

# A Look Behind the Numbers: A Story of Adaptation 2021 - Year 3



## Saline Economy Expansion Growth

Paul Hedlund, Ed D  
Professor of Business  
Kansas Wesleyan University  
Salina, Kansas



# The Best is Yet to Come...

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- **Great** Projects... Many, Many Fine Investments.
- **Great** People... Salina Trade Area Holds Promise.
- **Great** Data Intelligence... Exhaustive Investment in Data Gathering.
- **Great** Plan... Concerned Core of Wonderful Professionals.

# Kansas Wesleyan New Strategic Plan!

Kansas Wesleyan is currently finalizing its next strategic plan. The university will continue to emphasize its commitment to Salina and the region by understanding how we produce graduates that are ready to meet the evolving regional needs and how we continue to support local businesses and organizations in their work.

- **Flourishing Community:** We are blessed to be a part of a flourishing community. Our students, faculty, and staff value the welcoming and inclusive environment, plus the support they receive from part-time employers, host families, donors, and attendees at concerts, plays, and athletic events.
- **New Generations of Community Leaders:** It is important for the Salina community to understand the changing needs of this new generation of graduating students. What excites and motivates them is different than their predecessors. Employers and local leaders will need to listen and adapt in order to retain them in the community.





# U Theory State of Art Strategic Planning

Thompson's Direction and Board of Trustees Invests in State of the Art Training...

Nancy Aronson, Marie McCormick, Chrissie Bonner, and Emma Erwin Leaders

- <https://insytepartners.com/>
- Insyte Partners is a transformation consultancy. We guide and accompany courageous organizations and leaders who want to innovate, align around shared vision or take daring collective action. For over 15 years, we have been working across sectors to create the conditions for deep exploration, generative conversation and bold experimentation. Through leadership labs, visioning, and culture work, we create the shifts of mind, heart and will needed for transformative change.
- The framework that unifies all our work, [Theory U](#), comes from Otto Scharmer and colleagues at MIT's [Presencing Institute](#). The logic of Theory U is that to truly understand a system you must try to change it. To change a system, you must change the "consciousness" or mindset of the people within that system. To shift mindset, you must put people in settings where they can see and sense emerging future—their organizations and their own.

**You don't end up where you want to be unless you know how to get there!**



# Researcher's Bright Future: Nissa Discovers **Magic!!**

Nissa Moved Onto the Orlando Magic:

- Personalized Jersey
- Active Promotion
- Magic University



Is The Magic the Only Ones that can Do This?





# Nissa's Insight into Her Magic Learning...

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- I am drowning in marketing plans and I absolutely love it.
- My supervisor has given me control over several projects. I am meeting with multiple departments throughout the week and designing marketing plans for big events within the organization.
- Not to toot my own horn, but I have received many praises for my ideas and ability to quickly adapt.
- Our marketing plans are very similar to the ones you make us do, content wise. They are not as long, however it made it very easy to familiarize myself with the Magic's way of doing things.
- One of the projects I am responsible for is our City Nights. The main purpose of this is to strengthen the relationship between Orlando Magic and the City of Orlando! This has been my favorite project so far, considering it is very similar to the work we did with The Millennials' Perspective of Salina Economic Development. Who knew.
- It is astounding to see all of my education and experience come together in this one job. That may be odd to say but it is true. It feels so good to be doing something I love and am so passionate about everyday.



# 2020 – Nissa Inzunza Millennial Recommendations

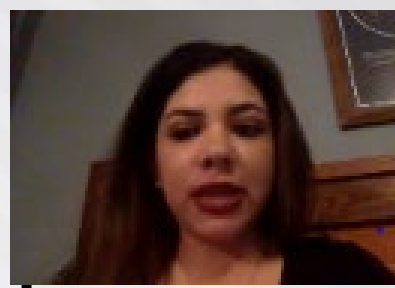
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## Recommendations

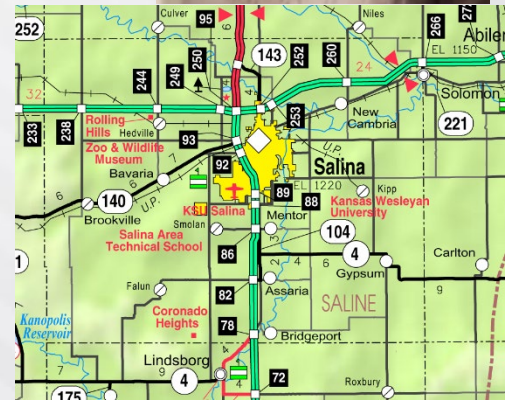
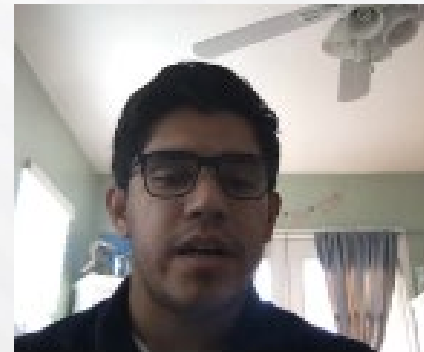
1. Targeting renovations and developments in the City of Salina towards young adults and young families.
2. Use technology and other resources to innovate Salina's branding image and increase outreach.
3. Advocate developments and growth in the business industry to assist in increasing minimum wage and providing more professional opportunities.
4. Increase community alignment through partnerships to create and leverage greater synergies.
5. Develop an innovative and entrepreneurial culture within the City of Salina by providing more quality resources.
6. Collaborate with the city and other partners on ways to improve and develop the City of Salina's diversity and affordability.



# Dr. Hedlund's 2021 Marketing Management Class Implementation Suggestions



- Took Nissa Inzunza 6 Millennial Salina Recommendations and provided insight for MILLENNIALS by MILLENNIALS.
- 7 On-Line Students Provided 6 Strategies from Taiwan, China to California to Las Vegas to Kansas.
- Research from where they were in the world.
- Provide Useful Insight into Nissa's Research...
- Look for the consistency in what they say in what we are doing! **ALIGNMENT IS CLEAR!**





# Priscilla Abell from Manhattan, KS



| Priority  | <b>Nissa’s Salina Millennial Recommendations</b>  |
|-----------|---|
| Priscilla | Targeting renovations and developments in the City of Salina towards young adults and young families. |

| <b>Prioritized Strategic Objectives</b> |  |
|---|--|
| <b>Rank</b>                             | <b>Statement</b>   |
| 1                                       | Develop mission and vision for the website and organization  |
| 2                                       | Develop and discuss ideas to meet with developers about; what is the goal and reason for the website |
| 3                                       | Research and apply for grants through local, state, and national government entities                 |
| 4                                       | Design and implement webpage   |
| 5                                       | Based on findings of grant money develop plan for incentive program                                  |
| 6                                       | Begin working with local organizations to help spread the word of the website                        |
| 7                                       | Designing and producing marketing supplies and planning the launch event                             |
| 8                                       | Scheduling; media interviews, in person discussing with organizations, and trainings                 |
| 9                                       | Host launch event for the website  |



Source: Priscilla Strategy May 2021



# Jakob Sandoval from California

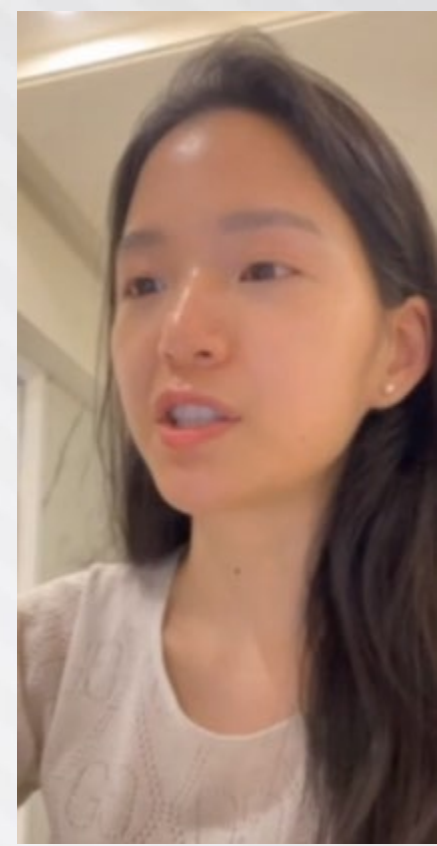


| Priority       | <b>Nissa's Salina Millennial Recommendations</b>  |
|----------------|---|
| Jakob Sandoval | Use technology and other resources to innovate Salina's branding image and increase outreach. |

| <b>Prioritized Strategic Objectives</b> |   |
|---|---|
| Rank                                    | Statement   |
| 1                                       | Partner with other organizations like KWU nursing partners with SRHC.   |
| 2                                       | Salina needs to bring in a technology organization such as NetApp.  |
| 3                                       | Work on having a social media account that is constantly updating and promoting business events, ect.                 |
| 4                                       | The 67401 app is a great app to start with social media and technology but keep updating and adding more tools to it. |
| 5                                       | Bring in more attractions and be able to promote them using social media.   |



# An-Chi from Taiwan, China



| Priority         | Nissa's Salina Millennial Recommendations  |
|------------------|--|
| An – Chi Charles | Advocate developments and growth in the <u>business industry</u> to assist in increasing minimum wage and providing more professional opportunities. |

- **1. Primary Target Market:**

- The target market is millennials whose ages are ranging from 23 to 39.

- **2. Objectives:**

- Build Salina City's brand image.
- Strengthen the partnerships with Salina's institutions to attract new business.
- Provide a compressive recruiting package to help young people find jobs.
- Improve business development and growth.
- Provide more resources to support young people to learn and improve their job skills.

# Charles Weintz, DO, FAAFP from Las Vegas, NV



|                         |   |
|-------------------------|---|
| <b>Priority</b>         | <b>Nissa's Salina Millennial Recommendations</b>  |
| <b>An – Chi Charles</b> | <b>Advocate developments and growth in the <u>business industry</u> to assist in increasing minimum wage and providing more professional opportunities.</b> |



**New Logo Design**

| <b>Prioritized Strategic Objectives</b> |  |
|---|--|
| <b>Rank</b>                             | <b>Statement</b>   |
| 1                                       | Salina will increase their minimum wage to better compete for young professionals to improve the applicant pool.   |
| 2                                       | Salina Chamber of Commerce and Economic Development Organization will begin an aggressive advertising campaign focused on securing and retaining the millennial and minority business professionals.             |
| 3                                       | The Chamber and EDO will begin a co-op program with Kansas Wesleyan and other local colleges to provide additional access through internships and other programs aimed at young business professional retention. |
| 4                                       | Incentive programs will be provided with much greater visibility through local administrative websites.  |
| 5                                       | Establish a better representation for the millennial and minority population on governing boards for business.   |



# Taylor La Grange from Salina, KS



|          |   |
|----------|---|
| Priority | <b>Nissa's Salina Millennial Recommendations</b>  |
| Taylor   | Increase community alignment through partnerships to create and leverage greater synergies. |



| Prioritized Strategic Objectives |   |
|----------------------------------|---|
| Rank                             | Statement   |
| 1                                | The City of Salina will work with the three institutions in town to create partnerships for the students. |
| 2                                | The Chamber of Commerce and KWU working together to increase the branding image for the City of Salina.   |
| 3                                | Promote the Connecting Coyote program for student internships and mentor programs.                        |
| 4                                | The City of Salina and Chamber of Commerce working together to renovate the current websites              |



# Chih-Yu Yeh from Taiwan, China



|                 |   |
|-----------------|---|
| <b>Priority</b> | <b>Nissa's Salina Millennial Recommendations</b>  |
| <b>Chi - Yu</b> | <b>Develop an innovative and entrepreneurial culture within the City of Salina by providing more quality resources.</b> |

**The main goals of this marketing plan focus on developing entrepreneurial culture in the City of Salina:**

- **The core strategic focuses are the downtown redevelopment, the "Imagine Salina" programs, and workforce development.**
- **The downtown redevelopment will attract more people and business opportunities to Salina.**
- **Strengthen the partnerships with the Salina Area Chamber of Commerce and local business to promote the "Imagine Salina" programs effectively.**
- **Work with local universities and industries, to provide more professional training opportunities to develop the workforce.**
- **The Salina government should provide more incentives to encourage young people to start up their businesses in Salina, and improve internet service to support local companies to develop and grow.**



# Jonathan Rodriguez from Lindsborg, KS



| Priority        | <b>Nissa's Salina Millennial Recommendations</b>  |
|-----------------|---|
| <b>Jonathan</b> | <b><u>Collaborate</u> with the city and other partners on ways to improve and develop the City of Salina's diversity and affordability.</b> |

| <b>Prioritized Strategic Objectives</b> |   |
|---|---|
| Rank                                    | Statement   |
| 1                                       | Development of 9 <sup>th</sup> street will be directed towards entertainment for the young adults/families.                                 |
| 2                                       | Renovations of housing, roads, and older structures providing Salina with a new more modern appeal to attract young adults/families.        |
| 3                                       | Finding an effective way to communicate with residents and travelers about new developments, renovations, and resources Salina is offering. |
| 4                                       | Building a Social Media platforms to better inform and interact with consumers in the surrounding areas.                                    |
| 5                                       | Pushing developments that aid the minimum wage gap along with more opportunities that correlate with young adults desired profession.       |



Source: Jonathan Strategy May 2021



# Sample of Millennial New Businesses Start Ups in Salina Area

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- **Morgan Miller – Horton, KS** – **fiabesco** is a thriving business of 7 years. Morgan is KWU alumnus of our Marketing Program as well as our MBA program. Morgan's family has Salina roots as well. She has a two-prong focus; clothing and bakery goodies. The community of Horton has invested in this millennial!
- **Confidential** started by **Neal Ward and Guy Gross, DDS** as an innovative method of teaching practicing dentists how to expand their training on-line and with 'hands-on practice.' KU
- **Doctorate of Business Administration @ Newman University** – **Larry Straub, DBA**, from Newman University provides world-class training for Millennials in Our Trade Area with a DBA. Its impact is subtle but penetrating.



# Salina Native in Morgan Miller

<https://fiabescoclothing.com/>



I am Morgan Miller 28 year old owner of **fiabesco** and single mom, running a clothing boutique for the last 7 years and incorporating a brand extension of a bakery within the last year! Being a young entrepreneur has its challenges!

- It is not so much the learning, applying, and adapting, to the constant environmental changes or the day to day operational battles that automatically come with the entrepreneurial territory that are the biggest challenge!
- **The biggest challenge is promoting change in the generation before us! Having the drive and ambition to make a big difference and attract consumers to a dying town but fighting to get other businesses involved!**
- **As the youngest business owner in my town I know that I have a lot to learn but I also have a lot to offer!**



# Millennials Need Our Help

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- It is not so much the learning, applying, and adapting, to the constant environmental changes or the day to day operational battles that automatically come with the entrepreneurial territory that are the biggest challenge!
- The biggest challenge is promoting change in the generation before us! Having the drive and ambition to make a big difference and attract consumers to a dying town but fighting to get other businesses involved! As the youngest business owner in my town I know that I have a lot to learn but I also have a lot to offer!
- **The future of our community are in the hands of our youth!**
- I feel like I am fighting a battle of getting business owners to have a community minded approach to doing business vs an every man for himself approach to doing business with in my community!
- Unfortunately the entire community suffers when every business owner is out for themselves!
- **A huge part of entrepreneurship in my opinion is being willing to not only be the mentor but also being mentored!**
- Entrepreneurs should never stop learning and growing, no matter age!

▪ Morgan Miller






# Neal Ward meets Dr. Guy Gross= [Confidential.com](https://Confidential.com)

**confidential** 

Neal Ward was a Graphic Arts Professor at Kansas Wesleyan University. Dr. Gross is an innovative dentist.

**Entrepreneurs at heart!!**

Confidential started as way to deliver high quality, yet accessible education for docs who want to learn implant techniques, and who understand the value of leading and teaching their team, without the cost associated with travel and destination courses.



**Are you ready for next level practice growth?**

Confidential gives dentists the confidence to expand their skills and grow their practice through **virtual, hands-on surgical implant training.**

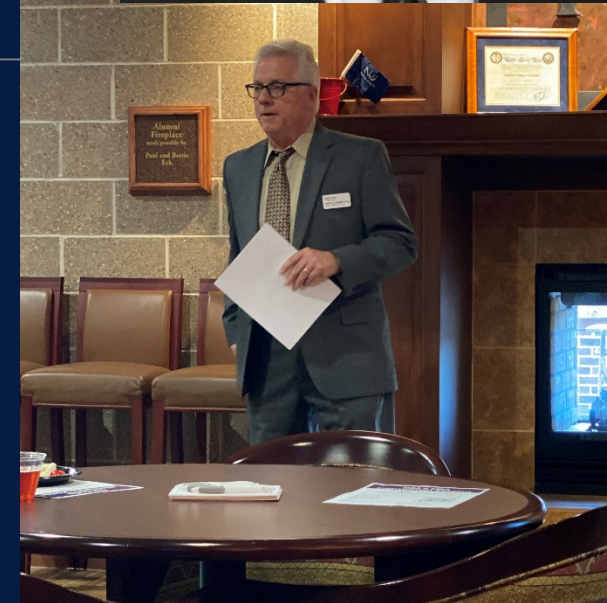


# Doctorate of Business Administration @ Newman University

## Larry Straub, DBA

Director of DBA Program @ Newman University  
Former CEO & Owner Straub International  
2021 Faculty Excellence award at Newman University

Central Kansas Home Grown Entrepreneur

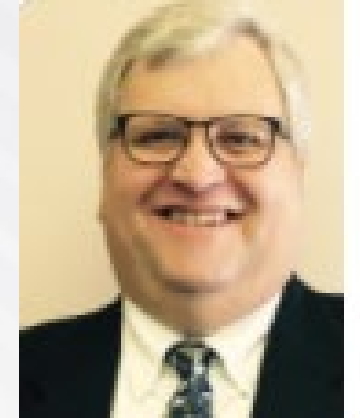


## *Earn Your DBA Degree at Newman*

The Newman DBA degree program provides experienced professionals and academics with advanced skills and credentials in business beyond the MBA. Using a scholar-practitioner model, the program seeks to graduate students who are grounded in both theory and research who can also recognize problems in the modern workplace, examine them closely, propose productive solutions, and create new knowledge.



# Mitch Robinson & Crew's Contributions



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## Salina Community EDO (KS)

Target Industry Update and Business  
Case Development

Final Report – April 26, 2021



# Salina Trade Area has been busy...



## 2020 Highlights



### Project Bulldog

Building of a 880,000 sq ft facility  
2,000 net new jobs  
\$400M in capital investment  
Kansas City, KS

### Project Petal

Purchase of 750,000 sq ft facility  
130 net new jobs  
\$43M in capital investment  
Salina

### Project Rise 2

400,000 sq ft expansion  
225 net new, full-time jobs  
Salina

### Project Chop

\$166M in capital investment  
10 net new jobs  
De Soto

### Project Box 1 & 2

Expansion and relocation  
200 net new jobs  
\$11M in capital investment  
Abilene and Iola

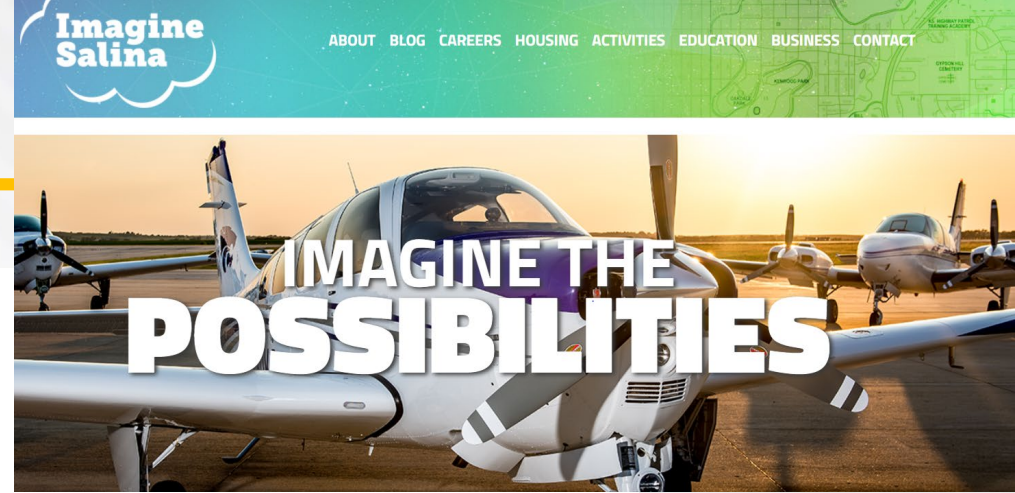


# Busy, Busy, Busy

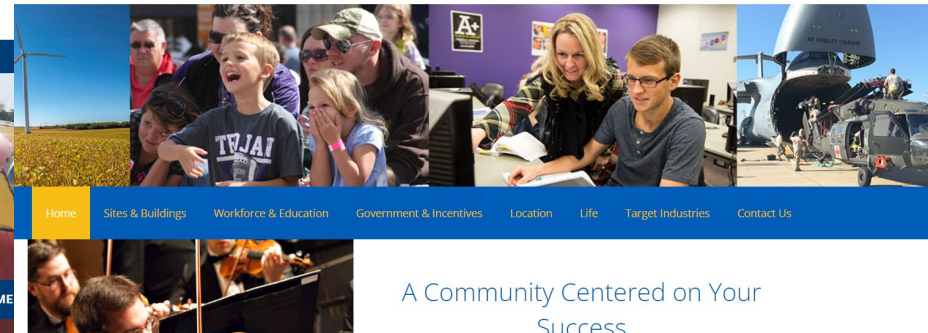
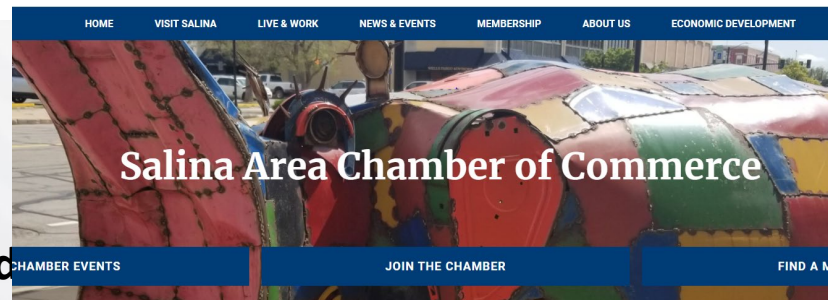
## State and Local Business Climate

### 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.



785-404-3131 | Email    



Source: Target Industry Update



# Local Workforce Analysis:

## 2020 Labor Force Breakdown



|                                |        |
|--------------------------------|--------|
| ● 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





# Regional Workforce Analysis:

## GREATER REGION LABOR FORCE BREAKDOWN

### 2020 Labor Force Breakdown



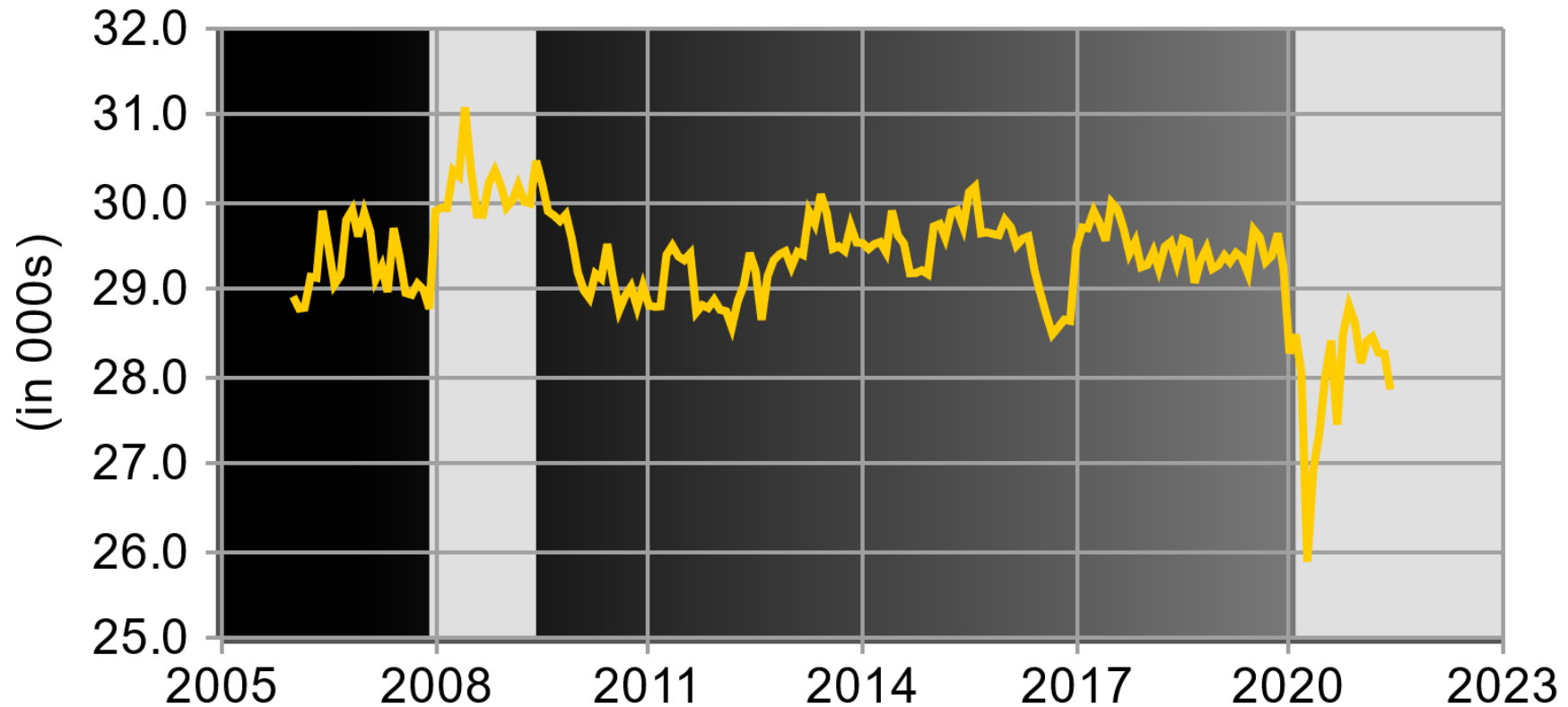
|                                | Population |
|--------------------------------|------------|
| ● Total Working Age Population | 91,403     |
| ● Not in Labor Force (15+)     | 28,582     |
| ● Labor Force                  | 62,821     |
| ● Employed                     | 59,436     |
| ● Unemployed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





# Total Employment

Employment - Saline County, KS - Civilian Labor Force  
(not seasonally adjusted)

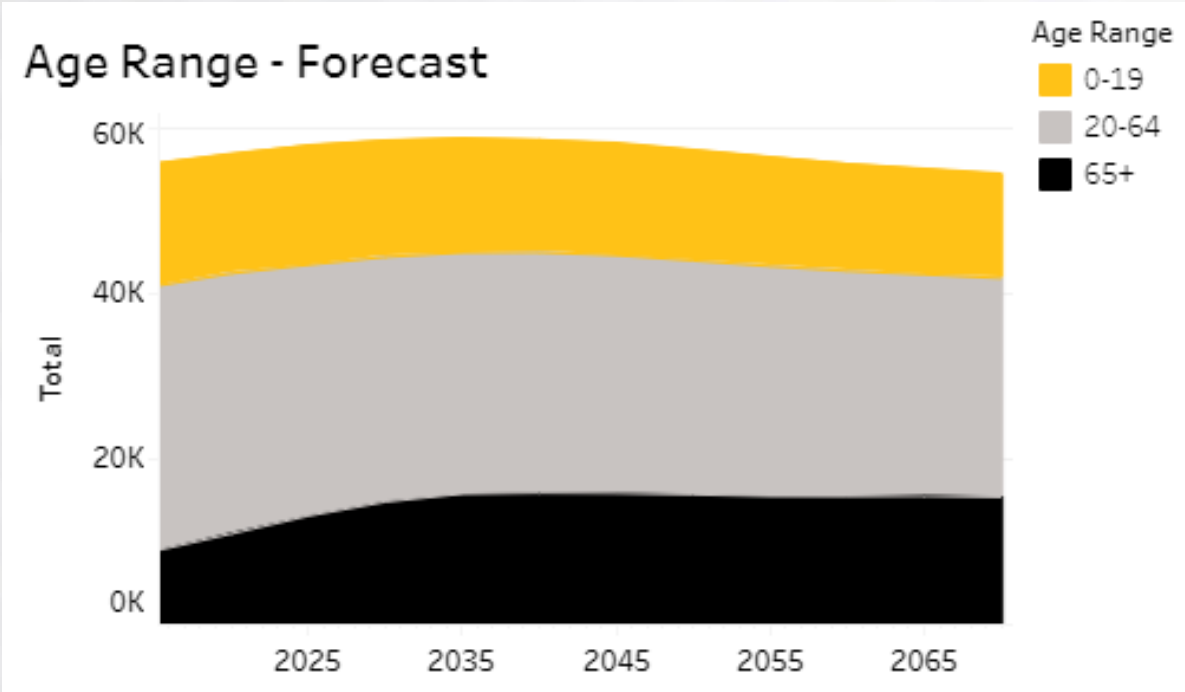


# Annual Wages

| Industry                             | Kansas          |                  |             | Saline County    |                  |             |
|--------------------------------------|-----------------|------------------|-------------|------------------|------------------|-------------|
|                                      | 2019            | 2020             | Growth      | 2019             | 2020             | Growth      |
| Natural resources and mining         | \$47,802        | \$ 47,721        | -0.2%       | \$ 33,013        | \$ 35,178        | 6.6%        |
| Construction                         | \$57,030        | \$ 59,094        | 3.6%        | \$49,557         | \$51,083         | 3.1%        |
| Manufacturing                        | \$59,652        | \$ 62,947        | 5.5%        | \$49,564         | \$51,145         | 3.2%        |
| Trade, transportation, and utilities | \$43,539        | \$ 46,006        | 5.7%        | \$ 34,006        | \$ 34,006        | 0.0%        |
| Information                          | \$66,433        | \$ 73,751        | 11.0%       | \$51,171         | \$ 56,341        | 10.1%       |
| Financial activities                 | \$68,950        | \$ 75,887        | 10.1%       | \$ 54,221        | \$ 66,774        | 23.2%       |
| Professional and business services   | \$64,553        | \$ 69,540        | 7.7%        | \$ 44,392        | \$ 47,947        | 8.0%        |
| Education and health services        | \$43,909        | \$ 48,480        | 10.4%       | \$ 44,923        | \$ 49,379        | 9.9%        |
| Leisure and hospitality              | \$17,333        | \$ 18,046        | 4.1%        | \$ 15,490        | \$ 16,334        | 5.4%        |
| Other services                       | \$35,624        | \$ 38,932        | 9.3%        | \$28,235         | \$ 30,787        | 9.0%        |
| Federal Government                   | \$70,163        | \$ 71,190        | 1.5%        | \$ 67,012        | \$ 69,106        | 3.1%        |
| Local Government                     | \$37,494        | \$ 40,128        | 7.0%        | \$ 35,176        | \$ 39,036        | 11.0%       |
| State Government                     | \$58,381        | \$ 52,822        | -9.5%       | \$46,047         | \$ 45,551        | -1.1%       |
| <b>Total, all industries</b>         | <b>\$48,060</b> | <b>\$ 51,473</b> | <b>7.1%</b> | <b>\$ 39,811</b> | <b>\$ 43,037</b> | <b>8.1%</b> |

Source: CEDBR, BLS - QCEW

# Salina Area Population Forecast, 2020 to 2070



- Total population projected to decline 4.4 percent by 2070
- Population growth expected to begin to decline by 2040
- 65 and older population projected to increase by 72.9 percent by 2070

|              | 2020   | 2025   | 2030   | 2035   | 2040   | 2045   | 2050   | 2055   | 2060   | 2065   | 2070   |
|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Total        | 56,897 | 57,847 | 58,444 | 58,704 | 58,575 | 58,074 | 57,287 | 56,426 | 55,631 | 54,985 | 54,366 |
| % Diff Total | 2.17%  | 1.67%  | 1.03%  | 0.44%  | -0.22% | -0.86% | -1.36% | -1.50% | -1.41% | -1.16% | -1.13% |



# ImagineSalina.com – Renee Duxler

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## Economic and Workforce Development Director

### IMAGINE YOURSELF HERE!

Arts & Culture  
Sports, Parks, and Recreation  
Salina Downtown  
Salina Public Library  
Smoky Hill Festival  
Public Transportation

WHERE TO  
**WORK**

WHERE TO  
**LIVE**

WHERE TO  
**PLAY**

WHERE TO  
**LEARN**



# Where do we go from here?



## Proposed STAR Bond Projects

|                           |         |
|---------------------------|---------|
| FieldHouse Parking        | \$1.6M  |
| K.U. Med School           | \$7.0M  |
| Streetscape               | \$12.1M |
| Old Chicago               | \$3.0M  |
| Downtown Hotel            | \$19.0M |
| Alley Entertainment       | \$6.1M  |
| Stiefel Theatre           | \$2.2M  |
| Existing Retail           | \$2.0M  |
| Vacant / New Construction | \$31.2M |
| Car Museum                | \$4.7M  |
| Lee Buildings             | \$17.5M |



# The Best is Yet to Come...

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- **Great Projects... Many, Many Fine Investments.**
- **Great People... Salina Trade Area Holds Promise.**
- **Great Data Intelligence... Exhaustive Investment in Data Gathering.**
- **Great Plan... Concerned Core of Wonderful Professionals.**

**• WHERE DO WE GO FROM HERE?**



# Paul Hedlund, Ed D

---

- Professor of Leadership and Marketing
- Department of Business and Accounting
- Kansas Wesleyan University
- Salina, KS
  
- Visiting Professor – DBA
- Newman University- Wichita, KS
  
- Hedlund Consulting, Inc.
- People, Performance and Systems
- Salina, KS

