer spending is expected to rebound in 2021, posing a potential opportunity for the sector.	Increase	Economic
Freight Transportation Services Index	The freight transportation services index measures the transportation sector's output. The index is composed of ton-miles of freight, or tons when ton-miles are not available, generated by for-hire trucking, railroad, inland waterway, pipeline and air freight carriers. An increase in the volume of freight moved signifies increases demand for sector services. The freight transportation services index is expected to increase 2021. The stability of the freight transportation services index over the five years to 2020 has represented a potential opportunity for the sector.	Increase	Economic
Total Trade Value	The import and export of goods rely on sector services ranging from trucking and water transport, to infrastructure, such as port and warehouse facilities. As a result, demand for sector services increases in tandem with trade. Total trade value is expected to rise in 2021.	Increase	Economic
World Price of Crude Oil	One of the largest costs for the sector comes from fuel expenses. Consequently, when the price of oil climbs, increasing fuel costs, sector costs also rise. Typically, operators are able to pass on these costs to customers, increasing revenue. The world price of crude oil is expected to increase in 2021.	Increase	Political/Economic
Industrial Production Index	The industrial production index measures the output from the mining, manufacturing, electric and gas industries. When the industrial production index increases, relevant sectors are more likely to demand industry services that arrange and complete transportation and storage of goods, commodities and manufacturing inputs. The industrial production index is anticipated to increase in 2021.	Increase	Economic
Industry Digitization	Big data, cloud computing, and the overall pervasive coverage of technological innovations serve as a constant disruptor to the industry in providing massive amounts of data and information on the costs and benefits of what goods to distribute, in what quantities, how much to stockpile, and identifying future opportunities.	Increase	Technical

Distribution

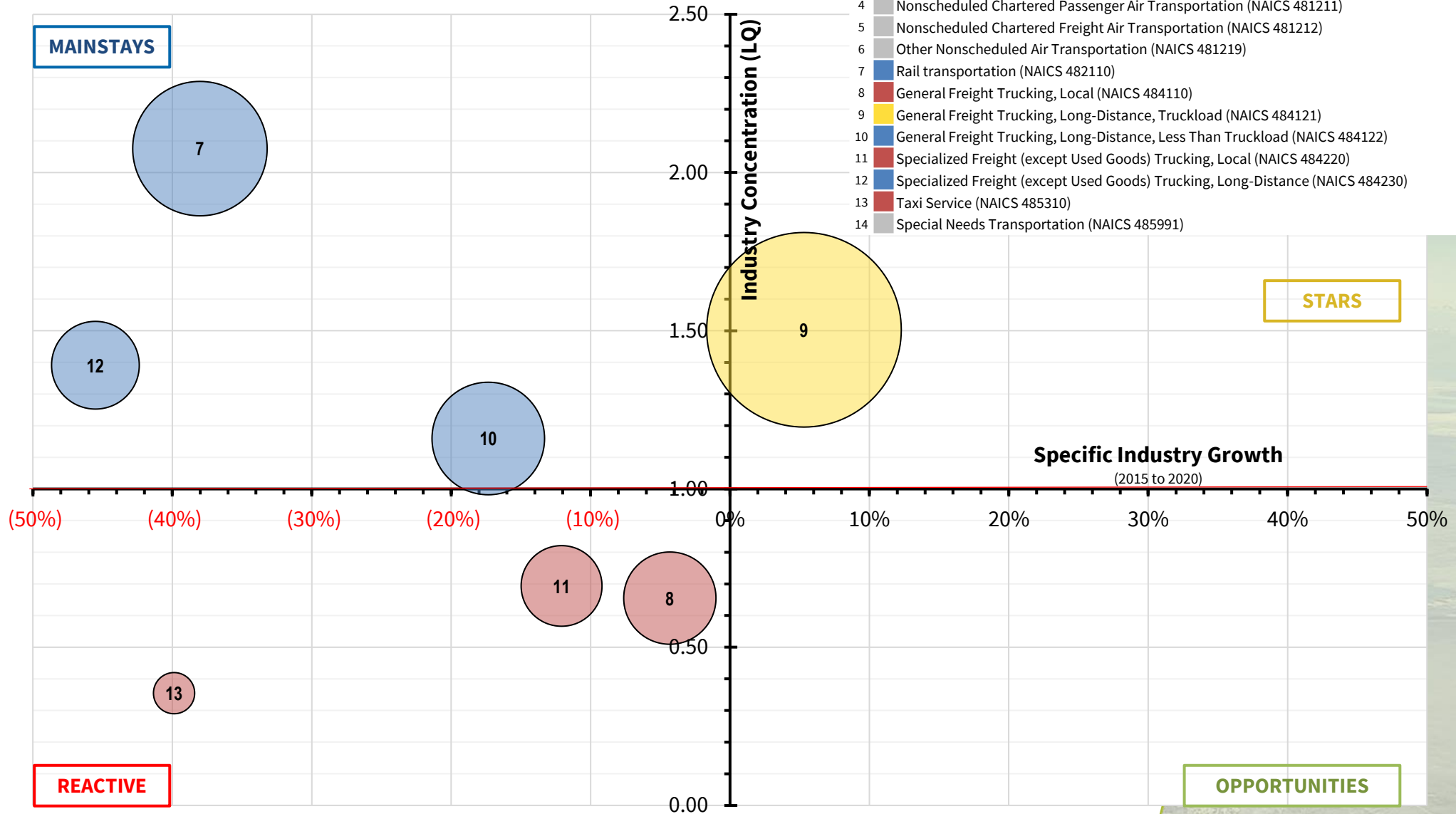
Industry Research

Some of the most important site location criteria for distribution are access to transportation, proximity to markets, and proximity to products to lower costs of distribution. Also, it is necessary to have access to a workforce population experienced and willing to work in this industry, including trucking, warehouse operations, etc..

Major shifts and trends in the industry due to COVID-19 have been felt largest in two ways: the halt in travel plans for consumers and businesses, and supply chain disruptions that reduced demand for services from both consumers and downstream industries. Despite the slowdown, the economy is expected to recover from the myriad effects of COVID-19 in 2021, and the rising consumer spending, industrial output and trade are expected to increase demand for freight and passenger transport services during the period. Additionally, increasing demand for outsourced logistics and new technologies will likely propel demand for the distribution sector's logistics services. In all, the sector is expected to increase at a rate of around 3% annually to 2025. Due to the severe impacts of the pandemic, however, sector revenue is not projected to surpass 2019 revenue levels until 2023. The industry is also expected to continue to see the shift away from outlet stores to online shopping and delivery, increasing the demand for warehouses, order fulfillment operations, and delivery operations. While this has been especially pronounced during the pandemic with many consumers switching to predominantly online shopping to protect their health and safety, this broader transition towards E-commerce is expected to stay and continue to grow into the future.

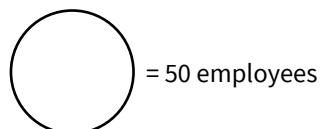
Target Industry Analysis – Distribution Part I

NAICS 325-326, 331-336, 488,



Circle Size = Number of employees in Greater Region
Source: EMSI 2020

Total Employees in Greater Region: 934



Distribution Part I

TOTAL EMPLOYMENT

Existing Industry Concentration Comparison: Total Employment	Saline County	Greater Region	Kansas
Transportation Equipment and Supplies (except Motor Vehicle) Merchant Wholesalers (NAICS 423860)	0	<10	680
Scheduled Passenger Air Transportation (NAICS 481111)	<10	<10	156
Scheduled Freight Air Transportation (NAICS 481112)	0	0	19
Nonscheduled Chartered Passenger Air Transportation (NAICS 481211)	<10	<10	153
Nonscheduled Chartered Freight Air Transportation (NAICS 481212)	0	0	19
Other Nonscheduled Air Transportation (NAICS 481219)	<10	<10	125
Rail transportation (NAICS 482110)	54	172	4,765
General Freight Trucking, Local (NAICS 484110)	29	82	2,024
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	257	358	8,825
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	110	120	3,428
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	10	62	2,297
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	54	74	2,180
Taxi Service (NAICS 485310)	17	17	260
Special Needs Transportation (NAICS 485991)	<10	<10	467

Source: EMSI 2020

Distribution Part I

LOCATION QUOTIENT

Existing Industry Concentration Comparison: Location Quotient	Saline County	Greater Region	Kansas
Transportation Equipment and Supplies (except Motor Vehicle) Merchant Wholesalers (NAICS 423860)	0.00	0.12	2.02
Scheduled Passenger Air Transportation (NAICS 481111)	0.03	0.02	0.04
Scheduled Freight Air Transportation (NAICS 481112)	0.00	0.00	0.17
Nonscheduled Chartered Passenger Air Transportation (NAICS 481211)	0.08	0.04	0.48
Nonscheduled Chartered Freight Air Transportation (NAICS 481212)	0.00	0.00	0.21
Other Nonscheduled Air Transportation (NAICS 481219)	0.51	0.96	1.79
Rail transportation (NAICS 482110)	1.23	2.08	2.23
General Freight Trucking, Local (NAICS 484110)	0.44	0.66	0.63
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	2.06	1.50	1.44
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	2.02	1.16	1.28
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	0.22	0.69	0.99
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	1.96	1.39	1.60
Taxi Service (NAICS 485310)	0.68	0.35	0.21
Special Needs Transportation (NAICS 485991)	0.46	0.24	0.60

Source: EMSI 2020

Region significantly concentrated (≥ 1.2)

Distribution Part I

WAGES, SALARIES, & PROPRIETOR EARNINGS

Existing Industry Wage Comparison: Wages, Salaries, & Proprietor Earnings	Saline County	Greater Region	Kansas	United States
Transportation Equipment and Supplies (except Motor Vehicle) Merchant Wholesalers (NAICS 423860)	Insf. Data	Insf. Data	\$64,661	\$88,762
Scheduled Passenger Air Transportation (NAICS 481111)	Insf. Data	Insf. Data	\$37,021	\$91,032
Scheduled Freight Air Transportation (NAICS 481112)	Insf. Data	Insf. Data	\$47,282	\$65,002
Nonscheduled Chartered Passenger Air Transportation (NAICS 481211)	Insf. Data	Insf. Data	\$49,574	\$102,829
Nonscheduled Chartered Freight Air Transportation (NAICS 481212)	Insf. Data	Insf. Data	\$72,622	\$87,436
Other Nonscheduled Air Transportation (NAICS 481219)	Insf. Data	Insf. Data	\$77,176	\$91,234
Rail transportation (NAICS 482110)	\$94,841	\$94,841	\$94,841	\$95,063
General Freight Trucking, Local (NAICS 484110)	\$53,884	\$56,908	\$57,006	\$52,915
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	\$54,301	\$55,603	\$56,330	\$54,124
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	\$64,594	\$63,500	\$65,747	\$60,609
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	\$41,951	\$44,677	\$47,125	\$55,779
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	\$53,256	\$53,177	\$64,204	\$61,852
Taxi Service (NAICS 485310)	\$18,550	\$18,550	\$21,514	\$52,305
Special Needs Transportation (NAICS 485991)	Insf. Data	Insf. Data	\$25,216	\$32,854

Source: EMSI 2020

Wages lower than other regions

Wages higher than other regions

Distribution Part I

PAST 5-YEAR GROWTH & PROJECTED 5-YEAR GROWTH

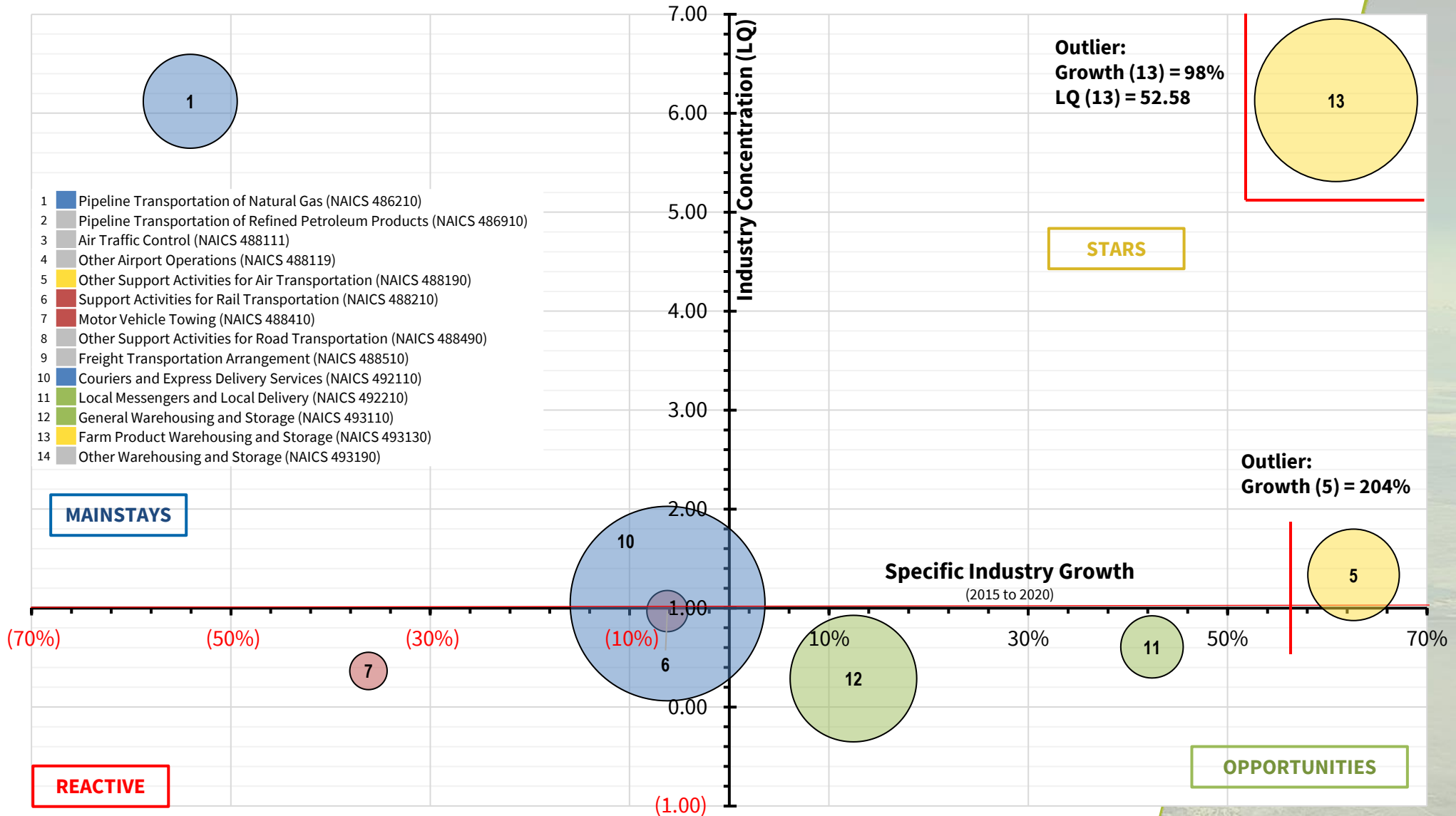
Existing Industry Growth Comparison: Past 5 -Year (2015 - 2020) & Projected 5 -Year (2020 - 2025)	Saline County 2015-2020	Saline County 2020-2025	Greater Region 2015-2020	Greater Region 2020-2025	Kansas 2015-2020	Kansas 2020-2025	United States 2015-2020	United States 2020-2025
Transportation Equipment and Supplies (except Motor Vehicle) Merchant Wholesalers (NAICS 423860)	0%	0%	Insf. Data	Insf. Data	(27%)	(17%)	5%	3%
Scheduled Passenger Air Transportation (NAICS 481111)	Insf. Data	Insf. Data	Insf. Data	Insf. Data	(6%)	(14%)	11%	5%
Scheduled Freight Air Transportation (NAICS 481112)	0%	0%	0%	0%	(17%)	(16%)	(2%)	9%
Nonscheduled Chartered Passenger Air Transportation (NAICS 481211)	Insf. Data	Insf. Data	Insf. Data	Insf. Data	22%	17%	14%	5%
Nonscheduled Chartered Freight Air Transportation (NAICS 481212)	0%	0%	0%	0%	Insf. Data	(16%)	18%	12%
Other Nonscheduled Air Transportation (NAICS 481219)	Insf. Data	Insf. Data	Insf. Data	Insf. Data	193%	26%	48%	22%
Rail transportation (NAICS 482110)	(44%)	(31%)	(38%)	(22%)	(19%)	(7%)	(9%)	1%
General Freight Trucking, Local (NAICS 484110)	(2%)	(36%)	(4%)	(9%)	(0%)	2%	8%	5%
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	9%	(8%)	5%	(7%)	4%	1%	5%	2%
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	(3%)	6%	(17%)	2%	0%	3%	6%	5%
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	(5%)	Insf. Data	(12%)	7%	(5%)	(0%)	5%	4%
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	(50%)	(51%)	(46%)	(49%)	(9%)	1%	3%	6%
Taxi Service (NAICS 485310)	(40%)	13%	(40%)	13%	17%	12%	64%	18%
Special Needs Transportation (NAICS 485991)	Insf. Data	Insf. Data	Insf. Data	Insf. Data	21%	16%	16%	16%

Source: EMSI 2020

Industry growth greater than or equal to ten percent in the respective region and time frame.
 Industry growth is less than or equal to negative ten percent in the respective region and time frame.

Target Industry Analysis – Distribution Part II

NAICS 325-326, 331-336, 488,



Distribution Part II

TOTAL EMPLOYMENT

Existing Industry Concentration Comparison: Total Employment	Saline County	Greater Region	Kansas
Pipeline Transportation of Natural Gas (NAICS 486210)	0	68	743
Pipeline Transportation of Refined Petroleum Products (NAICS 486910)	<10	18	199
Air Traffic Control (NAICS 488111)	<10	<10	117
Other Airport Operations (NAICS 488119)	0	0	299
Other Support Activities for Air Transportation (NAICS 488190)	20	65	1,195
Support Activities for Rail Transportation (NAICS 488210)	12	13	1,142
Motor Vehicle Towing (NAICS 488410)	<10	11	639
Other Support Activities for Road Transportation (NAICS 488490)	<10	<10	453
Freight Transportation Arrangement (NAICS 488510)	14	44	3,020
Couriers and Express Delivery Services (NAICS 492110)	285	291	8,240
Local Messengers and Local Delivery (NAICS 492210)	<10	31	1,118
General Warehousing and Storage (NAICS 493110)	112	124	14,995
Farm Product Warehousing and Storage (NAICS 493130)	54	220	759
Other Warehousing and Storage (NAICS 493190)	0	<10	881

Source: EMSI 2020

Distribution Part II

LOCATION QUOTIENT

Existing Industry Concentration Comparison: Location Quotient	Saline County	Greater Region	Kansas
Pipeline Transportation of Natural Gas (NAICS 486210)	0.00	6.12	2.58
Pipeline Transportation of Refined Petroleum Products (NAICS 486910)	3.89	6.45	2.73
Air Traffic Control (NAICS 488111)	12.08	6.35	6.14
Other Airport Operations (NAICS 488119)	0.00	0.00	0.28
Other Support Activities for Air Transportation (NAICS 488190)	0.81	1.36	0.96
Support Activities for Rail Transportation (NAICS 488210)	1.63	0.97	3.19
Motor Vehicle Towing (NAICS 488410)	0.57	0.36	0.81
Other Support Activities for Road Transportation (NAICS 488490)	0.13	0.07	1.12
Freight Transportation Arrangement (NAICS 488510)	0.27	0.44	1.17
Couriers and Express Delivery Services (NAICS 492110)	1.95	1.05	1.15
Local Messengers and Local Delivery (NAICS 492210)	0.35	0.61	0.86
General Warehousing and Storage (NAICS 493110)	0.49	0.29	1.35
Farm Product Warehousing and Storage (NAICS 493130)	24.40	52.58	7.02
Other Warehousing and Storage (NAICS 493190)	0.00	0.07	1.73

Source: EMSI 2020

Region significantly concentrated (≥ 1.2)

Distribution Part II

WAGES, SALARIES, & PROPRIETOR EARNINGS

Existing Industry Wage Comparison: Wages, Salaries, & Proprietor Earnings	Saline County	Greater Region	Kansas	United States
Pipeline Transportation of Natural Gas (NAICS 486210)	Insf. Data	\$109,282	\$101,481	\$138,661
Pipeline Transportation of Refined Petroleum Products (NAICS 486910)	Insf. Data	\$81,112	\$107,751	\$135,637
Air Traffic Control (NAICS 488111)	Insf. Data	Insf. Data	\$68,638	\$70,761
Other Airport Operations (NAICS 488119)	Insf. Data	Insf. Data	\$33,810	\$33,170
Other Support Activities for Air Transportation (NAICS 488190)	\$27,619	\$60,005	\$52,784	\$66,059
Support Activities for Rail Transportation (NAICS 488210)	\$45,949	\$47,402	\$58,592	\$56,598
Motor Vehicle Towing (NAICS 488410)	Insf. Data	\$42,425	\$48,334	\$42,111
Other Support Activities for Road Transportation (NAICS 488490)	Insf. Data	Insf. Data	\$42,145	\$44,712
Freight Transportation Arrangement (NAICS 488510)	\$49,835	\$57,138	\$71,971	\$63,020
Couriers and Express Delivery Services (NAICS 492110)	\$47,448	\$47,218	\$44,124	\$46,798
Local Messengers and Local Delivery (NAICS 492210)	Insf. Data	\$35,843	\$37,732	\$34,738
General Warehousing and Storage (NAICS 493110)	\$21,872	\$23,958	\$37,895	\$42,308
Farm Product Warehousing and Storage (NAICS 493130)	\$50,134	\$48,267	\$49,097	\$49,603
Other Warehousing and Storage (NAICS 493190)	Insf. Data	Insf. Data	\$42,664	\$55,860

Source: EMSI 2020

Wages lower than other regions
Wages higher than other regions

Distribution Part II

PAST 5-YEAR GROWTH & PROJECTED 5-YEAR GROWTH

Existing Industry Growth Comparison: Past 5 -Year (2015 - 2020) & Projected 5 -Year (2020 - 2025)	Saline County 2015-2020	Saline County 2020-2025	Greater Region 2015-2020	Greater Region 2020-2025	Kansas 2015-2020	Kansas 2020-2025	United States 2015-2020	United States 2020-2025
Pipeline Transportation of Natural Gas (NAICS 486210)	0%	0%	(54%)	(33%)	7%	6%	2%	0%
Pipeline Transportation of Refined Petroleum Products (NAICS 486910)	Insf. Data	Insf. Data	Insf. Data	13%	65%	13%	(2%)	14%
Air Traffic Control (NAICS 488111)	Insf. Data	Insf. Data	Insf. Data	Insf. Data	43%	28%	(29%)	7%
Other Airport Operations (NAICS 488119)	0%	0%	0%	0%	(17%)	9%	35%	12%
Other Support Activities for Air Transportation (NAICS 488190)	Insf. Data	43%	204%	24%	(1%)	7%	22%	9%
Support Activities for Rail Transportation (NAICS 488210)	1%	2%	(6%)	3%	29%	19%	7%	9%
Motor Vehicle Towing (NAICS 488410)	Insf. Data	Insf. Data	(36%)	22%	32%	18%	17%	10%
Other Support Activities for Road Transportation (NAICS 488490)	Insf. Data	Insf. Data	Insf. Data	Insf. Data	22%	16%	5%	11%
Freight Transportation Arrangement (NAICS 488510)	Insf. Data	34%	Insf. Data	32%	88%	27%	18%	8%
Couriers and Express Delivery Services (NAICS 492110)	(5%)	(4%)	(6%)	(4%)	27%	5%	32%	8%
Local Messengers and Local Delivery (NAICS 492210)	Insf. Data	Insf. Data	42%	10%	20%	6%	96%	18%
General Warehousing and Storage (NAICS 493110)	31%	(11%)	12%	(9%)	124%	20%	62%	16%
Farm Product Warehousing and Storage (NAICS 493130)	(30%)	2%	98%	20%	41%	18%	7%	12%
Other Warehousing and Storage (NAICS 493190)	0%	0%	Insf. Data	Insf. Data	62%	24%	22%	9%

Source: EMSI 2020

Industry growth greater than or equal to ten percent in the respective region and time frame.

Industry growth is less than or equal to negative ten percent in the respective region and time frame.



Distribution

SUBSECTOR STARS AND OPPORTUNITIES – KEY SCREENING CRITERIA

Industry	Greater Region Projected Growth	U.S. Projected Growth	Life Cycle Stage	Concentration	Technology Change	Capital Intensity	Revenue Volatility	2020 Driver Direction
Distribution								
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	(7%)	2%	Mature	Low	Medium	Medium	Medium	Neutral
Other Support Activities for Air Transportation (NAICS 488190)	24%	9%	Mature	Low	Medium	Low	Medium	Strong Positive
Local Messengers and Local Delivery (NAICS 492210)	10%	18%	Growth	High	High	Low	Low	Neutral*
General Warehousing and Storage (NAICS 493110)	(9%)	16%	Mature	Low	High	Low	Medium	Moderate Positive
Farm Product Warehousing and Storage (NAICS 493130)	20%	12%	Mature	Low	Medium	Low	Low	Neutral

**IBISWorld did not have a 2020 Driver Direction response for this specific NAICS Code, Ady Advantage used related codes to determine the direction for these instances.*

Distribution

SUBSECTOR STARS AND OPPORTUNITIES – KEY SCREENING CRITERIA

Industry	Regulation & Policy Level	Regulation & Policy Trend	Industry Assistance Level	Industry Assistance Trend
Distribution				
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	Medium	Increasing	Low	Steady
Other Support Activities for Air Transportation (NAICS 488190)	Heavy	Steady	Low	Steady
Local Messengers and Local Delivery (NAICS 492210)	Medium	Steady	Low	Steady
General Warehousing and Storage (NAICS 493110)	Light	Steady	Low	Steady
Farm Product Warehousing and Storage (NAICS 493130)	Medium	Steady	Low	Steady



Sub-Sector Prioritization

Sub-Sector Prioritization

INTRODUCTION

In the following section, Ady Advantage took the target industries that were part of the stars and opportunities analysis and conducted a process of prioritizing the sub-sectors within them. This included all 6-digit NAICS sub-sectors within the target industries that were identified as stars or opportunities (those sub-sectors that have shown positive growth over the past 5-year period within the greater region). Ady Advantage prioritized these sub-sectors based on the key screening criteria from the previous section.

These key screening criteria include the following:

- Projected growth in the greater region over the next 5-year period
- Projected growth in the US over the next 5-year period
- Life cycle stage
- Concentration
- Technology Change
- Capital Intensity
- Revenue Volatility
- 2020 Driver Direction
- Regulation and Policy Level & Trend
- Industry Assistance Level & Trend

The weighting of the key screening criteria above in the sub-sector prioritization process is different for each target industry, dependent on the input from Salina Community EDO leadership as to what it considers the most important factors to consider. Those key screening criteria deemed higher in importance for a particular target industry correspondingly received a higher weighting in the sub-sector prioritization process.

An additional layer of qualitative analysis was applied in the prioritization process, based on our industry experience and expertise. This qualitative analysis can be found in the summaries for each target industry accompanying the ranking of the sub-sectors. It is also reflected in the priority tier level assigned to each sub-sector, where Ady Advantage further categorized the sub-sectors into Tier A and Tier B based on our assessment of priority based on these qualitative factors and inputs. It is important to note that all sub-sectors shown here are stars and opportunities for the Salina region, and even those sub-sectors assigned as Tier B still show competitive potential.

Sub-Sector Prioritization

AGRIBUSINESS AND SUPPLY CHAIN PRIORITIZATION

In Ady Advantage's assessment, Agribusiness and Supply Chain is an industry that offers opportunity for the Salina region. As noted earlier in the report, while there is less activity in this cluster in the immediate Salina area, it is a critical industry at a regional and state level and there are synergies that can be created with the broader region and state economies and supply chains. Additionally, the target industry analysis data shows that the agribusiness industry continues to maintain a strong concentration and growth in the greater Salina region. Sub-sector prioritization below focuses on the animal and crop production and processing operations, and business recruitment efforts should focus on trying to build out the full value stream for the agribusiness cluster. This includes both the production of the raw materials already produced in the region, as well as increasing value-add processes to those raw materials and producing end consumer products.

Target Industry Sub-Sector	Sub-Sector Prioritization Score	Assigned Priority Tier
Animal (except Poultry) Slaughtering (NAICS 311611)	32	Tier A
Crop Production (NAICS 111000)	30	Tier A
Other Animal Food Manufacturing (NAICS 311119)	29	Tier A
Livestock Merchant Wholesalers (NAICS 424520)	29	Tier B
Flour Milling (NAICS 311211)	27	Tier A
Grain and Field Bean Merchant Wholesalers (NAICS 424510)	27	Tier B
Crop Harvesting, Primarily by Machine (NAICS 115113)	26	Tier A
Farm Labor Contractors and Crew Leaders (NAICS 115115)	26	Tier B
Soil Preparation, Planting, and Cultivating (NAICS 115112)	25	Tier A
Support Activities for Animal Production (NAICS 115210)	21	Tier A

Sub-Sector Prioritization

AEROSPACE PRIORITIZATION

In Ady Advantage's assessment, Aerospace is an industry with significant opportunity for the Salina region, but also with an uncertain national outlook at the current moment. As noted earlier in the report, Salina has had recent project activity and wins within the aerospace industry, and thus a proven record of recent success. However, commercial activity in this industry nationally has taken a massive hit from COVID-19, and even under the best of projections is not anticipated to fully rebound for at least a few years. Freight and defense should be the higher priorities for the Salina region, at least in the short-term. There may be opportunities for Salina to leverage the educational assets in the region to position itself as a technology and innovation hub for the aerospace industry, particularly around automated planes, software development and analytics. Sub-sectors below marked as a higher priority can support both the defense industry, as well as other manufacturing opportunities in the Salina region. Those sub-sectors marked as a lower priority tier are predominantly commodity-based products and/or are sub-sectors less closely related with the aerospace industry; however, they can still support aerospace and should continue to be considered from that perspective.

Target Industry Sub-Sector	Sub-Sector Prioritization Score	Assigned Priority Tier
Fabricated Pipe and Pipe Fitting Manufacturing (NAICS 332996)	32	Tier A
All Other Miscellaneous Fabricated Metal Product Manufacturing (NAICS 332999)	32	Tier A
Other Airport Operations (NAICS 488119)	32	Tier A
Bolt, Nut, Screw, Rivet, and Washer Manufacturing (NAICS 332722)	31	Tier B
Aircraft Manufacturing (NAICS 336411)	31	Tier A
Aircraft Engine and Engine Parts Manufacturing (NAICS 336412)	31	Tier A
All Other Plastics Product Manufacturing (NAICS 326199)	30	Tier B
Ornamental and Architectural Metal Work Manufacturing (NAICS 332323)	29	Tier B
Other Industrial Machinery Manufacturing (NAICS 333249)	29	Tier A
Storage Battery Manufacturing (NAICS 335911)	29	Tier B
Fabricated Structural Metal Manufacturing (NAICS 332312)	28	Tier A
Construction Machinery Manufacturing (NAICS 333120)	28	Tier B
Other Support Activities for Air Transportation (NAICS 488190)	27	Tier A
Machine Shops (NAICS 332710)	26	Tier B
Industrial Valve Manufacturing (NAICS 332911)	26	Tier B
Rolling Mill and Other Metalworking Machinery Manufacturing (NAICS 333519)	25	Tier B
Conveyor and Conveying Equipment Manufacturing (NAICS 333922)	25	Tier B

Sub-Sector Prioritization

DISTRIBUTION PRIORITIZATION

In Ady Advantage's assessment, distribution is an industry that offers opportunity for the Salina region, particularly as it relates to supporting the supply chain of other recommended target industries. As noted earlier in the report, the region has strong transportation assets, including road, interstate, rail, and the airport. It is true that on a macro level the distribution industry has traditionally gravitated towards the larger metro areas, but the target industry analysis data shows that select sub-sectors of the distribution industry have shown growth in the region and can support the supply chain of other industry clusters at a regional level. We can also see increasing pressures for same-day delivery, which is driving the emergence of more physical locations, including in smaller markets like that of Salina. This opens up further opportunities in this industry in the long-term. Focus should be on further cultivating clusters in these areas and leveraging downstream opportunities, and sub-sectors have been prioritized below accordingly. Additional sub-sectors have been added below to further build out the distribution cluster and support other target industry clusters, please see the footnote for additional detail regarding this.

Target Industry Sub-Sector	Sub-Sector Prioritization Score	Assigned Priority Tier
Local Messengers and Local Delivery (NAICS 492210)	25	Tier B
Other Support Activities for Air Transportation (NAICS 488190)	23	Tier A
General Warehousing and Storage (NAICS 493110)	23	Tier A
Farm Product Warehousing and Storage (NAICS 493130)	21	Tier A
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	20	Tier A
Rail Transportation (NAICS 482110)	*	Tier B
General Freight Trucking, Local (NAICS 484110)	*	Tier B
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	*	Tier B
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	*	Tier B
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	*	Tier B

**Select sub-sectors that were not stars or opportunities have been added to the prioritization recommendations above. These sub-sectors were included to build out the distribution cluster further, and while they currently have projected negative growth ahead they support other industry clusters and associated opportunities. Accordingly, they are assigned as a Tier B priority rather than a Tier A.*

Target Industry Business Case Development

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Target Industry Business Case Development

INTRODUCTION

The following section contains general asset maps for the Saline County region as a whole, as well as asset maps for each target industry. The asset maps in this section depict the region's general competitiveness compared with the State of Kansas and the US averages. The dotted lines up and down show the variability in importance of the factors depending on the industry.

For each target industry, importance of each asset was evaluated and the position on the asset map was adjusted based on industry needs. For example, for the agribusiness industry, access to water/wastewater tends to be more important than distribution or some other industries.

After each set of asset maps, we have included key positioning points backed up with data for the region and for each target industry. This should be included in the messaging used to attract companies in these industries to the region. Key data points from earlier in the report are also brought forward and focused to the specific recommended target industries as well, drawing from regional strengths identified within the Market Assessment (Demographics, Business Climate, Infrastructure, Education & Workforce, and Quality of Life), and Target Industry Refinement and Prioritization. Maps and graphs were also included from the Industry Investment Analysis, (ex: pages 95-96, 101 & 104 for agribusiness) to identify the regions Kansas and Saline County are competition with. Additional supporting data for these graphs can be found earlier in the report.

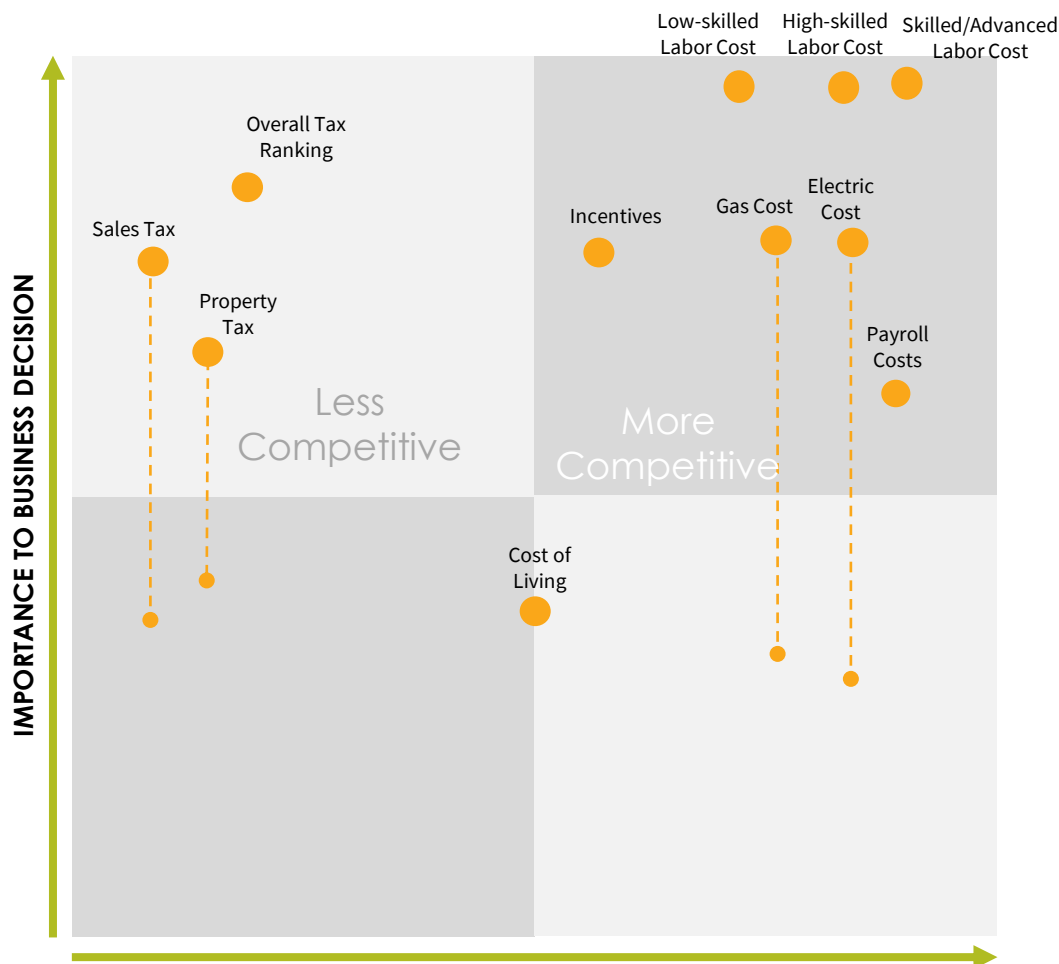
Each of the assets defined in this section play a role in the region's readiness relative to competing areas to land an economic development project. The target industries identified in this report articulate those industries and sub-sectors the region is most likely to be competitive in based on a number of factors including its assets. This section provides a competitive analysis of these assets. Those that are identified as less competitive in the region should be the focus of capacity building efforts. Readiness is a key pillar of success to economic development strategies and can be a fatal flaw to successfully landing attraction projects.



Regional Positioning

Regional Positioning

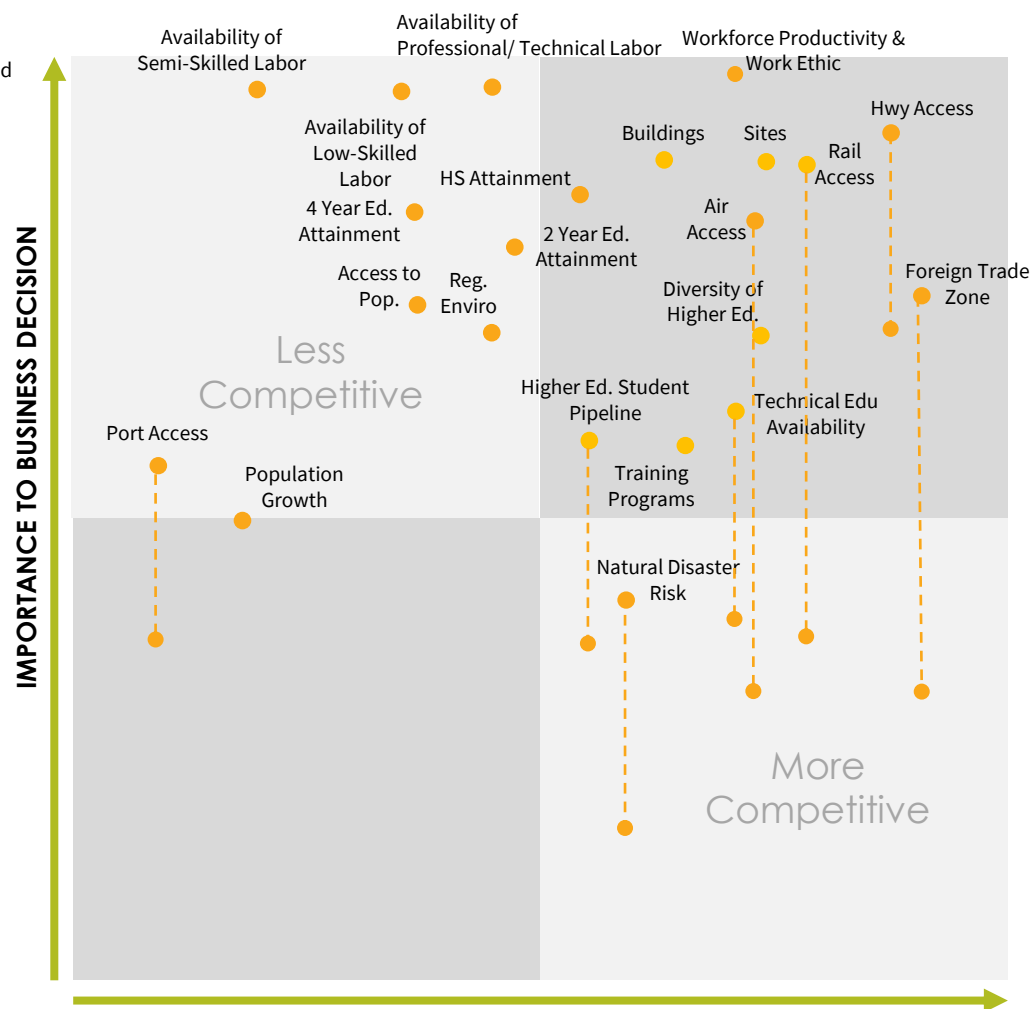
GENERAL BUSINESS COSTS ASSET MAP



SALINE COUNTY REGION COMPETITIVENESS

Note: Dotted lines down represent the variability of importance of each factor depending on the industry.

GENERAL BUSINESS CONDITIONS ASSET MAP



SALINE COUNTY REGION COMPETITIVENESS

Note: Dotted lines down represent the variability of each factor depending on the industry.

Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Strong Business Climate:

Taxes:

Top Individual Income Tax Rate	State and Local Individual Income Tax Collections per Capita	Top Corporate Income Tax Rate	State Business Tax Climate Index Ranking
5.70%	\$800	7.00%	35

State Sales Tax Rate	Combined State and Average Local Sales Tax Rate	State Gasoline Tax Rate (cents per gallon)
6.50% (Rank #9 Highest)	8.68% (Rank #9 Highest)	24.03 cents (Rank #13 Highest)

Source: Tax Foundation, 2020

Rankings

- 7th Best State for Retirement (Bankrate 2020)
 - 7th Most Affordable State
- 9th Best Internet Access (U.S. News & World Report 2020)
- 9th Lowest Cost of Living (U.S. News & World Report 2019)
- 12th Best Housing Affordability (U.S. News & World Report 2020)
- 15th Best Overall Education (U.S. News & World Report)
- #19 Top State for Business (CNBC 2019)
 - #3 Infrastructure
 - #16 Business Friendliness.
 - #16 Cost of Living
- #22 State in the Country (US News & World Report)
 - #7 Infrastructure
 - #16 Natural Environment
 - #16 Opportunities

Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Largest Existing Companies In The Core Region

Business	Employees	NAICS Code	Industry Description	Zip Code	City
Salina Regional Health Center	1,713	622110	General Medical and Surgical Hospitals	67401	Salina
Vortex	350	423510	Metal Service Centers and Other Metal Merchant Wholesalers	67401	Salina
Heartland Early Education	303	624410	Child Day Care Services	67401	Salina
Great Plains Mfg Inc	300	339999	All Other Miscellaneous Manufacturing	67401	Salina
Crestwood Inc	275	443141	Household Appliance Stores	67401	Salina
Premier Pneumatics Inc	225	423990	Other Miscellaneous Durable Goods Merchant Wholesalers	67401	Salina
Charlie's Old Fashioned Truck	220	811192	Car Washes	67401	Salina
Dillon's	215	445110	Supermarkets and Other Grocery (except Convenience) Stores	67401	Salina
Mowery Clinic Llc	198	621111	Offices of Physicians (except Mental Health Specialists)	67401	Salina
Blue Beacon International Inc	193	811192	Car Washes	67401	Salina
Dillons	185	445110	Supermarkets and Other Grocery (except Convenience) Stores	67401	Salina
Kasa Controls & Automation	182	336390	Other Motor Vehicle Parts Manufacturing	67401	Salina
Walmart Supercenter	150	452210	Department Stores	67401	Salina
Sam's Club	150	452210	Department Stores	67401	Salina
South Middle School	149	611110	Elementary and Secondary Schools	67401	Salina
Salina Presbyterian Manor	143	624190	Other Individual and Family Services	67401	Salina
Central Kansas Mental Health Center	140	621111	Offices of Physicians (except Mental Health Specialists)	67401	Salina
Salina Central High School	132	611110	Elementary and Secondary Schools	67401	Salina
Southeast Saline High School	129	611110	Elementary and Secondary Schools	67448	Gypsum
Theatrical Disbursements	120	522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities	67401	Salina

Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Largest Existing Companies in the Greater Region:

Business	Employees	NAICS Code	Industry Description	Zip Code	City
Salina Regional Health Center	1,713	622110	General Medical and Surgical Hospitals	67401	Salina
Chs McPherson Refinery Inc	462	211120	Crude Petroleum Extraction	67460	McPherson
Johns Manville	385	326199	All Other Plastics Product Manufacturing	67460	McPherson
Vortex	350	423510	Metal Service Centers and Other Metal Merchant Wholesalers	67401	Salina
Memorial Hospital	331	622110	General Medical and Surgical Hospitals	67410	Abilene
Solomon Corp	330	335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	67480	Solomon
Brabbury Co Inc	325	332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	67107	Moundridge
Heartland Early Education	303	624410	Child Day Care Services	67401	Salina
School Of Professional Educ	300	611310	Colleges, Universities, and Professional Schools	67460	McPherson
Great Plains Mfg Inc	300	339999	All Other Miscellaneous Manufacturing	67401	Salina
Farmers Alliance	288	524210	Insurance Agencies and Brokerages	67460	McPherson
Grasshopper Co	275	444220	Nursery, Garden Center, and Farm Supply Stores	67107	Moundridge
Crestwood Inc	275	443141	Household Appliance Stores	67401	Salina
Mcpherson Hospital	269	622110	General Medical and Surgical Hospitals	67460	McPherson
Premier Pneumatics Inc	225	423990	Other Miscellaneous Durable Goods Merchant Wholesalers	67401	Salina
Charlie's Old Fashioned Truck	220	811192	Car Washes	67401	Salina
Duckwalls Hometown Variety Store	220	452319	All Other General Merchandise Stores	67410	Abilene
Dillon's	215	445110	Supermarkets and Other Grocery (except Convenience) Stores	67401	Salina
Pleasant View Home	200	623311	Continuing Care Retirement Communities	67546	Inman
Wear Technology	200	332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	67460	McPherson

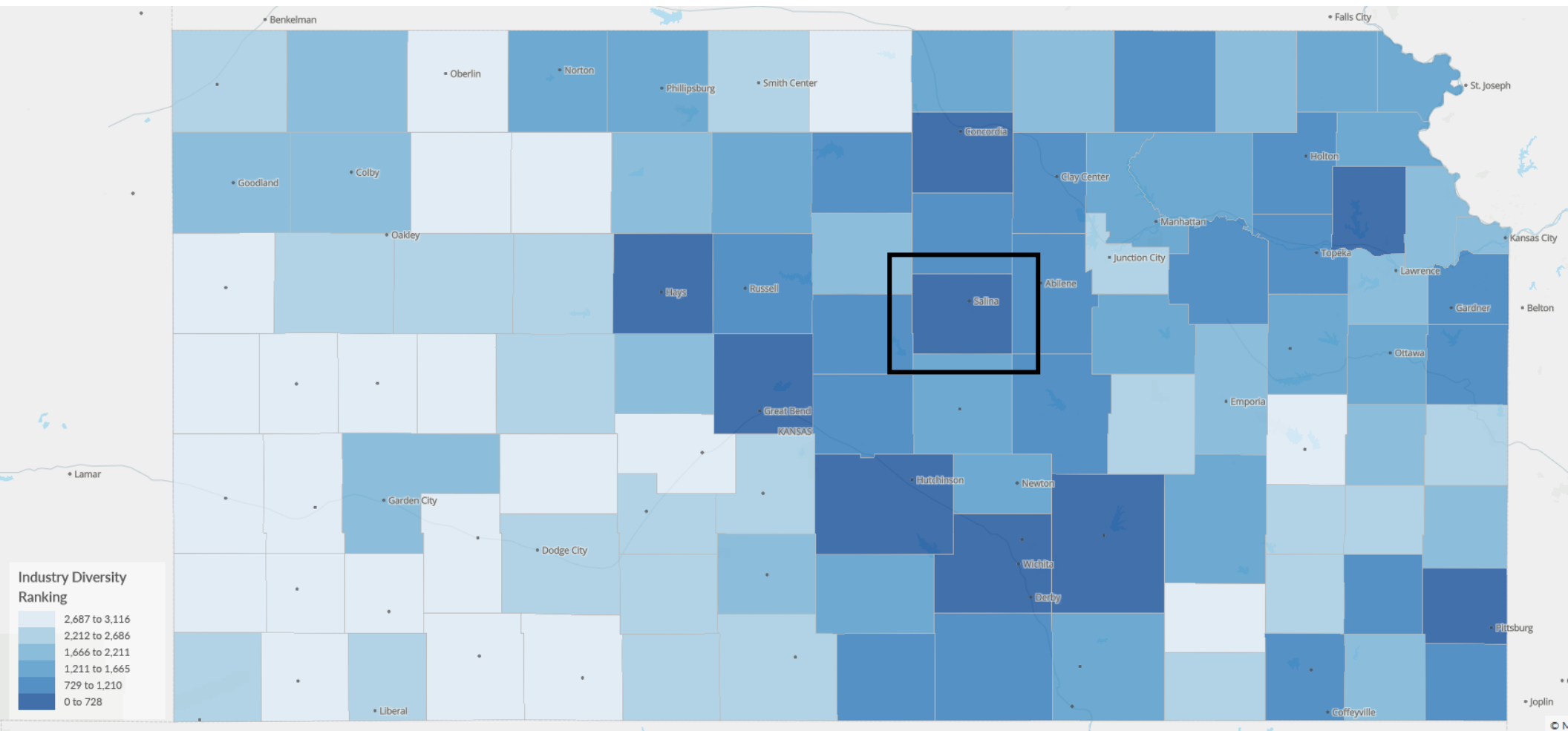
Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Strong Industry Diversity in the County

Saline County is ranked 5th amongst all Kansas counties in industry diversification.



Source: Emsi, 2020

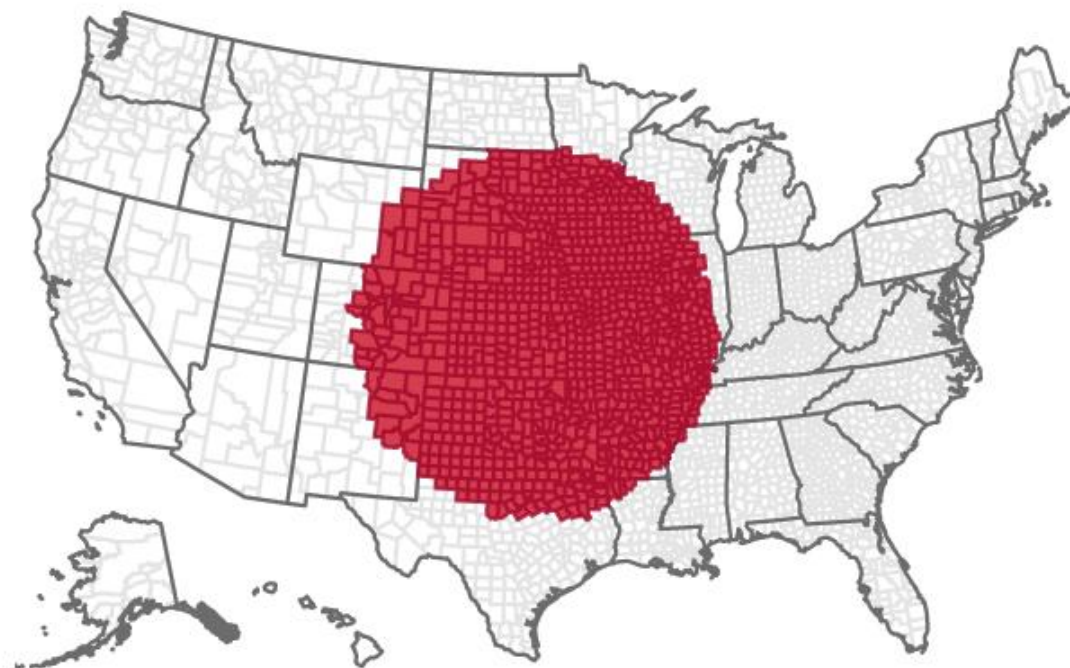
Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Access to regional markets in Arkansas, Colorado, Illinois, Indiana, Iowa, Kansas, Louisiana Minnesota, Mississippi, Missouri, Nebraska, New Mexico, Oklahoma, South Dakota, Tennessee, Texas, Wisconsin, and Wyoming.

- Within 500 miles of Saline County, Companies are able to reach about 47.8 million people within the United States, about 14.6% of the population.
 - This includes the large metro areas of:
 - Colorado Springs, CO
 - Dallas, TX
 - Denver, CO
 - Kansas City, KS-MO
 - Memphis, TN
 - Minneapolis-St. Paul, MN
 - Oklahoma City, OK
 - Omaha, NE
 - St. Louis, MO-IL
- **Access to Foreign Trade Zone:**
 - **Foreign Trade Zone #161:** Sedgwick County Foreign Trade Zone
 - Saline County is one of seven counties designated as a services area.



Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Transportation Infrastructure

- **Highway:** Within Saline County, Salina is located at the junction for I-135 and I-70. These highways give Saline County access to Kansas City, Topeka, Wichita, St. Louis, and Denver, as well as several regional hubs throughout Kansas. Salina also sits between Kansas City and Denver and has been a natural stopping point in transportation and travel between the two cities.
- **Rail:** Saline County features the Union Pacific Railroad running east to west and two short line railroads: the Kansas and Oklahoma Railroad and the Kyle Railroad. Connected to Union Pacific Railway in Salina, as well as BNSF Railway to the east of Salina, these rail connections provide Saline County with rail access to every major city located west of Chicago (including Chicago), from New Orleans and Los Angeles in the south to Minneapolis and Seattle in the north.
- **Air:** Saline County is primarily served by the Salina Regional Airport, with direct flights to Chicago and Denver. Additionally, Salina is 83 miles from Wichita Dwight D. Eisenhower National Airport, 111 miles from Topeka Regional Airport, and 163 miles from Kansas City International Airport.

Graphics provided on the following pages.

Regional Positioning

COMPETITIVE ADVANTAGES

GRAPHICS: HIGHWAY

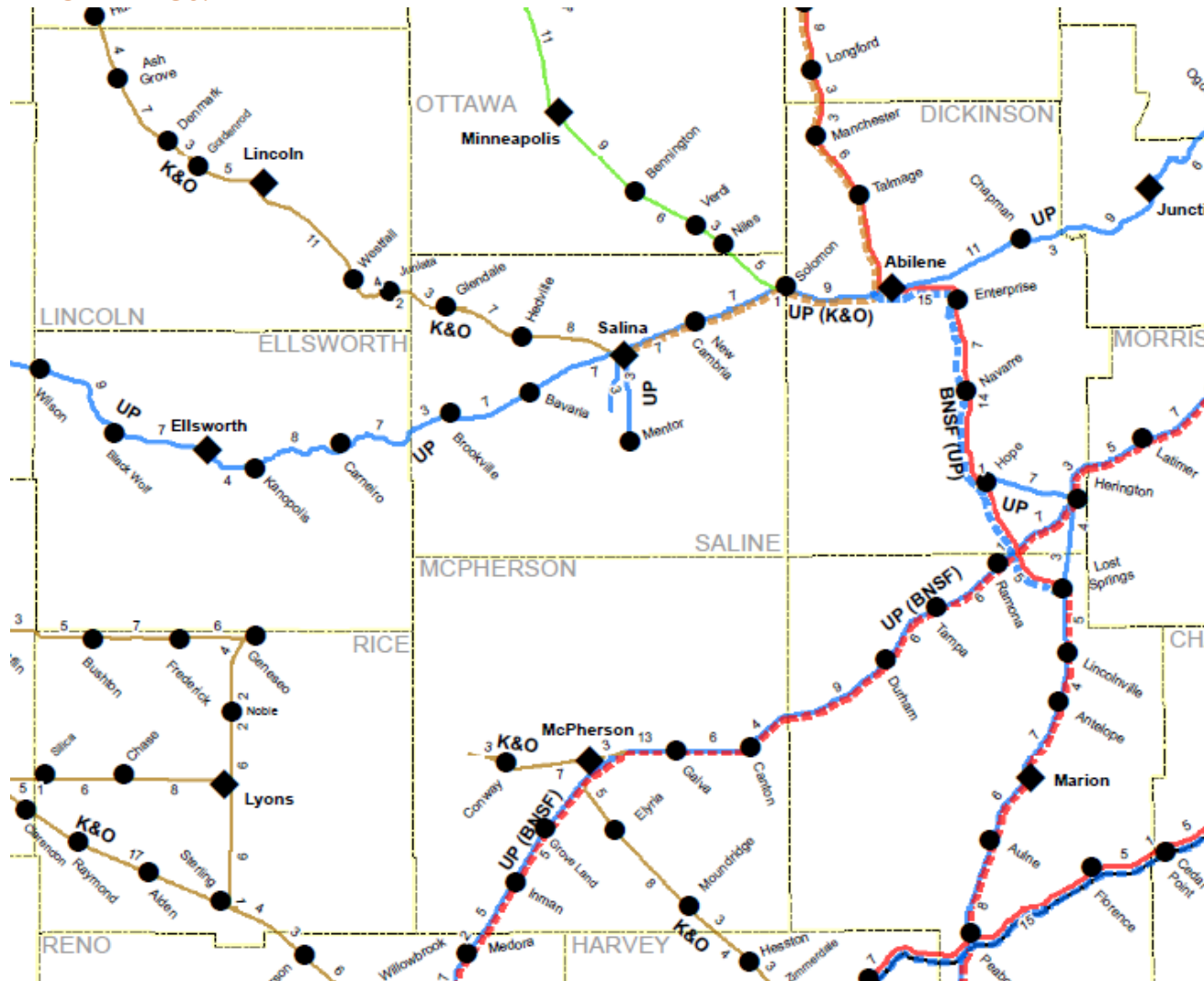


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COMPETITIVE ADVANTAGES

GRAPHICS: RAIL



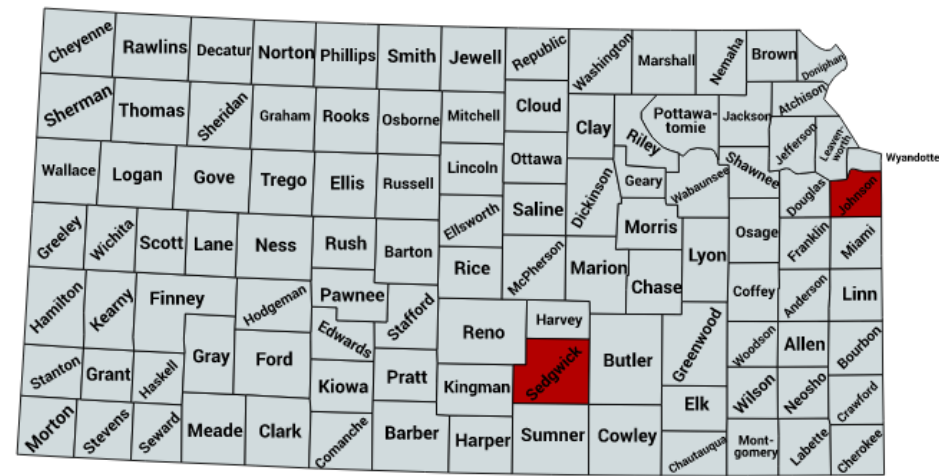
PREPARED BY THE
KANSAS DEPARTMENT OF TRANSPORTATION
BUREAU OF TRANSPORTATION PLANNING
MAP CREATED TUESDAY, JUNE 04, 2019

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Regional Positioning

COMPETITIVE ADVANTAGES

GRAPHICS: AIR & FOREIGN TRADE ZONE

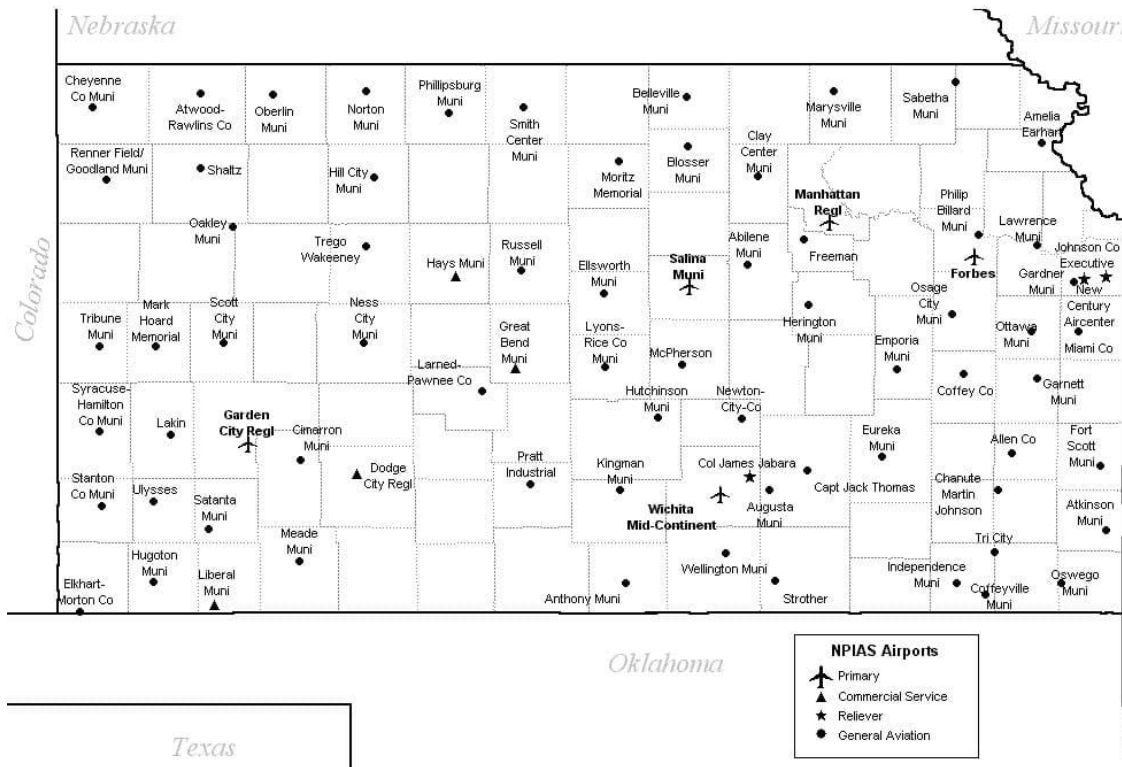


Kansas Counties with Foreign Trade Zones

■ Counties with FTZ

Created with Mapchart.net

Kansas



Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Access to a Skilled Workforce

- **Four-Year Universities:**

- **Kansas State University Polytechnic Campus:** Located in Salina, offers associate programs in business, aviation, and engineering, and bachelors programs in business, aviation, computer systems and engineering, mechanical engineering, robotics, social work, and unmanned aircraft systems.
- **Kansas Wesleyan University:** Located in Salina, Kansas, offers undergraduate degrees in the bachelor of arts and bachelor of science fields, notably, accounting, business, marketing, mathematics, biology, biomedical chemistry, chemistry, engineering, forensic computing, health science, network management, nursing, physics, and software engineering and information management. Other arts degrees in education, English, history, philosophy, sociology, psychology, music, and social work.

The following schools are within the surrounding counties as well, and within a 90-minute drive of Salina:

- **Bethany College:** Lindsborg, KS
- **Central Christian College of Kansas:** McPherson, KS
- **McPherson College:** McPherson, KS
- **Kansas State University:** Manhattan, KS
- **Wichita State University:** Wichita, KS

- **Community Colleges, Tech Schools, and Training Programs:**

- **Salina Area Technical College:** Located in Salina, offers programs in auto collision repair and technology, business administration, health, truck driving, computer aided drafting, construction technology, dental assistant, diesel technology, electrical technology, general education, HVAC, machine tool technology, medical assistant, nursing, police science, technical studies, and welding.

Region	High School Attainment	2-Year Attainment
Saline County	90.3%	7.8%
Greater Region	90.4%	8.3%
Emporia MSA	84.5%	5.8%
Hutchinson MSA	87.9%	10.3%
Lawrence MSA	95.8%	6.7%
Manhattan MSA	94.4%	8.4%
Topeka MSA	91.9%	6.4%
Wichita MSA	89.3%	8.2%
Kansas	90.2%	8.1%
Colorado	90.7%	8.1%
Missouri	88.9%	7.6%
Nebraska	90.5%	10.0%
Oklahoma	87.0%	7.5%
United States	86.9%	8.2%

Regional Positioning

COMPETITIVE ADVANTAGES

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Competitive Wages in the Region Across Occupations

Existing Occupation Wage Comparison	Core Region Average Cluster Wage (Annual)	Greater Region Average Cluster Wage (Annual)	Kansas Average Cluster Wage (Annual)	U.S. Average Cluster Wage (Annual)
Total Occupation (Average Wage)	\$21.66	\$21.98	\$24.18	\$27.16
Management Occupations (SOC 11)	\$36.54	\$32.78	\$38.52	\$48.00
Business and Financial Operations Occupations (SOC 13)	\$36.14	\$38.47	\$40.17	\$44.47
Computer and Mathematical Occupations (SOC 15)	\$30.95	\$30.34	\$36.24	\$44.33
Architecture and Engineering Occupations (SOC 17)	\$32.89	\$34.62	\$39.31	\$43.21
Life, Physical, and Social Science Occupations (SOC 19)	\$39.35	\$36.51	\$37.70	\$40.66
Community and Social Service Occupations (SOC 21)	\$22.11	\$21.93	\$22.66	\$24.95
Legal Occupations (SOC 23)	\$40.26	\$43.04	\$47.52	\$55.39
Education, Training, and Library Occupations (SOC 25)	\$21.57	\$20.09	\$22.75	\$28.03
Arts, Design, Entertainment, Sports, and Media Occupations (SOC 27)	\$21.80	\$22.90	\$24.32	\$31.23
Healthcare Practitioners and Technical Occupations (SOC 29)	\$37.01	\$35.15	\$35.88	\$42.10
Healthcare Support Occupations (SOC 31)	\$13.73	\$13.40	\$13.66	\$15.22
Protective Service Occupations (SOC 33)	\$17.58	\$17.70	\$20.21	\$24.24
Food Preparation and Serving Related Occupations (SOC 35)	\$11.35	\$11.04	\$10.95	\$12.92
Building and Grounds Cleaning and Maintenance Occupations (SOC 37)	\$14.04	\$13.61	\$14.56	\$15.84
Personal Care and Service Occupations (SOC 39)	\$14.67	\$14.66	\$14.68	\$15.71
Sales and Related Occupations (SOC 41)	\$22.54	\$23.39	\$25.45	\$27.15
Office and Administrative Support Occupations (SOC 43)	\$17.03	\$17.03	\$18.12	\$19.97
Farming, Fishing, and Forestry Occupations (SOC 45)	\$17.00	\$16.03	\$16.46	\$16.40
Construction and Extraction Occupations (SOC 47)	\$21.27	\$21.61	\$22.35	\$24.03
Installation, Maintenance, and Repair Occupations (SOC 49)	\$21.80	\$21.91	\$22.93	\$23.65
Production Occupations (SOC 51)	\$18.11	\$18.65	\$19.72	\$19.35
Transportation and Material Moving Occupations (SOC 53)	\$17.46	\$19.19	\$19.48	\$19.21
Military-only Occupations (NAICS 55)	\$16.88	\$16.88	\$17.95	\$20.58

Source: Emsi 2020

Core Region wages < Greater Region, Kansas and U.S. wages
 Core Region wages > Two of three of the comparison region. wages
 Core Region wages < Two of three of the comparison region wages



Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Competitive Growth in the Region Across Occupations

Existing Occupation Growth Comparison 5-Year Growth and 5-Year Projected Growth	Core Region Growth (2015 - 2020)	Core Region Projected Growth (2020 - 2025)	Greater Region Growth (2015 - 2020)	Greater Region Projected Growth (2020 - 2025)	Kansas Growth (2015 - 2020)	Kansas Projected Growth (2020 - 2025)	U.S. Growth (2015 - 2020)	U.S. Projected Growth (2020 - 2025)
Total All Occupations	(1%)	(2%)	0%	3%	4%	4%	8%	6%
Management Occupations (SOC 11)	(1%)	4%	(3%)	3%	1%	5%	13%	7%
Business and Financial Operations Occupations (SOC 13)	6%	4%	13%	7%	18%	6%	18%	7%
Computer and Mathematical Operations (SOC 15)	10%	9%	9%	10%	5%	6%	12%	9%
Architecture and Engineering Occupations (SOC 17)	15%	13%	7%	12%	4%	4%	6%	5%
Life, Physical, and Social Science Occupations (SOC 19)	(7%)	3%	1%	15%	1%	6%	6%	6%
Community and Social Service Occupations (SOC 21)	25%	12%	13%	8%	6%	5%	10%	7%
Legal Occupations (SOC 23)	14%	1%	8%	2%	4%	5%	7%	4%
Education, Training, and Library Occupations (SOC 25)	(1%)	2%	(1%)	1%	4%	2%	5%	4%
Arts, Design, Entertainment, Sports, and Media Occupations (SOC 27)	3%	4%	7%	7%	9%	6%	13%	8%
Healthcare Practitioners and Technical Occupations (SOC 29)	11%	7%	9%	6%	8%	6%	9%	8%
Healthcare Support Occupations (SOC 31)	2%	7%	(2%)	5%	3%	9%	13%	13%
Protective Service Occupations (SOC 33)	12%	3%	6%	2%	3%	3%	5%	3%
Food Preparation and Serving Related Occupations (SOC 35)	(1%)	(0%)	(1%)	(0%)	5%	4%	8%	8%
Building and Grounds Cleaning and Maintenance Occupations (SOC 37)	(3%)	1%	(2%)	3%	3%	6%	6%	6%
Personal Care and Service Occupations (SOC 39)	0%	0%	(0%)	1%	3%	3%	6%	5%
Sales and Related Occupations (SOC 41)	(9%)	(2%)	(6%)	2%	(0%)	3%	4%	4%
Office and Administrative Support Occupations (SOC 43)	(8%)	(1%)	(5%)	0%	(5%)	1%	(0%)	2%
Farming, Fishing, and Forestry Occupations (SOC 45)	16%	1%	18%	6%	12%	9%	5%	5%
Construction and Extraction Occupations (SOC 47)	12%	0%	(5%)	1%	5%	4%	12%	6%
Installation, Maintenance, and Repair Occupations (SOC 49)	(5%)	(0%)	(2%)	3%	7%	4%	7%	5%
Production Occupations (SOC 51)	(1%)	(1%)	8%	5%	2%	2%	1%	1%
Transportation and Material Moving Occupations (SOC 53)	(1%)	1%	1%	4%	9%	7%	23%	10%
Military-only Occupations (SOC 55)	(20%)	(11%)	(22%)	(11%)	(17%)	(5%)	(7%)	0%

Source: Emsi 2020

Industry growth greater than or equal to five percent in the respective region and time frame.

Industry growth is less than or equal to negative five percent in the respective region and time frame.

Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Competitive Wages in the Region Across Industries

Existing Industry Wage Comparison	Core Region Wages, Salaries & Proprietor Earnings	Greater Region Wages, Salaries & Proprietor Earnings	Kansas Wages, Salaries & Proprietor Earnings	U.S. Wages, Salaries & Proprietor Earnings
Total Industry (Average Wage)	\$38,381	\$38,951	\$44,292	\$52,713
Agriculture, Forestry, Fishing and Hunting (NAICS 11)	\$23,834	\$22,255	\$32,019	\$32,901
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	\$36,143	\$55,683	\$50,824	\$78,986
Utilities (NAICS 22)	\$81,559	\$96,078	\$94,813	\$109,421
Construction (NAICS 23)	\$46,901	\$48,041	\$51,478	\$56,544
Manufacturing (NAICS 31-33)	\$49,307	\$56,466	\$58,482	\$67,674
Wholesale Trade (NAICS 42)	\$50,364	\$51,253	\$70,911	\$78,043
Retail Trade (NAICS 44-45)	\$25,248	\$23,782	\$26,044	\$31,797
Transportation and Warehousing (NAICS 48-49)	\$40,278	\$45,942	\$43,860	\$40,224
Information (NAICS 51)	\$40,609	\$44,037	\$57,911	\$101,830
Finance and Insurance (NAICS 52)	\$55,192	\$56,086	\$66,123	\$91,672
Real Estate and Rental and Leasing (NAICS 53)	\$47,876	\$45,025	\$45,335	\$48,491
Professional, Scientific, and Technical Services (NAICS 54)	\$46,622	\$45,169	\$60,794	\$80,744
Management of Companies and Enterprises (NAICS 55)	\$67,652	\$66,861	\$105,704	\$118,169
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	\$26,255	\$29,901	\$35,408	\$37,166
Educational Services (NAICS 61)	\$23,079	\$20,727	\$25,880	\$36,865
Health Care and Social Assistance (NAICS 62)	\$45,900	\$40,432	\$44,382	\$50,547
Arts, Entertainment, and Recreation (NAICS 71)	\$12,359	\$12,325	\$15,215	\$29,607
Accommodation and Food Services (NAICS 72)	\$16,105	\$15,743	\$17,501	\$22,955
Other Services (except Public Administration) (NAICS 81)	\$26,359	\$25,599	\$27,253	\$30,441
Government (NAICS 90)	\$36,943	\$34,713	\$43,544	\$56,970

Source: EMSI 2020

Core Region wages < Greater Region, Kansas and U.S. wages
 Core Region wages > Two of three of the comparison region. wages
 Core Region wages < Two of three of the comparison region wages



Ady Advantage
 STRATEGY MATTERS

Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Competitive Growth in the Region Across Industries

Existing Industry Growth Comparison	Core Region (2015 - 2020)	Core Region (2020 - 2025)	Greater Region (2015 - 2020)	Greater Region (2020 - 2025)	Kansas (2015 - 2020)	Kansas (2020 - 2025)	U.S. (2015 - 2020)	U.S. (2020 - 2025)
Total All Industries	(3%)	1%	0%	3%	4%	4%	8%	6%
Agriculture, Forestry, Fishing and Hunting (NAICS 11)	2%	0%	1%	1%	3%	4%	1%	2%
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	(17%)	(3%)	(20%)	(4%)	(14%)	(1%)	(14%)	3%
Utilities (NAICS 22)	(6%)	13%	58%	23%	(8%)	(2%)	(2%)	1%
Construction (NAICS 23)	2%	(1%)	(12%)	1%	7%	5%	16%	7%
Manufacturing (NAICS 31-33)	(5%)	(0%)	6%	7%	6%	4%	5%	2%
Wholesale Trade (NAICS 42)	(15%)	(6%)	(12%)	(1%)	(8%)	(0%)	(5%)	1%
Retail Trade (NAICS 44-45)	(9%)	(4%)	(8%)	(2%)	(3%)	(0%)	1%	2%
Transportation and Warehousing (NAICS 48)	10%	2%	21%	8%	39%	13%	54%	17%
Information (NAICS 51)	(50%)	(10%)	(31%)	(4%)	(6%)	(4%)	8%	4%
Finance and Insurance (NAICS 52)	3%	(1%)	11%	5%	4%	4%	9%	6%
Real Estate and Rental and Leasing (NAICS 53)	7%	6%	4%	7%	16%	9%	16%	9%
Professional, Scientific, and Technical Services (NAICS 54)	4%	7%	6%	9%	6%	7%	11%	8%
Management of Companies and Enterprises (NAICS 55)	(5%)	6%	(13%)	(3%)	0%	9%	13%	6%
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	4%	6%	2%	10%	(2%)	3%	8%	5%
Educational Services (NAICS 61)	(35%)	(13%)	(8%)	0%	3%	6%	6%	8%
Health Care and Social Assistance (NAICS 62)	11%	8%	6%	6%	4%	7%	9%	10%
Arts, Entertainment, and Recreation (NAICS 71)	33%	16%	26%	13%	13%	7%	16%	8%
Accommodation and Food Services (NAICS 72)	(1%)	(0%)	0%	0%	5%	5%	10%	8%
Other Services (except Public Administration) (NAICS 81)	(6%)	0%	(8%)	(1%)	2%	4%	3%	4%
Government (NAICS 90)	2%	0%	1%	(0%)	2%	1%	3%	2%

Source: EMSI 2020

Industry growth greater than or equal to five percent in the respective region and time frame.

Industry growth is less than or equal to negative five percent in the respective region and time frame.

Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Favorable Cost Environment:

Competitive Cost of Living	Cost of Living (100 = Average)
Saline County	96.8
Greater Region	97.3
Emporia MSA	96.1
Hutchinson MSA	91.9
Lawrence MSA	93.3
Manhattan MSA	96.8
Topeka MSA	96.8
Wichita MSA	93.6
Kansas	97.9
Colorado	111.7
Missouri	89.9
Nebraska	100.1
Oklahoma	93.2
United States	100

Competitive Utilities Costs	Average Industrial Gas Costs (Dollars per 1,000 Cubic Feet)	Average Industrial Electric Costs (Cents per Kilowatt-Hour)
Kansas	2.89	6.61
Colorado	6.61	7.60
Missouri	4.96	7.28
Nebraska	3.22	8.82
Oklahoma	2.01	4.76

Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Tax and Financial Assistance

- **Tax Increment Financing (TIF) Districts & Industrial Revenue Bonds (IRB):** Helps finance land acquisition and construction of a new facility.
- **Property Tax Abatements:** For qualifying new facilities that can result in up to 100 percent abatement over a ten-year period
- **Salina Economic Development Incentive Council (SEDIC) Grants:** For training and qualified capital investment purchases.
- **Sedgwick County Foreign Trade Zone (FTZ #161):** Offers benefits for businesses seeking to import and export. Saline County is one of seven counties designated as a service area.
- **Startup Salina:** An entrepreneurial community, with monthly gatherings and workshops for entrepreneurs to collaborate.
- **Project Open:** Establishes designated funding to support entrepreneurial development with emphasis on owner-operated businesses.

Regional Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES. NOTE: THESE SPECIFIC ASSETS APPLY TO ALL INDUSTRIES

Amenities and Things to Do:

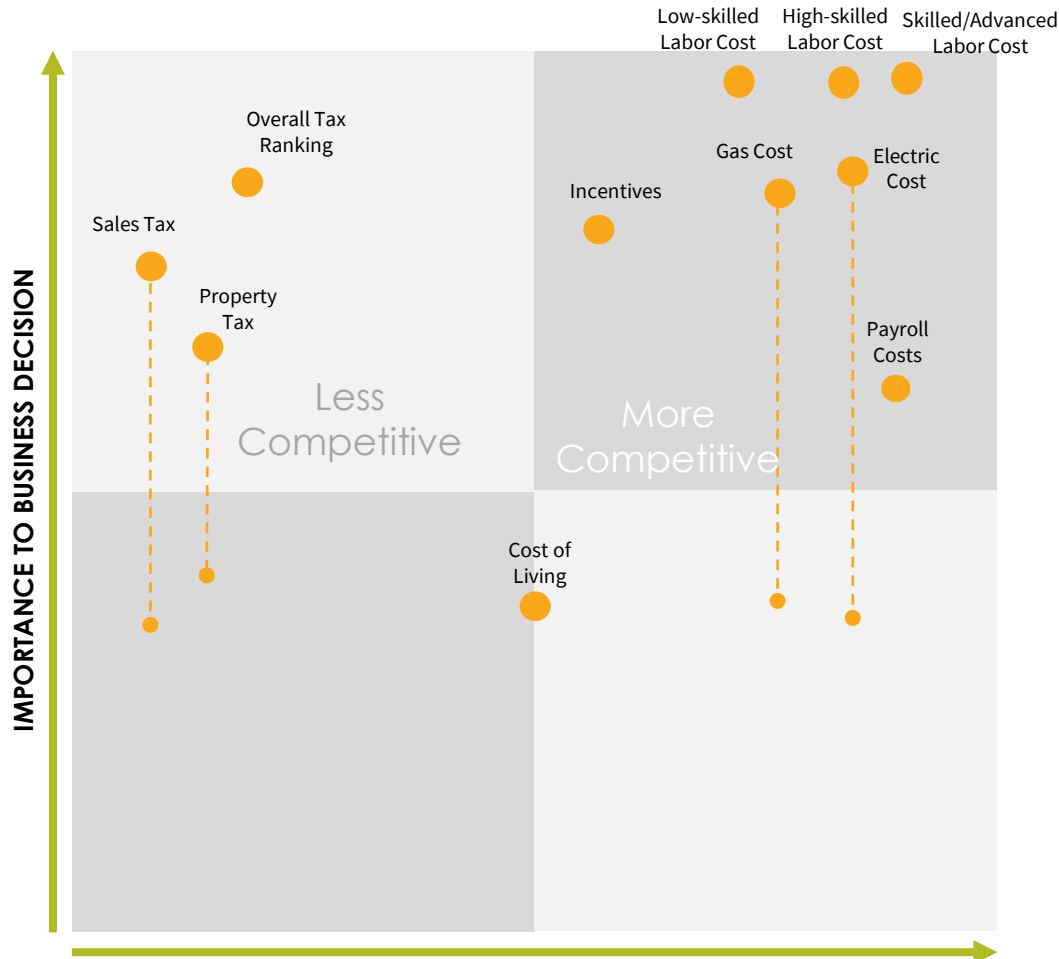
- 26 Parks and over 1,000 acres of park land
- 67401 Plaza
- Acoustic Sounds Inc
- The Alley
- Art Center Cinema
- Auld Lang Syne Antiques and Collectibles
- BEL Tree Farm and Farmers Market
- The Car Museum
- Central Kansas Flywheels Yesteryear Museum
- Cozy Inn
- District Eat and Play
- E Bar Z Trail Riding and Stables
- Eisenhower Presidential Library & Museum
- Fossett Plaza
- Friday Night Live
- GreatLife Golf & Fitness
- Lakewood Discovery Center
- Lakewood Park
- Lamone's LLC Event Center
- Kansas Fishes Aquarium
- Kenwood Cove Aquatic Park
- KKOA Leadsled Spectacular Car Show
- Rolling Hills Zoo
- Salina Arts and Entertainment Center
- Salina Charity Horse Show
- Salina Community Theatre
- Salina Fieldhouse
- Salina Innovation Foundation
- Salina Municipal Golf Course
- Salina Speedway
- Salina Symphony
- Saline County Livestock & Expo Center
- Sculpture Tour Salina
- Sky Trampoline Park
- Smoky Hill Museum
- Smoky Hill River Festival
- Smoky Hill Vineyard and Winery
- Stiefel Theatre for the Performing Arts
- Sunny Side Pumpkin Patch
- Tony's Pizza Event Center
- Webster Conference Center



Agribusiness & Supply Chain Positioning

Agribusiness & Supply Chain Positioning

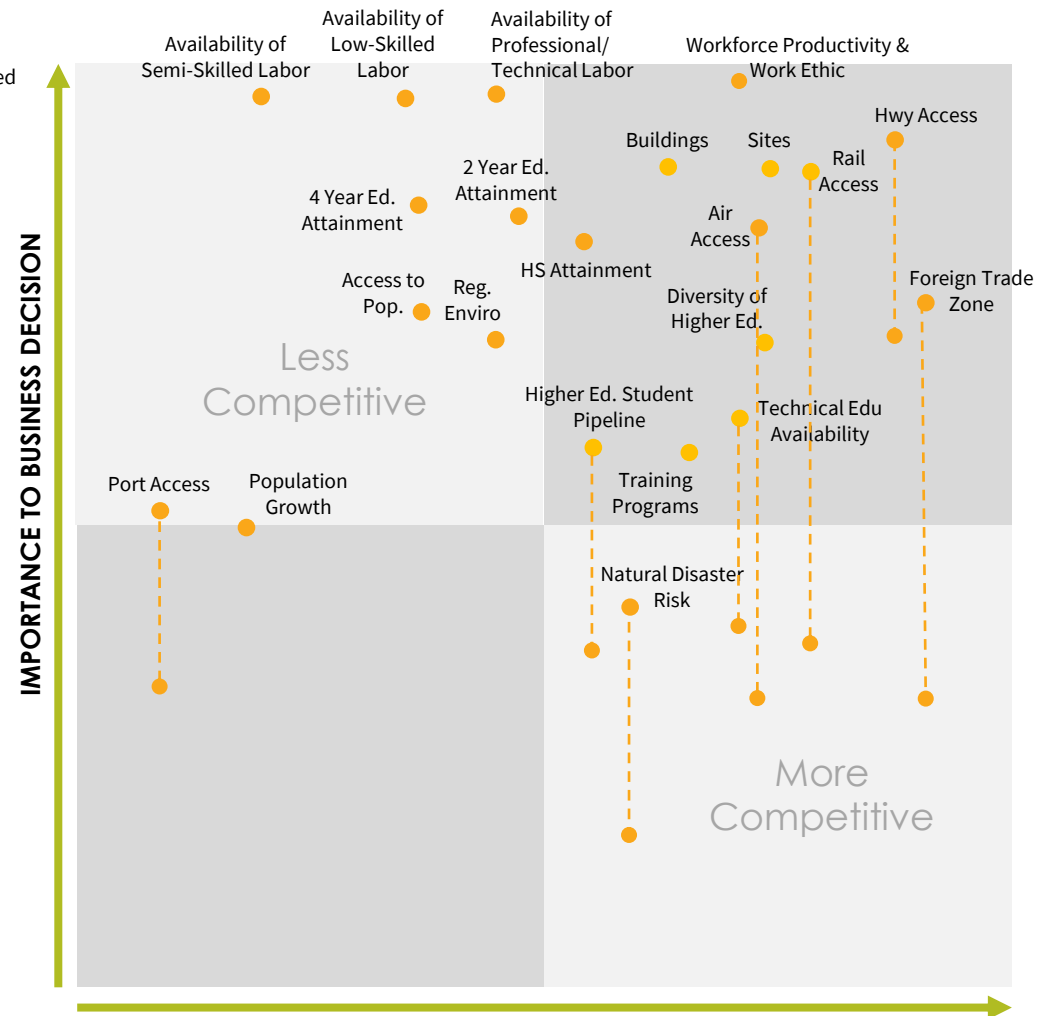
GENERAL BUSINESS COSTS ASSET MAP



SALINE COUNTY REGION COMPETITIVENESS

Note: Dotted lines down represent the variability of importance of each factor depending on the industry.

GENERAL BUSINESS CONDITIONS ASSET MAP



SALINE COUNTY REGION COMPETITIVENESS

Note: Dotted lines down represent the variability of each factor depending on the industry.

Agribusiness & Supply Chain Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE AGRIBUSINESS & SUPPLY CHAIN INDUSTRY

- Strong history and diversity of agriculture in the state of Kansas

Kansas:

45+ million

acres of farmland

\$4.8

annual ag exports

#1

producer of wheat and sorghum in the U.S.

#3

in the U.S. in cattle production and beef processing

Cash Receipt State Rankings (From the United States Department of Agriculture, 2018)

- 1st in sorghum
- 2nd in wheat
- 3rd in cattle and calves
- 3rd in food grains
- 4th in meat animals
- 5th in animals and products
- 6th in feed crops
- 6th in summer potatoes
- 6th in sunflower
- 7th in overall agricultural production
- 7th in canola
- 7th in corn
- 7th in miscellaneous oil crops
- 7th in mohair
- 9th in overall crop production
- 9th in rye production
- 10th in hay
- 10th in oil crops
- 10th in soybeans
- 11th in hogs

Agribusiness & Supply Chain Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE AGRIBUSINESS & SUPPLY CHAIN INDUSTRY

- Strong history and diversity of agriculture in Saline County

Saline County:

Background Statistics¹

Number of farms: 609

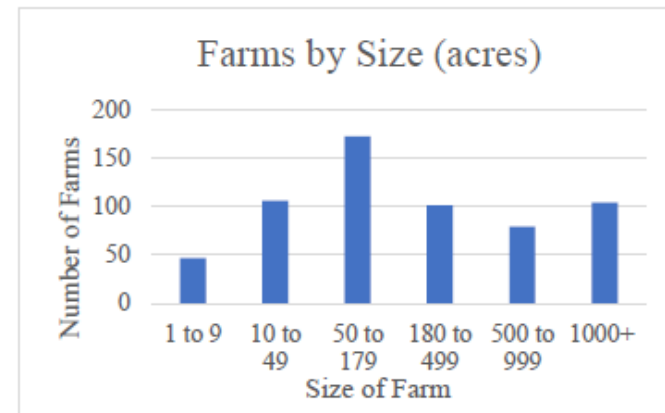
Average size: 588 acres

Land in farms: 358,243 acres

Average value of products sold per farm: \$120,822

Average net cash farm income per farm: \$16,648

1: Data from USDA 2017 Census of Agriculture



Contribution of Agriculture and Food & Processing Related Industries to the Saline County Economy (From the United States Department of Agriculture, Report Released 8/31/2020)

Agriculture, Food, and Food Processing Sector Contribution to Overall Saline County Economy					
Contribution Type	Employment	% Employment	Total Value Added	% of Gross Regional Product	Output
Direct Effect	2,773	7%	\$201,000,000	0.7%	\$853,400,000
Indirect Effect	885	2%	\$75,700,000	0.3%	\$153,500,000
Induced Effect	738	2%	\$58,000,000	0.2%	\$102,600,000
Total Effect	4,396	11%	\$334,800,000	1.1%	\$1,109,500,000

NOTE: Individual effects may not equal the total effect due to rounding.

As shown in the above table, agriculture, food, and food processing sectors support a total of 4,396 jobs, or 11% of the entire workforce in the county. The total final sales of all products in these sectors is approximately \$1.1 billion.

Agribusiness & Supply Chain Positioning

COMPETITIVE ADVANTAGES

THE REGION PROVIDES THE FOLLOWING COMPETITIVE ADVANTAGES FOR THE AGRIBUSINESS & SUPPLY CHAIN INDUSTRY

- **Top Employment and Output Sectors in Agribusiness in Saline County**

Sector	Total Employment
Frozen specialties manufacturing	1,032
Farm machinery and equipment manufacturing	563
Beef cattle ranching and farming, including feedlots and dual-purpose ranching and farming	433
Landscape and horticultural services	212
Truck transportation	167
Grain farming	119
Support activities for agriculture and forestry	93
Management of companies and enterprises	70
Other real estate	64
Hospitals	62

Sector	Total Output
Frozen specialties manufacturing	\$409,200,000
Farm machinery and equipment manufacturing	\$241,200,000
Flour milling	\$65,400,000
Beef cattle ranching and farming, including feedlots and dual-purpose ranching and farming	\$41,200,000
Grain farming	\$27,100,000
Truck transportation	\$22,200,000
Owner-occupied dwellings	\$13,700,000
Landscape and horticultural services	\$13,200,000
Oilseed farming	\$13,100,000
Management of companies and enterprises	\$12,800,000

Agribusiness & Supply Chain Positioning

COMPETITIVE ADVANTAGES

EXISTING REGIONAL AND LOCAL COMPANIES IN THE TARGET INDUSTRY

Business	Labor Force	NAICS Code	Industry Description	City	Website
Adm Milling	100	311211	Flour Milling	Salina	www.adm.com
Farmers & Ranchers Livestock Commission Co	55	424520	Livestock Merchant Wholesalers	Salina	www.fandrlive.com
Stutzmans Greenhouse	12	111000	Crop Production	Salina	
Dream Catcher Ranch	9	115210	Support Activities for Animal Production	Salina	
Oleen Cattle Co	7	115210	Support Activities for Animal Production	Falun	
Dk Farm & Ranch Llc	7	111000	Crop Production	Brookville	
Barks-n-bows Dog Grooming	6	115210	Support Activities for Animal Production	Salina	
Family Animal Care Of Salina	5	115210	Support Activities for Animal Production	Salina	www.ewyanimalhospital.com
Exapta Solutions	4	111000	Crop Production	Salina	www.exapta.com
Les Groom Salon	4	115210	Support Activities for Animal Production	Salina	
Kejr Farms	4	111000	Crop Production	Brookville	
Agvancd Enterprises	3	111000	Crop Production	New Cambria	
D&a Carter Family Farms Llc	3	111000	Crop Production	Salina	
Came Farms Inc	3	111000	Crop Production	Salina	www.camefarmsinc.com
Forsberg Farms	2	111000	Crop Production	Assaria	
Redden Brothers Llc	2	111000	Crop Production	Gypsum	
Lori's Poodle Patch	2	115210	Support Activities for Animal Production	Assaria	
Yield Master South	2	111000	Crop Production	Salina	
Peterson Farms Inc	2	424520	Livestock Merchant Wholesalers	Assaria	
Ray's Implement Repair	2	111000	Crop Production	New Cambria	

Source: Emsi, 2020

Agribusiness & Supply Chain Positioning

COMPETITIVE ADVANTAGES

HIGH CONCENTRATION AND HIGH GROWTH WITHIN THE TARGET INDUSTRY

Industry Concentration, Past Growth, and Projected Growth	Concentration		Saline County Past and Projected Growth		Greater Region Past and Projected Growth	
	Saline County LQ	Greater Region LQ	2015-2020	2020-2025	2015-2020	2020-2025
Crop Production (NAICS 111000)	0.46	1.18	32%	22%	11%	7%
Soil Preparation, Planting, and Cultivating (NAICS 115112)	0.67	1.74	Insf. Data	Insf. Data	21%	10%
Crop Harvesting, Primarily by Machine (NAICS 115113)	0.33	4.73	Insf. Data	Insf. Data	2%	13%
Farm Labor Contractors and Crew Leaders (NAICS 115115)	0.33	1.21	7%	3%	9%	5%
Support Activities for Animal Production (NAICS 115210)	0.51	1.09	Insf. Data	Insf. Data	10%	3%
Other Animal Food Manufacturing (NAICS 311119)	0.00	7.79	0%	0%	144%	(9%)
Flour Milling (NAICS 311211)	38.45	40.56	71%	14%	9%	7%
Animal (except Poultry) Slaughtering (NAICS 311611)	0.00	2.53	0%	0%	375%	54%
Grain and Field Bean Merchant Wholesalers (NAICS 424510)	8.34	15.86	(22%)	(41%)	1%	(16%)
Livestock Merchant Wholesalers (NAICS 424520)	11.32	7.84	187%	17%	147%	7%

Source: EMSI 2020

Agribusiness & Supply Chain Positioning

COMPETITIVE ADVANTAGES

COMPETITIVE WAGES WITHIN THE TARGET INDUSTRY

Existing Industry Wage Comparison: Wages, Salaries, & Proprietor Earnings	Saline County	Greater Region	Kansas	United States
Crop Production (NAICS 111000)	\$49,179	\$50,418	\$51,446	\$41,544
Soil Preparation, Planting, and Cultivating (NAICS 115112)	Insf. Data	\$32,908	\$42,009	\$42,150
Crop Harvesting, Primarily by Machine (NAICS 115113)	Insf. Data	\$27,904	\$34,149	\$37,645
Farm Labor Contractors and Crew Leaders (NAICS 115115)	\$21,592	\$23,276	\$27,912	\$28,905
Support Activities for Animal Production (NAICS 115210)	Insf. Data	\$26,899	\$32,531	\$37,905
Other Animal Food Manufacturing (NAICS 311119)	Insf. Data	\$59,929	\$84,876	\$60,264
Flour Milling (NAICS 311211)	\$62,535	\$59,370	\$71,213	\$67,386
Animal (except Poultry) Slaughtering (NAICS 311611)	Insf. Data	\$44,319	\$52,041	\$48,416
Grain and Field Bean Merchant Wholesalers (NAICS 424510)	\$51,470	\$52,129	\$53,249	\$59,298
Livestock Merchant Wholesalers (NAICS 424520)	\$24,514	\$25,257	\$42,804	\$26,089

Source: EMSI 2020

Wages lower than other regions

Wages higher than other regions



Agribusiness & Supply Chain Positioning

COMPETITIVE ADVANTAGES

ACCESS TO A SKILLED WORKFORCE

Saline County and the Greater Region have a high concentration and high growth potential of the industry-related occupations highlighted in green below:

Top Occupations in the Industry (U.S.)

SOC Code	Description	Core Region Location Quotient	Greater Region Location Quotient	Greater Region Projected Growth
11-9013	Farmers, Ranchers, and Other Agricultural Managers	0.59	1.49	(14%)
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1.08	1.05	3%
45-2091	Agricultural Equipment Operators	1.39	2.88	(0%)
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	0.28	0.79	3%
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	0.95	1.63	(10%)
45-2099	Agricultural Workers, All Other	0.29	0.73	(4%)
49-9041	Industrial Machinery Mechanics	1.59	2.27	11%
49-9071	Maintenance and Repair Workers, General	1.10	1.20	4%
51-1011	First-Line Supervisors of Production and Operating Workers	1.71	2.28	7%
51-3011	Bakers	0.56	0.55	0%
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	0.47	1.14	29%
51-3023	Slaughterers and Meat Packers	0.02	0.51	52%
51-3092	Food Batchmakers	3.24	2.94	(20%)
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1.46	2.13	2%
51-9111	Packaging and Filling Machine Operators and Tenders	3.27	4.50	1%
51-9198	Helpers--Production Workers	2.87	2.89	5%
53-3032	Heavy and Tractor-Trailer Truck Drivers	1.30	1.22	(5%)
53-7051	Industrial Truck and Tractor Operators	1.12	1.15	2%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	0.74	0.66	6%
53-7064	Packers and Packagers, Hand	0.60	0.73	3%

Source: Emsi, 2020

To capture all agribusiness industry codes, the *Purdue: Agribusiness, Food Processing and Technology* industry group is used here.

Agribusiness & Supply Chain Positioning

COMPETITIVE ADVANTAGES

ACCESS TO A SKILLED WORKFORCE

Saline County and the Greater Region have access to the following educational institutions to train talent for occupations in the industry.

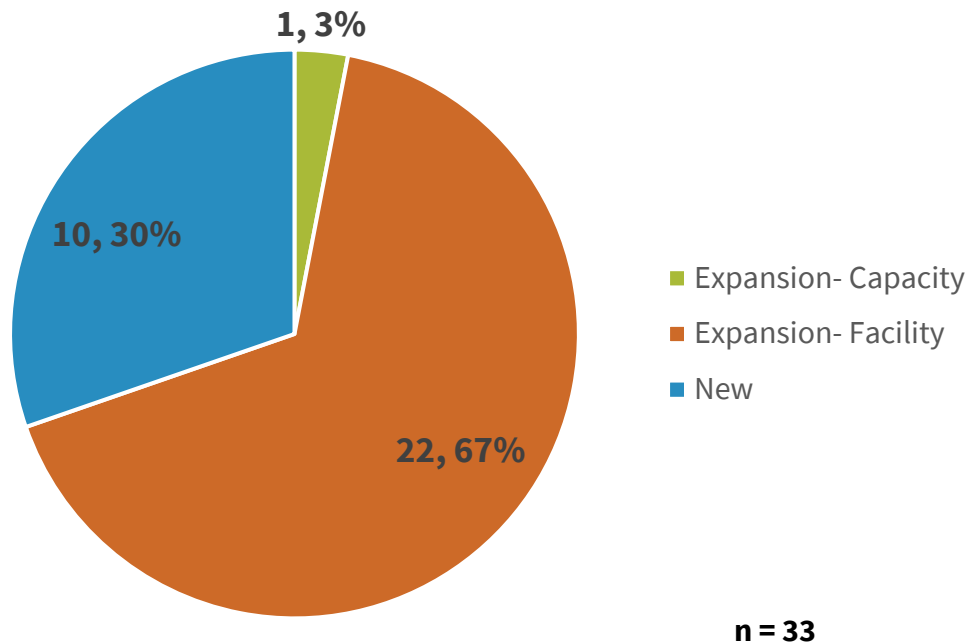
- **Kansas State University Polytechnic Campus:** Located in Salina, offers online programs in a wide range of agribusiness related areas of study, including Advanced Horticulture, Agribusiness, Animal Health Management, Animal Sciences and Industry, Bakery Science, Business Administration/Master of Agribusiness, Food Safety & Defense, Food Safety and Quality, Food Science, Food Science and Industry, and Grassland Management.
- **Kansas Wesleyan University:** Located in Salina, Kansas, offers undergraduate degrees in environmental, sustainability, and resilience studies, biology, chemistry, and business management.
- **Salina Area Technical College:** Located in Salina, offers programs in business administration and other areas of study that impact the supply and production of agricultural equipment, such as automotive technology, diesel technology, commercial truck driving, construction technology, HVAC, machine tool technology, and welding.

Agribusiness & Supply Chain Positioning

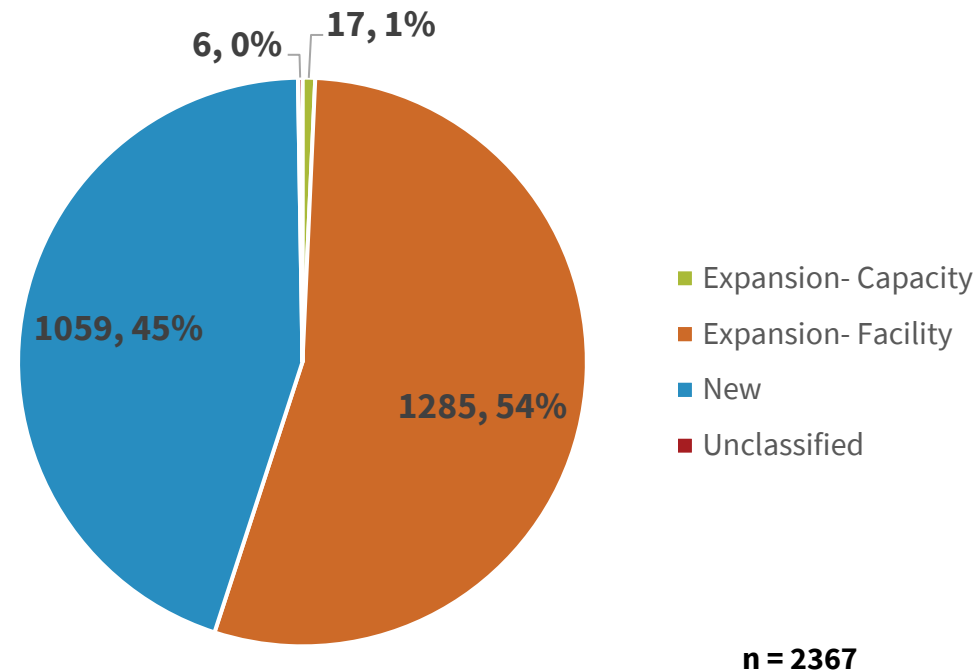
INDUSTRY PROJECT SPECIFICATIONS

NEW SITE LOCATIONS VS EXPANSION PROJECTS: KANSAS & USA

KANSAS



USA



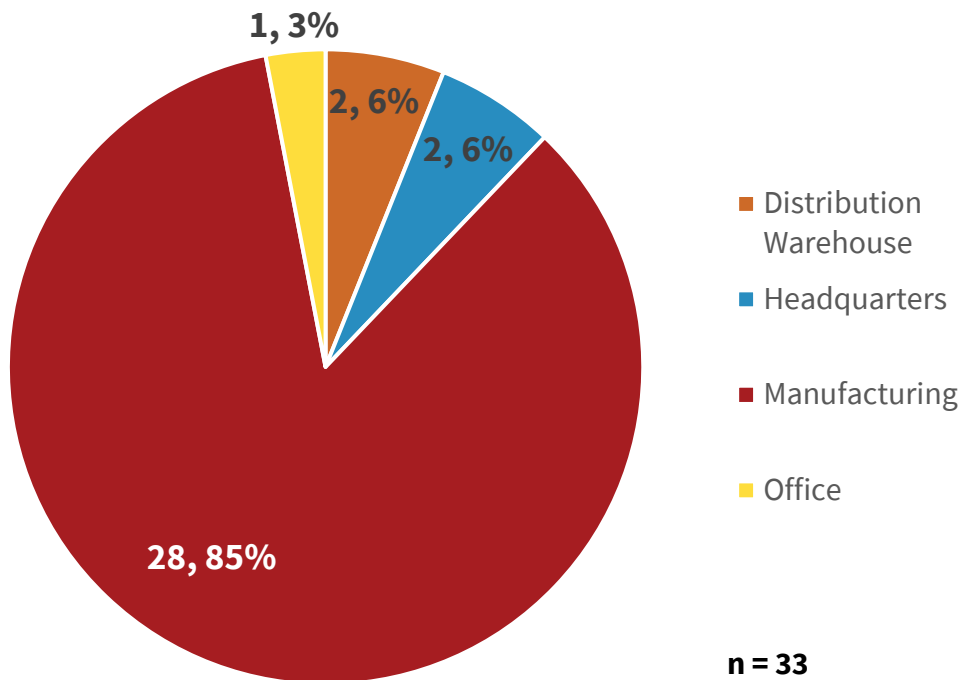
Source: Conway Analytics, 2015-2020.

Agribusiness & Supply Chain Positioning

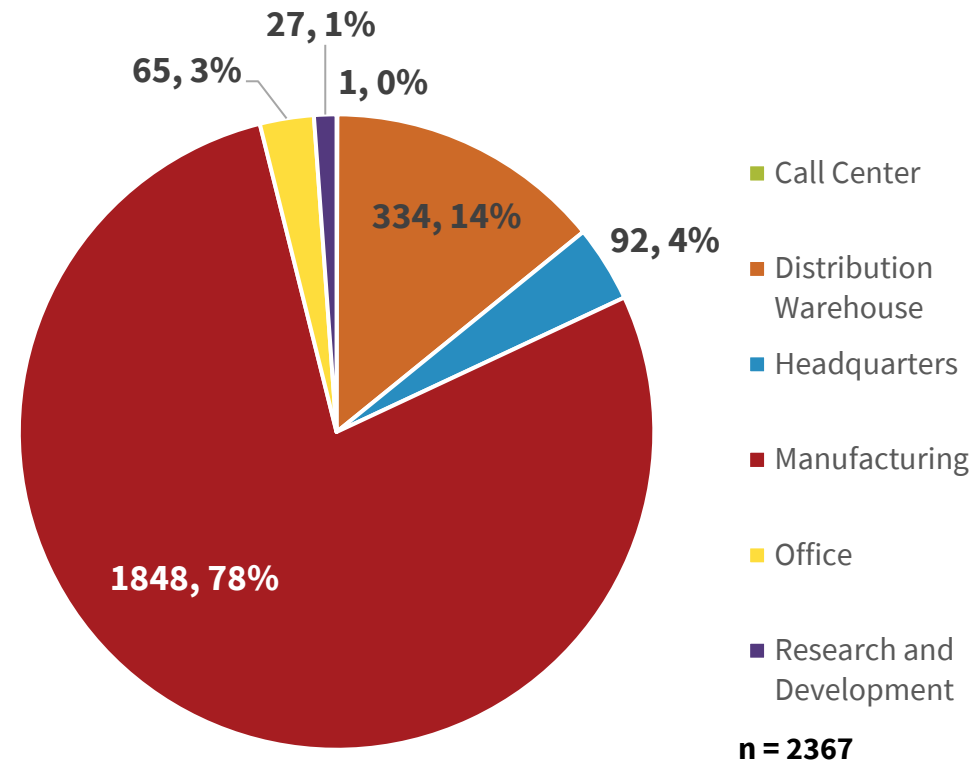
INDUSTRY PROJECT SPECIFICATIONS

PROJECT TYPES: KANSAS & USA

KANSAS



USA



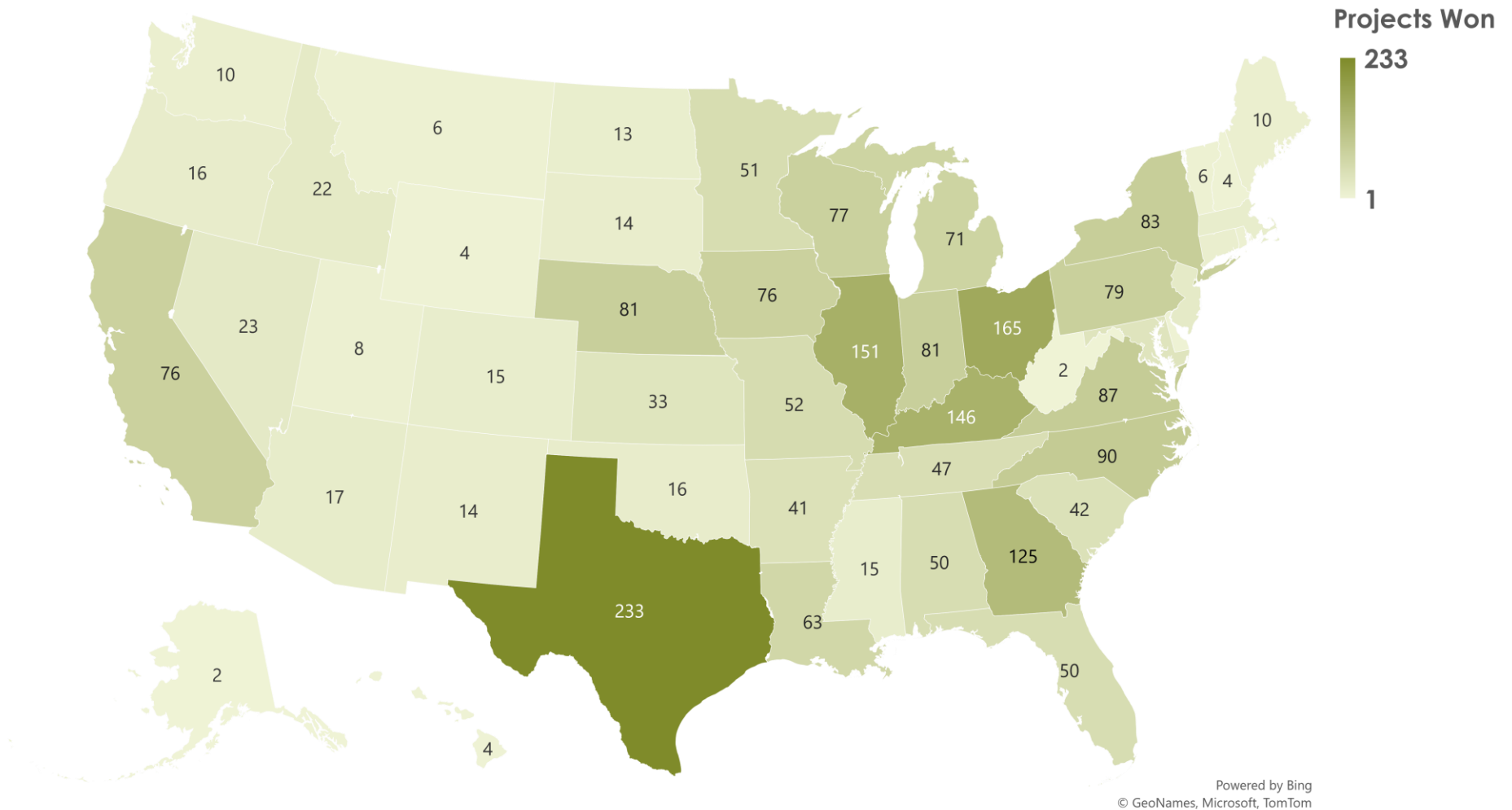
Source: Conway Analytics, 2015-2020.

Agribusiness & Supply Chain Positioning

REGION COMPETITORS

PROJECTS WON BY STATE

Projects Won By State



Source: Conway Analytics, 2015-2020.

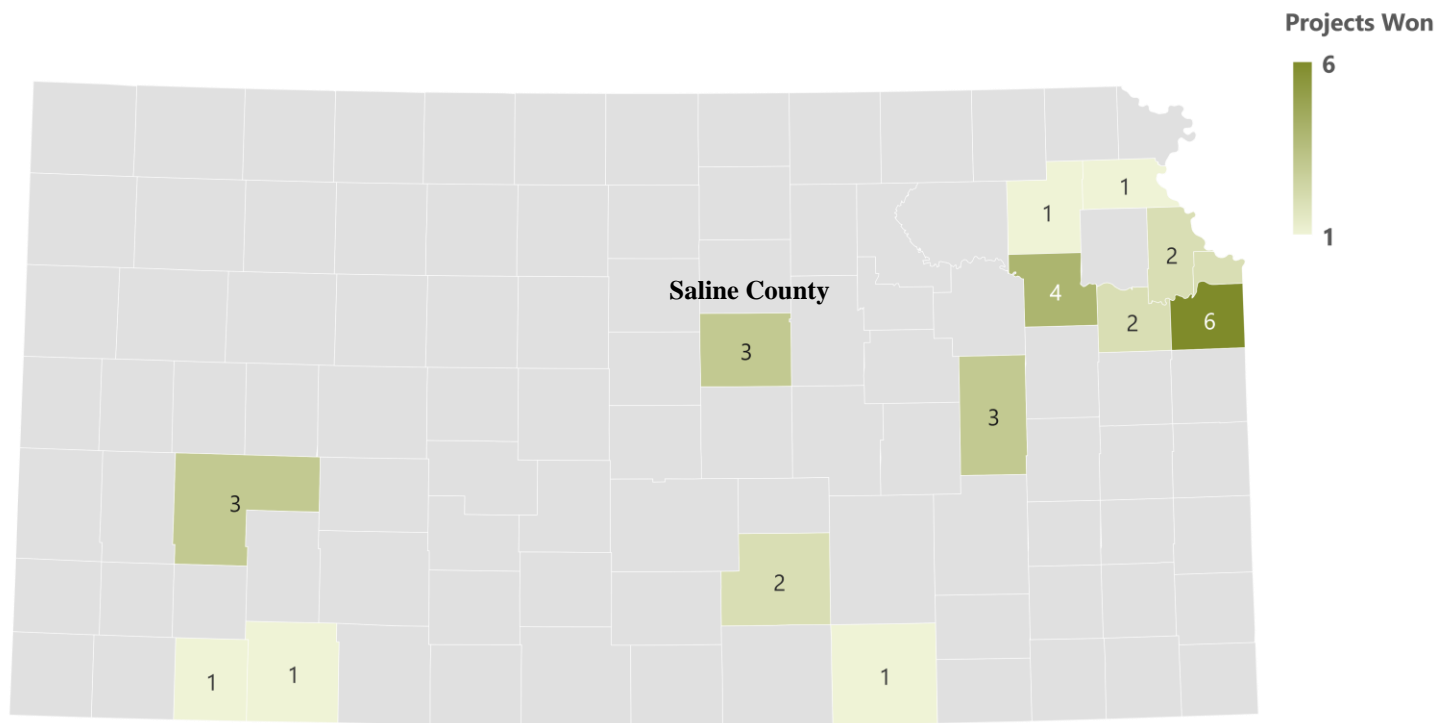
Agribusiness & Supply Chain Positioning

REGION COMPETITORS

PROJECTS WON BY COUNTY IN KANSAS

County	Projects Won
Johnson	6
Shawnee	4
Finney	3
Lyon	3
Saline	3
Douglas	2
Leavenworth	2
Sedgwick	2
Wyandotte	2
Atchison	1
Cowley	1
Jackson	1
Meade	1
Seward	1

PROJECTS WON BY COUNTY IN KANSAS



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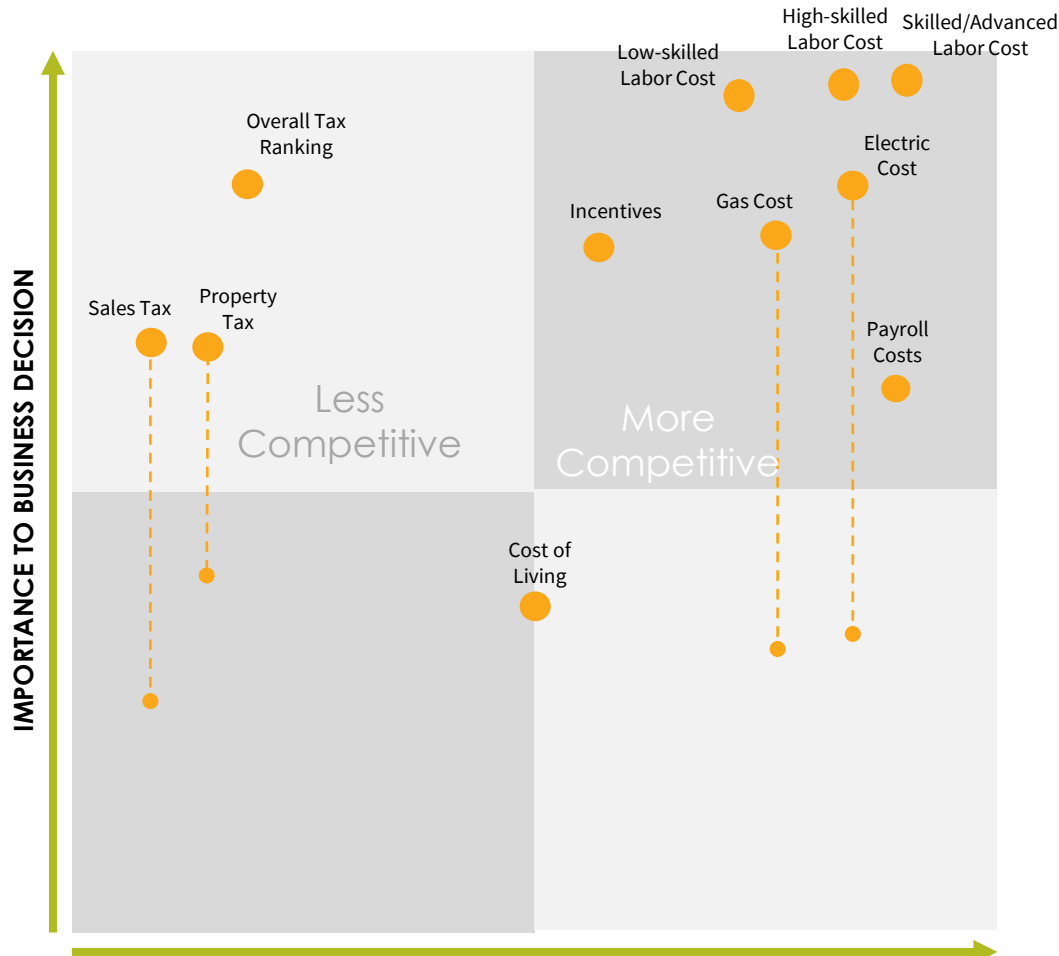
Source: Conway Analytics, 2015-2020.



Aerospace Positioning

Aerospace Positioning

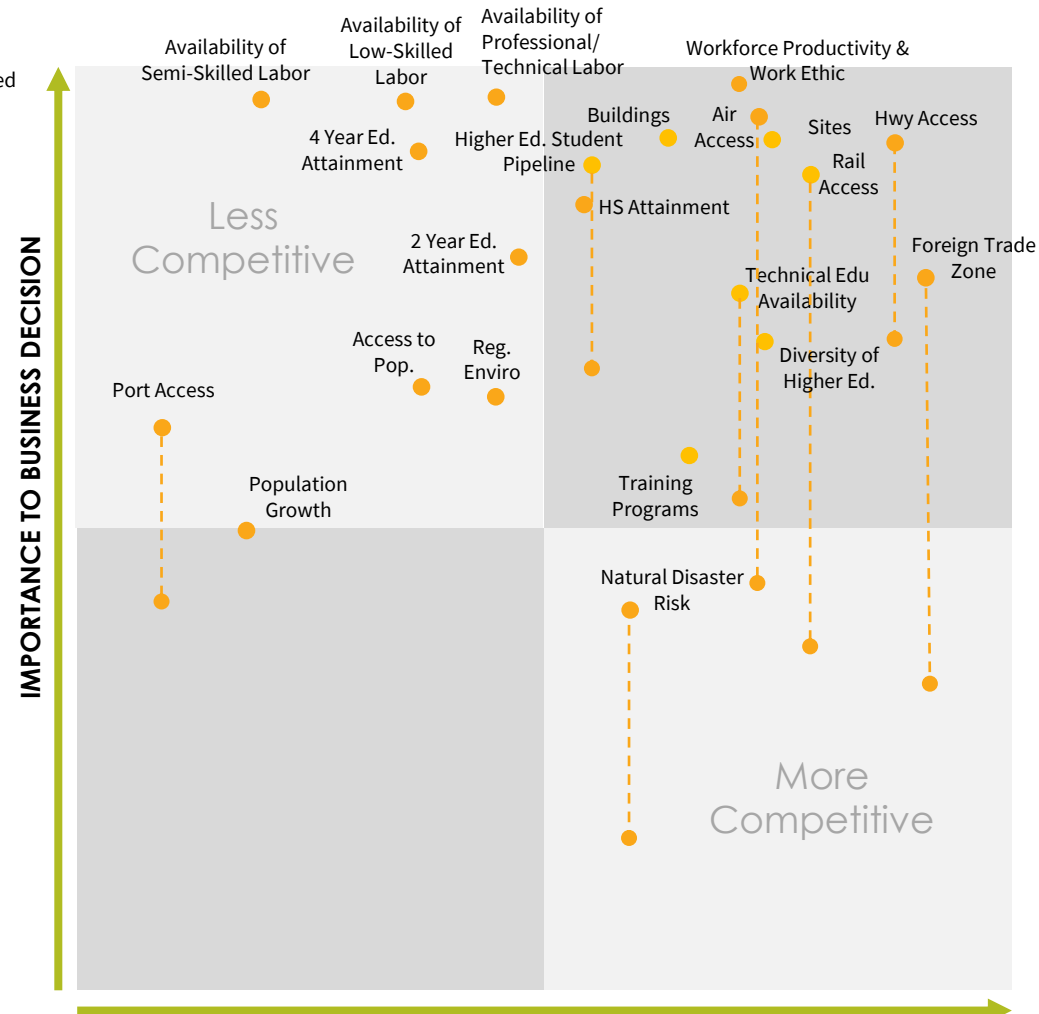
GENERAL BUSINESS COSTS ASSET MAP



SALINE COUNTY REGION COMPETITIVENESS

Note: Dotted lines down represent the variability of importance of each factor depending on the industry.

GENERAL BUSINESS CONDITIONS ASSET MAP



SALINE COUNTY REGION COMPETITIVENESS

Note: Dotted lines down represent the variability of each factor depending on the industry.

Aerospace Positioning

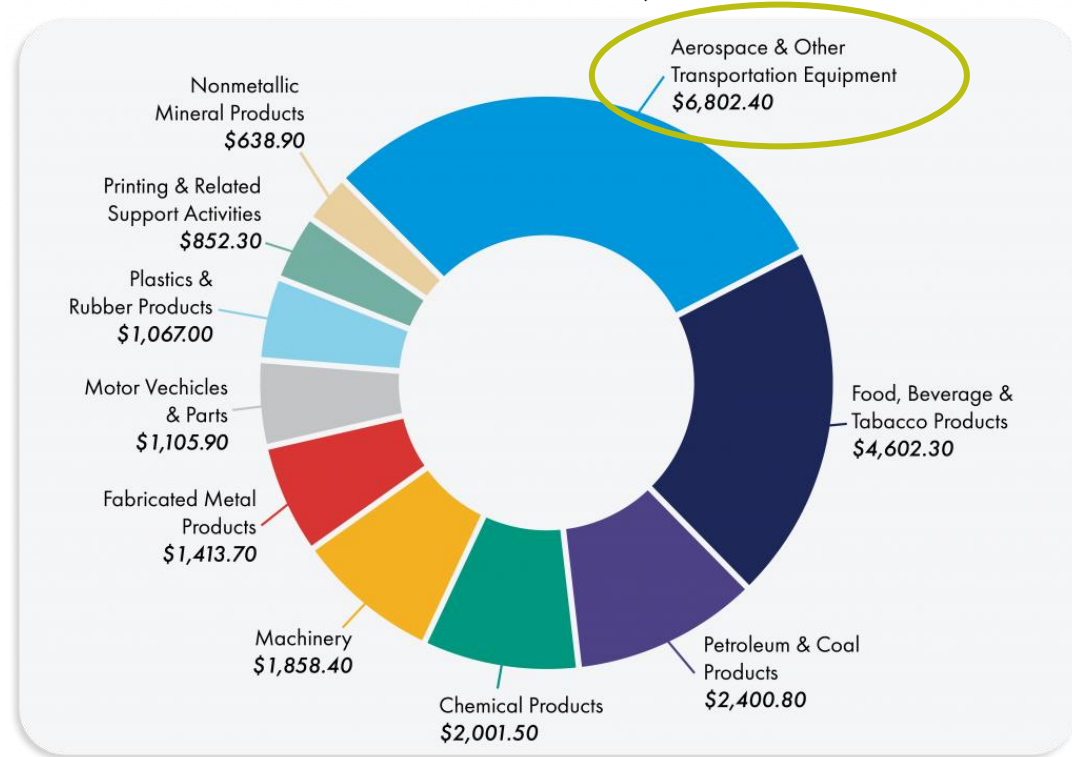
COMPETITIVE ADVANTAGES

STRONG AEROSPACE PRESENCE IN THE STATE OF KANSAS

Aerospace represents the largest share of manufacturing in Kansas, and is a key contributor to workforce, exports, and GDP in Kansas.

TOP 10 KANSAS MANUFACTURING SECTORS

in millions of dollars, 2017



\$7 billion

contribution to KS GDP

\$2.25 billion

in annual aerospace exports

#3

largest concentration of aviation workers in U.S.

Source: Kansas Dept of Commerce

Aerospace Positioning

COMPETITIVE ADVANTAGES

EXISTING REGIONAL AND LOCAL COMPANIES IN THE TARGET INDUSTRY

Business	Labor Force	NAICS Code	Industry Description	City	Website
Pkm Steel Service Inc	113	332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	Salina	www.pkmsteel.com
Salina Regional Airport	60	488119	Other Airport Operations	Salina	www.salinaairport.com
Twin Oaks Industries Inc	55	332710	Machine Shops	Salina	www.twino.com
Food Service Fabricators	44	332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	Salina	
Salina Steel Supply	39	332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	Salina	www.salinasteel.com
Salina Airport Authority	20	488119	Other Airport Operations	Salina	www.salinaairport.com
Avflight Salina	20	488119	Other Airport Operations	Salina	
Salina Airport Authority	12	488190	Other Support Activities for Air Transportation	Salina	www.salinaairport.com
Jones Machinery Inc	12	332710	Machine Shops	Salina	
Salina Airport Authority - Aircraft Rescue & Fir	12	488119	Other Airport Operations	Salina	www.salinaairport.com
Waddle's Manufacturing Co	12	332710	Machine Shops	Salina	
Bennington Fiberglass	9	326199	All Other Plastics Product Manufacturing	Salina	www.benningtonfiberglass.com
Tdm Aero Tek Llc	8	488190	Other Support Activities for Air Transportation	Salina	
World Wide Windows Inc	6	326199	All Other Plastics Product Manufacturing	Salina	
Schilling Aviation Services	4	488190	Other Support Activities for Air Transportation	Salina	
Salina Auto Color	2	333249	Other Industrial Machinery Manufacturing	Salina	
Avflight South	0	488119	Other Airport Operations	Salina	www.avflight.com

Source: Emsi, 2020

Aerospace Positioning

COMPETITIVE ADVANTAGES

HIGH CONCENTRATION AND HIGH GROWTH WITHIN THE TARGET INDUSTRY

Aerospace Part I: Industry Concentration, Past Growth, and Projected Growth	Concentration		Saline County Past and Projected Growth		Greater Region Past and Projected Growth	
	Saline County LQ	Greater Region LQ	2015-2020	2020-2025	2015-2020	2020-2025
All Other Plastics Product Manufacturing (NAICS 326199)	0.60	3.62	250%	52%	156%	10%
Fabricated Structural Metal Manufacturing (NAICS 332312)	14.43	7.58	39%	15%	7%	15%
Ornamental and Architectural Metal Work Manufacturing (NAICS 332323)	0.00	4.74	0%	0%	82%	12%
Machine Shops (NAICS 332710)	5.73	3.24	15%	2%	8%	(2%)
Bolt, Nut, Screw, Rivet, and Washer Manufacturing (NAICS 332722)	0.00	1.47	0%	0%	9%	9%
Industrial Valve Manufacturing (NAICS 332911)	37.95	38.43	(2%)	10%	33%	12%
Fabricated Pipe and Pipe Fitting Manufacturing (NAICS 332996)	0.00	20.08	0%	0%	98%	35%
All Other Miscellaneous Fabricated Metal Product Manufacturing (NAICS 332999)	0.00	12.80	Insf. Data	0%	164%	42%
Construction Machinery Manufacturing (NAICS 333120)	10.24	5.38	10%	(19%)	10%	(19%)
Other Industrial Machinery Manufacturing (NAICS 333249)	0.00	12.14	Insf. Data	0%	0%	4%
Rolling Mill and Other Metalworking Machinery Manufacturing (NAICS 333519)	0.00	40.44	0%	0%	53%	(2%)
Conveyor and Conveying Equipment Manufacturing (NAICS 333922)	16.73	20.85	(3%)	(7%)	107%	(1%)
Storage Battery Manufacturing (NAICS 335911)	175.08	92.01	23%	4%	23%	4%
Aircraft Manufacturing (NAICS 336411)	0.00	0.00	0%	0%	0%	0%
Aircraft Engine and Engine Parts Manufacturing (NAICS 336412)	0.00	0.00	0%	0%	0%	0%
Other Airport Operations (NAICS 488119)	0.00	0.00	0%	0%	0%	0%
Other Support Activities for Air Transportation (NAICS 488190)	0.81	1.36	Insf. Data	43%	204%	24%

Source: EMSI 2020

Aerospace Positioning

COMPETITIVE ADVANTAGES

COMPETITIVE WAGES WITHIN THE TARGET INDUSTRY

Existing Industry Wage Comparison: Wages, Salaries, & Proprietor Earnings	Saline County	Greater Region	Kansas	United States
All Other Plastics Product Manufacturing (NAICS 326199)	\$46,197	\$44,120	\$47,265	\$52,661
Fabricated Structural Metal Manufacturing (NAICS 332312)	\$46,693	\$46,693	\$51,250	\$60,485
Ornamental and Architectural Metal Work Manufacturing (NAICS 332323)	Insf. Data	\$47,609	\$50,430	\$55,814
Machine Shops (NAICS 332710)	\$52,293	\$51,621	\$52,000	\$55,862
Bolt, Nut, Screw, Rivet, and Washer Manufacturing (NAICS 332722)	Insf. Data	\$44,344	\$53,638	\$64,140
Industrial Valve Manufacturing (NAICS 332911)	\$46,177	\$47,661	\$51,306	\$73,143
Fabricated Pipe and Pipe Fitting Manufacturing (NAICS 332996)	Insf. Data	\$55,667	\$53,088	\$60,546
All Other Miscellaneous Fabricated Metal Product Manufacturing (NAICS 332999)	Insf. Data	\$56,830	\$52,995	\$56,636
Construction Machinery Manufacturing (NAICS 333120)	\$63,408	\$63,408	\$62,329	\$74,037
Other Industrial Machinery Manufacturing (NAICS 333249)	Insf. Data	\$58,134	\$61,356	\$70,025
Rolling Mill and Other Metalworking Machinery Manufacturing (NAICS 333519)	Insf. Data	\$49,008	\$51,553	\$71,257
Conveyor and Conveying Equipment Manufacturing (NAICS 333922)	\$58,258	\$48,259	\$61,398	\$67,944
Storage Battery Manufacturing (NAICS 335911)	\$54,933	\$54,933	\$51,164	\$65,877
Aircraft Manufacturing (NAICS 336411)	Insf. Data	Insf. Data	\$82,976	\$107,372
Aircraft Engine and Engine Parts Manufacturing (NAICS 336412)	Insf. Data	Insf. Data	\$102,388	\$96,544
Other Airport Operations (NAICS 488119)	Insf. Data	Insf. Data	\$33,810	\$33,170
Other Support Activities for Air Transportation (NAICS 488190)	\$27,619	\$60,005	\$52,784	\$66,059

Source: EMSI 2020

Wages lower than other regions

Wages higher than other regions

Aerospace Positioning

COMPETITIVE ADVANTAGES

ACCESS TO A SKILLED WORKFORCE

Saline County and the Greater Region have a high concentration and high growth potential of the industry- related occupations highlighted in green below:

Top Occupations in the Industry (U.S.)

SOC Code	Description	Core Region Location Quotient	Greater Region Location Quotient	Greater Region Projected Growth
11-1021	General and Operations Managers	0.87	0.83	(11%)
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	0.17	0.17	52%
17-2112	Industrial Engineers	1.12	1.54	15%
17-2141	Mechanical Engineers	1.28	1.35	30%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1.08	1.05	9%
43-5071	Shipping, Receiving, and Inventory Clerks	1.23	1.24	6%
43-9061	Office Clerks, General	0.70	0.66	(35%)
49-3011	Aircraft Mechanics and Service Technicians	0.48	0.49	(24%)
49-9041	Industrial Machinery Mechanics	1.59	2.27	8%
51-1011	First-Line Supervisors of Production and Operating Workers	1.71	2.28	(5%)
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	0.02	2.49	Insf. Data
51-2098	Miscellaneous Assemblers and Fabricators	1.98	1.93	(13%)
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	1.90	2.42	40%
51-4041	Machinists	2.41	2.49	11%
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	0.92	2.32	123%
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1.18	1.08	13%
51-4121	Welders, Cutters, Solderers, and Brazers	3.62	3.66	20%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1.46	2.13	51%
51-9161	Computer Numerically Controlled Tool Operators	2.66	3.06	1%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	0.74	0.66	10%

Source: Emsi, 2020

Aerospace Positioning

COMPETITIVE ADVANTAGES

ACCESS TO A SKILLED WORKFORCE

Saline County has access to the following educational institutions to train talent for occupations in the industry.



Kansas State University Polytechnic

As one of the leading aviation universities in the country, Kansas State Polytechnic offers three instrument runways, labs, a state-of-the-art Canadair Regional Jet simulator, an operational dispatch center, an aviation maintenance training hangar and a nationally recognized unmanned aircraft systems program. Various degrees are offered in aviation maintenance management, professional pilot and unmanned aircraft systems.

KWU and KSU Combine Resources

CROSS-OVER EXPERTISE

Kansas Wesleyan University and Kansas State Polytechnic Combine Resources to Jointly Offer Emergency Management-Unmanned Aircraft Systems Minors

<https://www.kansascommerce.gov/industry/aerospace/>

<https://www.kwu.edu/kwu-and-ksu-combine-resources>

Aerospace Positioning

COMPETITIVE ADVANTAGES

ACCESS TO A SKILLED WORKFORCE

Additionally, Saline County and the greater region have access to the following educational institutions to train talent for occupations in the industry within 90 minutes of Saline County.



National Institute for Aviation Research

The National Institute for Aviation Research (NIAR) at Wichita State University is the largest applied aerospace research and development academic institution in the nation. NIAR provides research, design, testing, certification and training to industry, government agencies, educational entities and other clients. NIAR's clients include Boeing, NASA, Spirit AeroSystems, the Federal Aviation Administration, Textron Aviation to name a few.



WSU Innovation Campus

The Innovation Campus brings together industry expertise and Wichita State University's research, commercialization and education capabilities. Several companies have located operations on the campus and conducted research in partnership with university engineers and scientists. The largest of these is Airbus, whose engineering center has approximately 200 employees.

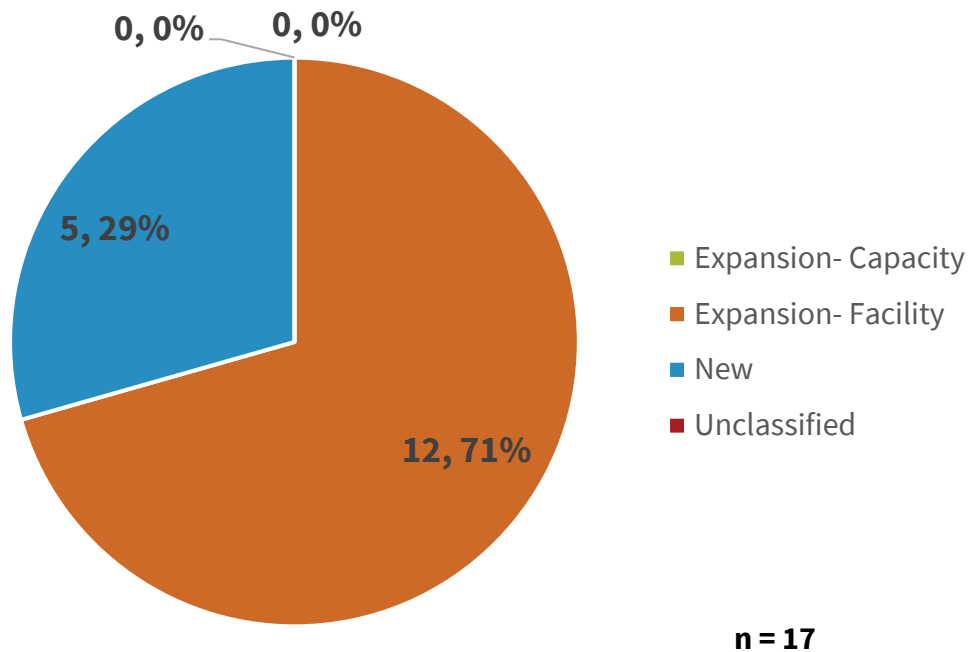
<https://www.kansascommerce.gov/industry/aerospace/>

Aerospace Positioning

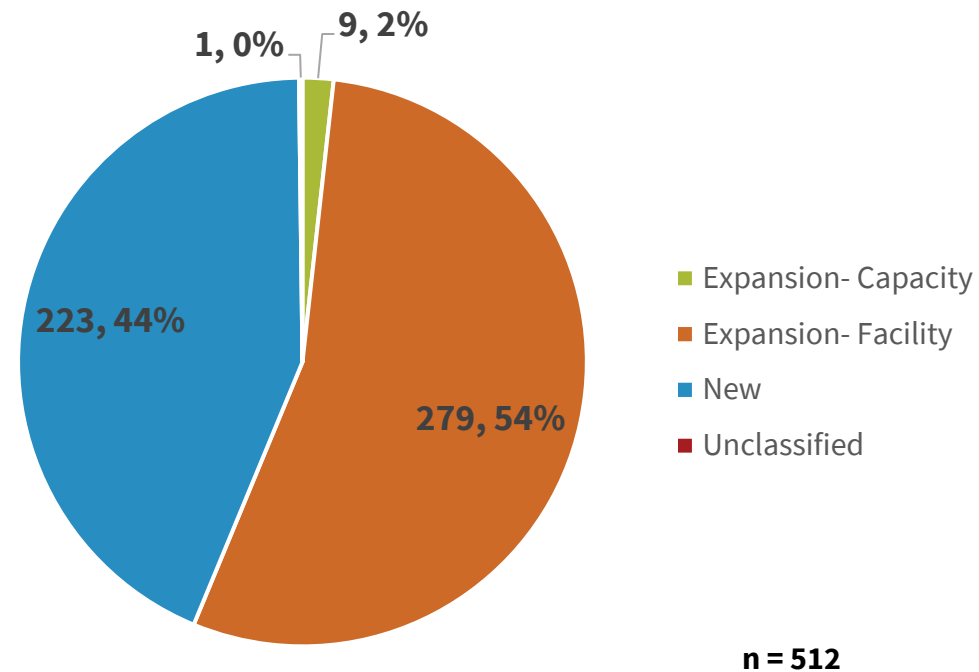
INDUSTRY PROJECT SPECIFICATIONS

NEW SITE LOCATIONS VS EXPANSION PROJECTS: KANSAS & USA

KANSAS



USA



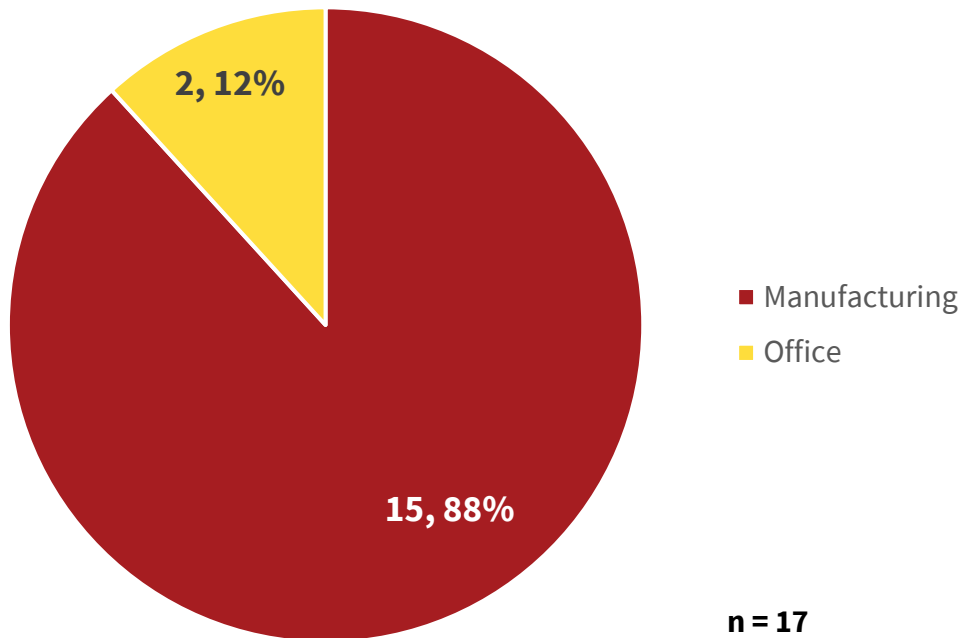
Source: Conway Analytics, 2015-2020.

Aerospace Positioning

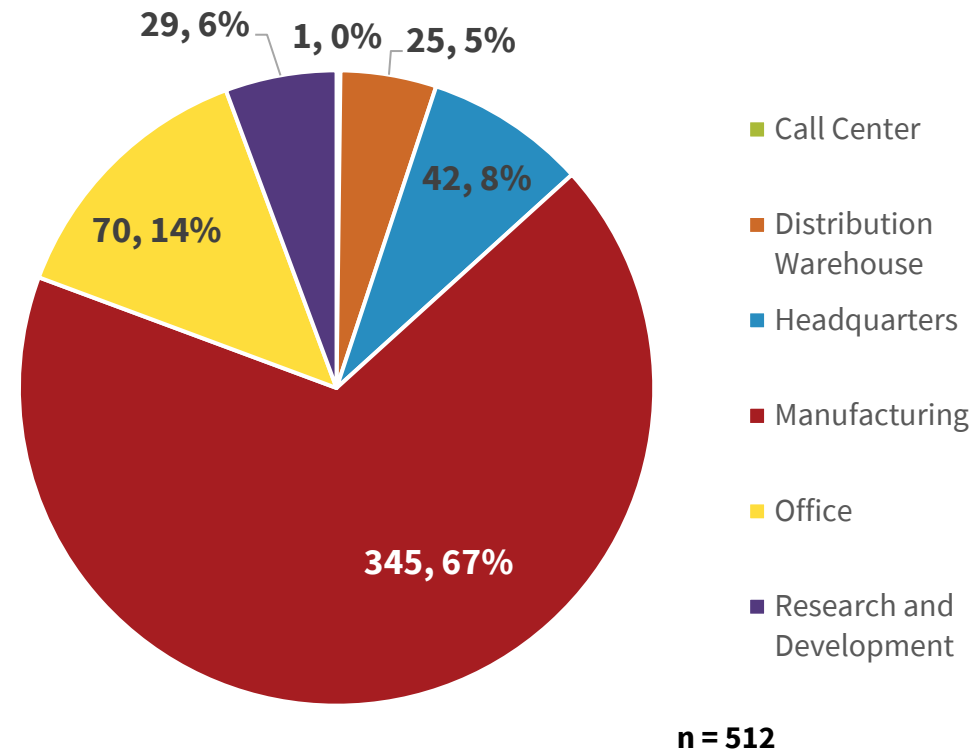
INDUSTRY PROJECT SPECIFICATIONS

PROJECT TYPES: KANSAS & USA

KANSAS



USA



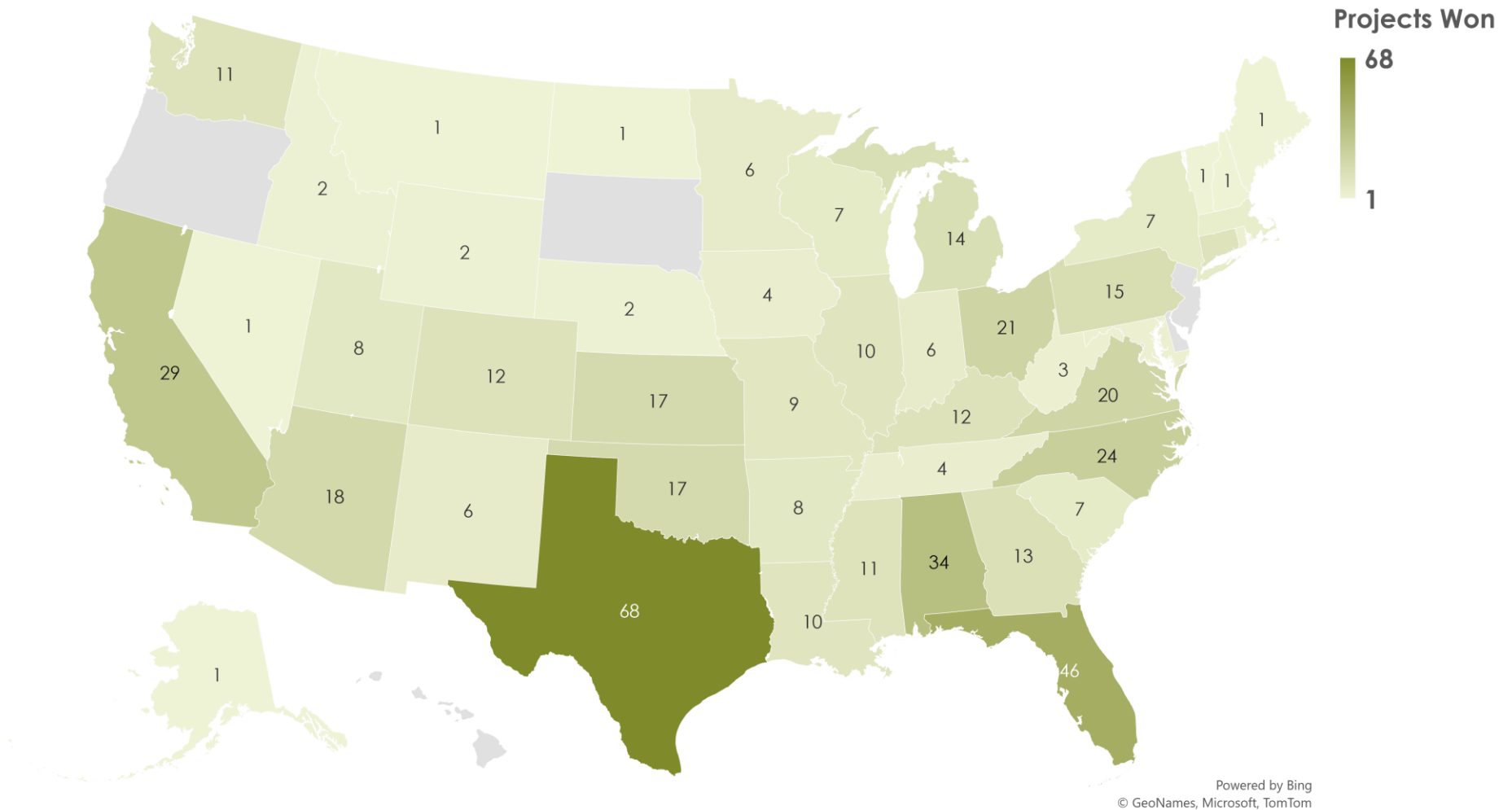
Source: Conway Analytics, 2015-2020.

Aerospace Positioning

REGION COMPETITORS

PROJECTS WON BY STATE

Projects Won By State



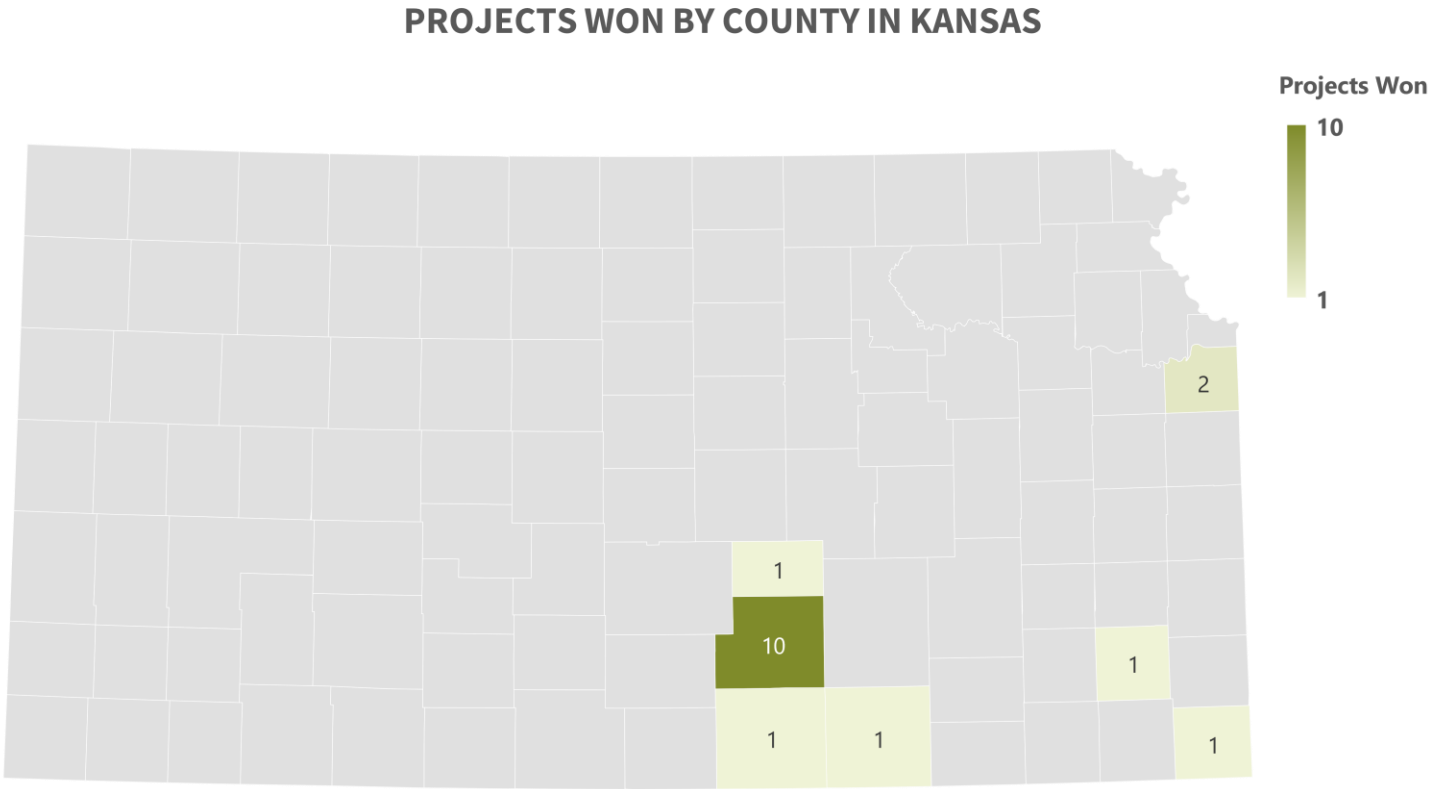
Source: Conway Analytics, 2015-2020.

Aerospace Positioning

REGION COMPETITORS

PROJECTS WON BY COUNTY IN KANSAS

County	Projects Won
Sedgwick	10
Johnson	2
Cherokee	1
Cowley	1
Harvey	1
Neosho	1
Sumner	1



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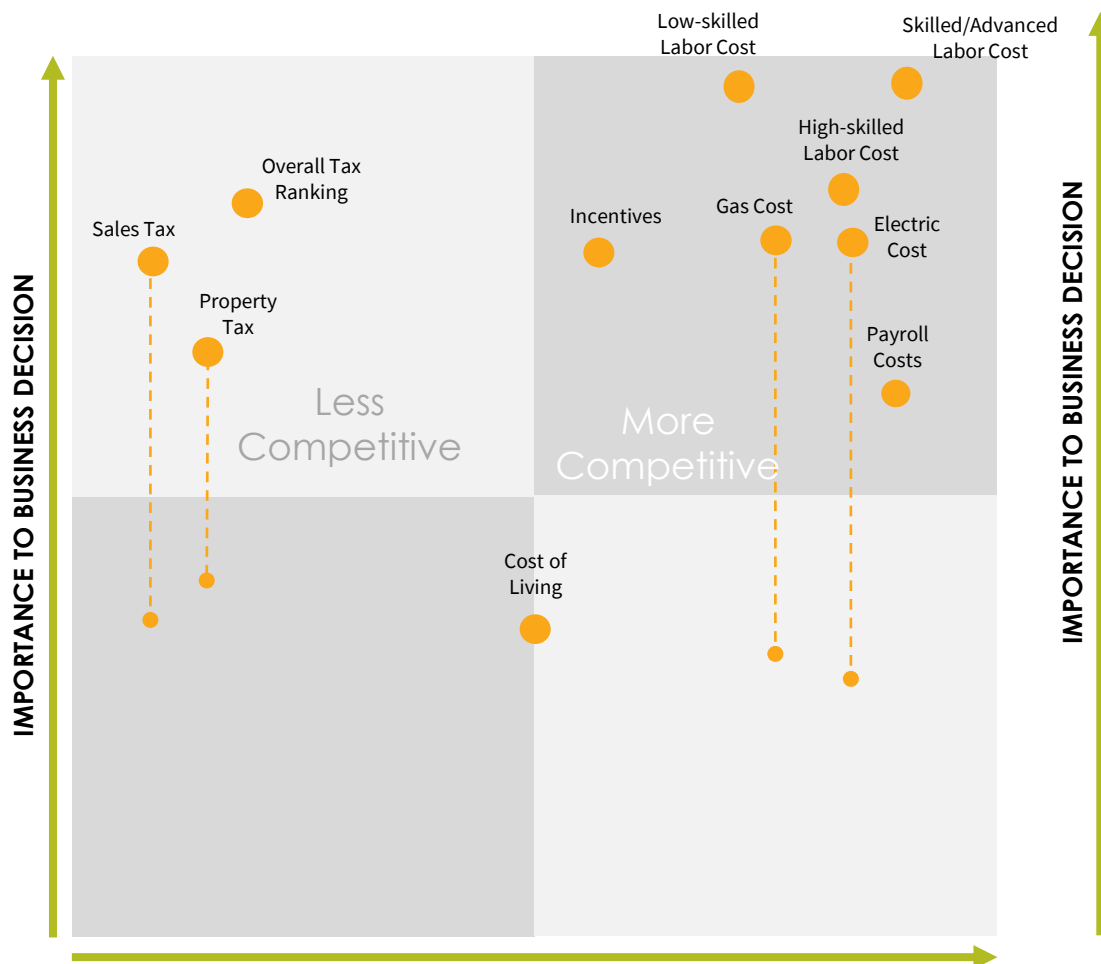
Source: Conway Analytics, 2015-2020.



Distribution Positioning

Distribution Positioning

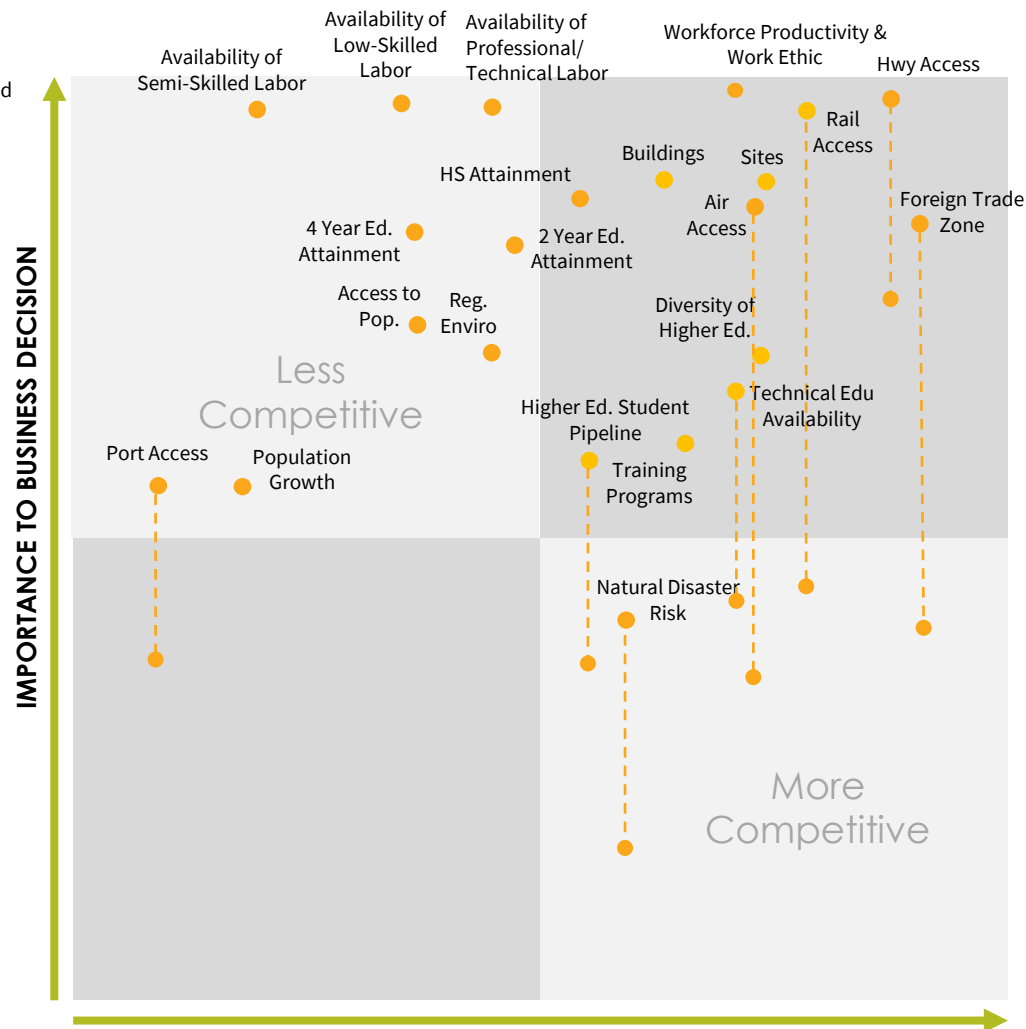
GENERAL BUSINESS COSTS ASSET MAP



SALINE COUNTY REGION COMPETITIVENESS

Note: Dotted lines down represent the variability of importance of each factor depending on the industry.

GENERAL BUSINESS CONDITIONS ASSET MAP



SALINE COUNTY REGION COMPETITIVENESS

Note: Dotted lines down represent the variability of each factor depending on the industry.

Distribution Positioning

COMPETITIVE ADVANTAGES

CENTRAL LOCATION AND ACCESS TO INTERSTATE FOR REGIONAL DISTRIBUTION

140,000

miles of public roads

117,000

Kansans employed in transportation, warehousing and
wholesale trade sectors

4,257

total rail miles

#3

ranked infrastructure by CNBC (2019)

Source: Kansas Dept of Commerce



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For more maps, visit TRIPinfo.com

MILES
0 50

The State of Kansas possess a strong infrastructure and distribution economy. Salina Lies at the intersection of two interstates, and while not on the line between Wichita and Topeka, still represents a local of transportation and distribution.

Distribution Positioning

COMPETITIVE ADVANTAGES

SALINA AIRPORT INDUSTRIAL CENTER



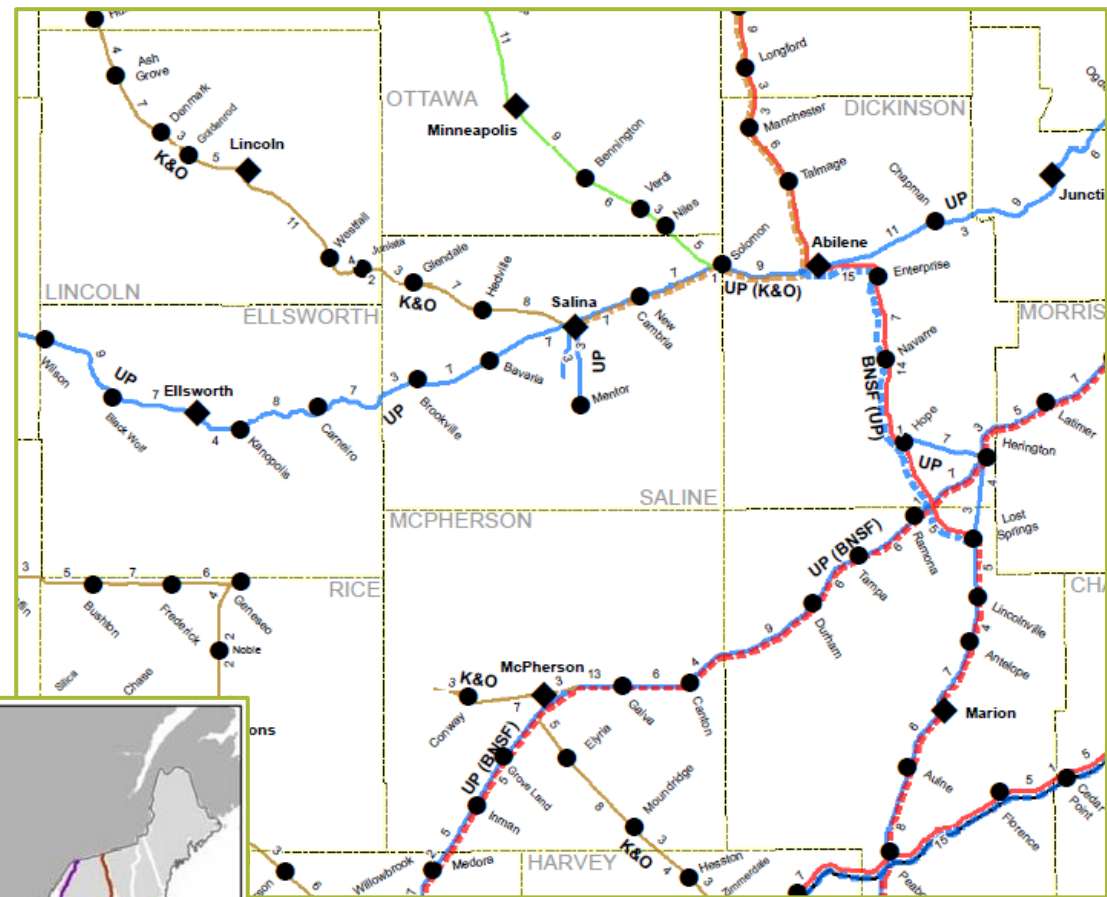
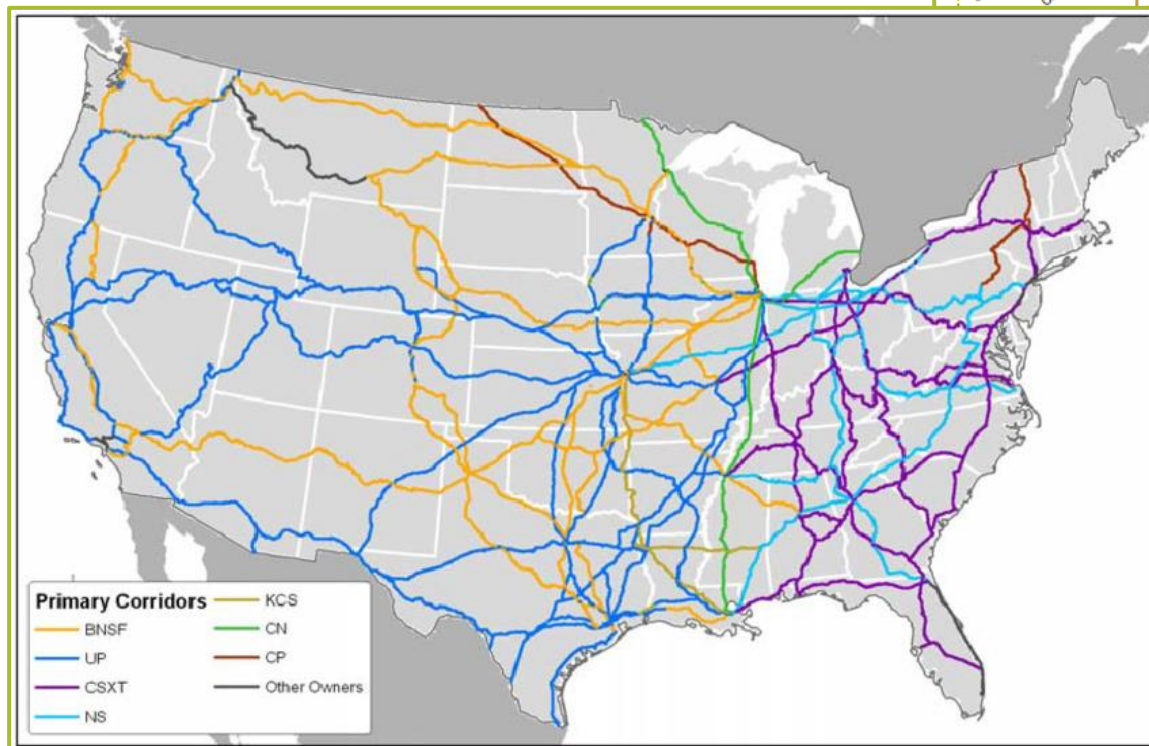
The Airport Industrial Center provides industrial site and buildings with airport access that attracts businesses to utilities the airport for distribution, manufacturing, and other operations. Some operators at the Center include:

- El Dorado National, Inc.
- Federal Express
- GE Oil and Gas
- Geoprobe Systems
- Kansas Army National Guard
- Ovation Cabinetry, Inc
- Power Ad Company
- Schwan's Global Supply Chain, Inc.
- Scientific Engineering
- Universal Forest Products
- Vortex Valves

Distribution Positioning

COMPETITIVE ADVANTAGES

NATIONAL RAIL ACCESS WITHIN THE COUNTY



PREPARED BY THE
KANSAS DEPARTMENT OF TRANSPORTATION
BUREAU OF TRANSPORTATION PLANNING
MAP CREATED TUESDAY, JUNE 04, 2019
KDOT makes no warranties, guarantees, or representations for accuracy of this information
and assumes no liability for errors or omissions.

Distribution Positioning

COMPETITIVE ADVANTAGES

EXISTING REGIONAL AND LOCAL COMPANIES IN THE INDUSTRY

Business	Labor Force	NAICS Code	Industry Description	City	Website
Great Plains Trucking Inc	80	484121	General Freight Trucking, Long-Distance, Truckload	Salina	www.gptrucking.com
Doug Bradley Trucking Inc	77	484121	General Freight Trucking, Long-Distance, Truckload	Salina	www.dougbradleytrucking.com
Music Filing & Storage Systems	35	493110	General Warehousing and Storage	Salina	www.musicfiling.com
Triangle Trucking Inc	30	484121	General Freight Trucking, Long-Distance, Truckload	Salina	www.triangletruckinginc.com
Mss Transport	30	484121	General Freight Trucking, Long-Distance, Truckload	Salina	www.msstrans.com
Chad Windhorst Trucking	22	484121	General Freight Trucking, Long-Distance, Truckload	Salina	
Diehl Construction	22	484121	General Freight Trucking, Long-Distance, Truckload	Salina	www.diehlconstructionks.com
Lanier Trucking Inc	22	484121	General Freight Trucking, Long-Distance, Truckload	Salina	
Landstar Rangers	22	484121	General Freight Trucking, Long-Distance, Truckload	Salina	
Smart Portable Storage LLC	18	484110	General Freight Trucking, Local	Salina	
Central Transport	18	484110	General Freight Trucking, Local	Salina	www.centraltransport.com
Archer Daniels Midland Co	15	493130	Farm Product Warehousing and Storage	Salina	www.adm.com
Vitran Express	13	484121	General Freight Trucking, Long-Distance, Truckload	Salina	www.vitranexpress.com
Salina Airport Authority	12	488190	Other Support Activities for Air Transportation	Salina	www.salinaairport.com
Mid Kansas Co-op Association	11	493130	Farm Product Warehousing and Storage	Falun	www.mkcoop.com
Dst LLC	10	484121	General Freight Trucking, Long-Distance, Truckload	Salina	
Tdm Aero Tek LLC	8	488190	Other Support Activities for Air Transportation	Salina	
Landis Moving & Storage	8	493110	General Warehousing and Storage	Brookville	
Central Kansas Railway Inc	8	482110	Rail transportation	Salina	
Great Plains Manufacturing Inc	8	484121	General Freight Trucking, Long-Distance, Truckload	Salina	www.greatplainsmfg.com

Source: Emsi, 2020

Distribution Positioning

COMPETITIVE ADVANTAGES

HIGH CONCENTRATION AND HIGH GROWTH WITHIN THE INDUSTRY

Industry Concentration, Past Growth, and Projected Growth	Concentration		Saline County Past and Projected Growth		Greater Region Past and Projected Growth	
	Saline County LQ	Greater Region LQ	2015-2020	2020-2025	2015-2020	2020-2025
Rail transportation (NAICS 482110)	1.23	2.08	(44%)	(31%)	(38%)	(22%)
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	2.06	1.50	9%	(8%)	5%	(7%)
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	2.02	1.16	(3%)	6%	(17%)	2%
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	0.22	0.69	(5%)	Insf. Data	(12%)	7%
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	1.96	1.39	(50%)	(51%)	(46%)	(49%)
Other Support Activities for Air Transportation (NAICS 488190)	0.81	1.36	Insf. Data	43%	204%	24%
Local Messengers and Local Delivery (NAICS 492210)	0.35	0.61	Insf. Data	Insf. Data	42%	10%
General Warehousing and Storage (NAICS 493110)	0.49	0.29	31%	(11%)	12%	(9%)
Farm Product Warehousing and Storage (NAICS 493130)	24.40	52.58	(30%)	2%	98%	20%

Source: EMSI 2020

Distribution Positioning

COMPETITIVE ADVANTAGES

COMPETITIVE WAGES WITHIN THE TARGET INDUSTRY

Existing Industry Wage Comparison: Wages, Salaries, & Proprietor Earnings	Saline County	Greater Region	Kansas	United States
Rail transportation (NAICS 482110)	\$94,841	\$94,841	\$94,841	\$95,063
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	\$54,301	\$55,603	\$56,330	\$54,124
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	\$64,594	\$63,500	\$65,747	\$60,609
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	\$41,951	\$44,677	\$47,125	\$55,779
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	\$53,256	\$53,177	\$64,204	\$61,852
Other Support Activities for Air Transportation (NAICS 488190)	\$27,619	\$60,005	\$52,784	\$66,059
Local Messengers and Local Delivery (NAICS 492210)	Insf. Data	\$35,843	\$37,732	\$34,738
General Warehousing and Storage (NAICS 493110)	\$21,872	\$23,958	\$37,895	\$42,308
Farm Product Warehousing and Storage (NAICS 493130)	\$50,134	\$48,267	\$49,097	\$49,603

Source: EMSI 2020

Wages lower than other regions

Wages higher than other regions

Distribution Positioning

COMPETITIVE ADVANTAGES

ACCESS TO A SKILLED WORKFORCE

Saline County and the Greater Region have a high concentration and high growth potential of the industry-related occupations highlighted in green below:

Top Occupations in the Industry (U.S.)

SOC Code	Description	Core Region Location Quotient	Greater Region Location Quotient	Greater Region Projected Growth
11-1021	General and Operations Managers	0.87	0.83	4%
11-3071	Transportation, Storage, and Distribution Managers	0.36	0.43	8%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	0.96	0.90	(2%)
43-4051	Customer Service Representatives	0.68	0.64	(0%)
43-5021	Couriers and Messengers	0.45	0.51	12%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	0.74	0.72	(3%)
43-5071	Shipping, Receiving, and Inventory Clerks	1.23	1.24	1%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1.82	1.72	(4%)
43-9061	Office Clerks, General	0.70	0.66	(1%)
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1.52	1.41	(2%)
49-9071	Maintenance and Repair Workers, General	1.10	1.20	4%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	1.17	1.07	(0%)
53-3032	Heavy and Tractor-Trailer Truck Drivers	1.30	1.22	(5%)
53-3033	Light Truck Drivers	1.22	0.94	2%
53-4011	Locomotive Engineers	1.39	2.27	(17%)
53-4031	Railroad Conductors and Yardmasters	1.27	2.08	(17%)
53-7051	Industrial Truck and Tractor Operators	1.12	1.15	2%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	0.74	0.66	6%
53-7064	Packers and Packagers, Hand	0.60	0.73	3%
53-7065	Stockers and Order Fillers	0.93	0.82	(1%)

Source: Emsi, 2020

Distribution Positioning

COMPETITIVE ADVANTAGES

ACCESS TO A SKILLED WORKFORCE

Saline County and the Greater Region have access to the following educational institutions to train talent for occupations in the industry.

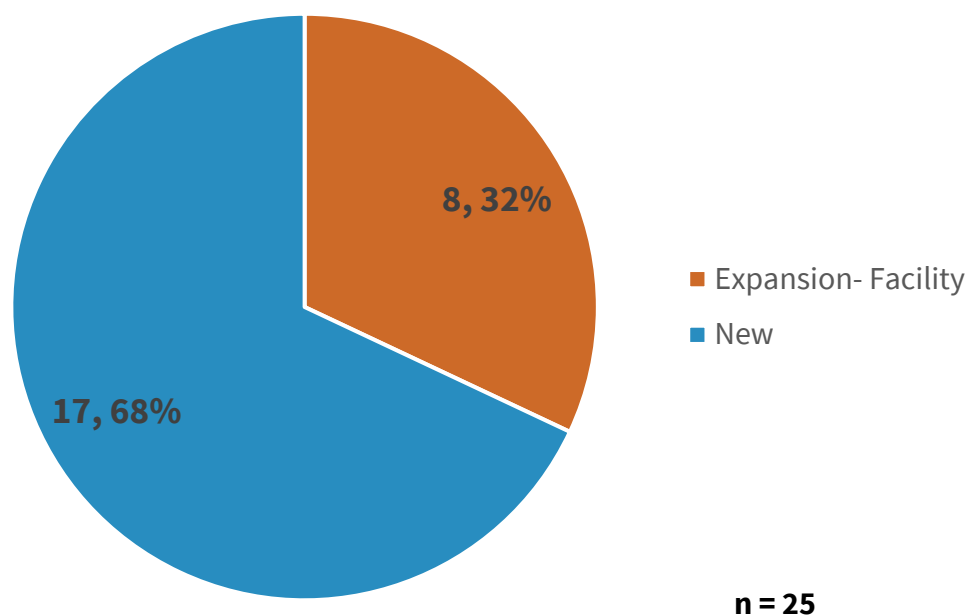
- **Salina Area Technical College:** Located in Salina, offers programs in auto collision repair and technology, business administration, truck driving, diesel technology, technical studies, and welding.
- **Kansas State University Polytechnic Campus:** Located in Salina, offers online courses in transportation engineering, civil engineering, professional aviation, unmanned aircraft systems information assurance and mechanical engineering. On campus, programs in all aviation programs, mechanical engineering, robotics and automation engineering technology are also offered.

Distribution Positioning

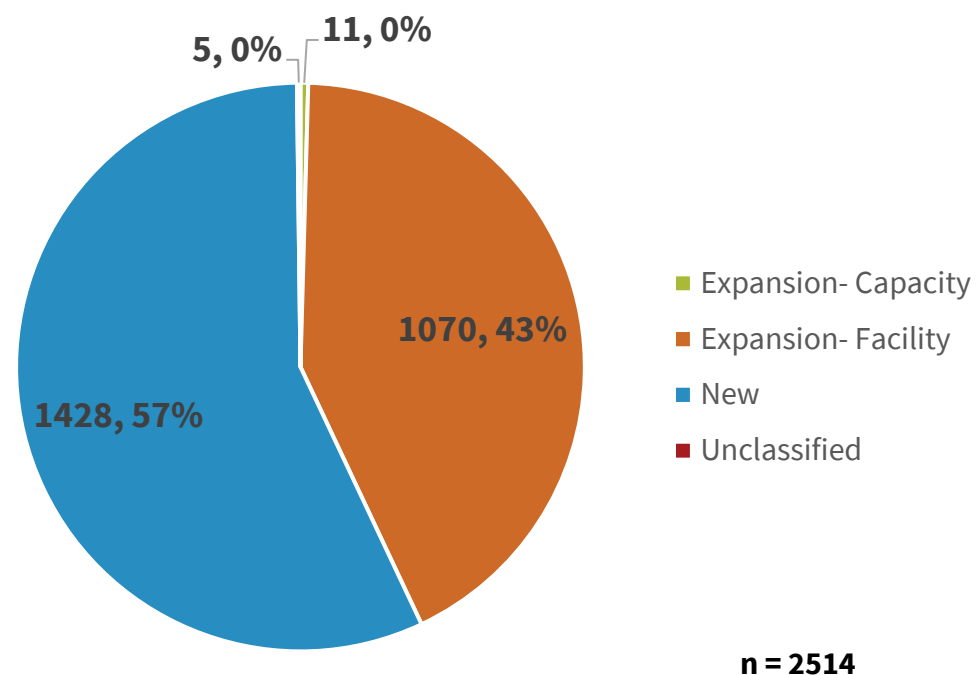
INDUSTRY PROJECT SPECIFICATIONS

NEW SITE LOCATIONS VS EXPANSION PROJECTS: KANSAS & USA

KANSAS



USA



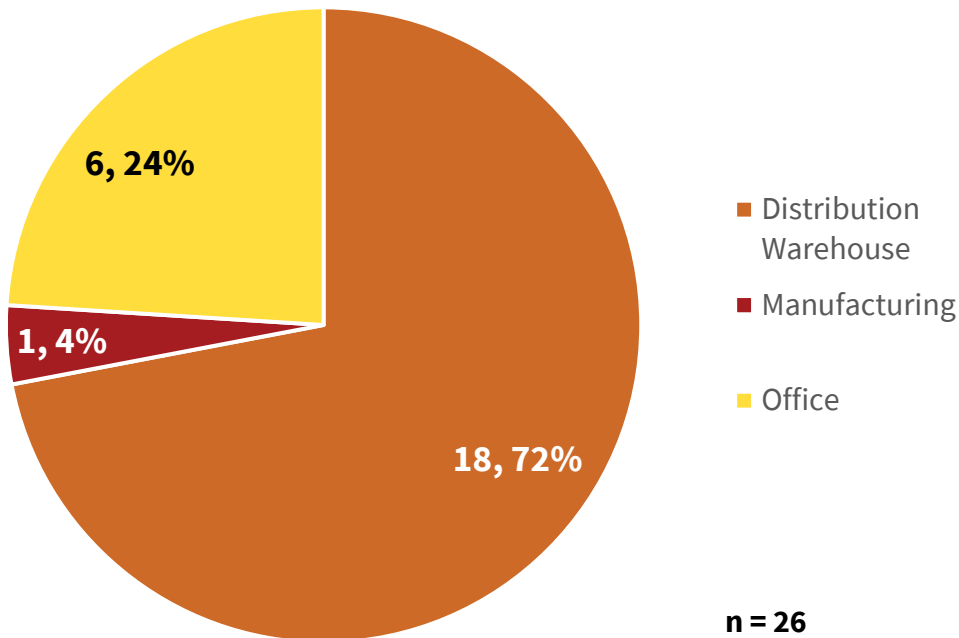
Source: Conway Analytics, 2015-2020.

Distribution Positioning

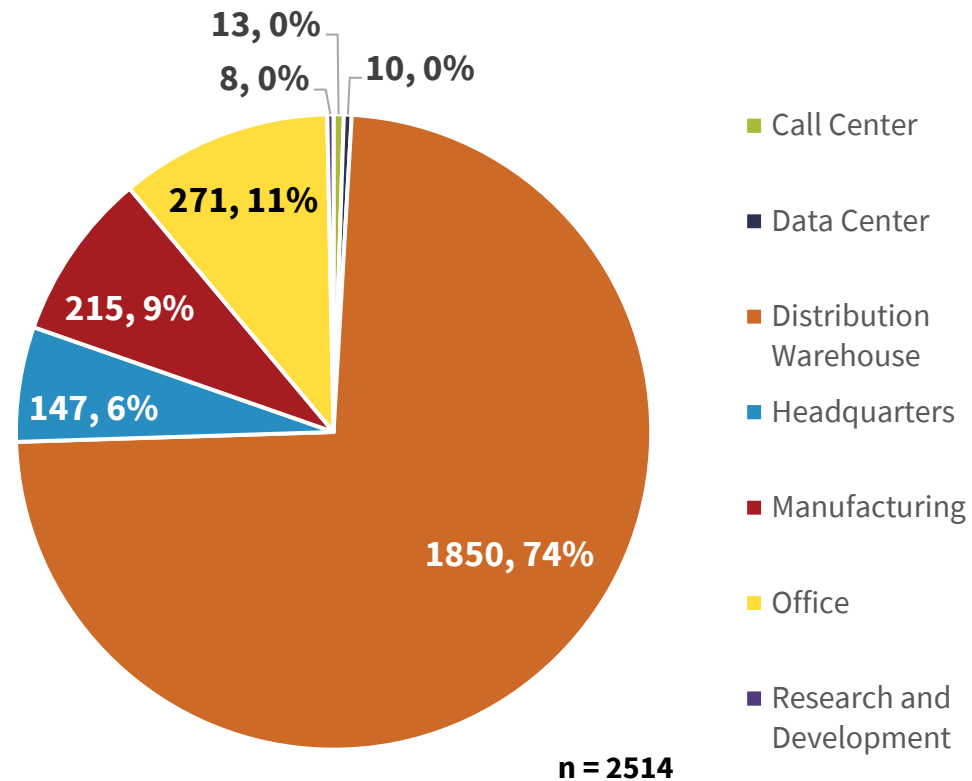
INDUSTRY PROJECT SPECIFICATIONS

PROJECT TYPES: KANSAS & USA

KANSAS



USA



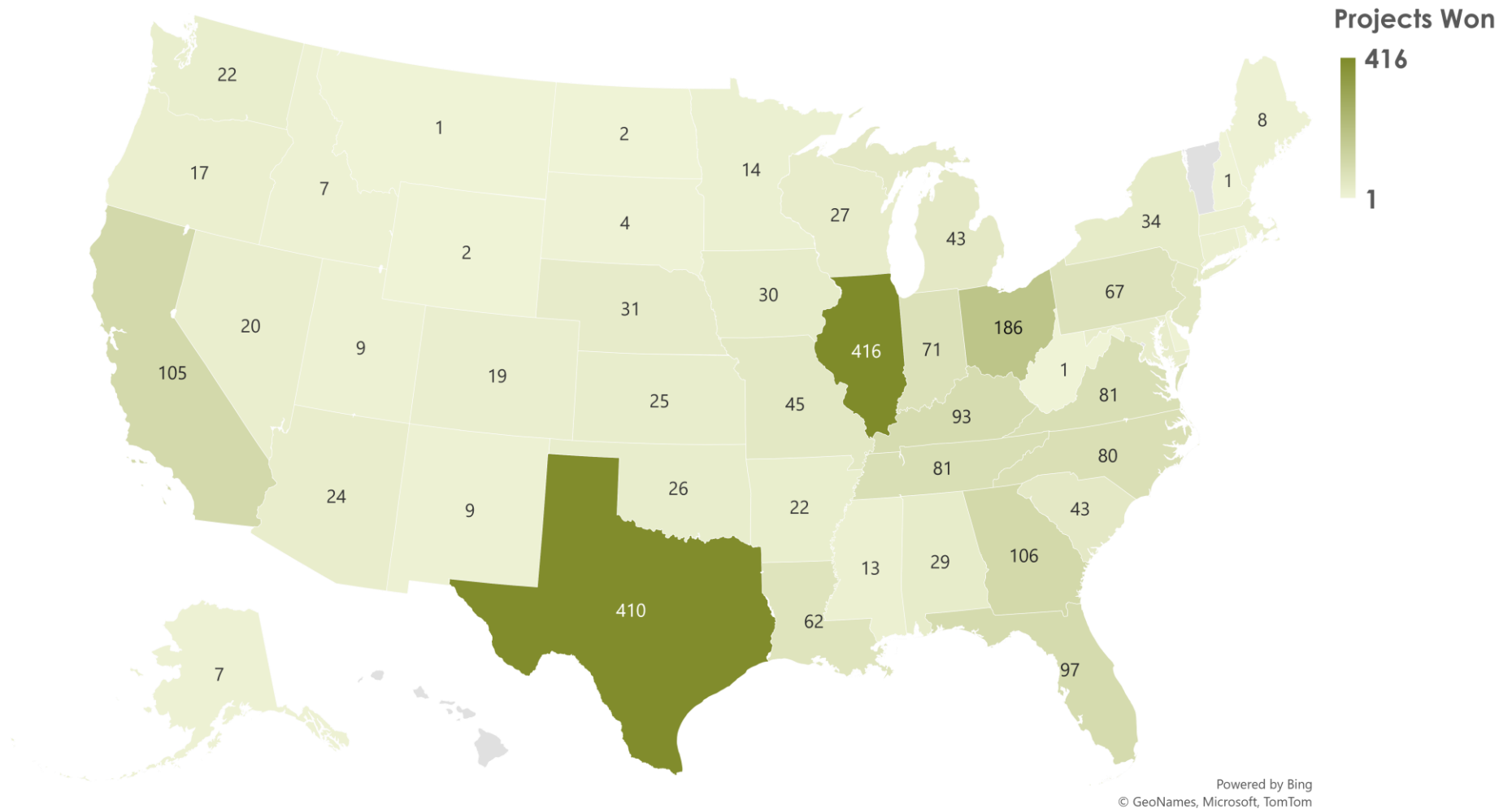
Source: Conway Analytics, 2015-2020.

Distribution Positioning

REGION COMPETITORS

PROJECTS WON BY STATE

Projects Won By State



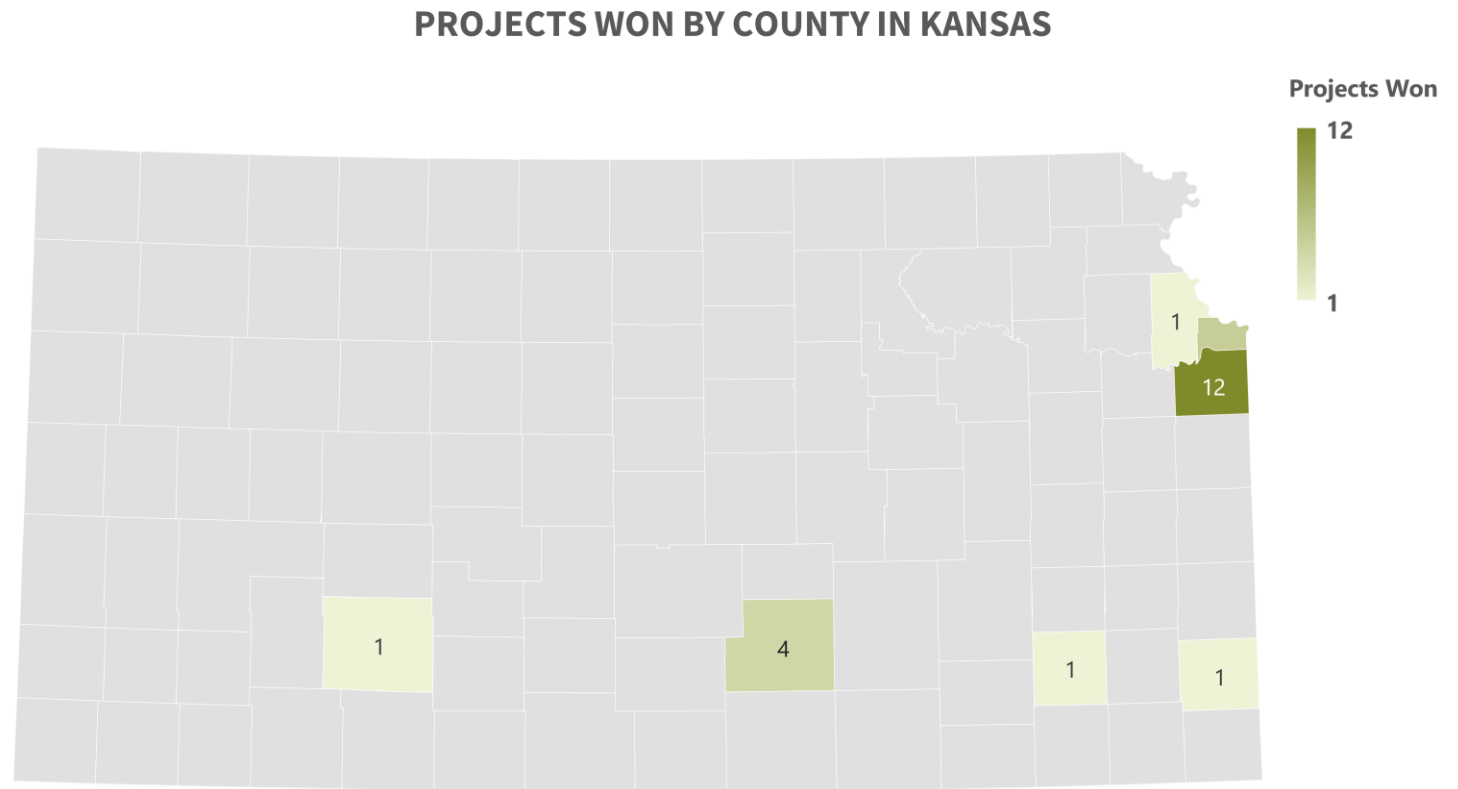
Source: Conway Analytics, 2015-2020.

Distribution Positioning

REGION COMPETITORS

PROJECTS WON BY COUNTY IN KANSAS

County	Projects Won
Johnson	12
Wyandotte	5
Sedgwick	4
Crawford	1
Ford	1
Leavenworth	1
Wilson	1



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Source: Conway Analytics, 2015-2020.

Appendix: Stakeholder Reporting

Appendix

INTRODUCTION

Full discussion notes and interviews responses from each of the roundtable sessions can be found in the following appendix section. Also included are discussion notes and interview responses from the one-on-one interviews with employers and stakeholders. All responses were aggregated and synthesized with other on-site inputs collected to develop the key themes found in the report.

Appendix

ROUNDTABLE REPORTING: AVIATION

Opportunities

- Looking to bring another hanger into the county, expand the hangar space so they can lease additional space in the county due to all the success in aviation in the county.
- UAS: The transition from the DOD to the commercialization of drones. We have 1 of 12 universities serving in the lead on this, serving in Public safety: law enforcement, fire professionals, infrastructure inspections. Also looking into package delivery.
- Large UAS, preparing professionals to train in that realm, and support companies and employees in regulations as they come up.
- Offering education to upskill, which has been accelerated by COVID. Making education stackable and quickly consumable to help professionals in the aviation industry. Aircraft certification and servicing. Can offer programs online that we didn't before, COVID has opened up opportunities here that we didn't have before.
- Partnering with the aviation industry to provide education tracks and opportunities both on site and online.
- Working on an initiative with a major industry strategic partners for large, unmanned, remote piloted aircraft vehicles for pipeline patrol, gathering survey data, crop estimates, putting packages on these large vehicles, is the next step for these unmanned systems.
- Opportunities are still out there for manned vehicles, that is not going away. Enrollment in manned flight programs is still at record levels.
- Airlines are getting ready for the resumption of air travel, planes are coming in to 1 Vision Aviation for checkups, and the demand will pick up for pilots, certifications, and air service once the vaccine comes.
- In two to three years, we will reach the peak of pilot demands, the air professionals will be needed.

Challenges and Barriers to Growth

- There is a retirement bubble that is out there and coming,
- There is a shortage of aviation maintenance technicians.
- Meeting the demand for pilots and air professionals.
- Workforce housing, for One Vision Aviation, the owners are having to house mechanics in their personal homes. The housing market is extremely tight.

Addressing Challenges

- Working on a concept at the Kansas Simulation Center, providing synthetic training for manned and unmanned aircraft, provide a place for airlines and federal agencies to send pilots here to train here at K State for remote piloted vehicles. Recently signed by president to send department of commerce pilots here to train in remote vehicles, the hurricane and storm hunters.
- We are looking at an old dormitory building to convert it to an apartment building.

Competition for Kansas in Aviation

- “Can you give us a hangar?” that separate the good projects from the bad ones. Who's willing to pay market rent and who wants it for free indicate the good projects from the bad ones.
- We have good enough incentives to land the deals and projects here and we see enough demand to not have to give away hangars and money to land projects.
- North Dakota works together well jointly across the state in training, messaging, and promoting their aviation industry and training opportunities. They have the Unmanned Planes Authority with DOT, Aviation Council, and Chamber of Commerce working jointly. We are working on providing that joint aviation promotion effort. We have some very separate units doing separate things, but it overlaps enough that we are able to work together and bring training to our workforce.

Appendix

ROUNDTABLE REPORTING: AVIATION

Top Site Selection Criteria for Aerospace

- Existing hangars, minimum 50,000 square feet.
- Runway access and length.
- Can you build to suite? Sites that are ready to build.
- Air traffic control, airspace access, and aircraft firefighting abilities.

Major Shifts, Trends, Disruptions

- COVID-19 - Shift in training: you don't necessarily have to be on site and may continue in the future. Bringing in the educators in person not as necessary anymore, access to training faster. Modality and variety in training. COVID has opened up aviation to this.
- Unmanned vehicles: training, servicing, robotics, virtual reality, and AI
- Advanced manufacturing: Salina and the state does a great job in this for both aviation and serving advanced manufacturing.
- Opportunities with the department of defense and department of Commerce, Salina Initiative, being used as the template to involve communities and increase statewide collaboration and compete for Department of Defense on the aviation side to complement our great D.O.D. infrastructure.

Appendix

ROUNDTABLE REPORTING: PARTNERS AND STAKEHOLDERS

Main Areas of Focus and Concern

- Two major wins during COVID for the county
- Recent successes, local businesses that have made significant investments in the downtown
- Interested in how we compare in wage rates, how competitive we are. I have heard that our wage rates are a lot more competitive than previously. I am interested to see if our employers who are having workforce problems are offering competitive wages.
- Some very good wins.
- Many companies supportive of the area.
- We need to take a holistic view of all the companies, from 1-2-person mom and pop shops to the industry driving big companies.
- We still have some gaps that still need to be assisted: housing, childcare, and wages, and it will be good to get information on this and address it.
- Workforce is a big part of what I'm doing. Wages, childcare, housing, and incentives are all things we could be doing to help build that up and I'm interested in learning more about it.
- Major project wins throughout the state, and some major ones in the Salina area. Trying to get the SEED Bill passed and trying to encourage capacity building efforts and build up the abilities for communities to attract and retain businesses.

Greatest Economic Assets

- Location, location, location
- Interstate and airport access
- We have momentum right now; the perception is that good things are happening and there are opportunities
- Housing is still pretty affordable overall
- Shovel ready and almost shovel ready sites are an asset.
- Workforce is an asset; we routinely are more efficient with less staff compared to their other locations
- Infrastructure, utilities: the city is finishing up a major water expansion and system
- The battery company came out of some tough times, is looking like a positive
- Great Plains' purchase has turned out to be a tremendous asset
- Schwan's was purchased, and it has opened up funding doors that wasn't

open before.

- We have sizable wastewater capacity to accommodate larger needs
- Lot of community support for all the education institutions, it's a high priority in the community.
- Higher education access in the community.
- Recent reinvestment in the community's public schools.
- Cost of living and quality of life is excellent.
- Excellent school system, recently improved the schools.
- Community theatre, different entertainment, and sports options for individuals.
- Excellent work ethic.
- Access to highways.
- Lot of land available for expansion, buildings for lease.
- We're strong in the medical field, so we have a good number of high wages.
- Ideal location centrally located and can still get access to things they need in large communities but can provide a quality of life that is harder to maintain in a larger metro.
- Smaller big city has all the city elements, but a smaller community feel. You can get involved in the community and see the difference.
- I like this community, I lived in a lot of different places. I choose to live here. I enjoy the advantages of this community. I want this community to get healthier, and people take advantage of the positives of this city.
- Great place to raise children. Very affordable, we can do tons of things that are free.
- Tons of parks, you can walk to lots of places. Lots of accessible things to do for families.
- I moved back here a few years ago. I choose to be here because I know I would rather raise my kids here compared to other places I've been.
- We love the community, and there's plenty of opportunity right here.

Appendix

ROUNDTABLE REPORTING: PARTNERS AND STAKEHOLDERS

Priorities of Focus for Salina

- Workforce is a key for our growth opportunity.
- Technology – diversify our economic portfolio.
- Perhaps robotics programs or technology programs at Salina tech to meet certification needs for our workforce.
- Telling our story better. We mentioned Imagine Salina. The problem with Salina is that its not cool. It has been very steady, but there's no cool story to it bouncing back or anything like that. Its very "steady as she goes", but a lot of neat things are happening.
 - If you're a young professional and looking for a city to build your career, Salina is way down on the list, and it shouldn't be. There are all sorts of advantages that we have, but we just aren't "cool" enough.
 - Manhattan is the closest comparable place, where we they just have more in terms of University Size, taking advantage of their education talent, building on that, and promoting their quality-of-life assets that are trendy.
- Do we all have the same story about Salina? If people were being asked about the cool things about Salina, would people all say the same?
- When you say Salina, nothing comes to mind.
- The story of Salina needs to be told better, and the Imagine Salina campaign could bring that to fruition.
- If people think we are going to grow to 120,000, its not going to happen, but we should aspire to get to 60,000.

Biggest Opportunities for Growth

- Utility Infrastructure: Gas line capacity is great, new lines put in.
- Utilities: Utilities come up to almost all sites, but the city is also planning on future upgrades and updates to keep our capacity strong.
- Rail – It would be great to has some rail ready sites, putting in a spur could provide value add.
- Keeping our students from our schools to stay here, providing a pipeline for them to find high quality employment here.
- People who come to the community, they are so surprised by what we have to offer.
- Once COVID gets over, Imagine Salina is ready to take off and get activity going on that.

- Our airport and hangar space presents opportunities for us for aviation.
- The economic development board is seeing a lot more projects than we've ever seen. At least we're getting them to come to the plate.
- Make progress but remember the human side of the numbers.
- Our current mall is in a sad state of affairs, I'd like to see some additional retail. We are the shopping "hub" for surrounding communities, which is why it was built in the first place. Its not too late to put some effort to put some additional retail in the area and bring the crowds back.
- Small business – it's a good environment for it. Highlight that, tie in with entrepreneurs. We will never have the big box stuff, but we can be very welcoming for small business, so highlight that for startups and small expansions.
- Larger companies are surprised to see the higher technology that is here in Salina.
- North Salina is not something that needs to be worked on but is an opportunity. If we promote entrepreneurship, we can sneak up on people and be something really good.
- Promoting our community and focusing on what we can offer and build on.
- The things you can do in the community surprise people; people are so surprised about what we have.
- We need to figure out what to do with that space of the mall. Lot of empty locations there. It's in decent condition there. 2020 has been a damper, but we'll come back from that.
- If we can't fill the mall, we need to figure out what to do, why can't we be a hub center, reimagine the space, and use it for something else?
- Supporting the region as a whole will help Salina as well, those smaller communities need to be healthy too.
- North Salina has a good quality of life, how do we market that?

Appendix

ROUNDTABLE REPORTING: PARTNERS AND STAKEHOLDERS

Challenges or Barriers to Growth

- We are on two interstates, but there's not much more to the area for that.
- Housing is an ongoing topic for us.
- Housing – material costs are a huge barrier right now.
- Housing – Trying to do incentives for housing but have a hard time. attracting the bigger, more sophisticated developers. Trying to get developers with more capacity into the community. Price point and profit margins may play a role.
- Affordable housing for here may not match the profit margins of home builders.
- Big developers in Kansas City are building 300 homes at a time, we are not at that pace though.
- Workforce, our population is pretty constant, hard to bring a large employer and say we've got an available workforce.
- Workforce – Childcare is a problem. People are choosing to stay home and not work or stop having children due to the lack of childcare.
- Childcare – there is not childcare facilities in any of the businesses, schools, or universities. They haven't figured out the model for that yet.
- They recently built a really nice childcare facility, but its already at max capacity.
- Issues for childcare, they've had people back out of jobs, turn down positions because they can't find childcare.
- We need more workers
- I see a lot of we're hiring signs.
- Based on our cost of living, people looking at us from the coasts may not realize that while the wages may be slightly lower, the quality of life and cost of living offset and may even more than make up for it.
- We don't get the people who make the wages under \$20 involved in our decision making, figure out what their struggles are. There may be a blind spot there.
- We're just not very well known.
- Housing is a big challenge for us.
- Childcare – It's always a struggle here. I'm surprised the hospitals and other places haven't looked done it on their own, but they said they looked at it and decided its too regulated.
- We have lost the ability to tax equipment, and we fear that we are losing more things to tax due to state regulation efforts to make the state more competitive for business attraction.
- Communicating to the people about opportunities and good things happening in the community even to our own residents.
 - We have one reporter at our small newspaper, but its not sufficient to get the story out amongst Salina and Saline County.
- People are always complaining, and where is the momentum to do something about it?
- We don't do well at recognizing our benefits that well.
- There's a funny mentality about "why would we do the restaurants and retail downtown?" but they pack into the restaurants downtown.
- Challenges that we face here are challenges that are being fought in the United States. People are resistant to change.
- Housing seems to be a little expensive right now in Salina. I have been looking for years for a suitable home, but it is expensive to buy and expensive to build right now. I have seen people leave the community because they can get more house in places like Shawnee.
- Shortage of construction and that industry. We can't find anyone to do repair work, the general contractors are all booked.
- Shortage in the trade industry, and you don't realize that there are none until you need one.
- When we try to recruit someone here, they see the housing costs and expect to see big city wages.
- There are a lot of people who can't afford to pay rent, which is a function of the housing shortage, and we are a lower wage community. We don't have the dollars to support the infrastructure to be a hub community.
- One of the things Salina can learn better is that its not about Salina, its about the region, as the population falls around us, it affects us. The feeder communities into Salina are in significant decline, so our population base is in decline.
- Different activities need more promotion. The development of downtown looks great, but not too many people know what's going on, or the events that we have.

Appendix

ROUNDTABLE REPORTING: PARTNERS AND STAKEHOLDERS

Addressing Challenges

- We are in a housing study, looking to find where the demand is exactly: multi-family housing, single family, etc..
 - Reached out to the firm that did the study last time and hoping to update it.
- Looking to do property tax abatements, hard to do full abatements because it is hard on the budget.
 - We don't have a history of sales tax growth coming to offset that cost.
- Workforce – We work on developing relationships with post-secondary schools.
- Workforce – Working on improving and promoting our quality-of-life assets, get the word out to people who have no idea about Salina.
- Workforce – Childcare is a problem, we are trying to address is, but there is no magic bullet for it yet.
- Childcare – there have been meetings in the community about it, it is high in the community consciousness.
 - Businesses have not had a lot conversation about working together to fund childcare, there is a lot of liability to it and it is perceived to be a public issue.
 - Some conversations, but they haven't figured the model out yet due to costs and how to get involved in that.
- Imagine Salina – An effort by the Chamber for a quality of life and recruitment capital campaign from the private sector to showcase Salina. There is a website, physical assets for employers to use to recruit potential workers to come to Salina.
 - What to do in Salina, where to find a job, where to find a house.
 - It has been difficult tracking those numbers and knowing when people come into town and look at us.
 - Looking at checking out what our competition regions are doing as well.
- Specific talent pipeline of boomerang talent has not happened yet
- No formal program for student graduating from the university and placing them in internship programs here.
- Salina Area Tech – They have like a 95% placement rate, so they do a fantastic job of placing their students into jobs after school.
- Kansas Wesleyan has a tremendous placement rate as well.
- Electricity – I have heard we are at a price disadvantage with McPherson
- Broadband – It is decent in city limits, but a couple hundred yards outside Salina and it becomes a major issue.
 - We are not rural in the Kansas mindset, we are the 10th largest county, so rural broadband initiatives go around us to other areas. We are in a no mans land when it comes to broadband access.
- I know Schwan's has recently raised salaries.
- Housing – we are working with some people, but we have a shortage of \$200,000 homes.
- When the first organization takes the first step and does childcare, I think that will open up the door for others doing it.
- 2020 is a hard year to judge how successful our efforts are for anything outside a pandemic year. It's hard to quantify and measure success for this year.
- We're having troubles getting artists to come back this year.
- Tax abatements are tough to do due to the lost revenue and how hard it is to recoup that revenue.
 - Unsure how these costs have helped, some decisions by the state.
- Land Institute, it has brought people all over the world, but its kind of a secret in Salina. It's a natural resource we have, can we take advantage of it more?
- There's a lot of pockets and groups doing different things. The Mural at the Mill project. The organization 2020 hired an artist who has committed to painting a silo in Saline as a part of the Kansas Canvas project. We are hiring other artists to paint wall murals in Saline as well.
- North Salina Community Development.
- Friends of the River.
- There's Imagine Salina, but I think even they can do a better job of bringing people in on that.
- There is a large Hispanic community, but they have no resources.
- How to be more inclusive and diverse in our board of leaders? We need to figure out who those people are that will be leaders of the other communities that we aren't representing.

Appendix

ROUNDTABLE REPORTING: PARTNERS AND STAKEHOLDERS

Alignment and Working Together

- The city, county, EDO, airport authority are all working together. Sometimes it has been touch and go a few years ago, but now we are all pulling in the same direction, and egos are left at the door now.
- Recently there was an agreement between the city and county, and it wouldn't have happened if our city and county relationship were bad.
- We work better together than what our reputation is.
- It wasn't that long ago where people were wondering why we couldn't just get along. There is a hangover of that reputation still out there. Its no longer problematic, but people still remember it.
- There's consensus about the needs, such as affordable housing, but I think there are differences in how people believe it should be addressed.
- Commissioners of the past had disagreements, which also contributes to the hangover.
- There are tons of people trying to advance the quality of life, but I don't think there's ever a sit-down at the table to let everyone know who is doing what.
- There needs to be more of a comfort level amongst the different communities and cultures. Not that they need to have the same train of thought, but comfort working with those communities.
- It takes a lot to see something through, and the really tough jobs take years, and you need a good group of people to see that through.
- When North Salina started, there were way more people at the beginning, now there aren't that many. It is, however, gratifying to see that through. Starting the community will be a huge boost, started through the Greater Salina foundation. Once you have the support it's a lot easier to see it through.
- We need to realize that we aren't always going to see the direct benefit, we can't be looking for the direct benefit and recognition only.
- A lot of our business decline was due to people being unable to go out, move around, and be in the community.
- It has impacted our organizations. We've had to rethink everything we've done. No public events to do. We've also adjusted and done care packages to pass out to people in the community. We've found a way to figure out something new.
- More people are watching TV now, and younger people are watching more TV. One thing that might be a positive is that there is an adjustment to the new technologies, people rethinking how they're delivering their programs, which will be a positive down the road.
- We've assisted the nonprofits with the adaptation to technology.
- I wish I could get my children out to meet other people, expose them to other children, interact with them, and learn those people skills. I wish we had a community online forum so children could still interact and develop those friendships, because those were impacted by Covid in 2020.

COVID-19 Impacts

- COVID – 19: People may rather take a check than stay home. Could be an issue for all our country.
- I never imagined we would face as many hurdles as we've had. Its affected some of our businesses dramatically. Some of our projects have almost reached the finish line and then get bombarded with hurdle.

Appendix

ROUNDTABLE REPORTING: PARTNERS AND STAKEHOLDERS

Target Industry Site Location Criteria

- **Aerospace** – One Vision was our first big win in recent times. Their feedback was that our community was great to work with compared to the community that they left.
- **Aviation** - Providing pilots, I know K-State Polytechnic is maxed out in pilot enrollees, and they are undertaking an ambitious program to increase capacity. \$87 million plan is approved but not funded yet.
- **Distribution Centers** – I’ve seen a lot of RFP’s come in, but we don’t get bites on them. They go to Kansas, but they go to Kansas City, Park City, etc. We are too far away from other markets. From a strategic standpoint, I’m not sure if it’s something we should continue to fight for unless it’s sized right and it falls right in our lap.
- Being on the interstates, it’s easy to gravitate toward that, but history has borne that out as a true opportunity. It’s going to take some explaining why it doesn’t belong at the top of the list to people in the community, but it should be secondary.
- I don’t think the fulfillment centers will interest people due to the wages and the work, they tend to churn through people.
- **Distribution** – We do sit at the crossroads of two interstates, but a lot of communities sit on interstates, and a lot of them also have higher traffic than we do. Not really sure we have a leg up on anyone else.
- We should look at what our major companies are doing to meet their supply chains, or what they could use in the area that would meet the needs of our larger companies with a more local supply chain.
- Kansas State Salina is touting that there is a need for the support industries for the aviation industry.
- **Agribusiness** – What do we do with wheat? Do we bring in a cereal company, cookie company, to deal with that?
- We have the water and sewer capacity to handle that sort of project.
- Local perspective, we are in a weird in-between: We have some bigger companies that are growing, some ag-tech, Great Plains, and other very technologically advanced. We also have things in the pipeline that we have had conversations with that may start small and grow. Companies are drawn to us for that kind of mix.
- We could target the supply chain support for the raw food material that some of the larger companies like Schwan’s go through.
- **Land Institute** - I heard 10 times more about it when I was in California, but here in town you hear nothing about it.
- They have a great footprint and reputation, but on the opposite end of the economic development perspective. Sustainable, not interested in growth, but they don’t engage on a local platform.
- Could they be the anchor in the community for folks who are interested in

sustainability, build that community?

- They unveiled a new cereal, did a national tour to promote it, but never mentioned anything about Salina. Their relationship with local farmers may be mixed. It’s a unique situation.
- **Agribusiness** – Some of those meat packing plants bring a lot of negativity to the community, we’ve seen it happen in other parts of Kansas. What other areas can we attract?
- Agritourism? – There is Equifest, but not really an economic driver. Just a three-day event, but it brings 50,000 people to town.
- Kubota announced a tractor plant that is going up will provide a boon.
- **General Industry Priorities:**
- The housing issue comes immediately to mind. Pricing, attainability.
- Schools. Our schools are great, and they are doing the best they can right now. It will be a draw.
- Qualified workforce. It’s pretty uncertain right now.
- Finding qualified candidates for technology and science, we have to go outside the region and compete with larger regions to keep engineers, which is a barrier for opportunities we’d like to develop.
- Mentoring, on the job training, or something like that could possibly fill the skillset gaps there.
- Convincing skilled workers to come here.
- There’s not a market in Salina for jobs in the creative and design fields. It makes it difficult to move back unless you fit in the standard job markets.
- 1 Hour mark (Jessica): There are a lot of people with the creative skillset, but not enough jobs for them. We have a lot of people with that skillset.
- I don’t think education is a problem, it’s more about finding jobs for them here that are comparable to other places and affordability to live here.
- We have two state universities here, maybe we should push for the community of our size to have more opportunities.

COVID-19 Impacts on Target Industries

- Schwan’s said part of their growth was due to more people cooking at home.
- There have been a few businesses that went out of businesses.
- Raw materials and supply chain.
- Aerospace has been impacted to a level never seen before.
- PPP and CARES did an exceptionally good job, but now we are getting calls about how companies got through it, but the next few months will be rough.

Appendix

ROUNDTABLE REPORTING: EDUCATION

How the Region Has Evolved Over the Past Decade

- Salina is placed for growth. A number of new big businesses and expansion of businesses. The Downtown is adding amenities, would say about 50% done with the downtown renovations. Salina strikes a great balance between the small town and the bigger city with its amenities.
- There will continue to be growth in healthcare. A lot of people already come here for healthcare.
- The Land Institute. Ag-focused Research – wheat and reducing carbon footprint. Can see growth happening from that organization. More community focused than the typical agribusiness. How do we reduce our need for dense carbons.

Impacts of COVID-19 on Saline County

- Case counts have really gone up in the past month. Generally, people are fairly supportive of making the right, healthy decisions. Masks, limiting social gatherings, etc.
- Huge impacts at the K-12 level that people do not always understand.
- Middle school and high school has had a mixed remote and in person learning.
- School district and YMCA have tried to provide supervised tutoring and supporting for students who aren't in classes.
- There has been childcare issues
- High-quality access to the internet for everybody is a struggle, but that's true across the country.

Greatest Economic Assets of Salina

- There really is a sense of entrepreneurship. Businesses that originated here locally have grown into state and national companies.
- Arts and humanities in this community. Unusual for a town this size to have as many art programs as we do. It contributes to our quality life.
- The downtown River Project.
- Salina is quickly becoming a place that people want to settle into – not settle for. Great amenities and places to raise a family. Amenities for families.
- I'm guessing that we will see more remote work across the country, so I expect more people to come back to Salina.
- Kansas State University Polytechnic, offshoot of broader system, careers in

aviation, tech, and business. A lot of the tech industries and new aviation industries coming to town.

- Great working relationship between us, other institutions. and businesses. Focus on blue collar and technical skills – construction, transportation, manufacturing. Also, medical fields, healthcare support. Our transportation isn't necessarily focused on the manufacturing and construction jobs here in town in the same way that we do the aviation programming, but the skills they learn in the program might transfer to other skilled trade fields. We focus on doing a lot of up-skilling.
- Why a lot of these new companies and major expansions of existing companies are locating here is due in large part to the education institutions represented in this interview.

Major Workforce Trends

- The remote work trend is here.
- We don't really produce welders, mechanics, etc. We produce teachers, nurses, police officers, businesspeople, etc.
- Teachers and nurses are understaffed, that is a focus of what we are trying to output. There is a lot of focus on production workforce, but these other positions are also a major need.
- Salina is a hub for a lot of the surrounding communities.
- We try to work with our industry partners in innovative ways with training and skill sets.
- New key industries that the ED group has brought to town. The key major expansion areas – automation controls, sensors, the different engineering fields that we train for. We are focused on those and helping the region.
- We also have one of only three international research centers that's focused on the fields of Bulk Solids Innovation Center, only one in the US.
- The expansion of the Tony's pizza plant. Trying to meet the job skill needs they have. Mechanical training.
- Aligning workforce programming.
- Skilled trades, machining, welders, automotive.

Appendix

ROUNDTABLE REPORTING: EDUCATION

Programs In Place to Address Workforce Trends and Retain, Develop, and Attract Talent

- Keeping students in the community after they graduate. Our Host Family Program. Many families “adopt” students, have them over for dinner, to help them find internships or jobs after they graduate.
- Professionalization – invite community and business leaders to meet and have dinner with graduating students.
- Etiquette training.
- Through the Chamber of Commerce, we have a corporate membership to the Young Business Professionals YP, all students can attend their events at no cost.
- Our students can sign up to go with a community member to go to events and learn about the community.
- Guest speakers in the classroom.
- I consider my job to show students the opportunities in Salina, it is up to employers to retain them after.
- A large percentage, probably over 80% of our graduates stay within the County/area. We don’t lose a lot externally. Ninety-five percent stay in the state of Kansas.
- From our perspective, our biggest need is to attract talent, we already do a great job at retaining. We need to reach broader outside of our region, and perhaps even outside of the state.
- Working closely with partners on attracting aviation companies and industry. They are attracted here based upon our aviation talent available.
- Developing internships, apprenticeships, scholarships to try and keep the aviation workforce here. We pull a lot of national audience in the aviation industry, people from OK, TX, other states. Try to acclimate new people into the culture and community of Salina, introduce them early.
- Employers here are used to having a steady pipeline naturally from Salina and its education institutions. They are not used to having to invest themselves in workforce development. The millennial generation is different, and the employers will have to invest in them, they are transient and less attached to their employers and employers here need to understand and recognize this.
- Mismatch in approach to employer-employee relationship that is generational in nature.

- Wichita employers will actually pay to sponsor and send students through schooling and training, and then employ
- Lack of quality middle tier-housing. We have low-end and high-end housing, but nothing in the middle.
- We lose talent due to lack of amenities and trailing spouses who can’t envision a life or job in Salina.

Alignment and Cooperation Across Organizations

- Many of our churches have a relationship with us.
- Every elementary school is partnered with a team – tutoring, events, other things to get them out for community service.
- Ranked number 3 in high ed schools for community service hour for our students.
- Relationships with the symphony, the theater, done joint productions before.
- Salina Area Technical College.
- K-State Polytechnic.
- Kansas Wesleyan.
- The three of us work together very regularly. We have transfer agreements with each other. Aviation drone program transferable with K-State Polytechnic.
- There’s only at most two programs that overlap indirectly, very little competition between us and makes it very collegial. Salina as a whole is a very collegial community; we have a lot of great relationships and partnerships. Collaborative nature of the community is an asset.
- People want to see our community grow, but I can’t say for sure there is clarity behind what is considered good growth or bad growth. A lot of manufacturing focus, which is great. Could there be IT opportunities because of remote work and our amenities and quality of life? I think more clarity and direction would help us in education and workforce to develop the right kind of workers that is needed.
- I think there is good alignment and partnership between organizations.

Appendix

ROUNDTABLE REPORTING: EDUCATION

Opportunities for Growth

- The downtown reinvestment is a big opportunity to put the best foot forward for Salina.
- This is a “big small town”. We have opportunities of both available to us.

Barriers and Constraints to Growth

- A lack of diversity. It is hard for us to recruit minority community to our community because they do not see people like them, or amenities that appeal to other communities.
- We have not done enough to be committed to the environmental issues that are facing us as a country and a world. There is almost no recycling, little renewable energy / solar / wind push. It would be a progressive move for us, along with other social justice issues. There isn't outward antagonism towards this, it's just not a priority for people her.
- As it relates to workforce, there is not enough students being produced to fill all the available jobs. There is a need for welders and other production employees I know, but this is not our focus.

Housing

- There is not much housing available. There is a real gap between under 100k house and 250k house, there is not much in that middle section. Very little, good quality housing affordability.
- Students can't find housing in the community, apartments are booked.
- Current houses could be renovated. We should focus on infrastructure and existing housing stock.
- There we some funds through the Chamber to help people buy houses and flip them, I don't know how well that has worked out.

Top Site Location Criteria for Attraction

- Qualified workforce.
- Housing and amenities to attract those kinds of businesses to live here.
- Low cost of living that we have here.
- Public and private education offered here.
- Two intersecting Interstate .

Education Programs That Align With Target Industries

- We don't have much direct involvement in the three specific target

industries.

- We do product business professional and IT people, the kind of office/professional support workforce for those industries.

Entrepreneurial ecosystem

- The business leaders have a good relationship with each other.
- There isn't an incubator space, we've talked for a while about a maker's space and things like that but, no action so far.
- Salina used to be very innovative. Lots of business success stories here that have gone big. Salina used to be visionary. I'm not sure we're as innovative as we used to be 30 years ago, but I think that innovation still exists in Salina.

Aviation

- Only 10-20% is the flying and the maintenance. 80% of it is marketing and painting and welding and all these other activities that go into the broader industry. Salina is well positioned to support the entirety of the aviation industry.

Agribusiness

- We focus on the mechanized side, less so on the crop production and those kinds of things.
- When we do community needs meetings, agribusiness hasn't risen as an area that has a particular need from us.
- There is an Ag campus in a 60 mile radius, so I suspect most of those needs are met by them.
- Bulk solids of agricultural products/materials.

Distribution

- We support key elements of this, but also has not been communicated as a major need.
- There are lots of opportunities in automation in the distribution and logistics sector. More technology.
- There are distribution opportunities that could be tied into our aviation and our airport.
- There is rail in Salina.

Appendix

EMPLOYER INTERVIEW REPORTING

Primary Product Or Service

- Manufacture industrial equipment for truck loading, rail loading systems for handling dry bulk materials: food, minerals.
- 500,000 sq foot production facility to produce pizza.
- Distribution center.
- Spice center.
- Research and development – mostly around pizza ingredients.
- Manufacturing agricultural equipment and attachments.

How Long Has Your Company Operated Here? How Did They Choose Salina?

- 1977 – Founded Here.
- Over 50 years, the owner was looking for a food production facility, bought this one and expanded it.
- Since 1976.

Primary Market

- Regional to International.
- National.
- International.

Is Your Industry Emerging, Growing, Maturing, or Declining?

- Maturing.
- Growing/Maturing. Before March 2020 I would've had a different answer, overall, we are growing.

Biggest Trends and Disruptions Facing Your Industry

- General health of global economies, our business is very incremental, and we rely on our clients' investments in new and/or upgraded facilities.
- COVID has played a part in limiting our customer base in some industries, Not including COVID: locally the biggest challenge is finding qualified individuals.
- COVID – Not as many applicants when stimulus checks are coming.
- but other industries we serve had had to increase their capacity.

To What Extent Does Your Facility Use Automation? Any Plans for More?

- Quite a lot, parts manufacturing is highly automated, but parts assembly is harder to automate due to the customization of our parts.
- Fairly automated, plans to build new expansion next door that will be highly automated.
- We're always adding more automated robots, increasing the number of robots and size of the robots.

Biggest Opportunity in Your Business Right Now?

- Acquisitions and vertical growth on the supply chain.
- Capacity expansion, we can't make enough of what we produce to meet demand.
- Looking to buy a lighting facility here in Salina to bring a new product that's currently being built in Japan to Kansas, it will be all brand-new jobs.
- Purchased a facility nearby.

Biggest Challenge in Your Business Right Now?

- Uncertainty in the economy, driven some by pandemic issues.
- Managing manufacturing workforce, COVID-19-related quarantines, ebb and flow of staff shortages, but that's temporary.
- Complexity of what we produce, and the age of our capital assets restricts what we are able to do. It takes a long time to make what we do. Equipment has very long lead times.
- The housing situation is going to be a big issue, not only in Salina but in the whole central Kansas area.
- Some of the housing needs to be affordable and rental housing.
- We need to hire hundreds more workers, and one of our biggest issues is finding places for these people to live.

Appendix

EMPLOYER INTERVIEW REPORTING

Number of Employees

- 360 full time employees.
- 1,200 full time employees.
- 1,500 full time employees.

Is There a Union Presence?

- No.
- No.
- No.

Average Employee Commuting Distance

- We have a rule in Salina, it takes 12 minutes to get anywhere, but we do have people coming from other communities, but the majority of our people come from Salina.
- 7-10 miles maximum.
- A 30-40-mile commute is pretty common.

Average Educational Level of Employees

- Manufacturing – high school or trade level, we have a lot of welders.
- Professional – Associate and bachelors degrees: engineers, sales etc.
- High school diploma or GED.
- None of our positions require anything above high school, management is favored but not required.
- Its changing, a lot more of our jobs are jobs that need skills, such as programming the machine, technicians, people to operate and program the machines that do what used to be manual.
- Manufacturing engineers: with more automation comes jobs that require higher skill level manufacturing engineers.
- There still are places for assembly line people, but they work along side a lot of higher skilled workers.

Availability of Employees Rating (1 to 5, 5 Being the Best)

- 1 - The pool of workers we have to choose from is not getting any larger.
- 2 – Workforce is tight.
- 4 – We haven't had it too bad; I think other companies may have more challenges. It's a little harder than that for others.

Hardest Jobs to Fill

- The “dirty jobs” – grinding, post-weld metal finishing, welders.
- Maintenance.
- Sanitation.
- Refrigeration.

Recruitment Process

- Post job offerings on Indeed and our website.
- We do referral programs.
- Not many dollars for advertising.
- We tend to recruit our engineers from Kansas State University, and K State Polytechnic unless we have a specific need.
- We have recruited from outside the region, it doesn't happen that often.
- Local and beyond local advertising.
- LinkedIn, Facebook, Indeed and other recruiting websites.
- We are trying to explore other ways to draw people from longer distances.

Is Your Company a Preferred, Competitive, or Below Market Rate Employer?

- Preferred – Modern facility, culture, family values.
- Competitive – Our pay and benefits are competitive.
- Competitive/Preferred - We have very competitive wages, and we have an amazing and generous benefits package that we pride ourselves on.

Productivity and Work Ethic of Workers (1 to 5, 5 Being the Best)

- 4 – We are very good.
- 3.5 – We have some folks that are highly motivated to perform at a high level.

Stability of Employees (1 to 5, 5 Being the Best)

- 4 – We have a good workforce.
- 3 – If I was to go back to Pre-COVID, it would've been 2.5.
- For the workers who are here more than one year, I would say 4, for those less than one year, I would say a 2.
- People come here and they either stay here maybe a month, six months, a year, or 20 years. We have to go through a lot people to find those that stay here for 20 years.

Appendix

EMPLOYER INTERVIEW REPORTING

Do You Currently Work With Any Local Educational Institutions On Training Programs or In-House?

- We do most of our training in house. For some of the trade roles, we work closely with the Salina Technical School, machining, and welding programs, we do a lot of collaboration with them.
- Train in-house.
- We train in-house, and we are trying to move our training locations to be closer to where people live as commuting distance get longer.
- Our trucking company has worked really hard to supply trainers to the road driver program through one of the groups here in town to develop over the road drivers.
- For several years we've had our own weld school, and we are in the process of expanding that.
- We have a welding facility in the Ellsworth Correctional Facility with 22 inmates who work for us as employees. It has been highly successful as a program for us since its inception.
- We have looked into partnering with schools, but they want to make it a two-year program, and we need a shorter period of time than that and focuses on exclusively on what we're doing.

What Training Needs Will You Have in the Future?

- For the trade skills we'd work with Salina Technical School, for leadership and development we do that in house with Leadership Academy.
- Plans in place to start working with local institutions.

Cost of Labor

- Competitive.
- Competitive.
- Competitive - We pride ourselves on having very competitive wages.

Cost of Utilities

- Competitive.
- Low.
- Low - Pretty favorable energy costs. It depends on the location and the servicer, we have some very good electrical rates, and we can get some good deals on natural gas.

Cost of Taxes

- Competitive.
- Competitive.
- Low - Tax exemption on the utilities you use for the manufacturing process, they get it to not stack taxes on taxes for the property taxes or to raise rates artificially high on a large employer.

Cost of Occupancy

- High - It's a little high comparatively.
- Low.

Cost of Distribution

- Competitive - We are at the crossroads of two interstate systems.
- Competitive - Most is internal, we don't outsource it.
- Low - We own our trucking arm.

Any State Regulatory or Permitting Issues?

- At times, sometimes its difficult to work with the Kansas Department of Health and Environment, they can drag their feet at times. Especially if you're trying to build.
- No.

Any Local Regulatory or Permitting Issues?

- Salina could do a better job at making it easier to build or expand. They have a reputation for being difficult.
- No, with the expansion there is always negotiating and talking points, but no concerns

Do You Take Advantage of State Incentives

- At times we have leverage the Kansas Dept of Commerce's grants for international trade.
- Yes - Training and training dollar incentives.

Do You Take Advantage of Local Incentives

- We have had some tax abatements on building a new facility here.
- Yes - Training and training dollar incentives. Not as extensive, but still use it.

Appendix

EMPLOYER INTERVIEW REPORTING

What industry, types of businesses or specific companies do you think would be a good fit for the region? Why?

- Any business where 95% of its revenue comes from outside the county, tech, distribution, regional services, or manufacturing. Net positive for bringing dollars into the community.
- If we could attract service company or distribution for wind farms: maintenance, parts, etc. we are ideally located on these roadways.
- Distribution, we are 40 miles away from the exact center of the United States.
- Diverse portfolio companies that aren't feast or famine in the industry.
- Jobs are fine as long as it meets up with the community well.
- Anything food ingredient preparation would be beneficial to us and the region for what is made in Kansas.
- We would like to maintain the competitive advantage in manufacturing, so supplies and other types of food products.

If the region could do one thing different to help existing businesses, what would it be?

- Attract and retain younger talent, single, spouses, young families, etc.
- We've done a poor job of creating attractive quality of life.
- \$180 million investment into restoring the downtown, which is critical to making the town a town that provides a lot of quality-of-life features. Salina has turned a corner on that but needs to package that and market it to attract and retain.
- Salina has to be a great place for adults and children. We've missed the adult attraction for too long. Once we bring that together the workforce won't be so hard to attract, especially young professionals, or potentially trades people as their value and income goes up.
- If you google Salina Kansas, you don't get much, but there's 50,000 people and we have a lot more attraction items than your standard community. We have the arts, performing arts, symphony, water park, zoo, and all these amazing things in Salina, yet when you google it, it is not impressive whatsoever.
- Nobody is owning the marketing and opportunity of Salina.
- Get more highly skilled workers ready and available for the workplace. STEM backgrounds, maintenance level, etc.
- Pre-K childcare is one of the biggest problems affecting candidate flow

- Before we go out finding the next big thing, we need to make a serious effort to provide housing.
- We need good amenities with that housing that will attract bright talent to this location, along with a strong marketing message to relate it.
- In our other locations the communities
- The town and county could be a lot easier to work with, to outsiders who are from out of town think it's almost impossible to get anything done because of the resistance and frustration they sometimes provide.
- There still are some great city staff people as well who are exceptional to help bring projects and provide development.
- We work well with other cities much better than we do with Salina, who can be incredibly difficult.
- Get the city to understand the need for development, I have tried to bring development for 50 nice units to the area, but it was shot down.
- The city makes it way too difficult for an outsider to come in and do any business or make any deal in this town, they frustrate them until they walk away.
- Figure out what it takes to get a 30-year-old person to come and live in Salina.

Appendix

EMPLOYER INTERVIEW REPORTING

Considering the Salina Target Industry, what do you see as the top 3-5 important site location criteria?

- **Distribution**
 - Access to the interstate system.
 - Quality of life to attract the people
- **Agribusiness**
 - Cost to build or available, food safe buildings for distribution
 - Do you have the workforce to support the food distribution – CDL, warehouse workers, machine maintenance.
 - We own our own trucking company, so interstate access is vital, whereas if we relied on rail we would not be here.
 - Our ability to be in the attachments to ag equipment is huge for us, and the market for these products is in the central part of the nation near Kansas

Thinking first about the current moment we're in regarding COVID-19, what do you see as the major shifts, trends, or industry disruptions occurring in this industry? Explain.

- **Distribution**
 - We haven't seen a lot of trouble with COVID from our perspective, we see it as an opportunity in our community. We have never seen so many people from the coasts move here. Urban flight, cost of living, etc.
 - We decided to onshore our supply chain before COVID, but I've seen other businesses have severe supply chain disruption to their overseas supply.
- **Agribusiness**
 - Increased PPP costs
 - Strain of schools changing policies, pre-k childcare, in-school childcare

Thinking more broadly and longer-term, do what do you see as the major shifts, trends, or industry disruptions occurring in this industry? Explain.

- **Distribution**
 - Supply chains outside of the United States, I could see those chains getting tighter in the United States.

- **Agribusiness**

- Fuel prices are going to matter.
- Prices of utilities and sources of energy.
- Federal minimum wage changes, which will impact everybody.

What workforce development/education programs exist that align with these target industries?

- **Distribution**
 - We don't know of any.

Other Notes and Comments

- The community ticks a lot of boxes: quality of life in some areas, schools, opportunities, etc.
- There's a lot of people trying to do things on their own.
- We seem to suppress the idea that this is a great place to live.
- Our organizations operate on islands from each other.
- We have a new branding project underway, monuments downtown, museum, new ballparks, and fieldhouse, and we need someone to bring these all things together and market them. We need a director of marketing for Salina.
- Its not "if you build it, they will come", its "If you build it and market it, they will come."
- We should set the goal, "How do we become one of the best small towns in America?" we have that potential.
- Two years ago, we didn't have nearly as much to market, but that's all changed now, we have so much more to offer now.
- The reason that the development is happening now is because a few key families got together and decided to do things without involving the city, using their own money.
- Once you get people past the front door, introduced to the community and the people, they find it's a great place to live and work.
- The city is so slow to accepting and welcoming people, "leaves them out in the cold a while".
- I don't introduce out of town executive to the high-level city officials of Salina, there would be no positive that would come out of it.



Thank You!