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# Attracting Primary Jobs: A Guide for Nebraska Communities

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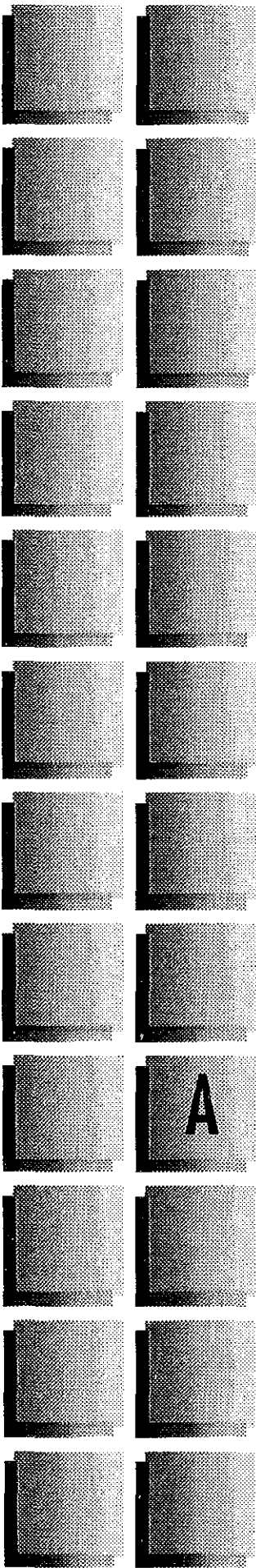
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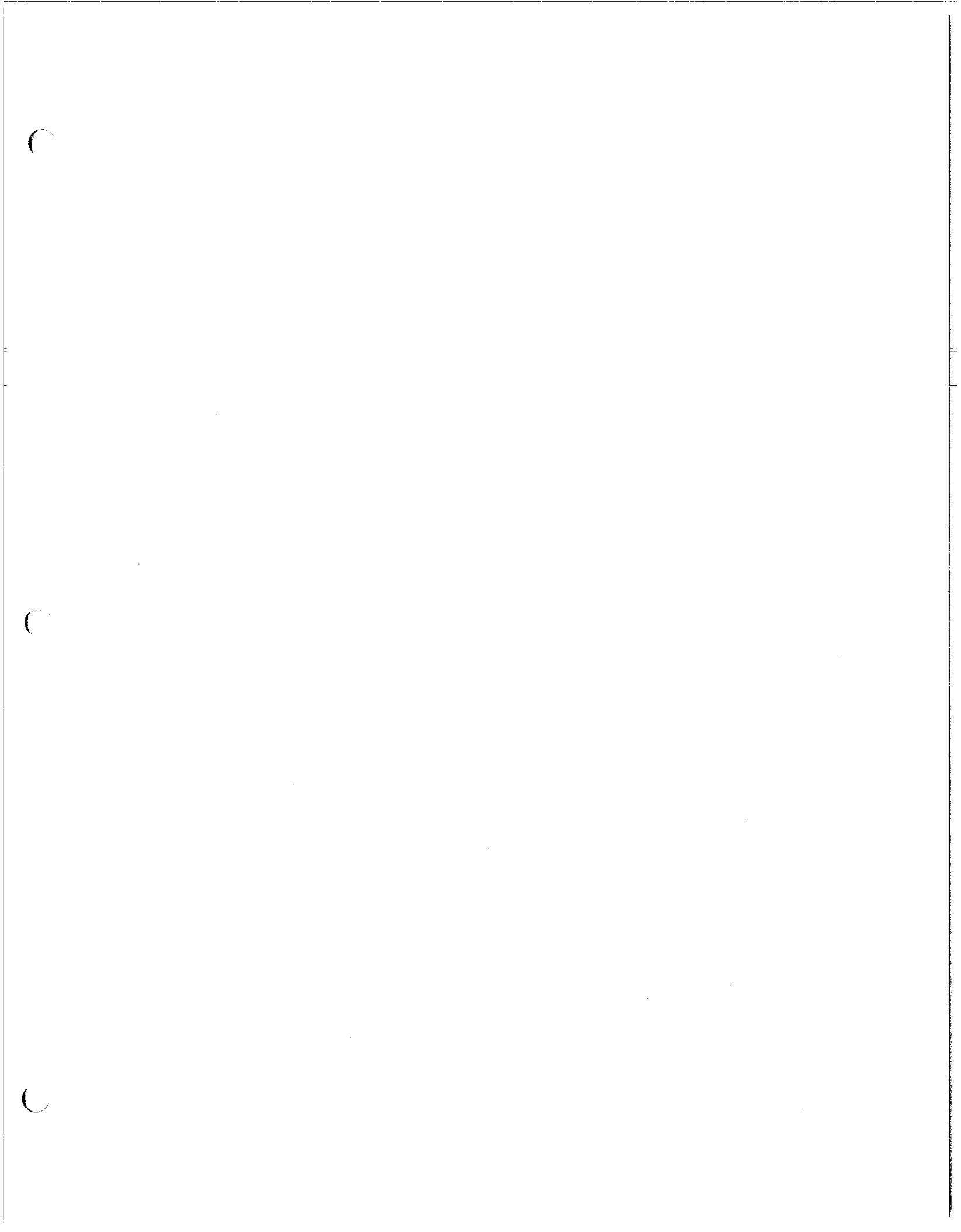


# ATTRACTING PRIMARY JOBS

A Guide for

*Nebraska*

Communities



# **Attracting Primary Jobs: A Guide for Nebraska Communities**

**Robert Blair**  
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# Chapter 1. Introduction

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*Most communities in Nebraska have been involved in the attraction of new business*

## Community Development Strategies

Local economic development can be described as the efforts of community leaders to stimulate business investment and employment to preserve or improve the quality of life in a community. Development objectives are often identified through a formal planning effort, structured public discussion, or other formal and informal processes. Objectives are the specific actions needed to meet broad community development goals. These economic development objectives selected by communities may include diversifying the area economy, increasing opportunities for employment, or expanding the local tax base.

To accomplish their economic development objectives, communities use strategies such as downtown or main street development, retail business attraction, community infrastructure development, tourism enhancement, recreation improvement, housing assistance, and existing business support. Sometimes these are part of a written development plan. More often they are ongoing efforts undertaken by a variety of community organizations.

Attraction of new business and industry has been very important to many communities in Nebraska. A closely related strategy that focuses on existing business is known as expansion of existing industry, local business expansion and retention, or local business assistance. Together these efforts to assist existing industry and to attract new industry constitute a business recruitment and development strategy. Generally this strategy consists of community or regional representatives providing assistance and encouraging national companies, not presently in the area, to locate a new facility in the community; assisting with the expansion of national firms that already have facilities in the community; and helping with the start-up of new companies or the development of small firms that are locally owned.

Most communities in Nebraska have been involved in the attraction of new business and industry and the expansion of existing firms in one form or another for many years. In the past this local economic development activity was usually referred to as industrial development. Many communities focused their development efforts on manufacturing firms. Assisting the expansion of existing business was important but generally received less emphasis.

*Industrial development is being replaced by the more comprehensive business recruitment and development strategy.*

*Local business recruitment and development strategy is especially important in a rapidly changing economy.*

More recently, communities often see that the costs of attracting large new manufacturing employers are high and the success rate is low. If real opportunity exists, large new industry is still valued. But the focus has broadened. Strengthening local employers usually has a high rate of return. In addition, communities have also been involved in encouraging the establishment of new, locally-based companies. To attract jobs, communities now consider all aspects of business recruitment and development.

## **A New Approach: Business Recruitment and Development**

In today's more complex economic environment, industrial development is being replaced by the more comprehensive business recruitment and development strategy. Industrial development may have high potential payoffs for some communities. However, business recruitment and development is a more realistic and achievable set of strategies that should be part of a comprehensive economic development program for many communities in Nebraska. Community leaders must expand their objectives to take a new and broader approach to attracting and developing business needs.

Business recruitment and development is defined as the mobilization of community attitudes and beliefs, the marshalling of physical and geographic characteristics of the region, and the coordination of fiscal and human resources of the area to attract, assist and cultivate business and industry to achieve balanced economic growth. Business recruitment and development includes working with all firms that contribute to the vitality of a local economy, not only manufacturing firms. This approach recognizes that investment by all types of businesses and industry contributes to local economic development.

Business recruitment and development is more than "chasing smokestacks" or "wooing footloose firms." In many communities a sophisticated program works with multinational firms and world class companies. The development strategy consists of identifying and assisting firms that are evaluating communities in order to locate facilities; providing technical, managerial, and financial assistance to established local firms to help facilitate their growth and development; and cultivating an environment supportive to the birth and development of new businesses and industrial ventures.

A comprehensive local business recruitment and development strategy is especially important in a rapidly changing economy. On both national and global levels, fundamental political, environmental and social forces are transforming the economic structure, affecting the way we work, buy, travel, and interact with each other. In most communities the economic base today is much different than it was a few years ago. Tomorrow's local economy will be as different from today's. The world

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is in transition. Local leaders need to help manage the change in the economic structure of these dynamic communities. Successful communities are those that adapt.

This guidebook describes a basic process local leaders can follow to attract industry, value-added services and other primary jobs and investment to a community. The strategies in this guidebook to recruit business and industry will complement local efforts to facilitate the growth of firms already established in the community. In addition, business recruitment activities also help nurture the development of new local companies and enhance the entrepreneurial opportunities for people in the community. Efforts to attract business should work hand-in-hand with all efforts to develop business already in the community.

Leaders of successful community development programs need the skills and information to enable them to determine:

- Whether a business recruitment and development program is appropriate to their community.
- How to allocate limited funds.
- How to access public and private funds to assist local programs.
- How to improve existing development plans.

Community leaders should first understand how to project the impact of adding primary jobs in their community (Chapter 2). They should also recognize the factors common to all business location decisions (Chapter 3). With this background, they are ready to consider in detail each of the components of a local recruitment and development program (Chapters 4 through 9).



## Chapter 2. The Impact of Primary Jobs on The Community Economy

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Local economic development is more complex today than in the past: there is more to learn and more people are involved. There are more things to consider. Communities now need to choose among several alternative approaches and specific strategies to economic development. Different strategies have different impacts on the community. The costs need to be evaluated in terms of the possible economic benefits to the community.

While it is difficult to calculate specific costs and benefits, it is nevertheless possible to estimate broad costs of most development strategies. This is needed to help local leaders make basic decisions regarding implementation of development strategies and establishing resource allocation priorities.

One way to evaluate the economic impact of business attraction and development is to examine the nature of jobs associated with business attraction and development. Jobs are often the device used to measure the success of economic development strategies.

The various types of jobs within a community have differing impacts on the area economy. The characteristics of a job generally determines its impact. Major employment sectors include manufacturing, wholesale, retail, service, finance, utility, transportation, government, and agriculture. Each sector has a specific function in the economy. The jobs in some of the sectors, however, have similar impacts on the local economy.

For each development strategy it is important, then, to determine the impact a job created or retained will have on the local economy. In this guidebook, the general class of jobs most often associated with the business attraction and development strategy will be examined. For sake of convenience, they will be labeled primary jobs.

### What Are Primary Jobs?

All jobs that add value to a good or a service are primary jobs. Primary jobs can be, but are not always in industry. Industrial jobs normally involve the production or assembling of an item, the handling of a product, or the transporting of a good. Most often these jobs are in

*Jobs that add value to a good or a service are primary jobs.*

***Primary jobs affect a local economy much like the exporting of a good or service.***

***Developers and volunteers should think in terms of attracting or developing primary jobs.***

firms that are part of the manufacturing, wholesale or transportation sectors of the local economy. These jobs generally add value to a good by moving it to the next stage in the manufacturing process, or getting it closer to the final consumer. Certain types of service jobs add value to a service rather than a good. Data processing or many types of information management jobs would be value-added service jobs.

Primary jobs affect a local economy much like the exporting of a good or service. The product is purchased by someone outside the community, and dollars generated by the sale of the product outside the area are used to pay local employees to use their skills to improve the value of the good or service. Because of this additive aspect, income created by primary jobs are considered export-based and important employment sources in a community economy.

However, there is strong evidence that the American economy is evolving from one based primarily on goods production to one also based on the production of services. Manufacturing employment is not growing in the United States because of such factors as increased automation of production lines, and the growing competitiveness of foreign labor markets. In addition, because of a greater economic interdependency among nations and an expanded global marketplace, the United States is able to use its productive forces in areas other than manufacturing.

The management of financial information, for example, is a growing U.S. industry which adds value to something other than a good. Many growth companies specialize in the movement of information from one part of the world to another. In addition, many service jobs, such as regional insurance claims offices that process information from policies or claims, add value to a service. Many community development practitioners argue that the definition of a primary job should be broadened by economic developers in a community as the national and global economy changes. It is likely in the future that there will be many firms, other than strictly manufacturing, that will be primary employment sources in a community.

Local economic development professionals and volunteers should think in terms of attracting or developing primary jobs rather than concentrating strictly on industrial or manufacturing jobs. Because of changes in the economy there are other types of jobs that have impacts similar to industrial jobs. The development of primary jobs, including both industrial and service types, should be a principal objective of the business recruitment and development strategy.

### **Economic Impact of Primary Employment**

Primary jobs have significant impact on the area economy because they bring dollars into the community through the sale of goods and

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borders of the  
community.*

services to nonlocal markets. In other words, primary employers do not shift around dollars that may already exist in the economy. They bring in new dollars to expand the local economic base. Primary jobs help inject new income into the local economy. (Appendix A shows the impact of primary manufacturing jobs on a community.)

Primary jobs also have the potential to create more jobs through the purchase and production of other goods and services. These additional jobs are in the firms that supply the many goods and services needed to support the primary employers in their conduct of business. The companies that specialize in supporting primary employers with services are known as producer service firms. Often the primary good or service needs to be transported. These support firms—retail, wholesale, transportation, or service companies—are often classified as secondary employers. While these secondary employers are very important to the local economy in the number of jobs they provide, much of their business is directly linked to the activity generated by the primary employer. Without primary employers, secondary employers cannot survive. (See Appendix B.)

Primary jobs also have a multiplier effect on the area economy. Not only do they bring dollars into the community and help create secondary employment, the imported dollars can be used to buy local goods and services several times. For instance, the payroll dollar of the primary employee buys groceries that supports the grocer's employee. The payroll dollar has changed hands within the community. A dollar of income from a primary job has more value to a community economy than a dollar of income from a secondary employer because of its greater multiplier effect. The multiplier effect is usually greater in larger towns or regional trade centers which have a variety of places for that dollar to be spent.

### **Importance of Primary Employment to Communities**

Primary employment is often cited by geographers and economists as a major influence on community growth. Because primary employers export goods and services beyond the borders of the community, and their customers insert nonlocal dollars into the community economy, these dollars are added to existing dollars. Community growth and development result from these added dollars.

Primary employers are particularly critical to small and rural communities that have a largely agricultural and/or retail job base. Manufacturing jobs are especially important because they help broaden the employment base in the rural areas. In addition, firms with primary jobs attracted to nonmetropolitan areas typically pay relatively high wages for the area. These higher wages not only have a multiplier effect, they contribute to a broader support base for local service and retail estab-



ishments. Outmigration may also be slowed because of the opportunities presented by the existence of primary jobs.

Because of their tremendous impact on the local economy, it is no surprise that many communities work aggressively to attract primary jobs. Community growth and development would be very difficult without a strong primary employment base. Secondary employment is obviously very important to a community's economy, but it is the primary employers who bring new income into the area. Recruiting and developing primary jobs has been a high priority for many communities for many years, but it is important for local economic developers to periodically assess and modify their efforts.

Community leaders need to carefully determine the costs and benefits of business recruitment and development efforts. This is not an undertaking that the leadership of a community should take lightly. To begin with, the chances for high levels of success are limited for many communities. Competition is fierce for new primary employers and an increasing number of communities are allocating large resources for a minimal number of industrial facility locations and expansions in the United States.

The payoffs of attracting new business to a community, of course, are great. The direct economic benefits from the new employer include expanded payrolls, additional job opportunities, and additional tax revenue. Secondary benefits include more income for retail sales, the possibility of suppliers and other producer service firms coming to town, and additional bank deposits. And finally, most likely there will be an influx of new people to town, the prestige of a new industrial facility, and the broadening of the local employment base.

The costs of designing and implementing an effective business and industry recruitment program are high. As this guidebook will demonstrate, an occasional venture into attracting new business and industry will not be effective. It is necessary for the community to make a long-term commitment and allocate sufficient resources to have a chance of being successful.

It is also important to project not only the economic impacts but also the other impacts of a new business in the community. For example, some types of primary jobs, especially if they are from a type of business or industry that is new to the area, may substantially alter the social and political character of a community. There may be changes in the economic structure and employment base of a community because of the new company. In addition, an influx of new workers may strain a community infrastructure that is already at its maximum. New schools, roads, housing units, and sewer systems may need to be built or substantially upgraded. And finally, new jobs can also bring environmental and social challenges to the community.

*The costs of designing and implementing an effective business and industry recruitment program are high.*

# Chapter 3. The Business Recruitment and Development Process

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*The foundation of the business recruitment and development process is the interaction between public bodies and private business.*

Successful business recruitment and development efforts are usually the result of a commitment by a community to follow a systematic process or sequence of events that helps facilitate new business. In order to determine if it is in the best interests of the community to commit resources to a business recruitment and development strategy and to estimate the costs and benefits of such a program, leaders need to first understand the process. It is important to remember that business recruitment and development is only one of several sets of strategies available to communities, and economic development choices should be made carefully and with a long term perspective in mind.

The foundation of the business recruitment and development process is the interaction between public bodies and private business. This public-private interaction occurs on two levels. On one level government and private business share resources and cooperate to implement a community-wide business recruitment and development program. And on the other level, a number of public policies and actions are undertaken in the interest of the public to stimulate private sector investment in the community. Private business has a critical function in local business recruitment and development, and understanding the workings of private business decision making, especially as it relates to facility locations, is important to successful implementation of this economic development strategy.

## **Business Location Decision Making**

The business recruitment and development process is focused on the decision-making activities of private business. Every day business owners and managers make decisions on the efficient allocation of resources hoping to increase profitability. A set of variables, unique to each company, influence these decisions. Most of these are found within the company, and include questions like manpower allocation, production capacity, or sales projection. Many business decisions, however, like the expansion of existing facilities, the establishment of new facilities, or the entrance into new market areas, bring in a set of external factors. These external influences are known as business location factors.

Business location factors influence the cost of doing business in a particular physical location. These factors may have economic, political,

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facility  
locations.*

social, or geographic characteristics. They are the factors that business owners and managers incorporate into studies measuring the impact of decisions regarding the location of company activities in a dynamic and complex business environment.

Research has identified a general set of business location factors that influence the operation of most industries. They include the type of transportation and communications networks, access to specific market areas, availability and cost of utilities, work force characteristics, taxation levels, and community amenities. It is important for local economic developers to become familiar with the basic location factors that influence decisions on the siting of an industrial or other primary business facility. These factors have a bearing on local economic development activities. (See Appendix C for a ranking of these location factors.)

## **Business Location Factors and Communities**

The fundamental role of the community in the business recruitment and development process is to influence the decisions of private business regarding facility locations. This is done primarily by providing information relevant to company decision makers. Often all the data needed to complete a business location study are not available, and local economic developers must close that information gap. Most often the data, like the number of people in a certain age category, are "hard" in nature, but sometimes the information may be "soft." Information on attitudes, for example, can be considered "soft" data. Providing reliable and current data to people conducting business studies is one of the community's most important tasks.

An important first step for the community is to learn which site factors are most important to a particular company. This is not as easy as it sounds since companies may consider such information to be confidential. In addition, the factors may change as the business location study progresses.

The next step is to match the factors included in the business location study with the characteristics of the community. Again this is not easy because the business location factors do not have equal weight. Some are more important than others. It is critical though that communities meet all of the location criteria, and rank high in the most important factors. Sometimes businesses provide communities with checklists of their business location factors. (See Appendix D for an example.)

This is, of course, a simplified view of the community's role in business recruitment and development. And it is important to remember that no company will locate in a community unless it meets the facility location criteria. However, a community can expand its role in

*A business recruitment and development strategy starts with a set of components, and grows outward.*

the business and industry development process and increase its chances for business location and expansion. This guidebook describes such activities in detail in chapters that follow.

## **Components of Local Business Recruitment and Development**

Business recruitment and development is not a set of steps that will guarantee new business in a community. There is no straight line to the development of business and industry. A local economic development strategy requires almost constant effort by community leaders. A business recruitment and development strategy starts with a set of components, and grows outward. Once the components are in place, the small sapling is planted, but it requires watering and attention to mature.

There are six basic components to a local business recruitment and development program: organization, community information, sites and buildings, marketing, working with existing industry (and entrepreneurs), and implementation. Communities should devote sufficient resources and time to developing and accomplishing each component. When communities concentrate on only one component, the business recruitment and development strategy will be only partially addressed. This will decrease the possibility of a successful program.



# Chapter 4. Organization

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*As competition for primary jobs increases, the sophistication of organizations in competing communities is also rising.*

The first component of local business recruitment and development strategy is organization. Some say this is the foundation of a community economic development effort. Attracting and developing primary jobs is a long-term and complex endeavor. Some sort of an organizational structure is useful to communities in economic development. This section will describe the characteristics of different organizational approaches and give information on how to choose the one most appropriate for a community.

## The Need for Organization

There are many strong arguments supporting the need for organizations in local economic development. Communities, for example, need to be able to keep contact with companies over a long period of time. Because businesses often prepare contingency expansion plans and begin facility location studies years in advance, communities need to be able to establish and maintain long term communications. Research has shown that one of the hallmarks of a successful local economic development program is the presence of a sustained effort.

In addition, communities need to have resources identified and available to work on extensive business and industrial development projects. These projects may include complicated business finance deals involving a variety of sources including several levels of government and private financial institutions; complex business location proposals that may include financial incentives that are activated when certain performance levels are attained; or technical in-service training and research support programs. As competition for primary jobs increases, the sophistication of organizations in competing communities is also rising.

A local business recruitment and development program also needs broad community participation. In the past, business recruitment was often an activity of a local business organization, such as the chamber of commerce, because private business benefited most by new industry. Today, many segments of the community, not just the business people, are interested in the improvement of the local economy. People affected by economic changes and business decisions want to be involved in local development efforts. More citizens want to take part. Public participation is also an important planning component in many federal economic development programs.

A community-based business recruitment and development program involves many people and many independent and interrelated tasks. Even though many of these tasks can be completed by professional staff, a number of the tasks are assigned to volunteer workers. In addition, because of the need to involve a broader cross-section of the community in a program, more people are included in local economic development efforts today than was often the case in the past. And finally, the level of involvement by public bodies in economic development has increased. City council action, for example, is required for most state-funded economic development finance programs. For these reasons, in many communities local efforts are effectively coordinated and managed by a structured development organization.

### **Benefits of a Local Organization**

In order to determine if it is necessary to create a new organization, or merely revitalize an existing one, it is helpful to learn how a community economic development effort benefits from the presence of an organization. A local development effort has many tasks. It is rare for one organization to coordinate all the tasks.

The organizational benefits that are especially important to communities include:

1. Raising operating capital from private and public sources.
2. Obtaining loans from private equity sources for projects.
3. Assisting in securing grants, loans, or loan guarantees from public sources for projects.
4. Providing financial and managerial assistance to local industries and leveraging other sources of assistance.
5. Assisting local entrepreneurs by stimulating fresh ideas, helping develop new products, and supporting projects.
6. Purchasing or leasing industrial property and suitable buildings for later sale or lease to private industry.
7. Providing a legal and continuing basis for negotiating with industrial prospects and working on other business deals.
8. Demonstrating the community's public and private commitment to economic and industrial development.
9. Establishing a forum for articulating the economic development goals and objectives of the community.

10. Serving as a catalyst for community marketing efforts.
11. Providing a mechanism to have the risks associated with economic development shared among many individuals and organizations in the community.

If community leaders agree that the existing economic development organization is making the above contributions to the community, it may not be necessary to form a new local economic development organization. If only a few of the benefits are being provided, maybe revitalizing the current organization, or changing leadership or direction is needed. If it is apparent that a significant number of benefits described above are not now being provided to the community, community leaders should explore the idea of forming a new organization, or restructuring an existing one. There are several organizational approaches.

### **Organizational Approaches**

No two local economic development organizations are exactly alike. There is no single best organizational approach, and one that may work well in one community may not work as well in another. Local economic development organizations (LEDOs), however, generally follow one of four organizational approaches.

*There is no single best organizational approach, and one that may work well in one community may not work as well in another.*

**Private Economic Development Organization.** This is a local, privately financed corporation, created primarily to provide financial and managerial assistance to small and medium sized business firms. Originally, in many communities these private development organizations were formed to acquire and develop sites for existing and potential industry. Historically, this type of organization has also worked to attract business to the community. While the public sector may have representation on the board of this organization, their involvement is usually limited. The private sector has the primary leadership role in this approach.

**Public Agency.** This approach places the primary responsibility for economic development in a public sector agency. A public development agency would be a separate office or department of city or county government that uses public resources to further economic development objectives. In this approach the role of private business is often limited to supporting government action.

**Public-Private Local Development Organization.** This approach involves a close working partnership between the public and private sectors in a community. It is a hybrid of the first two approaches. This organizational approach recognizes the important role of government in economic development. The management of this organization is split between the public and private sectors.



An important function of local economic development organizations is the leveraging of financial resources for private business. The public-private approach is funded from both sectors. For instance, private sector funds can be raised by an approach adopted by a number of communities, called the Committee of 100. One hundred private citizens pledge to donate \$100 (or more) a year to the LEDO for a set number of years. At the same time, a large portion of the resources for economic development finance may come from government programs. (Public financial programs are described in chapter 9.) This approach works only when the public sector and the private sector have an active relationship.

**Informal Organization.** This is the unstructured approach to local development. Some communities have chosen not to establish an organization, adopting instead a less formally structured approach. These local efforts have various names, including economic development council, commission, board or committee. This approach is appropriate for many local situations and communities. It has considerable flexibility, and may have good representation from government and business. An unstructured program, however, generally limits the community's ability to raise and leverage financial resources for economic development. Since this approach lacks a formal structure, it may not use the public-private partnership to its fullest extent and will have difficulty matching public and private funding sources.

All local economic development organizations however, share similar economic development goals: to facilitate the establishment of new business, provide assistance to existing business so they can grow and expand, and generally improve the quality of life within a specified geographic area by increasing economic opportunities.

## **Profit and Not-For-Profit Structures**

Depending on the selection of the basic organizational approach, it may be necessary for a community to choose a legal structure for its LEDO. Development organizations nearly always have a legal footing to facilitate cooperation and to work effectively. Some sort of a corporate structure is often used by LEDOs as their legal foundation. While the corporate structure of the public-private local development organization is generally a not-for-profit corporation, the structure of a private economic development organization, because of its private sector focus, can be either a profit or not-for-profit corporation. (The public agency and informal organization approaches may not require a corporate structure.)

Development corporations must be established in accordance with Nebraska laws, either the Nebraska Business Corporations Act or the Nebraska Not-for-Profit Corporation Act. Communities should consult

an attorney before setting up a local development corporation and exploring U.S Internal Revenue Service tax exempt status (501-C-3).

There are significant differences between the profit and not-for-profit development corporations. Each has unique traits that may provide advantages and disadvantages to a LEDO, depending on the characteristics of the community. Following is a basic comparison of the two corporate structures:

<b>PROFIT</b>	<b>NOT-FOR-PROFIT</b>
Stock issued.	Memberships sold.
Dividends.	No dividends.
One vote per share owned.	One vote per member.
Stock may be sold.	Membership nontransferable.
Subject to income tax.	Usually exempt from income tax.
Subject to property and sales tax.	Subject to property and sales tax.
Stock purchase not deductible from income tax liability.	Membership may be deductible.

*Most communities use, or are adopting, the not-for-profit economic development corporation approach.*

Most communities use, or are adopting, the not-for-profit economic development corporation approach. There are several reasons for this decision. First, in today's highly competitive economic development environment, it is difficult for local investors to make money in a for-profit structure. The high costs of a local economic development program and the long-term nature of business development usually delay a return on investment. The competition for projects is keen.

Second, because of the need for broad-based participation in local economic development, it is often easier to get "members" for a not-for-profit, than it is to get "investors" or "stockholders" for a for-profit corporation. Support for local economic development is often based on the perception of what is in the best interests of the community, rather than on an opportunity for monetary profit. Profit structures are viable approaches but evidence indicates that not-for-profit structures are currently more popular among communities.

### **Factors Influencing Organizational Choices**

The specific organizational course taken by the community will depend on local traditions, philosophy, and leadership personalities. No single type of development organization is best for every community. An organizational approach that works well in one community may fail in another.

When evaluating organizational approaches, economic development leaders should consider the following questions:

*The growth of economic development finance programs has contributed to increased public sector involvement .*

- Is there is a need to better coordinate the local implementation of a comprehensive economic development program?
- Is it necessary to take advantage of a specific local economic development opportunity, or respond to a crisis or adverse condition?
- Is a fresh approach to local economic development warranted, even though there are existing and active development organizations?
- Is there evidence that a revitalization effort is needed to get local organizations moving again?
- Is some sort of a mechanism or vehicle needed to take advantage of, or improve the relationship between the public and private sectors in economic development?

After answering the above questions relating to the need of a local economic development organization, community leaders should decide on the approach that best addresses local needs. In most cases the selected organizational approach will be modified to conform to the local situation.

### **Public Involvement in Economic Development**

In recent years, participation by the public sector in local economic development has increased. City councils, county boards and other public bodies join chambers of commerce and LEDOs in planning and implementing local economic development programs. This growing public sector involvement is partly the result of increased interest by the citizenry and public officials. However, the growth of economic development finance programs funded by public resources has also significantly contributed to increased public sector involvement in local economic development efforts. (See chapter 9 for a discussion of public finance programs.)

Even though most economic development projects require private business involvement, public funding is often the key to a successful completion. Applications for public funding of an economic development project normally require the approval of local governing bodies. For all these reasons a strong partnership between the public and private sectors is almost essential to public financing of a project.

While it is recognized that local governing bodies are generally more involved in economic development activities, communities need to proceed with careful thought and prudent consideration. There are often practical, political and legal issues to consider when public bodies participate in economic development projects that involve private parties. A strong partnership between the public and private sector will help communities anticipate and deal with these issues directly.

# Chapter 5. Community Information

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*Business planners need specific facts about a community in order to conduct industrial site location and expansion studies*

*Local leaders need information about their area to make decisions regarding resource allocation.*

The second major component of a local business recruitment and development program is community information. Like a thriving business, a successful local business recruitment and development effort requires vast amounts of different kinds of information about the community, and the area economy. To effectively participate in the competitive field of economic development, it is necessary to have comprehensive and current data on the community and the surrounding area.

## The Need for Community Information

Much of the community information relates to the basic site factors discussed in Chapter 3. Community information often includes data on employment, income, labor, taxes, transportation, utilities, education and geography. While economic and community data serve the needs of the prospective company, it also benefits the local development program leaders.

From the company's perspective, business planners need specific and seemingly minute facts about a community in order to conduct detailed industrial site location and expansion studies. These studies include data collection on several potential communities that meet minimum criteria, analysis of the data in terms of operational requirements of the company, and detailed evaluation of the communities that are most advantageous to facility location. Each study requires different information.

From the community's perspective, local leaders need comprehensive economic, demographic and geographic information about their area to make decisions regarding resource allocation for specific industrial and economic development objectives, projects and activities. By assessing the strengths, weaknesses, opportunities and threats in a community, leaders can help identify those types of companies most suited to the area. Such information is essential for planning and targeting local development efforts.

Planning for economic development will be described first, followed by a more detailed description of the types of community information that are especially useful to business planners.

## **Community Information and Local Planning for Economic Development**

Communities participating in structured economic development planning programs use a variety of information to identify their objectives. During the planning process local participants gather and analyze data about the area economy, population, regional workforce, public facilities and community attitudes. The final product of the process is usually an action plan for local economic development. The plan guides the local effort in development activities. (Appendix E lists the types of activities undertaken by communities.)

The planning process can range from a single session to a series of meetings taking place over several months. Sometimes communities employ consultants to gather and analyze data and help facilitate meetings. Often communities do their own economic development planning.

*A local plan of action concentrates on strengths and opportunities, addresses threats, and reduces weaknesses.*

A common approach to planning for local economic development is strategic planning. This approach consists of a highly structured set of planning exercises that requires community participants to examine the local and national economic development environment, identify community strengths and weaknesses, look for development opportunities and threats, and identify ways to position the community to respond to the environment. Many Nebraska communities have used this approach to planning for economic development. These communities have identified a number of community and economic development strategies.

Community information that is needed for the community planning process can also become a data base for local economic development efforts or projects that may be part of the local plan. (Appendixes F and G are samples of action plans.) The implementation of the plan will use the basic community information and often require the collection of more data. An example, discussed in Chapter 7, is community marketing.

Economic development planning is a continuous process. It provides a mechanism for community self-examination, focusing on choices and priorities for local economic development. A realistic community assessment and planning approach will result in a local plan of action that concentrates on strengths and opportunities, addresses threats, and reduces weaknesses. There is evidence that the existence of a community plan contributes to local economic development success.

Planning for local economic development is a complicated and important undertaking. This was only a brief description. For more information on economic development planning programs and

*A brief statistical description of the community is a quick reference.*

*Facts books are most often used by people conducting a detailed study of a small number of communities.*

approaches used by particular communities see Suggested Readings in the back of this book. Communities interested in planning for economic development should consider taking part in one of the existing programs.

## **Types of Information Useful to Business Planners**

Community and area economic information needs can vary by community, but basic categories are particularly useful to a local business recruitment and development program. (Appendix H is a community information checklist.) Following are the types of information which are the most valuable and communities should attempt to collect, keep current, and provide to businesses:

**Community Profile.** A brief statistical description of the community is a quick reference to the major economic, social, and political characteristics of the city or town. Profiles have a variety of uses but are especially helpful to people evaluating a large number of communities and planning to make preliminary personal or business decisions. For example, they are used in industrial site location studies to examine a large pool of potential communities and eliminate from consideration those that do not meet minimum company requirements. Other companies may use them for marketing studies. (Appendix I is a sample profile.)

Information in the profile should be current and updated at least every two years. Some communities have developed their own profiles. The Nebraska Department of Economic Development (DED) provides standardized profiles. Communities compile the information included in the four-page forms. For communities with population less than 1,000, a two-page profile is available. DED will print updated profiles at no charge, with the community getting 100 free copies. Omaha Public Power District also prepares a one to two-page profile for communities in its service area.

**Economic or Industrial Facts Book.** This is a detailed and comprehensive collection of information about the community. Included in the book are facts on the local transportation and communication network; area utilities including water, sewer and electricity; various tax levies and rates; levels of employment in major public institutions and private firms; thorough descriptions of public facilities and services, such as schools and hospitals; governmental structure; the nature of the area economy, including the workforce, and community amenities, such as parks, recreation and entertainment. These books are often 25 or more pages long.

Facts books are most often used by people conducting a detailed study of a small number of communities, or analyzing specific community-level data. These data books may also be used by people con-

**Labor information can be grouped into two broad categories: labor force characteristics and work force availability.**

sidering establishing or expanding a firm, or participating in a business venture in the community. In addition, industrial facts books are essential when a community has made it through the initial screening phase of a site location study and the facility planner needs detailed information for a thorough analysis.

Some communities prepare their own facts books. Because timeliness is so important, they use a flexible format to keep the information current. As a way to help communities with their business recruitment and development efforts, the Nebraska Public Power District (NPPD) prepares facts books for communities in its service area. The communities gather much of the information.

**Labor and Employment Studies.** Detailed and current information on the area labor force is important to a business recruitment and development effort. After all, one of the reasons for undertaking a local economic development program often pertains to improving job opportunities. Labor information can be grouped into two broad categories: labor force characteristics and work force availability. This information is useful to the business planner and to those doing local economic development planning.

Labor force characteristics describe the people who are now employed in the area. This includes their occupational classifications, employment by industrial sectors, wage rates, gender participation, and the number of establishments employing people. There are many ways to use this information. For instance, it is useful to list employment by industrial sector (e.g. agricultural, manufacturing, wholesale, retail, etc.) for the county and then compare existing employment to past years to see changes. Historical trends may be apparent. Comparing existing county employment to state and national figures is also useful. Data on the characteristics of the labor force are available in reports from the Nebraska Department of Labor (*Employment and Wage Data*, or ES-202, Report by county.) The Labor Market Information Office at the Department of Labor can be especially helpful. Another useful source of information on employment is *County Business Patterns* from the U.S. Department of Census. The *Census of Population* also contains important labor information.

Work force availability refers to people in the area who are actively looking for employment. Data on numbers of people and job skills are important. This is especially valuable information to prospective employers. The local Job Service Office, which is part of the Nebraska Department of Labor, can provide information on the area work force availability. For instance, the Job Service Office's computerized statewide network program can provide current labor availability data. Additional information on labor availability is occasionally gathered by state agencies, like the Department of Economic Development or public utilities for specific development projects. Because information

on employment availability and the size of labor markets is so hard to locate, communities may have to conduct their own surveys.

Employee training and development programs in the area are also important to prospective employers. Community colleges often have staff that assemble training programs for labor force training. Contact your area college or DED for more information.

**Special Studies.** Special studies are often conducted periodically in many communities and parts of the state. These studies include, but are not limited to: highway and transportation improvements, infrastructure deficiencies, solid waste disposal management, and natural resource management. The studies are prepared by federal, state, or regional agencies and may contain valuable information on specific communities. They should be carefully examined since plans or recommendations may impact local development objectives.

One important special study, the community comprehensive plan, describes current land use in the area, including residential, commercial and industrial land uses and transportation and utility systems. By identifying population growth patterns, the comprehensive plan reveals areas in the city where growth can best be supported. This information is useful to potential businesses. Current copies of the city comprehensive plan are an important part of the community information component of a business recruitment and development program.

Copies of all community studies, plans, or publications should be part of a local data base and made available to business and industrial prospects. It is in the best interest of communities to keep themselves informed of regional planning and management studies performed by public agencies or utilities.





# Chapter 6. Sites and Buildings

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*The more site and building choices there are in the community, the greater the chance that the company will make a favorable decision.*

*At a minimum communities need to keep an inventory of buildings and sites that are appropriate for industry.*

Another critical component of a business recruitment and development program pertains to industrial sites and buildings in the community available for new or expanding businesses. This section describes the criteria for ideal sites and buildings and provides information on how to meet those criteria.

## **Importance of Sites and Buildings**

Industrial sites are tracts of land where businesses can economically build their structures. Available industrial buildings are existing structures that previously contained industrial operations, or were specifically constructed to house a potential business facility. The more site and building choices there are in the community, all other things being equal in a business location study, the greater the chance that the company will make a favorable decision. Generally, a local economic development program will not be successful unless there are physical places for business firms to build or expand their facilities.

Vacant industrial sites and buildings are not always suitable for existing business firms in the community that may want to expand, and potential new businesses. For example, if a prospective new industrial firm plans to build a facility, a tract of land that meets their needs is essential. Because of the many operational requirements of the company, the site must meet specific location criteria such as railroad access or electrical capacity. If it meets such needs, an available industrial building is an attractive option because of the relative low cost of renovating as opposed to new construction.

Many businesses specifically request information on available industrial buildings or sites. At a minimum communities need to keep an inventory of buildings and sites that are appropriate for industry. If sites and buildings are not available, community leaders need to consider the costs and benefits of developing them. Established businesses often have expansion plans and available sites and buildings are a cost effective option for them as well.

## **Industrial Sites**

**Characteristics and Use.** While no site will fit the location needs of all businesses, industrial sites should have the following characteristics:

- At least five acres in size.
- Not irregular in shape.
- Properly zoned for industry.
- Good access to transportation networks.
- Gently sloped to ensure proper drainage.
- Not in 100-year flood plain.
- Soils capable of supporting industrial structures.
- Access to industrial-level utilities.
- Vacant or easily cleared of obstructions.
- Compatible adjacent land use.
- Owners willing to sell at reasonable price.

(See Appendix J for other site considerations.)

**Industrial Site Ownership and Community Development.** Industrial site development is linked to the overall improvement of a community. The manner in which a community grows, to a large degree, determines how the industrial site will be owned and developed.

Industrial sites may be owned publicly or privately. In the first case, industrial sites are purchased or leased, developed, and marketed by a local governmental agency or a not-for-profit local economic development organization (LEDO).

In larger communities, or in rapidly growing urban areas, industrial sites are often owned and developed by private individuals and companies or a for-profit LEDO. Because of the high level of industrial and business activity in these communities, site development is a potential profit opportunity. Like a new housing tract in a fast growing community, where utilities are constructed on laid-out lots and sales to builders and home owners enable developers to recover development costs and make profits, a privately financed industrial site can likewise generate profits. This is generally not the case in non-metropolitan and smaller communities.

Industrial site development in smaller communities usually involves a community-based development organization rather than a private firm because the industrial activity in smaller communities is less intensive. These towns have fewer opportunities for profit-making in industrial site development, so most industrial sites are financed and managed by a public or semi-public body or a local economic development organization.

*A well developed industrial site is considered a public asset, much like a park or a hospital.*

*To be utilized efficiently, each industrial site should have a plan for controlled development.*

In a smaller community, the acquisition, development and marketing of industrial sites is a tool for local economic growth and development. A well developed industrial site is considered a public asset, much like a park or a hospital. Site development is primarily for the good of the community, not a profit-making venture for a few local individuals.

**Site Planning and Marketing.** The development of an industrial site should not happen by chance. It should be carefully planned and monitored. For an industrial site to meet the needs of business and industry, whether in an urban or rural community, it should be more than a piece of property located at the edge of town, or "down by the tracks." Many people have the impression that industrial sites should be located on land that is not suitable for other community uses. A successful site should be attractive to business and industry.

Industrial sites should be part of a city's comprehensive land use and zoning plan. Just like residential and commercial land use, future industry needs to be planned for. This ensures the best use of available land in the community, and requires an up-to-date comprehensive plan.

To be utilized efficiently, each industrial site should have a plan for controlled development. Provision for future utilities, planned transportation expansion, marketing programs, and financing for improvements should be part of the plan. Owners, or those who control industrial sites, should use engineers and planners to prepare comprehensive site plans.

Details on industrial sites should be a component of the economic development information base. Site data sheets often have an aerial photograph of the site and contain information on exact location and size, adjacent land use, size of utilities, transportation access, tax rates, and ownership. (See Appendix K for a site data form.) These data sheets, or promotional fliers, are provided to companies considering a site for establishing or expanding an industrial facility. The state Department of Economic Development and other development agencies use these fliers to promote development. (See Appendix L for a sample site flyer.) Omaha Public Power District has aerial photographs of individual sites in its service area.

The Nebraska Department of Economic Development and the Nebraska Public Power District have industrial site flyer programs. They work with communities to design and print fliers that describe the sites. In most cases these agencies print fliers only on sites owned or controlled by the city, county, chamber of commerce or development corporation. Other economic development agencies, utility or transportation companies provide limited site flyer services.

It is impossible to overemphasize the importance of having control of the price of individual sites and buildings. Control can be achieved in a number of ways. One is for the LEDO to own the site or building. Less

***The identification of buildings suitable for industrial uses is a critical task in business recruitment and development.***

expensive ways include purchasing an option or having a written agreement with the owners specifying the price and terms under which they would be willing to sell. Too often, site or building owners change their price when they learn someone is interested. Without control of the price, a LEDO really has nothing to market.

If a community does not have an industrial site that meets the above criteria and wants to identify one, it can secure advice from economic development specialists such as the Site Evaluation Program, administered by the Nebraska Department of Economic Development. Program administrators recruit a team of individuals skilled in industrial recruitment and site development to come to a community. Following the initial identification of potential sites by a local committee, the team of experts thoroughly inspect and evaluate potential sites and give recommendations. Program materials provide information helpful to community leaders in identifying and financing potential sites for industry. The Site Evaluation Program also gives information on ways to develop and promote existing industrial sites. Contact DED for more information.

### **Available Industrial Buildings**

Businesses conducting facility location and expansion studies often inquire about industrial buildings. They request information on available industrial buildings in a general geographic area that meet certain size and space requirements. While the characteristics of the community where the structure is located are important, often the availability of a building meeting their specifications is the most critical factor in the evaluation. Even though an empty building that once housed a thriving company may seem to be a psychological detriment to a community, it is still very important to the local development program. The identification of buildings suitable for industrial uses is a critical task in business recruitment and development.

Some large commercial buildings lack the potential to function as an industrial facility. First, since the building most likely is located in an industrial area, it should be situated on a tract of land that meets the characteristics for a site suitable for industry, as previously described. In addition, an industrial building should have the following attributes:

- Sidewalls of 12 to 15 feet high to provide sufficient clearance for industrial processes.
- At least 4,000 square feet in size, with a large portion of the interior free of load bearing walls.
- Adjacent space for future expansion.
- Adequate off-street parking for employees.
- Good physical condition, on neatly maintained grounds.

- Accessible by paved roads.
- A floor with at least 6 inches of concrete.
- Not irregularly shaped structure, preferably rectangular in shape.

Buildings that meet the above criteria are generally the most desirable to business, especially manufacturing, transportation, and wholesale industries. Telecommunications, data processing, or other service-oriented primary employers may be able to use buildings that do not meet all of the above standards for industrial buildings. A current inventory of all buildings that have potential for business should be maintained by the LEDO.

Detailed data on the buildings, such as previous monthly utility usage, previous occupant's usage, and the location of load bearing walls are important. (See Appendix M for an industrial building data form.) In addition, general informational fliers are useful to a local business recruitment and development program. Fliers are critical to businesses collecting preliminary data on potential sites. The Nebraska Department of Economic Development, Nebraska Public Power District and other agencies prepare fliers for communities to promote buildings as well as sites. (See Appendix N.)

In communities that do not have available buildings, local investors occasionally pool resources and construct a building for speculative purposes. A speculative building may attract potential companies to the community. The building is often a shell structure that meets the needs of general industry. The company that purchases the building would finish it to their own specifications. This is a very expensive economic development undertaking for a local economic development program. Local people and investors need to consider and weigh the costs and potential benefits very carefully. The recommended dimensions of a speculative building are included in Appendix O.



# Chapter 7. Marketing

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*Community economic development marketing is more than an advertisement in a business magazine.*

Marketing is the fourth component of a business recruitment and development program. Community marketing involves both the promotion of the area to potential investors, and the selling of the community to those who express interest. Community marketing, like most aspects of an economic development program, is complicated and time-consuming. This section of the guidebook defines the limits of community marketing, describes methods to identify marketing targets, provides guidance on marketing tools and strategies, and briefly discusses evaluation.

An important function of a local business recruitment and development program is to influence the planners and leaders of business and industry to make decisions that benefit the economic welfare of the community. But before they can be influenced, the business firms need to be identified, contacted, and informed that the community is interested in them.

## The Need for Marketing

Marketing makes the connection between the community and private business and is a critical component of local economic development. Because several thousand local development organizations around the country are actively contacting business firms, business and industrial development has become very competitive. Even though many state development agencies or regional utility organizations have aggressive state-wide or area marketing programs, a locally focused and community implemented marketing effort is an important part of a business recruitment and development program.

Community economic development marketing is more than an advertisement in a business magazine. Often these are only a small part of a program. It is the employment of a combination of methods and approaches to inform selected private businesses of profit opportunities in a community. Private industry already receives information about communities; while some messages are intended, others are unplanned and potentially unfavorable. The purpose of community marketing is to manage the information received by business and industry.

Despite its importance, marketing is often overlooked in local development programs. Communities that decide to pursue a business recruitment and development strategy should undertake at least a small



***Communities must research and identify those specific companies and general industry types that have the greatest potential to locate or expand in the community.***

scale marketing effort. Many communities have developed plans to coordinate local industrial marketing efforts; some are very simple, others extremely detailed. Included in many plans are specific business targets for community efforts, a variety of marketing tools, various program strategies and evaluation of program implementation levels and effectiveness. Communities should select the program that best fits their available resources. Like many aspects of business recruitment and development, there is no single ideal level of community marketing.

## **Marketing Audiences**

There are at least three different audiences to which some form of marketing should be targeted. First, it is important to target the LEDO group itself. This may mean the board of directors, city council, county commission, or whoever the funding sources may be. It is essential that this group fully understand and support the overall local economic development program. Without this internal support, other marketing efforts may be wasted or end up sending mixed messages.

The second marketing audience is the community. This includes not only existing businesses, but civic groups, social and health services, education institutions, church groups, and ordinary citizens. Without their support, other marketing efforts may be wasted. The best "advertisements" are satisfied existing businesses and proud, happy residents.

The third audience is the one that most people who hear the term economic development think of first—outside prospects. In this section of the guidebook, existing businesses are part of both the second and third audiences. When seeking their support for economic development, they are part of the second audience. When contacting them about possible expansion plans, they become part of the third audience. The remainder of this chapter will be devoted to this third audience.

## **Selecting Industry Targets**

Just as private businesses constantly search for potential new customers, communities must research and identify those specific companies and general industry types that have the greatest potential to locate or expand in the community. Market research also enables communities to focus resources.

A sophisticated approach to market research is industry screening. This technique employs a systematic approach to identify from a large list those companies most likely to locate in a specific area. Identified firms become industry targets for the community marketing program. Industry screening can be a complex, expensive and time-consuming project for a community, but that is not always true. This market research technique nearly always uses computer technology.

There are four general phases to the industry screening approach. The phases need to be completed in the following sequence:

**Research.** This phase is the foundation of the industry screening approach. There are two major tasks.

- Examine community and area characteristics and pinpoint specific strengths and weaknesses. This is often done through a community planning process. (See Chapter 5 for a brief discussion of planning for economic development.)
- Identify community strengths that correspond to selected general business location factors. Low electrical rates, or access to special markets are examples. (See Appendix C for location factors.)

**Matching.** This phase involves collecting and analyzing information about potential companies. There are two tasks that need to be completed.

- Develop a comprehensive list that includes the site location factors of broad industry types. There are several sources that describe these factors, see Suggested Readings in the back of this book.
- Identify general industries and business groups from the list that emphasize the location factors where the community has particular strengths or advantages. This is the matching exercise. For example, certain types of manufacturers have high energy costs. These might match to a community with low energy rates. The geographic location of the potential firm is also an important factor. Firms tend to expand first in the same general area.

**Screening.** This phase is where broad business and industry types are narrowed down. There are also two tasks for this phase.

- Evaluate the performance variables of candidate businesses identified in phase 2. There are several sources, including the *U.S. Industrial Outlook*, to help with the projections required for this phase. Contact your library regarding this source book.
- Eliminate those business and industry types that are declining or projected to have significant employment losses. Those firms are not likely to be expanding and may not have a long term future in a community.

**Targeting.** This last phase is identifying firms that have a competitive advantage in the community for special attention in the marketing program. Two steps are included.

***Industrial development programs should at least become familiar with the area targeting efforts.***

- Identify screened firms that are consistent with local economic development goals. Some firms may be consistent with broad community goals and expectations, or with objectives identified by economic development planning efforts (described in Chapter 5).
- Rank firms and industry groups on a community target list that is part of the economic development planning process. For example, a leather tanning firm may “fit” with existing firms, but not with community goals.

Because industry screening and targeting can be a major technical undertaking, it is often beyond the capacity of most local economic development organization staff and volunteers. Many times communities contract for a customized industrial screening and targeting study. National consulting firms and university faculty have completed extensive industry targeting projects for several communities in Nebraska. Personal computer software is now available to conduct targeting studies, but a significant amount of data needs to be collected, and these programs can be very expensive. In 1993, Nebraska Public Power District acquired the PHH Fantus Forte’ industry targeting software for a portion (24 counties) of its service area. The Forte’ software will eventually be acquired for the balance of the counties in NPPD’s service area. The Forte’ targeting software assists local areas in the identification of industry groups which are most likely to be attracted to the local area based on the matching of location factors transportation, location, utilities, etc.

Detailed industry screening and targeting studies may not appropriate for all local business recruitment and development programs. Larger communities with significant resources devoted to business and industrial development should, however, seriously consider some sort of a local industry targeting project. Smaller business development programs should at least become familiar with the area targeting efforts of regional economic development organizations and agencies and adapt them to their community.

Some resources and information on industry screening and targeting are available to Nebraska communities. Following is a brief description of the major sources.

*Targeted Industries For Nebraska*, a study first completed in 1988 and then updated recently, was prepared by the Nebraska Department of Economic Development. (See Appendix P.) This was a report of the Nebraska Industry Targeting Committee which identified industries that should “receive state priority in targeted development efforts.” *Targeted Industries For Nebraska* followed an industry screening approach, similar to the steps described above, and selected twenty-one classifications of manufacturers that would have operating advantages in Nebraska. A selected list of these top-ranked industries is included

***Communities  
can identify  
some general  
industry  
classifications  
that may be  
attractive to  
their area.***

in Appendix Q. Many of these industries would have operating advantages in most Nebraska towns. Community leaders should obtain a copy of the study and determine if modifications are needed to adapt the state industry targeting list to their locality.

Another source of information on industry targeting is the lists of companies by industry sector that can be purchased from business information service companies specializing in compiling and maintaining data of this type. The names of these companies can be obtained from the Department of Economic Development and from other area development agencies. Communities can purchase tailored lists of selective U.S. and Canadian companies that can be used for targeting and marketing efforts. Selections can be made according to a firms' standard industrial classification, number of employees, geographic region, and sales volume. The Department of Economic Development and area development agencies can assist communities in identifying the parameters for the selection. (This selection will be easier if the community has completed some of the tasks of included in the targeting and screening process described above.) In addition, the Nebraska Public Power District maintains a list of targeted companies for the communities they serve.

Also, an important source of information on industry targeting is the series of profit opportunities reports. These reports are periodically prepared by the Nebraska Department of Economic Development, Nebraska Public Power District, with participation by agencies such as the University of Nebraska. (The Omaha Chamber of Commerce also prepares opportunity studies.) These reports describe particular location advantages in Nebraska for specially targeted industries. They can supplement a local targeting program and provide yet another way for communities to identify business and industrial marketing opportunities. Recent reports have focused on industries such as the fabricated metal manufacturers, electronic manufacturers, molded plastic products manufacturers, lithographic printers, electronics, frozen foods, and meat processors. By studying these comprehensive reports local leaders can learn how these industry location advantages apply to their communities.

Finally, without the expense of following a time consuming, expensive, and systematic industrial screening process, communities can identify some general industry classifications that may be attractive to their area. This can be done by working with state and area economic development experts and local businesses and industry and answering the following questions:

- What types of industries are already in the area and what impact would targeted firms have? Would they complement or compete?

*Communities use a variety of marketing tools to communicate with private business.*

- Is there a need to balance the full-time/part-time, primary/secondary employment mix in the community?
- Do existing firms purchase goods or services from nonlocal suppliers that could be produced locally?
- Are components of the local utilities network or public service system approaching maximum capacity? Would this affect the ability of certain firms to operate in the community?
- Are unique industry location advantages present in the community?
- What natural resources in the area may be valuable to industry?
- Do post-secondary colleges and institutions in the area specialize in a specific skill area?
- Are there types of industries not acceptable to community residents?

## Marketing Tools

After an audience is targeted for a community's marketing efforts, communication is the next step. Communities use a variety of marketing tools to communicate with private business. Tools are the medium through which the information about the product (the community) is transmitted to the potential customer (the business firm). While private business has a wide selection of marketing tools, community business recruitment and development marketing is limited because of the nature of the product (the community). For example, simply giving away information on community industrial sites to prospects is not practical. Community marketing tools are generally limited to various methods of developing awareness and distributing sources of information to private business.

**Informational Brochures.** In addition to the previously described community profiles and economic facts books (see Chapter 5), which are very useful to business and industrial community marketing, many communities also have locally developed descriptive brochures. While the profiles and facts books contain mostly dated statistical information, the community brochure can be a more general description of what it is like for persons to live and a company to operate in town. The brochure should have a balance of photographs and text, have a wide variety of uses to prospective business and industry, potential inhabitants, interested professionals, travelers, or potential retailers. It should be designed to complement the community profile. Most community brochures are 3- or 4-fold flyers, very attractive and informative, and professionally prepared to project a positive first image of the community.

*Marketing videos should not exceed 8 minutes.*

*The best brochures or videotapes accomplish little without a marketing strategy.*

Several communities have brochures specifically designed for industrial prospects. These contain attractively packaged and focused information targeted to specific business needs. While nearly all communities should have general brochures, only the exceptionally well-funded towns should devote the resources needed to have a professionally prepared special industrial brochure.

**Video Tapes.** Video tapes are often used by communities to communicate with business. This tool has been promoted as an efficient and informative way to introduce a community to a business prospect. Tapes are given to businesses which express an interest in the community. Tapes are very expensive to produce. And if not used properly, video tapes can be counter productive to local business recruitment and development efforts. Because of the technical nature of tape production and video communication, it is important that professional assistance is considered by the community.

Marketing videos should not exceed 8 minutes. Communication techniques must be excellent. The tape should communicate a short message and provide an action snapshot of the community to a business prospect. Tapes should not bore prospects by telling and showing them every detail about the community. Non-professionally produced videos often try to accomplish too much. The Nebraska Department of Economic Development has a collection of community promotional tapes that should be viewed by communities considering this marketing approach.

Several private video production firms in the state make excellent tapes. They may charge several thousand dollars to produce a professional marketing video. Communities should expect to pay \$800 to \$1,500 per finished minute for a professionally done video, or a total of \$6,400 to \$12,000 for an 8 minute tape. Many communities see the cost of a professionally prepared marketing tape as an investment. Other communities have shot video tapes of local scenes and then contracted with area television stations or communication specialists to assist with editing and script development.

### **Program Strategies**

The best brochures or videotapes accomplish little without a marketing strategy. The costs of the strategies vary and communities can choose the mix of approaches and level of resources to devote to the local effort. Since each strategy is part of an overall marketing program, communities need to evaluate each in terms of costs and potential benefits. Communities should select elements from five marketing strategies to communicate with their target audiences.

**Community Intelligence System.** Citizens who have regular contact with businesses located outside the community can be asked to be on

*An intelligence system is the simplest and least expensive marketing strategy available to communities.*

*The key to a successful direct mail campaign is a focused mailing list and a set of informative and stimulating*

the alert for possible expansion projects. Sales people who travel, local firms which have suppliers calling on them, and others who regularly travel for business need to be trained to listen for possible economic development leads. In the normal transactions of business, such events as the inability of suppliers to meet orders because manufacturing is at capacity, a rapid increase of sales, the introduction of new products, the movement into new markets, or a new emphasis on product research, indicate a possible need by a company in the future for additional manufacturing, wholesale or sales facilities.

An intelligence system is the simplest and least expensive marketing strategy available to communities. The key to a community intelligence system is receiving information from citizens and following through on leads in a timely manner by members of the local economic development organization. Confidentiality is important; sources of leads should not be revealed or possible projects discussed in public. Many communities have used this approach effectively.

**State and Regional Support.** Communities should support the marketing programs of the state economic development agency and utility organizations. Marketing efforts are an important source of leads to the state and utility organizations, and the larger organization can submit communities that meet location requirements to a company or provide an opportunity to prepare a proposal. Community support is important to these marketing programs.

Community support of state agencies consists of backing their budget requests, participating in economic development programs, and generally developing a good working relationship. Business recruitment and development marketing is often a team effort. Local financial support is sometimes needed for state and area marketing activities such as regional marketing efforts, purchasing advertisements in special issues of business magazines, and supporting community volunteers traveling to out-of-state marketing events like shows or company visitations.

**Direct Mail.** Sending a series of attention-getting pieces to a number of targeted firms is an economically feasible marketing strategy for many communities. The key to a successful direct mail campaign is a focused mailing list and a set of informative and stimulating materials. The mailing list is extracted from the general business target list developed by the community, as described earlier. Mailing lists are often geographically specific business target lists. (The midwest is often a geographic target.) While the mailing list is targeted to only potential firms, it should not be so small as to eliminate potentially interested companies.

The marketing piece, or mailer, must be attention-getting and focus on a unique selling point of the community. The marketing piece should communicate a message within thirty seconds or less and convince the

*The purpose of an advertisement is to create an awareness to a selected audience in a short period of time.*

business executive to request more information. Often it will take more than one mailing to communicate the message, and direct mail programs are designed to be a series of communications. Some communities develop the mailing lists and informational materials with little assistance, others utilize economic development personnel of state or regional organizations, or private public relations consultants.

Since mailing lists often number in the hundreds of firms, most communities send out letters over an extended period of time. Volunteer organizations assume the responsibility of sending out direct mail letters in many communities. The responsibility for following up on direct mail responses should be given to the local economic development organization.

**Advertising.** Advertisements are sometimes found in general business magazines, but most are placed in publications specifically oriented to businesses undertaking expansion or location projects. There are a number of publications of this type. It is helpful to review some of these publications to see the sophistication of the advertising programs undertaken by many communities. Contact staff of the Nebraska Department of Economic Development or area economic development organizations for titles.

As with direct mail, the purpose of an advertisement is to create an awareness to a selected audience in a short period of time. Rarely is one advertisement effective. It normally takes repetition to communicate the intended message to companies. A message often must be seen at least 5 times before action is taken.

A comprehensive advertising program is usually planned by a community, incorporating a theme and placing advertisements in a selection of periodicals. While business and industrial development advertising is difficult to evaluate, a measure of the success of placements should be attempted.

Business recruitment and development advertising is expensive. Only communities with sufficient resources should undertake this marketing strategy. While some communities have developed their own advertisements, private consultants are often hired by communities. Economic development is very competitive and the image projected by advertisements must be carefully developed. Communities should not consider advertising as a one-shot, or short-term approach. Many communities participate in "pooled" advertising efforts with other communities, utilities, regional organizations or state-wide groups.

**Personal Calls.** Face-to-face contact is more likely to be remembered by a company than mail. Local representatives arrange to meet with representatives of a desired firm and discuss profit opportunities in their community. Because direct contact with companies is an important



*To maintain good relationships with potential companies, coordinate all out-of-town personal calls through the local economic development organization.*

component of economic development marketing, all communities should make at least a few calls each year.

Local economic development organization staff often make these personal visits, but calls can also be made by volunteers. For example, if the local company approves, people making business calls in another town can also call on a targeted firm on behalf of the home community. The Nebraska Diplomats is a volunteer state-wide organization of business people who support economic development and make calls each year to in-state and out-of-state companies. While the Diplomats represent Nebraska, the state-level calls are also an opportunity to promote the hometown name. (For more information on the Nebraska Diplomats call the Nebraska Department of Economic Development.)

The primary source of personal calls are those firms that have expressed an interest in the community, and most would welcome a personal visit. Another source is the community's target list of preferred companies. This list can be sorted into communities by zip codes and detailed information on the firms obtained from state manufacturers' directories on file at the Nebraska Department of Economic Development. These firms should be contacted by telephone, letter, or a third-party introduction, to arrange a visit. Another source of company names is the home office of local firms, but discuss these visits first with managers of the local operation. To maintain good relationships with potential companies, coordinate all out-of-town personal calls through the local economic development organization.

**Other Strategies.** Special events, trade shows and association meetings, and public relations should also be part of a community's overall marketing plan. Special events can be used by LEDOs as opportunities for business people and entrepreneurs to familiarize themselves with the community. Community assets can be displayed, as well the supportive public attitude toward business and industry. Invitees to special events can include industrial prospects, business prospects, native sons and daughters, associates of existing business people in the community, and others. These special events can include annual community events and festivals, presentations at class reunions, and recreational outings. A community can also create special events for business and industry guests, as well as using social settings to subtly "sell" the community.

Trade shows and association meetings are another marketing strategy. Specific industry-sector targeting can be intensified by having community representatives attend appropriate trade shows and association meetings. A display booth or table at the show can demonstrate community assets, contain marketing materials, and provide opportunities to visit personally with the attendees. Calls can be made on individual companies to promote the community. State and area economic development agencies sponsor Nebraska-organized participation in several trade shows and association meetings annually.

*It is most efficient when these marketing strategies are undertaken in combination.*

*For each strategy and tool there should be a realistic assessment of what they can accomplish.*

Basic public relations is also an important marketing strategy. Local newspapers, broadcast media, newsletters, regional publications, and other forms of communication should be advised and encouraged to feature stories which help create positive awareness and stimulate business responsiveness to a community's business recruitment and development efforts. It is an excellent way to stretch marketing budget dollars. The time spent building rapport with the media will often yield rewards. For example, even though Omaha's effort to attract a BMW plant was not successful in 1992, the fact that Omaha was a finalist in the selection process brought positive awareness of the city as a location for industry.

It is most efficient when these marketing strategies are undertaken in combination. For example, prior to attending a trade show, a local economic development organization may do a direct mailing to businesses registered for the show. Also, personal calls might be made on firms contacted at the trade show.

## **Evaluation**

All of a community's business recruitment and development marketing tools, strategies, and plans must be periodically evaluated. They need to be examined in terms of their meeting predetermined marketing objectives. For each strategy and tool there should be a realistic assessment of what it can accomplish.

A critical function of marketing is to build community awareness and improve community image. Results will not happen overnight. Marketing tools and strategies should be evaluated in terms of companies reached or contacted, and not necessarily by jobs created or companies brought to town.

Marketing objectives should be stated and made realistic. LEDOs should also keep detailed information on resources expended on each tool and strategy. Only by evaluating the costs of strategies in relation to marketing objectives can communities assess the mix of tools for marketing efforts in business recruitment and development.



# Chapter 8. Working with Private Employers

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*A major source of new jobs in a community is from existing and local businesses.*

*Developing and improving working relationships with business can help upgrade a community image and demonstrate a positive community attitude toward business.*

To stimulate private sector investment or create jobs by encouraging the location of new business and assisting the expansion of existing companies, communities need to work with private employers. Successful local economic development organizations, have excellent relations with private business. It is important, then, that a community devotes sufficient resources to this component of local business recruitment and development, and learns how to improve the working relationship of community leadership with private employers. This section will provide guidance and describe programs that will help a LEDO work more effectively with business people.

## **Types of Working Relationships**

While much of the emphasis of a local business recruitment and development program is on working with prospective new businesses, there is much research that indicates that a major source of new jobs in a community is from existing and local businesses. A new job is a new job, if it comes from a company headquartered in New York City, or from a company whose owner lives down the street. The efforts of LEDOs to help businesses already in the community grow and develop are equally critical to the success of a local economic development program as recruiting new firms. For many communities, it has even more potential for new jobs.

The working relationship between communities and private business has two levels: working with prospective and new businesses, and working with established and existing businesses and local entrepreneurs. Many of the working techniques and methods are interchangeable when working with either local or non-local business people, and some are more appropriate for one than the other. Business-community relations, however, is not just sorting out new and existing industry.

Effectively working with private employers is more than a series of well managed formal meetings and discussions between community leaders and business people on local development projects. Business-community relations are also related to an attitude that the community projects. Business needs to know that it is wanted and is welcome in the community. Developing and improving working relationships with business can help upgrade a community image and demonstrate a positive community attitude toward business.

*The guiding principles for communities working with potential new businesses are responsiveness and confidentiality.*

## Working with Prospective Employers

**Fundamentals.** Developing an effective and professional working relationship with prospective business is obviously a crucial aspect of a local business recruitment and development program. Business decisions regarding the location of facilities are made in a professional and objective manner and communities need to conduct their business and industry development activities likewise.

As is the case in most working relationships, the first contact between the parties is critical. Often it is the most significant communication. Marketing efforts (previously described) often are the source of first impressions, but personal working relations are also a source of initial and often lasting impressions. High levels of community professionalism form a basis for solid working relationships.

The guiding principles for communities working with potential new businesses are responsiveness and confidentiality. Responsiveness is providing reliable and valid information in a timely manner. Industrial and business planners generally work with a number of communities, or local economic development organizations, on a tight time schedule. Reliable and current information is often needed on short notice.

Confidentiality is the absolute need for privacy in communications between the company and community. Confidentiality in business recruitment is closely related to trust. Business location studies are usually undertaken because a company wants to expand markets, introduce new products or move to a more economical location. This is information that companies generally do not want their competitors to know. The importance of confidentiality cannot be overstressed.

It is also important that LEDOs develop a system to identify the most serious candidates in a business recruitment effort, and allocate priority resources accordingly. Potential businesses generally consider the possibility of locating a facility in a community because of one of two actions: responding to a marketing effort of a community or other development organization in the state, or identifying the community as the result of a site evaluation study undertaken by the business. An important task of business recruitment and development, of course, is to identify these businesses and begin working with their decision makers as soon as possible. (An information collection form is in Appendix R.)

The level of interest expressed by a company in a community is the basis for a classification system that assists the local business and industry development effort. An industrial **prospect** is a company actively planning to open or expand an operation, and the community is a potential location for the facility. An industrial **suspect** is a company that may be undertaking an expansion project in the future and the community meets some of the company's requirements for the new

*Members of the action team should be able to answer detailed questions from*

facility. While many industrial prospects or suspects come from outside the community, local companies undertaking expansion projects should also be considered prospects or suspects.

**Local Action Team.** One way communities can work with industrial prospects in a professional manner, ensure information reliability and validity, and project confidentiality, is to form an action team. This is a small group of local individuals knowledgeable in the various areas that interest business and industrial planners and business decision makers. Areas of expertise for action team members include finance, labor, real estate, transportation, utilities, government and taxation, area amenities, and construction. Members of the action team should be able to answer detailed questions from industrial prospects. The size and composition of the action team will depend on the needs and preferences of the industrial prospect. Alternate or back-up members should be identified because often the team is called on very short notice.

The action team should be available to greet industrial prospects when they come to examine the community. Team members, of course, should provide detailed information and personal assistance in a professional manner in order to present a good first impression to the industrial prospect. Designating an action team leader to coordinate presentations will often add to the professionalism. In addition, some action team members, and their back-ups, should be able to travel and personally visit industrial prospects at the home or corporate office. Action teams can also provide assistance to local firms considering a new or expanded facility.

Action team members must be carefully identified, recruited and trained. They should also be recognized periodically for their involvement and interest in local economic development. An important responsibility of the local team leader is coordinating the training and identification of new action team members. Specialists from the Nebraska Department of Economic Development, the University of Nebraska and state colleges, and from area economic development agencies, are available to work with communities in organizing and training an action team. (See Appendix S for more information on the qualifications of action team members.)

*Existing businesses can create new jobs and project a positive image*

### **Working with Existing Employers**

There are two very important reasons for working with industrial firms already established in the community: existing firms are a primary source of new local employment; and prospective companies carefully examine the local business climate before making investment decisions. A healthy set of existing businesses in a community can create new jobs and project a positive image and a good business climate to potential new businesses.

*The business climate is the unique local environment that existing firms operate within.*

*Location specialists extensively interview owners and managers of local business firms.*

**Local Business Climate.** Existing firms have an impact on the decisions of potential companies. Prospective firms will examine the local business climate to see if they can successfully operate in the community. One way the prospective firms examine the business climate is by personally visiting local firms to learn more about the local business climate first hand. In other words, the experiences and perceptions of existing business people influence the location of new business.

The business climate is the unique local environment that existing firms operate within. These forces support or restrain private business, impacting its ability to grow and develop in the community. A business climate includes such items as the availability of business services, the attitude of political leaders toward business, the nature of tax structure, the history of labor-management relations, the levels of technical, training and financial resources, and the quality of life. Some aspects of the local business climate are easily measured, others are more qualitative. Some business climate studies have focused on manufacturing factors, others on entrepreneurial factors.

Annual surveys by national firms measure and compare the business climates of the states. Companies often look at these state business climate surveys in their initial research. State business climate studies may be part of the "first cut" on a business location project. The Nebraska Department of Economic Development, and other area development agencies, can provide communities information on these business climate studies.

Prospective businesses often conduct their own evaluations of a local environment. The importance of specific components of the business climate study will depend, of course, on a company's specific operational requirements. Information from the customized business climate study will help a company decide if they can profitably operate in a community.

Another way that new businesses assess the local business climate is by visiting established firms. When evaluating communities for future plant sites, location specialists almost always extensively interview owners and managers of local business firms. A potential manufacturer will most likely visit with another established manufacturer who is not a competitor. The operating experience of the local firm and their attitude toward the community is important to the potential new business. A company will not likely establish a facility in a community unless there is a supportive and healthy local business climate.

An objective of a local business recruitment and development program is to provide a favorable business climate to ensure the continued vitality of the community's existing industry. The business climate is changeable and dynamic and will vary from community to community. It is important that LEDOs keep track of the local business climate.

*Healthy local companies are more likely to grow at their present location.*

*Assisting local business must be a consistent and on-going program.*

**Source of New Jobs.** In addition to maintaining a good local business climate that may attract new business, research shows that established local firms provide most of the new employment in a community. Healthy local companies are more likely to grow at their present location. Other reasons existing companies are a primary source of new jobs include the downsizing of major corporations because of increasing global competition, the cost effectiveness of adding jobs to an existing operation rather than opening a new facility, and the growing importance of entrepreneurship in a dynamic economy. A local business assistance program helps facilitate this source of new jobs.

**A Local Business Assistance Program.** A local business assistance program improves the channels of communication between business and other sectors of the community. This allows the LEDO to determine factors inhibiting the growth and development of local firms, learn about business plans affecting the community, estimate the impact of local business on the community, and recognize the contribution of established firms to the area economy. Many communities have some existing business assistance effort, but most are limited, sporadic and unstructured. Annual recognition activities, occasional company visits, periodic discussion groups, or intermittent workshops alone will not serve the community's needs. Assisting local business must be a consistent and on-going program.

A comprehensive local business assistance program can be implemented step by step. Most communities rely on local resources to complete the steps in the process, either by a strategic planning program (described in Chapter 5), or a structured planning process where local business assistance is part of an overall local economic development plan. In other cases, communities hire a consultant to help them through the process. Regardless of which method is used, a successful existing business assistance program depends on involvement and commitment by community leaders.

There are two basic components of a local business assistance program: an information base, and a plan.

**Local Business Assistance: Information Base.** A local business assistance information base should describe the general characteristics of the local business community, including goods or services sold, the age of firms, the source of suppliers to local firms, the customer base and market area, and the primary sources of competition. The information base should also contain data on issues facing local business, obstacles preventing business growth, and the technical, financial and managerial needs of local business.

There are two basic approaches to building a local business data base. One approach is to survey all businesses in the community regardless of their size, products, or services. Many economic development experts say that information should be requested from all businesses in



*Data from the selected local firms may be obtained by visitation or questionnaire.*

*Only by developing a business assistance plan can most communities be assured that action will take place.*

the community since they all influence the local economy, only in different ways. The other approach is to identify primary or major employers and only survey firms such as manufacturing, wholesale, transportation, and certain service and retail firms. It is argued that major firms are the ones that have the most impact on the area economy and they should be specifically targeted for assistance. Only information on these firms is important according to this approach. There are advantages and disadvantages to each approach. Communities need to decide which approach is best for their particular situation.

Data from the selected local firms may be obtained by visitation or questionnaire. A visitation team of trained volunteers schedules a visit to a business location and conducts a structured interview with the owner or manager. Not only is information about the business collected for the community data base, the personal visit demonstrates to the business owner that the community is interested in their welfare. The visitation approach can illustrate a pro-business community attitude. (See Appendix T for a model of the business visitation program.)

A questionnaire approach is less expensive and time consuming than the visitation approach but return rates are usually lower. However, the data from the questionnaire approach may be more reliable because the responses from the visitation approach are subject to the interpretation of the "visitor." The cost of both approaches depends on the number of firms involved in the survey, the number and availability of volunteers, and the resources used to train them.

**Local Business Assistance: The Plan.** Most communities use the information collected from local business to assemble some sort of plan, or set of tasks, to assist local businesses. Only by developing a business assistance plan can most communities be assured that action will take place. A plan puts local business needs in writing.

Data analysis is the first step to a local business assistance plan. An important part of the analysis is to look for general trends in the business community. Summarize the data collected for the local business information base and search for groups of responses, or sets of data, with similar themes. Then examine the trends and identify two sets of issues: opportunities for the growth and expansion of local business, and obstacles or problems inhibiting local business development. The complete analysis pinpoints local opportunities and problems.

Following the listing of local business issues, appropriate resources must be found. These consist of programs and services available from state agencies, institutions of higher education, area development organizations, utility companies, and private firms. Appropriate resources need to be contacted, programs evaluated for appropriateness, and asked to provide assistance. Resource people have many requests for assistance so it is important to allow time for response. At the same time most of these resources are available from public agencies so they

***Developing a good working relationship with resource people is crucial to a local business assistance program.***

should be held accountable for timely response to reasonable requests for help. Developing a good working relationship with resource people is crucial to a local business assistance program.

Most of the resources available to private business are described in *A Guide To Doing Business In Nebraska*, a publication of the Nebraska Department of Economic Development. Individuals responsible for local business assistance need to become familiar with this important resource guide for business in the state.

Many issues and needs identified by existing businesses are parochial in nature and relatively easily addressed by local resources. City government, the chamber of commerce and the economic development corporation should be contacted first for assistance. At the same time, many growth obstacles are shared by a number of businesses, and may be complex with long-term implications. Communities should consider forming local task forces to develop appropriate responses. In addition, it is important to take advantage of regional resources, especially state colleges, community colleges, development districts, and area offices of state agencies.

A business assistance program may create local jobs and improve the local business climate. Working effectively with existing business is also a proven way to gain general support for a local economic development program. More people will devote resources to a program and back the efforts of the LEDO if they know that local firms will also benefit.

There are several programs and resources available to communities to help their local companies diversify their products and services and expand their markets. The Nebraska Department of Economic Development, Nebraska Development Network, University of Nebraska Cooperative Extension Service, Omaha Public Power District, and Nebraska Public Power District all have resources and programs in the general area of existing business expansion and retention. (See the Suggested Readings and Economic Development Resources in the back.)



# Chapter 9. Implementation

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*The key to implementation is efficient allocation of resources to the action phase of the local development process.*

*It is important that the volunteers are used efficiently.*

If a community lacks the capacity, the desire, or the ability to implement a program, it is wasteful to devote local resources to the other components of the local development process. The lack of a strategy for implementation has been the downfall of many local economic development programs.

## Basic Approaches

The key to implementation is efficient allocation of resources to the action phase of the local development process. There are two basic approaches to implementation: using the talents of local individuals volunteering their time and resources, or employing the services of paid full-time or part-time professional staff. Many communities use a combination of volunteers and paid staff to implement the local program.

The best approach for a specific community, depends on population, custom, relationship between local government and LEDO, and size of program. Another important factor, of course, is the level of resources available to fund a program. A brief discussion of several variations of the basic implementation approaches follows:

**Volunteer Approach.** In communities where financial resources are limited, members of the local development organization contribute personal or business resources, including time and money, to various activities associated with the local development program. It is important that the volunteers are used efficiently. As an alternative, a local business firm may volunteer some of their professional staff time to the local development effort. Banks and utility companies have devoted resources to economic development in many towns.

Many communities have successfully used a strictly volunteer approach in local development even though they had resources for professional staff. They share some characteristics though. First, all had strong and ongoing community leadership, especially from the business sector. Second, the community leaders knew how to access development resources effectively. Third, the business recruitment and development effort has continued for a number of years. Finally, in most instances the community had a strong industrial base, such as a number of established manufacturing firms, as well as other critical location factors, from which to build a sustained volunteer program.

*Local  
volunteers are  
important  
even if  
resources  
exist in the  
community  
for  
professional  
staff.*

**Full-time Position.** Some communities hire individuals whose primary job responsibility is economic development. The positions are funded by the chamber of commerce, local development corporation, city government, county government or any combination of the above. Often positions are financed by a joint public and private commitment of resources. Since economic development is a long-term undertaking, new positions should be funded for a minimum of three years with periodic evaluation. (See the Suggested Readings in the back for books that provide more information on this topic.)

**Coordination of Several Part-time Positions.** This involves the sharing of time and resources among several local organizations. For example, chamber of commerce executives or staff spend part of their time on business and industrial development. Economic development is now often considered part of the responsibility of city managers and administrators. Regional utility companies with local offices often direct their managers to devote some resources to economic development. An effective local economic development team is often assembled using this approach. This coordinated approach has worked best in communities and regions where goals and expectations are similar.

**Consultants.** Private consultants provide the expertise and assistance needed for many communities. Public consultants, through the University or area colleges, are also an option. Another possibility is purchasing the services of staff of the area development district. The costs of consultants will depend, of course, on the level of assistance requested. Private consultants can be hired for short-term or technical projects, or kept on retainer to provide more long-term guidance to the community.

Local volunteers are important even if resources exist in the community for professional staff. Volunteers are needed to serve on boards and committees that oversee the activities of the professional staff. Volunteers are also needed to supplement the tasks performed by the professionals. Probably most importantly, economic development is a locally-based effort; it is in the best interests of the community that volunteers are involved in many of the activities and tasks.

**Nebraska Development Network.** The Nebraska Development Network is an organizational structure developed to expand and coordinate all the resources in economic development in the state and to assist communities in implementing their development programs. The Nebraska Development Network has concentrated the state's development resources, including state, federal, local, and private entities, and focused them on the challenges of global competition and technological change facing Nebraska and its communities. The Network is a voluntary association of state government agencies, state college and University units, local government, area development agencies, utilities, and others who have a common mission to:

- Create and support, in communities, the capacity to use public and private resources to create a healthy business climate and a healthy community environment;
- Create a supportive service system that will help communities, people and businesses succeed in the global economy: a forum, regional groups, an academy, a communication network, and an information system;
- Identify and develop the elements of a healthy business climate at the local and regional levels; and
- Create an understanding of public and private development knowledge, and how these resources can assist businesses.

The Nebraska Development Academy is the continuing education unit of the Network. For information on the Nebraska Development Network, contact the director of the network at the Nebraska Department of Economic Development.

## Strategies for Implementation

Regardless of the combination of approaches used to implement a community business recruitment and development program, volunteers have an important function in local efforts. Obviously, using the volunteer's time and resources efficiently is crucial to successful implementation. Following are several organizational strategies and techniques that should help facilitate the implementation process:

**Equal Work Distribution.** Work assignments to local task forces should be allocated on an equal basis. While it is difficult to make a perfect balance among all the work groups, it should be attempted. Equal work distribution helps prevent volunteer overload and frustration. Workloads can be estimated by carefully examining the expected task force outcomes and approximating effort needed to achieve objectives.

**Accountability.** Assigning responsibility to a group of individuals or an organization for a specific task helps ensure its completion. Work groups should have willing and capable leaders. Also, publicizing work assignments makes members accountable for a task. In most localities there is subtle peer pressure to not shirk community responsibilities.

**Time Tables.** Establish an expected completion date for work tasks. Dates should be estimated in negotiation with group leaders. Task force members are more willing to participate in projects if they know that there is a completion date.

**Clear Assignments.** Work groups should have specific objectives and a clear understanding of what needs to be accomplished. In addition,

*Assigning responsibility to a group of individuals or an organization for a specific task helps ensure its completion.*

*One of the more important local resources is the time people devote to a project.*

*Having a stake in developing the tasks of a working group gives members a sense of ownership.*

knowing how task force objectives relate to overall economic development goals helps clarify assignments.

**Monitoring Progress.** Periodic discussions with leaders of working groups will help ensure timely completion of their work. If there are problems in finishing work assignments they should be discussed before the expected completion date. Reasons for lack of progress need to be examined. Inadequate resources, unreasonable objectives and a changing environment are often cited.

**Efficient Use of Resources.** All resources need to be used as efficiently as possible. One of the more important local resources is the time people devote to a project. Meetings should be planned with a specific objective in mind. Avoid duplication of effort. It is discouraging to people working on a project to learn that others are undertaking a similar effort. Using outside resources efficiently is also important. Ask outside resources for a specific time frame to receive assistance.

**Adaptability.** Keeping a flexible perspective on economic development projects helps ensure the long term success of a local effort. If the tasks are not being completed modify the tasks. At the same time, too much modification of task force assignments may compromise reaching overall community goals. Local business and economic development leaders should maintain a realistic view of what can be reasonably accomplished.

**Ownership.** Successful outcomes generally happen when task force objectives are planned by members. Having a stake in developing the tasks of a working group gives members a sense of ownership. This also facilitates local commitment to the work program.

**Interest.** Let volunteers work on things that interest them. They are more likely to complete something they volunteered for than something they were assigned.

**Recognition.** People should receive public recognition for their work. In many cases, this may be the only reward for the investment of time and resources by local volunteers. If people are recognized for their efforts they are often more willing to help with future projects.

## **Organizational and Financial Resources**

A community education program can demonstrate to local citizens the importance of local economic development. Newsletters, newspaper articles and other forms of communication to the public on local economic development will help build support and foster understanding in the community of local economic development.

*There are many organizations in the state, known as economic development "allies," that support local efforts.*

*Workshops provide an opportunity to meet resource people and learn about economic development programs .*

In addition, LEDOs need to foster good working relationships with state and area organizations so they can access these resources in economic development. There are also national resources.

**State and Area Organizational Resources.** There are many organizations in the state, known as economic development "allies," that support local efforts. Allies have specific community, economic, or industrial development programs (many have been described earlier), or staff that can provide general guidance and specific technical assistance to local efforts and projects. These resources are found in state government, institutions of higher education, utility organizations, and regional development districts. A list of organizations having economic development resources is in the back of the book under Economic Development Resources. Local leaders should be familiar with the organizations and resources that serve the community and area.

In addition to organizational allies, professional organizations and educational programs support local industrial development efforts. The Nebraska Economic Developers Association (NEDA) is a group of over 150 individuals from public and private organizations. The goals of NEDA are to foster economic development in the state, encourage the advancement of the expertise of the membership, facilitate the cooperation of economic development professionals, and provide a vehicle for assembling the collective expression of those interested in economic development. NEDA annually has two general meetings and sponsors occasional workshops. The cost of membership is minimal. There are membership categories and economic development allies can provide more information about this state economic development organization.

Another resource in economic development is workshops and conferences that provide information to communities on economic development. These workshops are sponsored by institutions of higher learning, state government agencies, utility organizations or area development districts. These workshops provide an opportunity to meet resource people, interact with other community leaders, and learn about economic development programs and issues. Costs of attending these workshops are minimal and they are widely advertised.

The education function in local economic development has been institutionalized in the state through the Nebraska Development Network. The Nebraska Development Academy is the teaching arm of the Network. It functions as a market responsive department of continuing education, providing information needed by community and business leaders to compete and succeed in a global economy. The specific goals of the Academy are to:

- Provide affordable, high quality and relevant development information directly to those communities and business leaders who need it;



*A resource often overlooked and especially important to smaller communities is larger neighboring communities.*

*Local economic development is not practiced in isolation and receiving a broad perspective is important.*

- Deliver that information to locations throughout Nebraska;
- Help create a permanent process of locating and sustaining a leadership base in every region in the state;
- Insure that the focus of the Nebraska Development Network is statewide economic development;
- Leverage the economic development information resources in the state by teaching development principles to hundreds of community and business decision-makers who presently do not have the information needed to succeed in a global economy.

For more information on the Nebraska Development Academy, contact the academy director at the Nebraska Department of Economic Development.

A resource often overlooked and especially important to smaller communities is larger neighboring communities. Communities with large trade areas are generally concerned about the economic condition of surrounding areas that depend on them for specialized goods and services. These communities often have staff in their chambers of commerce, or local economic development organization, who may be available to assist smaller communities with their economic development efforts.

Regional approaches to economic development are another option for communities. Cooperative efforts with other communities have been recognized as an effective way for individual communities to address the complex issues of economic development. There are already a number of multicomunity and multicounty efforts in economic development underway in the state. The Nebraska Development Network has helped facilitate the growth and expansion of several regional development groups in the state.

**National Organizational Resources.** National and regional economic development resources are available to communities through several organizations. While the costs of these organizations are relatively high, community leaders should consider investing in a membership in at least one national organization. Local economic development is not practiced in isolation and receiving a broad perspective is important. (The addresses of the organizations mentioned below are listed in the Economic Development Resources.)

The primary national economic development organization is the American Economic Development Council (AEDC) with approximately 2,000 members "dedicated to the advancement of economic development and the interchange of ideas and experiences." AEDC accredits and sponsors 16 Basic Economic Development Courses (BEDC) held year-round in various locations. The BEDC program consists of a week-long comprehensive educational introduction to the

field of economic development. Both development professionals and community volunteers attend these courses. (The closest course for most Nebraskans is the Heartland BEDC, held in Kansas City in mid-June, co-sponsored by the University of Missouri, and the state economic development associations of Nebraska, Missouri, Kansas and Oklahoma.) In addition, to the BEDC program, AEDC supports the Economic Development Institute (EDI), a three year educational program that provides the economic development professional with an "advanced, broad level of education incorporating the skills and subjects required to carry out an economic development program." EDI is a follow-up to BEDC and is coordinated by the University of Oklahoma. Also AEDC holds an annual conference, sponsors focused workshops, publishes numerous reports and a professional journal, and supports a professional certification program for practitioners.

Another national economic development organization that focuses on the community issues of economic development is the National Council for Urban Economic Development (CUED). The goal of CUED is to build a "stronger network of support for American urban areas and their people through collaboration with the private development sector, public and private educational institutions and other organizations concerned with urban policy and through that network, by innovating new public/private approaches to urban economic development." CUED is committed to promoting urban revitalization using public resources to leverage private investment. CUED publishes several informational periodicals, holds conferences and workshops, and provides personalized on-site assistance to communities.

A third national economic development organization is the National Development Council (NDC). NDC is both a consulting organization and a provider of economic development finance training. They offer a series of four one-week courses that leads to a certificate in economic development finance.

There is also a regional organization that supports economic development in the great plains and Great Lakes regions. The Mid American Economic Development Council (MAEDC) sponsors regional workshops, conferences and seminars.

Professional journals are another source of information on economic development practice. Many articles in journals are written by educators or researchers in the field and directed to the university community. Most articles, however, are very readable and contain information useful to practitioners. In addition to the *Economic Development Review*, published by AEDC, an excellent journal is the *Economic Development Quarterly*. This journal is devoted to "American Economic Revitalization" and "designed to bridge the gap between practitioners, academics and informed citizens in the field of economic development." Check the card catalog, or the computerized system at

***Without adequate funding your community will probably not be able to accomplish its goals.***

***Successful local economic development programs have strong partnerships between the public sector (or government) and the private sector (or business).***

city library and college libraries for journal articles on economic development.

There are also good books on local economic development. It is a dynamic and interesting field. Many of these books are specifically written for the general public, are quite readable, and very informative. A Suggested Readings on local economic development is in the back of this book. Check your city library and closest college library for copies. Inter-library loan can access books not available locally.

**Financial Resources.** No matter how well organized your business recruitment and development program might be, without adequate funding your community will probably not be able to accomplish its goals. While a significant portion of a local program will be financed by private local dollars through the local economic development organization (see section on Organization), public or tax dollars may also be needed for economic development. As described earlier, many successful local economic development programs have strong partnerships between the public sector (or government) and the private sector (or business).

There are funding sources that allow a community to use tax dollars for economic development. The two most important sources are The Municipal Publicity Act and the Local Option Municipal Economic Development Act, which provide ways for local tax funds to be used for development activities. In addition, there are sources of federal and state tax funds for local economic development, with the most important being the Community Development Block Grant program.

***The Municipal Publicity Act.*** This Act, (Section 13-315 of Nebraska State Statutes), gives cities, villages, and counties the power to appropriate annually from the general funds or from revenues received from any proprietary functions up to four-tenths of one percent of the actual valuation of the city, village, or county for certain purposes. These purposes, according to the Act, are:

“encouraging immigration, new industries, and investment and to conduct and carry on a publicity campaign, including a publicity campaign conducted for the purpose of acquiring from any source a municipal electrical distribution system or exploiting and advertising the various agricultural, horticultural, manufacturing, commercial, and other resources, including utility services, of the city, village, or county.”

These funds can be expended directly by the local government or may be paid to a chamber of commerce, commercial organization, similar county or multicounty organization, or local development corporation to spend on the purposes described in the Act. A local citizen vote is not needed for the use of funds under the Municipal Publicity Act.

***Local Option Municipal Economic Development Act.*** The other funding source that allows the use of local tax dollars for economic development is the Local Option Municipal Economic Development Act (Section 18-2701 to 18-2723 of Nebraska State Statutes). This Act authorizes cities and villages to appropriate (with voter approval) local sales and property tax revenues (up to four-tenths of one percent of the actual valuation of the city or village) for the purpose of “providing direct or indirect financial assistance to a qualifying business, or for the payment of related costs and expenses.” Examples of eligible activities include, but are not limited to the following:

- Paying of salaries and support of municipal staff or contracting with an outside entity to implement an economic development program;
- Providing grants, loans or loan guarantees for qualifying businesses;
- Financing public works improvements essential to the location or expansion of a qualifying business;
- Purchasing real estate, options for such purchases, and the renewal or extension of such options;
- Providing technical assistance to businesses, such as marketing assistance, management counseling, job training, preparing financial packages, engineering assistance, etc.; and
- Business recruitment activities.

The Act limits the types of businesses eligible for funding. In cities with a population of more than 2,500, a qualifying business is any corporation, partnership, or sole proprietorship which derives its principal source of income from any of the following:

- The manufacture of articles of commerce;
- The conduct of research and development;
- The processing, store, transport, or sale of goods or commodities which are sold or traded in interstate commerce;
- The sale of services in interstate commerce;
- Telecommunications activities;
- Tourism-related activities; and
- Headquarter facilities for one or more of those listed above.

In municipalities with a population of 2,500 or less, a qualifying business is any corporation, partnership, or sole proprietorship regardless of its principle source of income.

***CDBG may be the single most important source of public financing of local economic development in Nebraska.***

The Act sets out an implementation process for communities which choose to use this funding source, including:

- Prepare a general community and economic development strategy,
- Prepare a proposed plan for the economic development program,
- Prepare and pass a resolution that adopts the plan,
- Schedule and hold a public hearing on the proposed program,
- Hold election, and
- If approved by the voters:
  - Establish the program by ordinance;
  - Appoint a Citizen Advisory Review Committee;
  - Establish an Economic Development Fund;
  - Carry out periodical tasks—meetings, public hearings, audits; and
  - Follow termination activities when ending the program.

***Community Development Block Grant.*** Another important source of public financial assistance in local economic development in Nebraska is the Community Development Block Grant (CDBG) Program administered by the Nebraska Department of Economic Development. This program may be the single most important source of public financing of local economic development in Nebraska. The CDBG program consists of funds annually allocated to the state from the U.S. Department of Housing and Urban Development.

DED administers the CDBG program for the communities in the state that do not receive a direct allocation (Omaha and Lincoln) from HUD. These funds can be used for a number of eligible community and economic development projects, and communities of all sizes in Nebraska have used these funds over the years. There are several categories of programs and LEDOs should be familiar with them. Contact DED for information on CDBG as well as other sources of financial assistance for local economic development.

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# Appendix A.

## Job Impact

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A community adding 100 new manufacturing jobs would derive (in 1991 dollars) an increase of \$2.6 million in aggregate personal income. Figure 1 summarizes economic data from the 1984 study and shows what happens to the community when 100 new employees are added.

**Figure 1. What 100 New Manufacturing Jobs Mean to a Community\***

Aggregate personal income . . . . .	\$2.6 million
Retail sales . . . . .	\$1.9 million
New retail establishments . . . . .	7
Nonmanufacturing jobs . . . . .	.64
Population increase . . . . .	202
Family units . . . . .	102
School enrollment . . . . .	.61

\*Figures represent a net change from 1970 to 1980.

Source: 1984 Study of the U.S. Chamber of Commerce, based on census data from 1970 to 1980.





# Appendix B.

## New Jobs Mean More Jobs

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Based on its 1984 research, the Chamber concluded that for every 100 jobs added to the manufacturing sector, another 64 jobs are created in other sectors. (This figure represents a net gain, following adjustments for certain economic factors not described in this publication for reasons of space. Not all studies will correspond exactly to this calculation.)

As people move into an area they need the services provided by the community; they need to buy or build or rent housing; they need to get to work; they need stores to shop in; they need government services; and they need places to spend their leisure time.

Figure 2 shows how the additional 64 workers would be distributed among other sectors.

**Figure 2. Employment Changes Resulting from 100 Workers Added to Manufacturing Sector of a Community**

100 New Manufacturing Jobs = 64 New Nonmanufacturing Jobs

Wholesale and retail trade, entertainment and recreation . . . . .	+45
Transportation . . . . .	+7
Finance, insurance and real estate . . . . .	+3
Business repairs and services . . . . .	+3
Construction . . . . .	+3
Public administration . . . . .	+3

Source: 1984 Study of the U.S. Chamber of Commerce.

### More Income Means More Sales or New Business Means More Business

Some of that figure of nearly \$2.6 million additional dollars in personal income from new jobs (see Figure 1) is naturally going to flow into retail sales. The Chamber determined that an increase of 100 manufacturing jobs boosted retail sales to nearly \$2 million (this figure allows for inflation).



# Appendix C.

## Ranking Location Factors

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### Selected Survey Results

Regional Location Factors in Rank Order of Importance	Local Site Factors in Rank Order of Importance
Market access	Trucking
Labor cost and availability	Reasonable cost of property
Raw materials	Reasonable or low taxes
Building availability	Ample area for expansion
Site considerations	Favorable labor climate
Transportation facilities	Favorable attitude of community and residents to industry
Distribution	Nearness to present sales area
Living conditions	Reasonable cost of construction
Climate	Favorable climate for personnel
Industrial fuel cost	Availability of labor skills
Water cost and availability	Nearness to sources of raw materials
Industrial power cost	Need for plant to service new or expanding area sales
Financial help	Favorable political climate toward business
Taxes	Pleasant living conditions
Laws and regulations	Commercial services
Miscellaneous	Rail facilities
	Zoning restrictions
	Cost of living and economic conditions
	Labor rates
	Educational facilities
	Favorable climate for production processes
	Inexpensive fuel or power
	Public transportation
	Recreational and cultural facilities
	Water supply
	Waste disposal
	Nearness to airport
	Topography
	Water transport



# Appendix D.

## Preliminary Screening Questionnaire for Manufacturing Industry Expansion Location

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1. Community Name:

County  
State

2. Population:

City  
County  
State

3. Nearest Metro Area:

Name  
Miles

4. Local Fire Department Fire Insurance Rating:

5. Local Medical Facilities for Acute and Extended Care:

Name	Beds
------	------

A.  
B.

6. Local Private Country Clubs:

Name	Initiation Fees	Monthly Dues
------	-----------------	--------------

A.  
B.

7. Local Public Education System:

A. Name  
B. Current Statistics

	Number	Enrollment	Pupil/Teacher Average Ratio
--	--------	------------	--------------------------------

Elementary  
Middle/Junior High  
Senior High

C. Average percent of high school students who seek higher levels of education: \_\_\_\_\_%

8. Area universities/colleges (within 50 miles):

Name	Enrollment	Undergraduate And Graduate Degrees Offered
A.		
B.		
C.		

9. Area voc-tech school which has machining training experience:

Name \_\_\_\_\_  
 Enrollment (full-time) \_\_\_\_\_ (part-time) \_\_\_\_\_  
 Names of metalworking courses offered \_\_\_\_\_

10. Transportation:

- A. Air
  - (1) Local airport services
    - (a) Runway length \_\_\_\_\_
    - (b) Commercial airlines serving \_\_\_\_\_
  - (2) Nearest commercial airport services
    - (a) Name \_\_\_\_\_
    - (b) Location \_\_\_\_\_
    - (c) Airlines serving \_\_\_\_\_
- B. Local highway services \_\_\_\_\_
- C. Number of motor freight carriers which service the location daily \_\_\_\_\_

11. Housing costs:

- A. Average price (including lot) for a 3,000 sq.ft. home with 4 bedrooms and 3 baths  
 \$ \_\_\_\_\_
- B. Average rental cost/month for a 2-bedroom apartment \$ \_\_\_\_\_.

12. Labor:

- A. Availability  
 Current area unemployment rate \_\_\_\_\_
- B. Hourly costs for metalworking trades

	Low	High	Average
Unskilled			
Semiskilled			
Skilled			

13. Local ad valorem taxes:

	Ratio of Assessment	Rate per \$100 Value
Industrial facility		
Industrial production equipment		
Inventories		

14. Utilities:
- A. Electric services
    - (1) Name
    - (2) Average cost/kwh (2,000 kw demand; 450,000 kwh/month)
  - B. Natural gas services
    - (1) Name
    - (2) Average cost/MCF for facility space heating
  - C. Water services
    - (1) Name
    - (2) Projected cost per 1,000 gallons (usage of 29,700 gpd)
  - D. Sewer services
    - (1) Name
    - (2) Projected cost per 1,000 gallons (discharge of 4,860 gpd)

15. Representative major local existing industries:

	Name	Products	Employment	Union Affiliation
A.				
B.				
C.				
D.				
E.				
F.				
G.				

16. Percent of local existing manufacturing type industries (50 or more employees each) which are union affiliated: \_\_\_\_\_%

17. Representative major local existing service related industries:

	Name	Services	Employment
A.			
B.			
C.			
D.			

18. Local support services industries:

- A. Machine shops able to do close tolerance machining work
- B. Tool and die shops able to do fixture design/build capabilities and tool sharpening capabilities

19. Local industrial sites in established parks with existing covenants:

- A. Availability
- B. Average price per acre for a 15-acre site

20. Ability of the local industrial board/commission/corporation (nonprofit) to provide an attractive lease package for a 50,000 sq.ft. facility on a 15-acre site; the lease would be amortized over a 10-year period after which time the facility and site's ownership would be transferred to the company for a nominal sum.





# Appendix E. Local Development Strategies and Action Steps

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## **Community Image/Attitude/Appearance**

- Improve internal communication and understanding of community
- Establish identifiable theme/symbol/signage/boundaries for community

## **Local Development Organization**

- Establish organization to support/coordinate business recruitment efforts
- Educate community on role/process of economic development organization

## **Existing Business Assistance**

- Form visiting teams to identify problems/stimulate growth
- Prepare directory/encourage purchase of local goods and services

## **Business Attraction**

- Identify business “targets” for recruitment
- Compile information about/develop/promote business sites/buildings

## **Retail/Main Street Development**

- Improve marketing/promotion/information on downtown area
- Improve downtown/retail atmosphere/environment

## **Community and Public Service Improvement**

- Assess alternative public service delivery approaches
- Improve citizen-government communication/understanding

## **Finances and Resources Development**

- Identify/distribute information on available financial resources
- Develop/assess financing options/vehicles for new business

## **Recreation Development**

- Develop/improve recreation facilities/programs/activities
- Inventory/survey/assess recreation needs/resources

## **Community Promotion and Marketing**

- Develop marketing program for community
- Develop and distribute marketing materials to prospective firms

## **Housing Needs**

- Compile/assess/maintain information on housing needs/availability
- Facilitate the building of various types of new housing units

**Infrastructure Development**

Undertake planning studies to examine infrastructure issues  
Better utilization/improvement of existing facilities/resources

**New Business Development**

Compile/analyze information on business opportunities  
Encourage entrepreneurial activity/business starts

**Tourism Development**

Improve existing/develop new tourism sites/activities  
Improve promotion of events that attract tourists/visitors

**Work Force Development**

Improve/develop child care facilities/services/resources  
Train/retrain/improve skills of existing work force

**Education Improvement**

Improve access to/expand use of general educational resources

**Area Cooperation**

Organize/facilitate communication between area-wide leaders  
Compile data on area organizations/resources linked to economic development

**Leadership Development**

Develop/enhance leadership skills/resources in area

**Health Care Services**

Recruit new/improve existing health care providers

# Appendix F.

## Action Plan: Typical Community Development Goals and Strategies

---

### Business Growth

**Goal:** Facilitate formation, retention, and expansion of local businesses.

- Strategies:**
- Create pool for creative capital
  - Support efforts to expand local businesses
  - Link investors with entrepreneurs
  - Match firms desiring to expand with incentives
  - Identify products purchased outside area and connect buyers with potential local suppliers

### Downtown Revitalization

**Goal:** Create a vibrant downtown

- Strategies:**
- Prepare a master plan to improve physical, economic, and social aspects of downtown
  - Identify and initiate projects to develop core area's attractions and infrastructure

### Education Excellence

**Goal:** Enhance the K-12 educational system to improve our work force readiness and life skills

- Strategies:**
- Identify existing business/education partnerships that warrant programs
  - Formulate needed business and education commitments
  - Develop county-wide education partnership

### Image/Marketing

**Goal:** Enhance the area's image and attract new business

- Strategies:**
- Launch program to develop public understanding/support of economic development efforts locally
  - Initiate comprehensive plan for image enhancement and targeted marketing, utilizing local and regional allies

## **Technology Advancement**

**Goal:** Improve productivity and profitability of local firms

- Strategies:**
- Secure financial community's assistance in financing technology acquisition/application
  - Initiate/utilize local technology transfer and training programs

*Set achievable goals and develop an action plan to reach them!*

# Appendix G. A Typical Business Development Section of an Action Plan

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**Goal:** Recruit new business and industry.

**Objective 1:** "Think Regionally"

**Activity 1:** Examine home-based businesses within 60-mile radius for overall marketing effort.

**Who:** LODEC and Task Force II; chairperson.

**When:** 4th Quarter of 1990 - Continuous.

**Objective 2:** Evaluation of current zoning structure.

**Activity 1:** Make recommendations to City Council for zoning changes to better accommodate highway traffic and business.

**Who:** Task Force and community volunteers; contact person.

**When:** 4th Quarter of 1991.

**Objective 3:** Establish marketing group to promote local entrepreneurship.

**Activity 1:** Determine number of businesses pursuing entrepreneurial activities.

1a. Survey local businesses and products produced.

1b. Determine types of products local businesses have potential of producing.

**Who:** Community volunteers; contact person.

**When:** 4th Quarter of 1990.

**Objective 4:** Further develop action team to support and answer questions for new businesses.

**Activity 1:** Provide action teams with written responsibilities and information necessary to be up-to-date on city's housing, education, public services, and physical facilities.

**Who:** LODEC executive director.

**When:** Begin February, 1990.

**Objective 5:** Raise revenues for economic development to be readily available as needed.

**Activity 1:** Have membership drive for development corporation.

**Activity 2:** Investigate possibility of a city lottery to generate money for economic development.

**Who:** Industrial Development Committee; chairperson.

**When:** Early 1990 and on-going.



# Appendix H.

## Community Information Checklist

---

### A. Distance from Major Metropolitan Area

List nearby cities and distance in miles from your community  
Average elevation

### B. Population

Estimated present population for city  
Estimated present population for county  
Census population for city, 1990, 1980, 1970, 1960  
Census population for county, 1990, 1980, 1970, 1960

### C. Climate

Annual average temperature  
Monthly average temperature for January and July  
Annual average rainfall (inches)  
Days between killing frost  
Days over 90 degrees  
Heating degree days total (average yearly)  
Cooling degree days total (average yearly)  
Relative humidity percent by hour (average) for 00hrs, 0600hrs, 1200hrs, 1800hrs

### D. Community/Recreation Facilities

Number of churches and denominations  
Number of motels/hotels and total rooms  
Number of country clubs, civic clubs, museums, and libraries;  
Initiation fees, monthly dues, yearly membership costs  
City intramural sports (Yes/No)  
Nearby lakes  
Recreation facilities in immediate area  
Area recreation

### E. Education

Summary of quality of education offered  
Public school budget in dollars for current fiscal period  
Bonded indebtedness  
Number of schools, number of teachers, student/teacher ratio, number of grades and enrollment figures for elementary, junior high, high school, and private schools  
Average % High School students who seek higher levels of education  
Summary of Vo-tech schools and business support services available in area; note machining training if available



Local colleges and enrollment  
Colleges within commuting distance and enrollments

## **F. Housing**

Average cost (including lot) for 3,000 sq ft for existing home, 4 bedrooms and 3 baths  
Typical lot size (dimensions)  
Typical lot cost (average)  
Average rental cost per month for a 2 bedroom apartment

## **G. Communications**

Newspapers (daily, weekly, out-of-town)  
Radio stations, number of local and area  
Television stations, number of PBS, local and area  
Cable television, Yes/No and number of channels  
Telephone service providers, rates, and summary of telecommunication services  
Telephone paging service  
Telegraph service (list companies)  
Post Office (indicate types of services)

## **H. Financial**

Summary of local, state, and federal loan programs accessed by your community  
Other information regarding capital formation capabilities  
Number of banks and total bank assets  
Number of savings & loan associations and total assets  
Local banks and assets; total aggregate loan limit  
Yes/No if business financial assistance available

## **I. Government**

Type of city government  
Number on council  
Police department personnel, number of full-time  
Fire department personnel, Number of full-time, number of volunteer  
Equipment of fire department  
Fire insurance rating class  
Who provides fire/police service beyond corporate limits  
Other law enforcement in area (list)  
Yes/No planning commission, zoning regulations  
City financing for current fiscal year, total operating budget and total tax collections  
City annual payments on bonds & capital expenses  
Bonded Debt-General Obligation  
Revenue bonds

## **J. Utilities and Services**

Electricity company listings and rates  
List power supplies  
Ave cost/Kwh (2,000 kw demand; 450,000 kwh/mo)  
List power distributors

**Natural gas company listings and gas rates per therm**

- List gas suppliers
  - Ave cost/MCF for facility space heating
- List gas distributors
- List transmission line size

**Water and sewer summary of rates, treatment and plant capacity**

**Water**

- Name of supplier
- Source
- Maximum daily capacity of city system, gallons per day
- Peak load, gallons per day
- Storage capacity, gallons in overhead and gallons in ground
- Projected cost per 1,000 gallons, (29,700 gpd)

**Sewers**

- Yes/No storm sewer, % of coverage
- Yes/No sanitary sewer, % of coverage
- Treatment plant type
- Capacity of sewer system in gallons per day
- Percent of sewer capacity presently used
- Type of solid waste disposal
- Projected cost per 1,000 gallons, (4,860 gpd)

**Other fuels**

- List fuel oil distributors
- Sources of coal
- List LP gas distributors

**K. Medical**

- Number and number of beds for hospitals, clinics, and nursing homes
- Number of doctors and dentists
- Nearest regional health center
- Yes/No trained emergency transportation
- Ground and/or air emergency transportation

**L. Labor Analysis and Training Support Programs**

- By county in commuting distance, labor statistics for total employed, unemployed, total labor force, unemployment rate, educational levels, etc.
- Date of report
- Total work force in city
- Total work force in county
- Radius of labor drawing area
- Estimated number of males, females
- Annual number of high school graduates
- Annual number of college graduates
- Number of work stoppages in past five years
- Number employed in manufacturing
- County average weekly manufacturing wage
- Percent of manufacturing workers in unions
- Unemployment rate
- Yes/No right-to-work law

Yes/No in-plant training funds available  
Wage and/or labor information available  
Hourly costs for metalworking trades  
    Unskilled           (Low, High, Average)  
    Semiskilled       (Low, High, Average)  
    Skilled             (Low, High, Average)

### **M. Transportation**

Map of community and location in region/US including highways serving area  
Highways serving area  
Divided 4-lane highways serving city  
Railroads  
    List companies  
    Description of rail services  
    Yes/No piggyback service  
    Frequency of switching service  
    Number of daily trains  
Motor freight carriers  
    Summary of common carriers with terminals, service in community, hours/days service  
        to major shipping points  
    Interstate service companies  
    Intrastate service companies  
Air Service  
    Yes/No local commercial air service  
    List carriers  
    Other commercial air service within commuting distance, (give distance to city)  
    List carriers at other commuting commercial air services  
    Runway length in feet of nearest local airport  
    Is runway paved, with lights and instruments  
    Charter of private facilities at airport (list)  
    List of air freight carriers service to city  
Bus Service  
    List companies providing service  
    Yes/No intracity service  
    List parcel service companies

### **N. Tax Rates and Incentives**

Property tax rates and jurisdictions  
Incentives offered by local and state governments  
Comparison of tax liabilities with other cities  
Tax rate per \$100/\$1,000 on manufacturing real property from city, county, school, state,  
    other  
Assessment ratio and effective tax per \$100/\$1,000 for each taxing entity  
Total effective tax rate per \$100/\$1,000  
Percent of average increase in last five years  
Tax categories for city and county. Categories to be identified are inventory, facility,  
    machinery-equipment, retail sales, and income  
State taxes, corporate, retail sales, intangibles, individual income, and gasoline. Give rate  
    when appropriate.

## **O. Agriculture**

Major products grown and estimated volume produced in area  
Number of livestock units raised/fed/slaughtered in area  
Food processing in the area

## **P. Availability of Land Sites and Buildings**

### **Industrial Sites**

Average cost per acre for a 15-acre industrial site with utilities adjacent to site  
Available sites, size in acres, amenities, covenants  
Ability of local Industrial Board/Commission/Corporation (not-for-profit) to provide an attractive lease package for a 50,000 sq. ft. facility on a 15 acre site; 10 year lease after which the facility and site's ownership would be transferred to the company for a nominal sum

### **Existing Buildings**

Sq. ft., ceiling height, former use category of available buildings suitable for manufacturing

## **Q. Major Employers**

### **Existing Business Profile**

Summary of major employers, products, and other information that provides understanding of the local business environment  
Summary of major markets in large metro areas that can be conveniently reached from community

### **Government Installations**

Installation, number of employees by military and civilian, and distance from community  
Private

Name, product or service, number of employees, year established, and % workforce that is union

### **Local Support Service Industries**

Machine shops able to do close tolerance work  
Tool and die shops able to do fixture design/build capabilities, and tool sharpening capabilities

## **R. Other Information**

Summary of critical economic assets not elsewhere discussed; any asset that is a unique component of the local economy  
Consumer Market Characteristics  
Summary report profiling strength of area market for consumer products  
Map showing regional position of city  
Contact name, address, phone number for more information

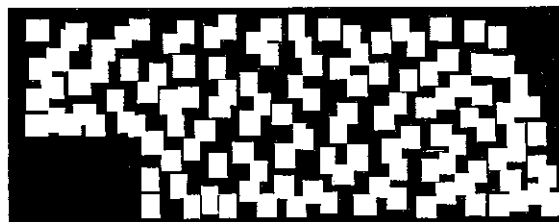


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**Appendix I.**  
**Nebraska Community Profile**



# NEBRASKA COMMUNITY PROFILE



**NEBRASKA**  
PROGRESSIVE. PRODUCTIVE. PARTNERS.

## SCOTTSBLUFF/GERING, NEBRASKA

Date Compiled 12/92

### LOCATION

Distance in miles from:

Chicago	912	Los Angeles	1,259
Dallas	889	New York	1,704
Denver	200	Kansas City	605
Omaha	452	Rapid City	204
Minneapolis	643	Casper	175

### POPULATION

	1980	1990	1993 (est.)
City	22,643	21,657	22,100
County	38,344	36,025	36,500

### Scotts Bluff County\*

Age:	18-24	25-44	45-54
Male	1,374	5,018	1,676
Female	1,424	5,317	1,777
Total	2,798	10,335	3,453

\*1990 Census

### LABOR

Hourly wage rates in manufacturing occupations (production and/or clerical)

Job Title	Min.*	Ave.	Max.
Assembler, Electric	\$4.25	\$4.50	\$6.23
Machining & Related	5.00	6.03	6.56
Maintenance Mechanic	4.50	5.78	7.05
Metal Unit Assembler	4.25	5.35	6.23
Misc. Machine Worker	4.50	5.78	7.05
Painter, Spray	5.74	6.71	8.65
Punch & Shear Worker	5.00	5.81	6.24
Secretary	4.25	4.69	7.91
Sheet Metal Worker	5.00	6.86	9.32
Tool & Die Maker	10.00	14.00	20.00
Typist	4.25	4.59	6.35
Welder, Combination	4.50	5.77	10.00

% of Manufacturing Labor Force Unionized 18.0  
Work Stoppages in Past Two Years None

### County Labor Data

Labor Force	17,832
Unemployed	688
Unemployed as % of Labor Force	3.9
Total Employment	17,144

### Scotts Bluff County\*

\*1991 annual average from Nebraska Department of Labor

### TRANSPORTATION SERVICES

#### Motor Carrier

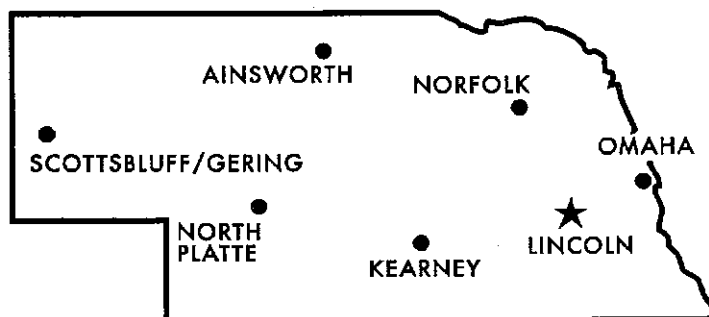
Highway bus service available	Yes (limited)
Number highways serving city:	Federal 1 State 3
City within 1-mile of interstate highway interchange	No
Names of nearest interstate highways	I-80
Distance to nearest interstate interchange	45 miles
(construction on four-lane expressway to begin in 1993)	

#### Motor freight carriers serving community

Interstate carriers	9
Intrastate carriers	6

Time in transit for carload or truckload lots to:

City	Days by Railroad	Days by Motor Freight
Chicago	4	2
Dallas	6	3
Denver	2	1
Kansas City	2	2
Los Angeles	5	3-4
Minneapolis	6	2
New York	7	4
St. Louis	4	2-3
Omaha	2	1





## Air

Distance to nearest public airport 3.5 miles  
 Elevation 3,980 feet  
 Type of runway Hard surface  
 Length of longest runway 8,280 feet  
 Runway lighted Yes  
 Private aircraft storage available Yes  
 Private aircraft maintenance available Yes  
 Distance to nearest commercial air transportation 3.5 miles  
 Names of airlines serving point Continental Express,  
 GP Express, United Express,  
 Valley Airways, Inc. (charter service)

## Barge

City adjoins navigable river No  
 Channel depth  
 Barge dock available  
 Distance to nearest barge dock 438 miles

## Rail

Community served by railroad Yes  
 Distance to nearest loading point On site  
 Number of freight train trips per day BN-2; UP-1\*  
 Functional piggy back ramp available No  
 Distance to nearest piggy back service 100 miles\*\*  
 Names of railroads Burlington Northern, Union Pacific

\*Local freight trains only; excludes coal trains.

\*\*Railroads will provide pickup and delivery from Scottsbluff/Gering to nearest ramp on a flatbed trailer.

## UTILITIES

### Electricity – Scottsbluff

Supplier Nebraska Public Power District  
 KW Capacity 56,000 KW Peak Demand 36,000  
 Additional source U.S. Bureau of Reclamation

### Electricity – Gering

Supplier City of Gering  
 KW Capacity 22,000 KW Peak Demand 14,023  
 Source Western Area Power Administration (WAPA)  
 Additional source Municipal Energy Agency of Nebr.;  
 Nebraska Public Power District (NPPD)

### Sanitary Sewer – Scottsbluff/Gering

Type of sewage treatment plant Aerated lagoons  
 and stabilization ponds  
 Capacity 4,000,000 - 1,900,000 gals./day  
 Present load 3,400,000 - 1,000,000 gals./day  
 Sewer use charge Yes

### Natural Gas – Scottsbluff/Gering

Natural gas service available Yes  
 Supplier KN Energy

## Water – Scottsbluff

Water supplied by Municipal  
 Name of supplier City  
 Source of city water Wells Number of wells 12  
 Average depth of wells 100 feet  
 Capacity of water plant 4,083,590 gals./min.  
 Average consumption 4,082,590 gals./day  
 Peak consumption 11,200,000 gals./day  
 Storage Capacity 2,550,000 gals.  
 Hardness (ppm) 316 Treated No  
 Temperature range 50-60° F

## Water – Gering

Water supplied by Municipal  
 Name of supplier City  
 Source of city water Wells Number of wells 12  
 Average depth of wells 100 feet  
 Capacity of water plant 8,500 gals./min.  
 Average consumption 2,700,000 gals./day  
 Peak consumption 10,140,000 gals./day  
 Storage capacity 1,000,000 gals.  
 Hardness (ppm) 300 Treated No  
 Temperature range 50-60° F

## TAX STRUCTURE\*

State Sales Tax 5%  
 City Sales Tax  
     Scottsbluff 1%  
     Gering 1%

Actual valuation of city: Scottsbluff \$289,930,909  
 Tax Rate (\$ per \$100 of actual value):  
     City .6125  
     County .44286  
     School 1.2064  
     Other .2107  
     Total 2.47246

Bonded Indebtedness (as of July 31, 1992):  
 General Obligation \$3,405,000  
 Revenue \$3,270,000

\*1992 Industrial Sites Tax Rates - \$1.90336

Actual valuation of city: Gering \$145,152,511  
 Tax Rate (\$ per \$100 of actual value):  
     City .4014  
     County .44286  
     School 1.3559  
     Other .2107  
     Total 2.41086

Bonded Indebtedness (as of July 31, 1992):  
 General Obligation \$410,000  
 Revenue \$1,417,000

\*1992 Industrial Sites Tax Rates - \$2.04656

## MUNICIPAL SERVICES

Type of local government	Scottsbluff — Mayor/Manager/Council Gering — Mayor/Administrator/Council
Comprehensive City Plan:	Yes (1980)
City zoning ordinance in effect	Yes
County zoning ordinance in effect	Yes
Number full-time fire department personnel	19 - 1
Number volunteer fire department personnel	35 - 40
Fire insurance class: In city 4 - 5 Outside City	A8 - A7
Number of full-time city police officers	Scottsbluff-31 Gering-14
City Engineer:	No/Yes
Garbage service provided	Public & Private
Public Library in cities	Yes
Percent of city streets paved	90 - 99%

## EDUCATION FACILITIES

Scottsbluff/Gering

### Public Schools

Type	Number	Enrollment	Teacher/ Pupil Ratio
Elementary	4 - 4	1,450 - 1,163	1/17 - 1/19
Jr. High	1 - 1	796 - 585	1/15 - 1/13
Sr. High	1 - 1	900 - 503	1/18 - 1/16
Community College	1	803 F.T. 1,120 P.T.	1/17

### Private Schools

Type	Number	Enrollment	Teacher/ Pupil Ratio
Elementary	3 - 1 (K-12)	288 - 35	1/13 - 1/11
Jr. High			
High School			
College	1	40	1/8

## RECREATION FACILITIES

Type of facilities in city or within 10 miles:	
2 public golf course(s)	22 public park(s)
30 public tennis court(s)	4 public swimming pool(s)
2 water slides	1 zoo
2 horseshoe courts	3 campgrounds
8 softball fields	10 baseball fields
Country club available	Yes
Nearest public access lake or river	10 miles
Activities allowed:	
swimming	fishing
water skiing	motor boating
No. of theaters:	3 indoor

## HOUSING

Scottsbluff/Gering

Number of single units built in last 2 years	34-16
Number of multiple units built in last 2 years	103-24
Percent of home ownership	63-70%
Average monthly rental:	House \$375 Apt. \$300
Average cost of houses: (3 bedroom)	\$50,000

## HEALTH FACILITIES

Number of hospitals in community	1	No. beds	267
If no hospital, distance to nearest facility			—
Clinic in community			Yes
Medical Personnel:	MD(s) 62	Dentist(s)	19
	DO(s) 4	DC(s)	5
		DVM(s)	8
Nurses:	(Registered) 228	(Practical)	112
	OD(s) 10	PT(s)	4

## CLIMATE

Average Daily Temperature	Min.	Mean	Max.
January	11.2	24.2	37.2
April	32.5	46.4	60.3
July	59.2	74.2	89.2
October	34.3	50.2	66.0
Average annual precipitation		14.59 inches	
Average length of growing season		139 days	

## COMMERCIAL SERVICES

Machine shops in city	Yes (10)
Tool and die service in city	Yes (1)
Electric motor repair service in city	Yes (2)
Type of newspaper in city	Scottsbluff-Daily (except Monday) Gering-Weekly
Radio Stations	7
Number of TV channels received without cable	3
Cable antenna television serves city	Yes
Maximum number of cable channels received	36
	(5 pay channels; 25 basic; expanded 6)
Number of churches	56 Protestant 53 Catholic 3
Synagogue in city	No
Number of motels and hotels available	13
Total number of rooms available	575
Number of banks in city	4 Approx Assets \$641,000,000
Number of savings & loan firms	1 Assets \$1,926,682,474
	(includes all branches in state)
Chamber of Commerce	Yes
Manager is full-time	Yes

## LOCAL MANUFACTURING CHARACTERISTICS

Number of manufacturing plants in community 62  
 Number of manufacturing plants with unions 2  
 Number of manufacturing employees employed in community in 1992 1,800

Major manufacturers or other large employers in community:

#1 - Name of firm Lockwood Corporation  
 Employment: Male 312 Female 66 Total 378  
 Year established 1951  
 Unions Teamsters  
 Products manufactured Specialized farm equipment, center pivot irrigation systems, truck bodies & hoists

#2 - Name of firm Western Sugar Co. (Scottsbluff)  
 Employment: Male 137 Female 35 Total 172\*  
 Year established 1912  
 Unions Teamsters - Sugar Workers  
 Products manufactured Refined beet sugar, sugar beet by-products

#3 - Name of firm Industrial/Midwec  
 Employment: Male 23 Female 76 Total 99  
 Year established 1967  
 Unions None  
 Products manufactured Industrial capacitors, secondary watt hour meters

#4 - Name of firm Regional West Medical Center  
 Employment: Male 124 Female 654 Total 877  
 Year established 1924  
 Unions None  
 Product(s) manufactured Health services

#5 - Name of firm Packerland Packing Co.  
 Employment: Male 132 Female 18 Total 150  
 Year established 1984  
 Unions None  
 Product(s) manufactured Beef processing, beef by-products

#6 - Name of firm Western Valley Processing Co.  
 Employment: Male 155 Female 21 Total 176  
 Year established 1984  
 Unions None  
 Product(s) manufactured Beef processing, beef by-products

#7 - Name of firm Kurt Manufacturing  
 Employment: Male 74 Female 20 Total 94  
 Year established 1984  
 Unions None  
 Product(s) manufactured Machined components

#8 - Name of firm Guerdon Industries  
 Employment: Male 88 Female 2 Total 90  
 Year established 1958  
 Unions None  
 Product(s) manufactured Modular, mobile homes and all types commercial buildings

\*Year-round figures (during beet campaign figures average 500-600)

## INDUSTRIAL BUILDINGS

Building available for industrial prospect Yes

#1-Size	63,000 sq. ft.	1 floor
#2-Size	24,000 sq. ft.	1 floor
#3-Size	22,230 sq. ft.	1 floor

Details on these buildings are on file with the Department of Economic Development Yes

## INDUSTRIAL SITES

Controlled sites are available for industrial prospect Yes

#1-Size	Gering Industrial Site — 95 acres
#2-Size	Immigrant Trails Ind. Park — 49 acres
#3-Size	Skyport Industrial Park — 17 acres

Details on these sites are on file with the Department of Economic Development Yes

## LOCAL INDUSTRIAL DEVELOPMENT ORGANIZATION

Name of group	Twin Cities Development Assoc, Inc.
Person to contact	Bob Duckworth Executive Director
Address	1517 Broadway Scottsbluff, Nebraska 69361
Phone Number	(308) 632-2833
Fax Number	(308) 632-3399

The above information was prepared with the assistance of local community representatives. For further data contact the local contact above or the Nebraska Department of Economic Development, P.O. Box 94666, 301 Centennial Mall South, Lincoln, Nebraska 68509, (402) 471-3111 or (800) 426-6505; FAX (402) 471-3778; TDD (402) 471-3441

# Appendix J.

## Site Worksheet: Considerations

---

### Cost of Development

Yes/No/Other

Is tract available (30-40 acres); 100+ acres if a company is already committed to a large tract of land?

\_\_\_\_\_

Current zoning ? \_\_\_\_\_; will there be problems obtaining zoning changes?

\_\_\_\_\_

Can site be purchased easily?

\_\_\_\_\_

Priced reasonable compared to similar properties?

\_\_\_\_\_

Projected cost to city/county to provide access roads and other support preparations.

\_\_\_\_\_

Are related costs expected to be reasonable? (Insurance, utilities, taxes)

\_\_\_\_\_

### Acceptability

Are adjacent properties compatible with intended use?

\_\_\_\_\_

Site generally acceptable to the community for industrial use?

\_\_\_\_\_

Is this the best site for the types of industries the community wants to attract?

\_\_\_\_\_

Good visibility for clients/customers?

\_\_\_\_\_

### Transportation

Access to major transportation routes nearby?

\_\_\_\_\_

Centrally located to serve several neighboring communities?

\_\_\_\_\_

Will truck traffic bypass residential areas?

\_\_\_\_\_

### Environment Factors

Are there natural conditions that will increase cost of site preparation?

\_\_\_\_\_

Are there environmental factors making the site unacceptable?

\_\_\_\_\_

Are there mineral rights issues?

\_\_\_\_\_

Possibility of flooding?

\_\_\_\_\_

Are there underground conditions that may affect development?

\_\_\_\_\_

Do soil conditions increase development expense?

\_\_\_\_\_

Access to and capabilities of sewage disposal plant?

\_\_\_\_\_

Access to sufficient water for industrial use?

\_\_\_\_\_

**Future Development**

Is there adjacent land for expansion?

---

Are there projected highway improvements that might cause a change of routes in the future?

---

Plans by other agencies that could affect site. (State, Local; School Districts, etc.)

---

Plans for commercial or residential development that would object to the site?

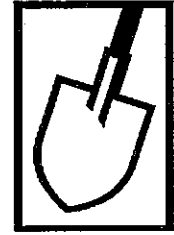
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**Appendix K.  
Industrial Site Data**



# INDUSTRIAL SITE DATA



In our continuing effort to expand and update the available industrial site information within Nebraska, we have developed this sheet to help you collect data for presentation, including detailed information we need about industrial sites. Information from this collection sheet will also be made available to other economic development agencies in the area.

Please answer the following questions as completely as possible. Not every question is pertinent to every site, but each is a question that is likely to concern a potential prospect. The Nebraska Department of Economic Development may assist you by suggesting sources of information. If any questions arise, please do not hesitate to contact this office. Nebraska Department of Economic Development, P. O. Box 94666, 301 Centennial Mall South, Lincoln, Nebraska 68509, phone: (402) 471-3111.

Please sketch site and surrounding area including:

- Dimensions,
- Utility Lines,
- Railroads,
- Access Roads,
- City Limits
- Buildings on site

A large rectangular grid with rounded corners, consisting of 20 columns and 20 rows of small squares, intended for sketching the site and surrounding area.

If available, attach city map showing location of site and aerial photograph of site.



## LOCATION/DESCRIPTION

Community: \_\_\_\_\_, Nebraska

Site Name: \_\_\_\_\_

Total number of acres in site or park: \_\_\_\_\_ acres

Number of acres available: \_\_\_\_\_ acres

Largest parcel available: \_\_\_\_\_ acres

Adjacent contiguous land available: \_\_\_\_\_ acres

Please describe location of site using town center, city limits, highways, etc.:

\_\_\_\_\_

\_\_\_\_\_

Legal description: \_\_\_\_\_

\_\_\_\_\_

Present use of site: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## LEGAL CHARACTERISTICS

Inside city limits:  yes  no

Zoning (explain if necessary): \_\_\_\_\_

\_\_\_\_\_

Has a comprehensive plan been completed for the area where this site is located:  yes  no

If so, what area (city, county, other): \_\_\_\_\_

\_\_\_\_\_

Does this site conform to the land use portion of the above comprehensive plan?  yes  no

Has this site been designated a county industrial area under Nebraska Statute 13-1111 thru 1121?

yes  no

Fire protection available:  yes  no

Supplied by: \_\_\_\_\_

Fire insurance town classification:

3 4 5 6 7 8 9 10

## PHYSICAL CHARACTERISTICS

Site Topography: \_\_\_\_\_

\_\_\_\_\_

Is site subject to flooding:

Source: \_\_\_\_\_

If site has been flooded, give elevation of

\_\_\_\_\_ water \_\_\_\_\_ acres \_\_\_\_\_ date

Subsoil composition: \_\_\_\_\_

\_\_\_\_\_

Soil bearing capacity: \_\_\_\_\_ lbs./sq. ft.

Comments: \_\_\_\_\_

\_\_\_\_\_

Surface drainage: \_\_\_\_\_

Include copy of soil map if available.

## UTILITIES

### Electricity

Supplier: \_\_\_\_\_

Voltage: \_\_\_\_\_ KV

Looped:  yes  no

3 phase:  yes  no

Interconnection with: \_\_\_\_\_

\_\_\_\_\_

Location (at site or distance and direction): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Natural Gas

Supplier: \_\_\_\_\_

Location (at site or distance and direction): \_\_\_\_\_

\_\_\_\_\_

Size of main: \_\_\_\_\_ inches

Pressure: \_\_\_\_\_ p.s.i.

If no gas at site, indicate plans and/or terms for extension: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Water

Supplier: \_\_\_\_\_

Location (at site or distance and direction): \_\_\_\_\_

\_\_\_\_\_

Size of main: \_\_\_\_\_ inches

Looped:  yes  no

Pressure: \_\_\_\_\_ p.s.i.

Capacity: \_\_\_\_\_ g.p.m.

Depth to groundwater: \_\_\_\_\_ feet

Is well available:  yes  no

Capacity of wells in area: \_\_\_\_\_ g.p.m.

If no water site, describe plans and/or terms for extension: \_\_\_\_\_  
\_\_\_\_\_

**Sanitary Sewer**

Supplier: \_\_\_\_\_

Size of main: \_\_\_\_\_ inches

Capacity: \_\_\_\_\_ g.p.m.

If no sewer to site, can sewer be extended:  yes  no

Describe plans and/or terms for extension: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**TELECOMMUNICATIONS**

Telephone Supplier: \_\_\_\_\_

Features Available: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**TRANSPORTATION**

**Rail**

Name of railroad serving site: \_\_\_\_\_

Mainline  Branch line

Location (at site or distance and direction) \_\_\_\_\_  
\_\_\_\_\_

Can spur be extended into site:  yes  no

Please explain problems which may be incurred in building spur (right-of-way, grading, creeks, or other obstructions):  
\_\_\_\_\_  
\_\_\_\_\_

Site within reciprocal switching district:  yes  no

**Highways and Streets Serving Site**

Name of Street/Highway	Distance/Direction	Surfacing
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____

If site not served by paved road, describe plans for hard-surfacing: \_\_\_\_\_  
\_\_\_\_\_

**Water Transportation**

Water Transportation Available:  yes  no

Missouri River channel depth: \_\_\_\_\_ feet

width: \_\_\_\_\_ feet

Site frontage on water: \_\_\_\_\_ feet

Length of season: \_\_\_\_\_ to \_\_\_\_\_

**Air Service**

Name of nearest airport: \_\_\_\_\_

Distance from site: \_\_\_\_\_ mile(s)

Length of runway: \_\_\_\_\_ feet

Runway surfacing: \_\_\_\_\_

Lighted:  yes  no

Nearest commercial airline service: \_\_\_\_\_

\_\_\_\_\_, Nebraska

Distance from site: \_\_\_\_\_ mile(s)

Airlines: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**OWNERSHIP AND TERMS**

Owner: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone: (\_\_\_\_\_) \_\_\_\_\_

Site Optioned:  yes  no

By whom: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone: (\_\_\_\_) \_\_\_\_\_

Expiration date of option: \_\_\_\_\_, 19\_\_\_\_

Exclusive Agent:  yes  no

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone: (\_\_\_\_) \_\_\_\_\_

**Terms of Sale:**

May site be divided:  yes  no

Explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Easements on available acres (electricity transmission lines, pipelines, etc.): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Protective covenants (building setback or placement, landscaping, off-street parking requirements): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Lease price:** firm price, price range, or maximum price (circle one).

\$ \_\_\_\_\_ per acre/year

Developed or undeveloped (please explain): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Sale price:** firm price, price range, or maximum price (circle one).

\$ \_\_\_\_\_ per acre

Developed or undeveloped (please explain): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Contact: \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone: (\_\_\_\_) \_\_\_\_\_

Date: \_\_\_\_\_

Data Submitted by: \_\_\_\_\_  
\_\_\_\_\_

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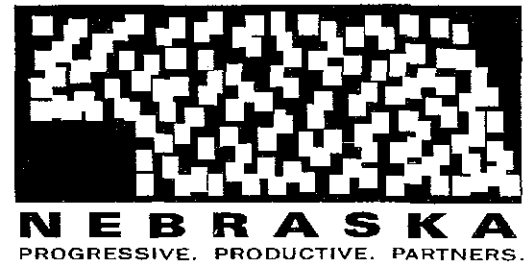
**Appendix L.  
Available Industrial Site**



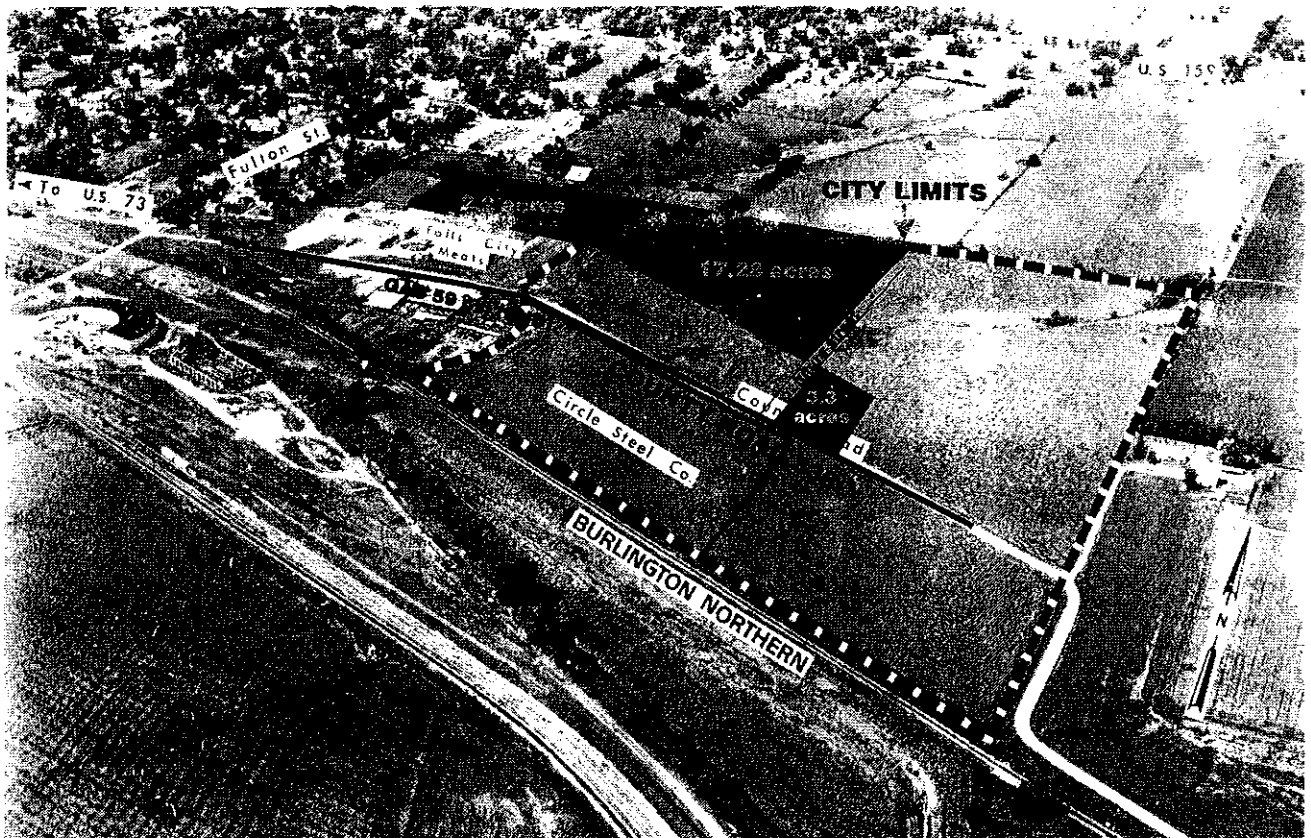
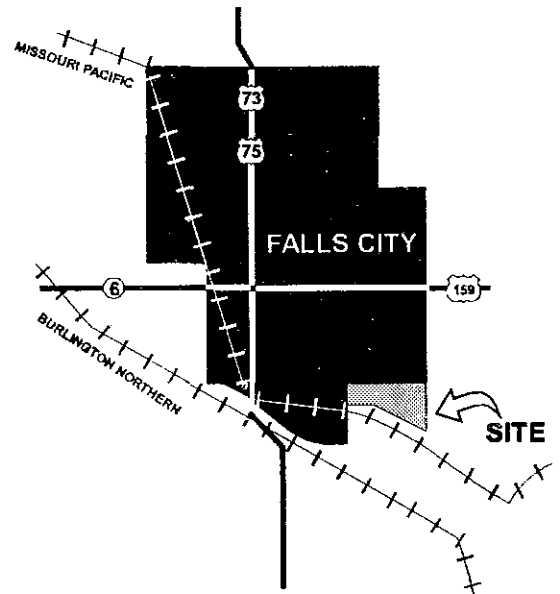
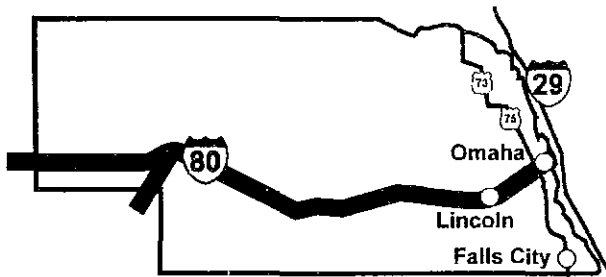
# AVAILABLE INDUSTRIAL SITE

## FALLS CITY, NEBRASKA

1990 Population: Falls City 4,769; Richardson County 9,937



### 23 ACRES



## **SITE DESCRIPTION**

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### **Location:**

Located south of city limits on the southeast corner of Falls City

### **Size:**

24 acres available

### **Characteristics:**

Topography gently rolling

### **Legal Restrictions:**

Zoned industrial, conforms to comprehensive plan

### **Present Use:**

Agriculture/manufacturing

## **UTILITY SERVICES**

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### **Electricity:**

Falls City Utility Department, 13.8KW volt line, looped, 3 phase at site; interconnects with Omaha Public Power District

### **Natural Gas:**

Falls City Utility Department, 2" main, 59 p.s.i. at site

### **Water:**

Falls City Utility Department, 8" main, looped, 78 p.s.i., 2,500 g.p.m. at site

### **Sanitary Sewer:**

Falls City Utility Department, 12" main

## **TELECOMMUNICATIONS**

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Southeast Nebraska Telephone Company, R-1 fiber optic system

## **TRANSPORTATION**

---

### **Railroads:**

Burlington Northern mainline one-half mile to the south; spur can be extended to site

### **Highways:**

East 5th Street, south one-half mile, paved; US #73, west 2 miles, paved; I-29, east 20 miles, interstate

### **Air Service:**

Brenner Field is 4 miles from site, 4,000' hard surfaced, lighted runway

Commercial airline service - 75 miles to Kansas City International; 98 miles to Omaha, Lincoln; served by all major carriers

## **ADDITIONAL INFORMATION**

---

### **Owner:**

City of Falls City  
1820 Towle Street  
Falls City, Nebraska 68355  
(402) 245-2851

### **Terms of Sale:**

Site may be divided by means of replating the site

### **Sale Price:**

\$1,820 per acre

### **Contacts:**

Martin R. Gist  
City Administrator  
1820 Towle Street  
Falls City, Nebraska 68355  
(402) 245-2707

Nebraska Department of Economic Development  
301 Centennial Mall South, P. O. Box 94666  
Lincoln, Nebraska 68509  
(402) 471-3111  
(800) 426-6505  
TDD (402) 471-3441

*The information contained herein has either been given to us by the owner or sources we deem reliable, but we do not guarantee the accuracy. The prospective buyer should carefully verify all information.*

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**Appendix M.  
Industrial Building Data**







## LOCATION/DESCRIPTION

Community: \_\_\_\_\_, Nebraska

Building Name: \_\_\_\_\_

Building Address: \_\_\_\_\_

Please describe location of building using town center, city limits, highways, etc.:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Building located in industrial park:  yes  no

Year built: 19\_\_\_\_\_

Former use of building: \_\_\_\_\_

Present use of building: \_\_\_\_\_

Total square footage: \_\_\_\_\_ sq. ft.

Overall length: \_\_\_\_\_ ft.

Overall width: \_\_\_\_\_ ft.

Floor to ceiling height (clear height): \_\_\_\_\_ ft.

Floor to roof peak: \_\_\_\_\_ ft.

Is building clear span?  yes  no

Office square footage: \_\_\_\_\_ sq. ft.

If multi-tenant building:

Total space available: \_\_\_\_\_ sq. ft.

Largest space available: \_\_\_\_\_ sq. ft.

If multistory, indicate square footage per floor:

Bsm't 1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_

Size of site on which located: \_\_\_\_\_ acres

Adjacent contiguous land available: \_\_\_\_\_ acres

Parking area square footage: \_\_\_\_\_ sq. ft.

Paved:  yes  no

Number of cars: \_\_\_\_\_ (average 300 sq. ft. per space)

Freight door(s):

Truck: Number \_\_\_\_\_

Sizes: (1) \_\_\_\_\_' X \_\_\_\_\_' (2) \_\_\_\_\_' X \_\_\_\_\_'

(3) \_\_\_\_\_' X \_\_\_\_\_' (4) \_\_\_\_\_' X \_\_\_\_\_'

Rail: Number \_\_\_\_\_

Sizes: (1) \_\_\_\_\_' X \_\_\_\_\_' (2) \_\_\_\_\_' X \_\_\_\_\_'

(3) \_\_\_\_\_' X \_\_\_\_\_' (4) \_\_\_\_\_' X \_\_\_\_\_'

Elevator:  yes  no Capacity \_\_\_\_\_

Overhead crane(s):  yes  no

Number \_\_\_\_\_ Capacities: (1) \_\_\_\_\_ lbs.  
(2) \_\_\_\_\_ lbs. (3) \_\_\_\_\_ lbs.

Other equipment included in building. Describe:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## LEGAL CHARACTERISTICS AND GOVERNMENT

Inside city limits:  yes  no

Zoning (explain if necessary): \_\_\_\_\_

Does building have police protection?

yes  no By whom: \_\_\_\_\_

Does the building have fire protection?

yes  no By whom: \_\_\_\_\_

Fire insurance town classification:

3 4 5 6 7 8 9 10

## CONSTRUCTION

Floor:  wood  concrete  other \_\_\_\_\_

floor level:  ground level  dock height

Roof:  shingle  metal  built-up

other \_\_\_\_\_

pitched  flat

Walls:  concrete block  metal  brick

tile  wood  poured tilt-up

other

Dock(s): Number \_\_\_\_\_

Height: (1) \_\_\_\_\_' X \_\_\_\_\_' (2) \_\_\_\_\_' X \_\_\_\_\_'

(3) \_\_\_\_\_' X \_\_\_\_\_' (4) \_\_\_\_\_' X \_\_\_\_\_'

Docks covered:  yes  no

Building Heated:  yes  no

Type: \_\_\_\_\_

Building air conditioned:  yes  no  
 Type: \_\_\_\_\_  
 Office air conditioned:  yes  no  
 Sprinkler system:  yes  no  
 Type:  wet  dry

**UTILITIES**

**Electricity**

Supplier: \_\_\_\_\_  
 Voltage: \_\_\_\_\_ KV  
 Looped:  yes  no  
 3 Phase  yes  no  
 Interconnection with: \_\_\_\_\_

**Natural Gas**

Supplier: \_\_\_\_\_  
 Size of Main: \_\_\_\_\_ inches  
 Pressure at building: \_\_\_\_\_ p.s.i.  
 Maximum firm gas contracted for building:  
 \_\_\_\_\_ MCF/hr  
 If no gas at building, can it be extended?  
 yes  no Explain: \_\_\_\_\_

**Water**

Supplier: \_\_\_\_\_  
 Size of Main: \_\_\_\_\_ inches  
 Looped:  yes  no  
 Pressure: \_\_\_\_\_ p.s.i.  
 Capacity: \_\_\_\_\_ g.p.m.  
 Depth to groundwater: \_\_\_\_\_ feet  
 Capacity of wells in area: \_\_\_\_\_ g.p.m. (est.)  
 Private system:  yes  no Explain: \_\_\_\_\_  
 If no water at building, can it be extended?  
 yes  no Explain: \_\_\_\_\_

**Sanitary Sewer**

Supplier: \_\_\_\_\_  
 Size of Main: \_\_\_\_\_ inches  
 Capacity: \_\_\_\_\_ g.p.m.  
 If no sewer at building can it be extended?  
 yes  no Explain: \_\_\_\_\_

Private system:  yes  no Explain: \_\_\_\_\_

**TELECOMMUNICATIONS**

Telephone Company: \_\_\_\_\_  
 Special Features: \_\_\_\_\_

**TRANSPORTATION**

**Rail**

Railroads (serving community)

Name	Spur	Team Track
_____	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no
_____	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no

Name of railroad serving building: \_\_\_\_\_

If presently not served by spur, can spur track be brought in?  yes  no

Please explain problems which may be incurred in building spur, right-of-way, grading, creeks, or other obstructions.

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Within reciprocal switching district:  
 yes  no

If so, which railroads: \_\_\_\_\_

Piggyback ramp available:  yes  no

**Highways and Streets Serving Building**

Name of Street/Highway	Distance/ Direction	Surfacing
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____

If building not served by paved road, describe plans for hard-surfacing: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Air Service**

Name nearest airport: \_\_\_\_\_  
 Distance from building: \_\_\_\_\_ mile(s)  
 Length of runway: \_\_\_\_\_ feet  
 Runway surfacing: \_\_\_\_\_  
 Lighted:  yes  no

Nearest commercial airline service: \_\_\_\_\_  
 \_\_\_\_\_, Nebraska  
 Distance from building: \_\_\_\_\_ mile(s)  
 Airlines: \_\_\_\_\_  
 \_\_\_\_\_

**OWNERSHIP AND TERMS**

Owner: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Telephone: (\_\_\_\_) \_\_\_\_\_  
 Building optioned:  yes  no  
 By whom: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 Telephone: (\_\_\_\_) \_\_\_\_\_  
 Expiration date of option: 19\_\_\_\_

Exclusive agent:  yes  no  
 Name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 Telephone: (\_\_\_\_) \_\_\_\_\_  
 Lease price: \$ \_\_\_\_\_/sq. ft. per mo.  
 Total sale price: \$ \_\_\_\_\_  
**Terms of sale or lease:**  
 May building be divided for lease:  yes  no  
 Explain: \_\_\_\_\_  
 \_\_\_\_\_

Easements on available acres (electricity transmission lines, pipelines, etc.):  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Protective covenants (building setback or placement, landscaping, off-street parking requirements, etc.):  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Contact for more information:  
 Name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 Telephone: (\_\_\_\_) \_\_\_\_\_

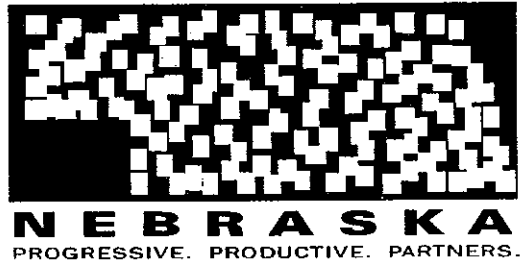
Please attach black and white glossy photo of Industrial Building. Sketch floor plan and building location on site. Show weight supporting walls, columns, doors, etc.  
 Date: \_\_\_\_\_  
 Data submitted by: \_\_\_\_\_  
 \_\_\_\_\_

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**Appendix N.  
Industrial Building Profile**

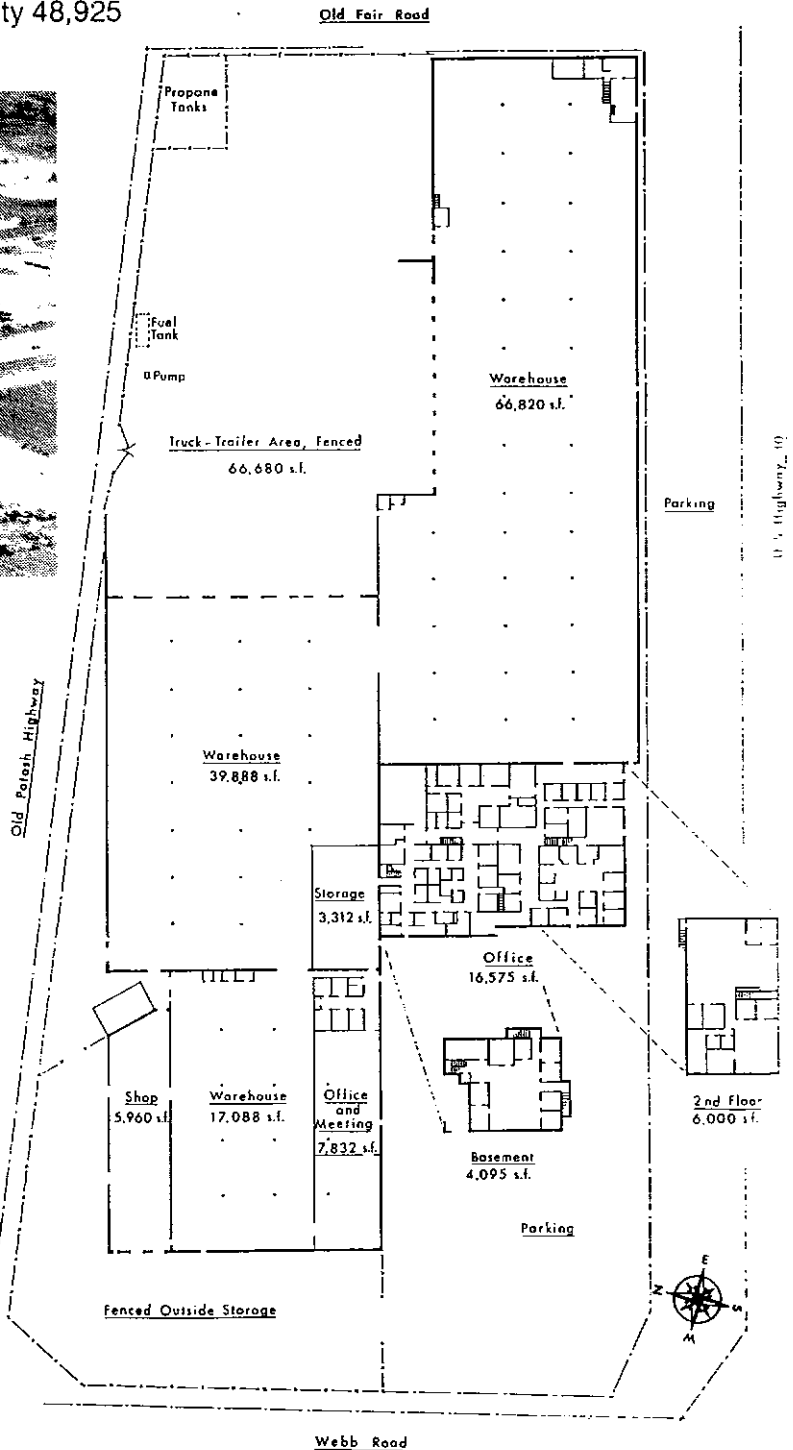
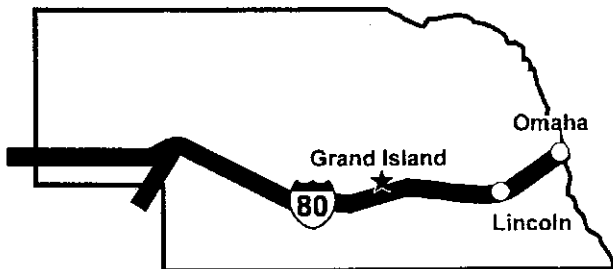
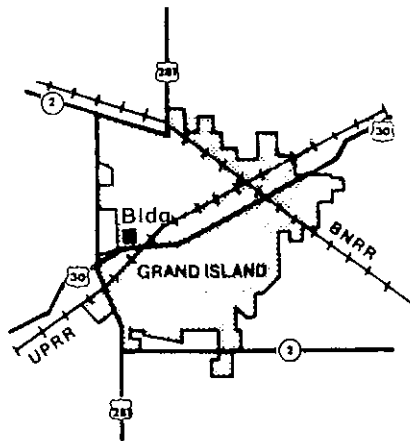
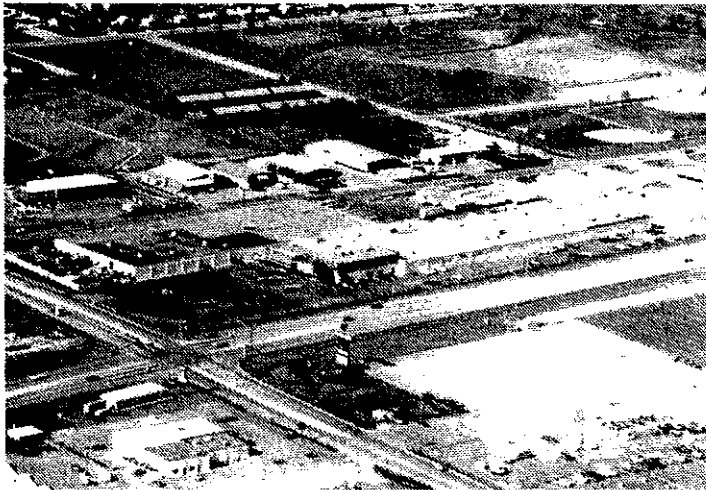


# INDUSTRIAL BUILDING PROFILE



**GRAND ISLAND, NEBRASKA 167,570 SQ. FT.**

1990 Population: Grand Island 39,386; Hall County 48,925





## **BUILDING SPECIFICATIONS**

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### **Location:**

123 South Webb Road  
Grand Island, Nebraska

### **Size:**

167,570 square feet; 762'x350';  
14' floor-to-ceiling height; 16'  
floor-to-roof peak; clear span

### **Former use:**

Retail/office/warehouse

### **Land:**

Situated on 8 acres; 105,335 square foot  
paved parking area; within city limits;  
police and fire protection by City of  
Grand Island

### **Features:**

21 truck doors (8'x8'; 12'x13'; 12'x14');  
19 docks

### **Construction:**

Concrete floor; built-up flat roof; concrete  
block walls; building heated with gas space  
heaters and roof units; roof top and central  
air conditioning; office air conditioned;  
sprinkler system

## **UTILITIES**

---

### **Electricity:**

Grand Island Utilities; 208 KV; 3-phase

### **Natural Gas:**

Northwest Public Service; 2" main; 30 p.s.i.;  
4" main with 60 lb. p.s.i. available at site;  
propane back up on site

### **Water:**

Grand Island Utilities; 10" main; 75-80 p.s.i.

### **Sanitary Sewer:**

Grand Island Utilities; 6" main

### **Telecommunications:**

U S West  
A T & T Communications

## **TRANSPORTATION**

---

### **Highways/Streets:**

U.S. Highway 30, east-west, concrete;  
Webb Road, north-south, concrete;  
Old Potash Road, east-west, concrete;  
Old Fair Road, north-south, concrete

### **Air Service:**

Central Nebraska Regional Airport, Grand  
Island; 5 miles from building; 7,000'  
lighted runway

## **OTHER INFORMATION**

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### **Terms:**

Sale or lease; building can be divided

### **Owner:**

Country General  
(A Unit of ConAgra, Inc.)  
123 South Webb Road  
Grand Island, Nebraska 68802

### **Contacts:**

Greg Ward  
123 South Webb Road  
Grand Island, Nebraska 68802  
(308) 389-2500

Andy Baird  
Grand Island Industrial Foundation  
309 West 2nd, P. O. Box 1486  
Grand Island, Nebraska 68802  
(308) 382-9210  
(800) 658-4283

Nebraska Department of Economic Development  
301 Centennial Mall South, P. O. Box 94666  
Lincoln, Nebraska 68509  
(402) 471-3111  
(800) 426-6505

*The information contained herein has either been given to us by the  
owner or sources we deem reliable, but we do not guarantee the  
accuracy. The prospective buyer should carefully verify all  
information.*

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# Appendix O.

## Speculative Buildings Checklist

---

- Size; usually not over 30,000 square feet for communities under 10,000 in population. Construct shell in a rectangular shape; four walls and a roof; with no interior improvements.
- Placement on fully developed lot (run all utilities to the building), preferably in an industrial park.
- Site large enough to allow for expansion; approximately three to four times the amount of land needed for the building itself; allowing room for parking and loading.
- Accessible by rail if possible.
- Use of building material that allows for easy expansion such as concrete block or pre-engineered steel.
- Ceiling height: Eaves from 22 feet to 23 feet 11 inches. Ceiling from 26 feet, but not more than 32 feet.
- Smaller buildings should have no interior columns.
- Flooring is optional; if installed it should be four or five inches of reinforced concrete. Flooring can be partially installed and then finished when a tenant is located.
- Insulation, lighting, ventilation, and doors should be in place. If the shell does not have a floor, install an appropriate vapor barrier if moisture damage could be a problem in your area.
- Minimum heating.
- Rough grading of site.
- Landscaping and mowing on a regular basis.



# Appendix P.

## Nebraska Targeting Model Results, April 1992

Rank <sup>†</sup>	SIC	Name	Employment Growth 1982-87	US Employment 1987	US Establishments 1987	US Hourly Wage 1987	Average Wage to NE Wage	Ratio NE Value Added to Region Average	Fuel Expenditures Per US Establishment	Nebraska Output Multiplier
1	3714*	Motor vehicle parts and accessories	19	19	17	18	12	7	14	6
2	2013*	Sausages and other prepared meats	15	13	13	6	7	19	11	19
3	3069	Fabricated rubber products, n.e.c.	19	9	12	5	16	16	12	10
4	2834*	Pharmaceutical preparations	13	16	9	16	5	19	15	13
5	2015*	Poultry slaughtering and processing	18	17	7	0	14	4	16	19
6	3728	Aircraft parts and equipment, n.e.c.	19	18	12	17	0	17	11	10
7	3694	Engine electrical equipment	18	10	7	15	19	6	8	12
8	2721*	Periodicals	16	15	18	13	9	14	0	13
9	2711	Newspapers	18	19	19	14	3	13	1	10
10	3585	Refrigeration and heating equipment	15	16	11	14	9	10	13	7
11	2752*	Commercial printing, lithographic	19	19	19	10	9	13	1	3
12	2431	Millwork	18	14	16	7	1	18	4	12
13	2836*	Biological products, except diagnostic	13	18	3	6	5	19	10	13
14	2099	Food preparations, n.e.c.	8	17	14	4	4	18	10	16
15	2869	Industrial organic chemicals, n.e.c.	2	16	9	19	2	15	19	17
16	3273	Ready-mixed concrete	16	14	19	12	4	5	9	11
17	2096	Potato chips and similar snacks	8	17	5	9	8	10	15	16
18	3471	Plating and polishing	14	11	17	3	11	9	8	11
19	2047*	Dog and cat food	4	15	2	16	14	7	16	16
20	2439	Structural wood members, n.e.c.	15	5	11	2	17	13	3	11
21	2899	Chemical preparations, n.e.c.	7	6	13	14	2	15	13	17
22	2051	Bread, cake, and related products	3	18	16	10	5	12	12	14
23	3444*	Sheet metal work	17	15	19	8	12	2	3	5
24	3312	Blast furnaces and steel mills	0	18	4	19	18	0	19	13
25	3052	Rubber and plastics hose and belting	7	4	2	11	16	16	15	9

<sup>†</sup>The overall industry ranking was determined by a composite of the 8 weighted criteria rankings.

\*Industry on current list of targeted industries.

n.e.c. = not elsewhere classified.

Rank <sup>†</sup>	SIC	Name	Employment Growth 1982-87	US Employment 1987	US Establishments 1987	US Hourly Wage 1987	Average Average Wage to NE Wage	Ratio NE Value Added to Region Average	Fuel Expenditures Per US Establishment	Nebraska Output Multiplier
26	2841	Soap and other detergents	5	5	10	18	3	18	14	14
27	3321	Gray and ductile iron foundries	2	14	10	16	18	0	17	11
28	3999	Manufacturing industries, n.e.c.	12	11	18	1	12	11	0	12
29	2434	Wood kitchen cabinets	17	10	17	2	1	18	0	9
30	2022	Cheese, natural and processed	11	6	9	9	4	5	15	18
31	2048*	Prepared feeds, n.e.c.	4	15	15	4	13	2	10	18
32	2879	Agricultural chemicals, n.e.c.	8	2	3	17	2	15	17	15
33	2026	Fluid milk	3	12	11	12	5	8	14	18
34	3499	Fabricated metal products, n.e.c.	13	12	18	6	11	9	3	5
35	3483	Ammunition, except for small arms, n.e.c.	17	7	0	11	11	9	16	0
36	2098	Macaroni and spaghetti	8	17	3	7	8	10	9	14
37	3993	Signs and advertising specialties	16	10	18	5	6	11	2	6
38	2043	Cereal breakfast foods	9	2	0	19	14	7	18	8
39	2512	Upholstered household furniture	15	13	13	1	16	4	3	6
40	2741	Miscellaneous publishing	17	11	16	4	9	14	0	1
41	2541	Wood partitions and fixtures	14	7	15	8	16	4	2	8
42	2075	Soybean oil mills	7	0	0	13	6	11	18	19
43	2077	Animal and marine fats and oils	8	1	4	6	6	11	17	18
44	2011*	Meat packing plants	1	16	13	4	8	5	13	19
45	3272	Concrete products, n.e.c.	16	11	17	5	4	7	6	6
46	3251	Brick and structural clay tile	11	3	3	3	3	12	17	15
47	2041*	Flour and other grain mill products	7	1	5	15	14	7	11	15
48	2873	Nitrogenous fertilizers	5	0	1	16	2	15	19	16
50	3339	Primary nonferrous metals, n.e.c.	6	1	1	17	18	0	18	13
49	2063	Beet sugar	6	0	0	12	6	11	19	17
51	2542	Partitions and fixtures, except wood	12	6	8	5	16	4	10	7
52	3531	Construction machinery	0	13	12	18	7	16	12	4
53	3451	Screw machine products	9	8	14	7	8	19	1	5
54	3949	Sporting and athletic goods, n.e.c.	12	9	15	1	5	12	4	9
55	3241	Cement, hydraulic	4	3	2	18	3	12	18	14
56	3442	Metal doors, sash, and trim	13	12	14	3	15	3	5	2
57	3448	Prefabricated metal buildings	11	5	7	7	12	16	4	3
58	2761*	Manifold business forms	11	8	10	13	9	14	4	0
59	3621	Motors and generators	3	12	6	10	19	6	11	4
60	3357	Nonferrous wire drawing and insulating	6	10	7	11	18	0	14	3

<sup>†</sup>The overall industry ranking was determined by a composite of the 8 weighted criteria rankings.

\*Industry on current list of targeted industries.

n.e.c. = not elsewhere classified.

Rank <sup>†</sup>	SIC	Name	Employment Growth 1982-87	US Employment 1987	US Establishments 1987	US Hourly Wage 1987	Average Average Wage to NE Wage	Ratio NE Value Added to Region Average	Fuel Expenditures Per US Establishment	Nebraska Output Multiplier
61	3713	Truck and bus bodies	14	6	9	10	0	17	7	1
62	3644	Noncurrent-carrying wiring devices	5	3	2	15	19	6	12	6
63	3423*	Hand and edge tools, n.e.c.	10	7	10	8	11	9	8	2
64	3411	Metal cans	3	6	5	19	11	9	16	3
65	3449	Miscellaneous metal work	10	4	8	9	15	3	7	8
66	3676	Electronic resistors	6	2	1	1	19	6	5	17
67	3443	Fabricated plate work (boiler shops)	0	12	15	13	15	3	9	5
68	3523	Farm machinery and equipment	0	9	14	14	17	1	8	8
69	3492	Fluid power valves and hose fittings	1	19	6	13	11	9	6	4
70	2086	Bottled and canned soft drinks	2	14	13	12	1	2	13	12
71	2392	Housefurnishings, n.e.c.	10	8	11	0	13	1	5	9
72	3715	Truck trailers	14	5	4	8	0	17	7	1
73	3495	Wire springs	10	3	6	6	11	9	7	4
74	2329	Men's and boys' clothing, n.e.c.	13	8	8	0	13	1	2	7
75	3799	Transportation equipment, n.e.c.	12	1	8	2	0	17	2	10
76	2875	Fertilizers, mixing only	6	0	6	2	2	15	6	16
77	3441	Fabricated structural metal	1	13	16	9	15	3	5	2
78	3592	Carburetors, pistons, rings, and valves	3	4	1	17	17	5	13	0
79	3567	Industrial furnaces and ovens	9	3	5	11	7	13	6	0
80	3568	Power transmission equipment, n.e.c.	4	4	4	15	7	13	9	1
81	2451	Mobile homes	5	7	6	3	16	2	6	2
82	2337	Women's, misses', and juniors' suits and coats	1	9	12	0	13	1	1	7

<sup>†</sup>The overall industry ranking was determined by a composite of the 8 weighted criteria rankings.

\*Industry on current list of targeted industries.

n.e.c. = not elsewhere classified.

118 **Nebraska Targeting Model Results, April 1992 (Incomplete Data)**

Rank	SIC	Name	Employment Growth 1982-87	US Employment 1987	US Establishments 1987	US Hourly Wage 1987	Average Wage to NE	Ratio NE Value Added to Region Average	Fuel Expenditures Per US Establishment	Nebraska Output Multiplier
1	3653	Corrugated and solid paper boxes	18	18	15	12	9	10	17	2
2	2037	Frozen fruits and vegetables	16	16	4	0	9	10	19	17
3	2657	Folding paperboard boxes	17	19	11	13	9	10	15	2
4	3841*	Surgical and medical instruments	19	17	14	5	9	10	6	6
5	2677	Envelopes	17	15	6	8	9	10	12	8
6	2297	Nonwoven fabrics	15	13	0	11	9	10	18	8
7	3661*	Telephone and telegraph apparatus	9	6	8	18	17	4	11	14
8	3663*	Radio and television communications equipment	9	6	12	15	17	4	8	15
9	2038	Frozen specialties, n.e.c.	9	6	5	2	2	16	17	18
10	3679*	Electronic components, n.e.c.	9	6	17	6	17	4	4	16
11	3086	Plastics foam products	9	6	13	3	0	18	16	11
12	3111	Leather tanning and finishing	2	14	6	4	9	10	15	19
13	3695	Magnetic and optical recording media	9	6	3	11	17	4	13	13
14	3089*	Plastics products, n.e.c.	9	6	17	2	1	19	10	11
15	3826	Analytical instruments	9	6	11	15	9	10	4	13
16	3561	Pumps and pumping equipment	9	6	8	17	2	17	13	5
18	3823*	Process control instruments	1	17	13	14	9	10	6	10
17	3669*	Communications equipment, n.e.c.	9	6	7	8	17	4	3	15
19	3613	Switchgear and switchboard apparatus	9	6	9	13	17	4	9	4
20	2796	Platemaking services	9	6	15	19	3	17	2	3
21	3675	Electronic capacitors	0	15	1	1	9	10	14	16
22	3084	Plastics pipe	9	6	4	7	4	15	7	11
23	3559	Special industry machinery, n.e.c.	9	6	16	16	13	0	5	6
24	3824	Fluid meters and counting devices	3	12	2	9	9	10	8	10
25	2759	Commercial printing, n.e.c.	9	6	18	4	4	15	1	3
26	3594	Fluid power pumps and motors	9	6	2	17	14	1	11	1
27	3599	Industrial machinery, n.e.c.	9	6	19	10	14	1	0	1
28	3629	Electrical industrial apparatus, n.e.c.	2	13	10	6	9	10	2	7

\*Industry on current list of targeted industries.

n.e.c. = not elsewhere classified.

Source: Nebraska Department of Economic Development.

# Appendix Q.

## Strengths and Weaknesses of Targeted Industries, April 1992

Industry	Motor vehicle parts and accessories	Sausages and other prepared meats	Electronic components nec	Miscellaneous plastic products	Industrial machinery and equipment	Insurance carriers
SICs	3714	2013	366 & 367	308	35	63
Hourly wages (1990)	(+) NE wages are 60% of national average	(-) NE wages are slightly above the national average	(?) can not be determined because ATT skews NE average wage. Could use average wage for all production workers.	(+) NE wages are 95% of the national average	(-) NE wages are slightly above the national average. For farm machinery (SIC 352) the NE wage is 95% of the national average.	Not available. Can use average for clerical workers.
Latest profit opportunity study	Oct 88 In draft	Sep 89 In draft Frozen foods May 90 Food Processors Jun 92 Manufactured Meat processors Jun 92	Feb 92	Oct 92	In process Food Products Machinery and Machinery Manufacture Jun 92	1992 Being updated
<b>Productivity</b>						
Value added per worker hour (1990)	(-) NE value is below national average	(+) NE value is 60% higher than national average	(-) NE value is below national average	(-) NE value is below national average	(-) NE value is below national average except for Industrial machinery nec (SIC 359) which is 25% higher.	Not available.
Value added per \$ wages (1990)	(-) NE value is below national average	(+) NE value is 60% higher than national average	(-) NE value is below national average	(-) NE value is below national average	(-) NE value is below national average except for Industrial machinery nec (SIC 359) which is 8% higher.	Not available.
Growth in value added per worker hour (1987 - 1990)	(-) NE value is below national average	(+) NE value grew at 4.4 time the national average.	(-) NE value is below national average	(-) NE value is below national average	(+) NE value grew 30% faster than national average. For machinery nec the NE value grew 2.7 times as fast	Not available.



Industry	Motor vehicle parts and accessories	Sausages and other prepared meats	Electronic components nec	Miscellaneous plastic products	Industrial machinery and equipment	Insurance carriers
SICs	3714	2013	366 & 367	308	35	63
Recent growth (1987 - 1990)	(-) Number of US and NE workers declined; rate of decline in NE was greater	(0) Number of US and NE workers increased; rate of increase in NE was slower	(-) Number of US and NE workers declined; rate of decline in NE was greater	(+) Number of US and NE workers increased; rate of increase in NE was 3.5 times the US average	(+) Number of US workers declined while number of NE workers increased over 40%	(+) Number of US and NE workers increased; rate of increase in NE was 1.8 times the US average
Utility importance						
Purchased electricity per \$ value added (1991)	(+) Industry usage is 3% above average for manufacturing	(+) Industry usage is 9% above average for manufacturing	(-) Industry usage is 34% below average for manufacturing	(+) Industry usage is 70% above average for manufacturing	(-) Industry usage is 39% below average for manufacturing	Not available.
Purchased fuels per \$ value added (1991)	(-) Industry usage is 47% below average for manufacturing	(0) Industry usage is 22% below average for manufacturing	(-) Industry usage is 83% below average for manufacturing	(-) Industry usage is 92% below average for manufacturing	(-) Industry usage is 71% below average for manufacturing	Not available.
Projected growth	(0) growth rate of 0% to 2005	(0) growth rate of -0.4% to 2005	(0) growth rate of -0.4% to 2005	(+) growth rate of 1.8% to 2005	(0) growth rate of 0.5% to 2005	(+) growth rate of 1.0% to 2005
Short term outlook	Very positive with expected increase in sale of 8.3% in 1992	Slightly positive with expected sales increase of 2% in 1992	Positive with expected increase in sale of 4.7% to 5% in 1992	Positive with expected increase in sale of 4% in 1992	Slightly positive with expected sales increase of 2% in 1992	Slightly positive with expected increase in receipts of 5.5% to 7.2% in 1992

Source: Nebraska Department of Economic Development

# Appendix R.

## Information Gathering Sheet

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File Status: \_\_\_\_\_ Prospect  
 \_\_\_\_\_ Suspect  
 \_\_\_\_\_ Other

Company \_\_\_\_\_ Date \_\_\_\_\_  
 Address \_\_\_\_\_ Contact \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Title \_\_\_\_\_  
 Phone \_\_\_\_ (\_\_\_\_) \_\_\_\_\_ Source \_\_\_\_\_  
 Products \_\_\_\_\_  
 Background \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

### Requirements

Location:

Part of State

Town Size

Building: \_\_\_\_\_ Preferred \_\_\_\_\_ Will build \_\_\_\_\_ Square feet  
 \_\_\_\_\_ Required \_\_\_\_\_ Don't know \_\_\_\_\_ Ceiling height

Site: \_\_\_\_\_ Acres Rail required: \_\_\_ Yes \_\_\_ No

Employment: \_\_\_\_\_ Number at start \_\_\_ M \_\_\_ F  
 \_\_\_\_\_ Number at peak \_\_\_ M \_\_\_ F

Time frame \_\_\_\_\_

Union \_\_\_\_\_

Skills \_\_\_\_\_  
 \_\_\_\_\_

**Utilities:**

Gas - Consumption \_\_\_\_\_ per \_\_\_\_\_

Electricity - Demand \_\_\_\_\_ kw  
Consumption \_\_\_\_\_ kwh per \_\_\_\_\_  
Load factor \_\_\_\_\_ per cent

Water - Consumption \_\_\_\_\_ gallons per \_\_\_\_\_  
Sprinkler \_\_\_\_\_ Yes \_\_\_\_\_ No

Telecommunications - Long distance carrier \_\_\_\_\_

Special needs \_\_\_\_\_

**Environmental:**

Water/sewer

Solid waste

Air

Hazardous waste

**Transportation:**

Rail

Truck

Air (commercial/private)

Barge

**Market Area:**

**Financing:**

**Time Schedule:**

**Other:**

**Action:**

Source: Nebraska Department of Economic Development.

# Appendix S.

## Action Team Members

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**Sites and Zoning Member:** Responsible for current and accurate knowledge of present site information and possible sites for future use.

- Have available on demand maps and plats, including topographical and aerial photography, of principal site offerings.
- Responsible for site maintenance.
- Should have current knowledge of zoning in effect for each parcel, along with thorough knowledge of the procedure and time required to bring about zoning changes.
- Have assembled geological information relative to the area; soil bearing tests, core drillings.
- Should be acquainted with local surveyors and earthmoving contractors in order that their skills can be quickly called upon when needed.

**Financing Member:** Should have training and experience in a directly related field with thorough knowledge of industrial and commercial financing as practiced in competing areas.

- Should be familiar with various terms and verbiage of finance and the yardsticks by which proposals are measured by each money source.
- Should have personal knowledge of local investment climate.
- Should have general acquaintance with mortgage officers and policies of the following loan sources-
  1. Local Banks and Investment Houses.
  2. Metropolitan Banks.
  3. Home Office Insurance Companies.
  4. Regional Office of National Insurance Companies.
  5. All Major Trusts and Foundations in the Area.
  6. Mortgage Bankers.
  7. Mortgage Brokers.
  8. SBA, FmHA, NE DED.
  9. Industrial Revenue Bonds.
  10. NE Business Development Corporation.
- Should have knowledge of the security underwriting firms willing to undertake the issuance of bonds, the underwriting process, and the fees paid for services rendered.
- Should be a member of and maintain a close working relationship with the board of directors of the local EDC and be able to anticipate generally the ability and willingness of that group to react to a given financing opportunity.

**Utilities Member:** Responsible for all information regarding sources of water, natural gas, electricity, and sewer service.

- Assemble and have available information regarding the quality and quantity of local water supply, capacity of water treatment facilities, distribution system, mains in vicinity of site, anticipated changes in system, detailed chemical analysis, and minimum water pressure expected at site.
- Should be familiar with principal sources of supply, transmission and distribution pressures, and service history of natural gas suppliers.
- Should have knowledge of electrical service availability including transmission and distribution voltages, number of lines serving the area, and service continuity history.
- Should have knowledge of sewer system; design type, design capacity, present peak load and condition of operation, types of effluent and waste permitted, types of effluent and waste which could offer problems, anticipated changes in the system or demand on the system, federal control laws and regulations.

**Labor Member:** Responsible for current knowledge of all factors in the community affecting the recruitment, cost and management of a labor force.

- Catalogue area labor statistics by gender, age group, degree of training, and availability of special skills.
- Maintain close liaison with management of existing area businesses in order to be conversant with group experiences, area labor history, and to facilitate conferences with existing managers and prospective businesses.
- Should be able to furnish current wage information for any and all classifications of workers commonly sought in the area including prevailing practices regarding fringe benefits.

**Transportation Member:** Position requires knowledge of all carriers, including current operation schedules, serving the area.

- Should be acquainted with local agents and someone in a decision-making capacity who can provide quick responses to information and rates.
- Assemble shipping time information to major points from surveying experience of shippers in area. Be familiar with the shipping practices and experiences of all major shippers in area including sources of inbound and outbound shipments.
- Should be aware of possibilities for truck leasing arrangements, contract haulers, operating costs of local operating truck fleets, back-haul options and other means of reducing transportation costs.

**Buildings, Construction and Insurance Member:** Needs to be thoroughly familiar with available buildings; local costs of various types of building construction; generally familiar with state insurance laws and the key rate formula for the community.

- Should be acquainted with contractors and builders who are able of supplying specific cost estimates quickly at their request.
- Have assembled current and five-year information relative to actual construction costs, features affecting costs, and services such as fill dirt, concrete, earthwork, etc.

- Should know effect on insurance cost of various alternatives; location, construction materials, etc., available to prospective employers.
- Coordinate efforts with area realtors to maintain information on all vacant buildings in the area.
- Should handle arrangements for showing of building(s).

**Local Government and Taxation Member:** A very sensitive position responsible for information on local government and taxation.

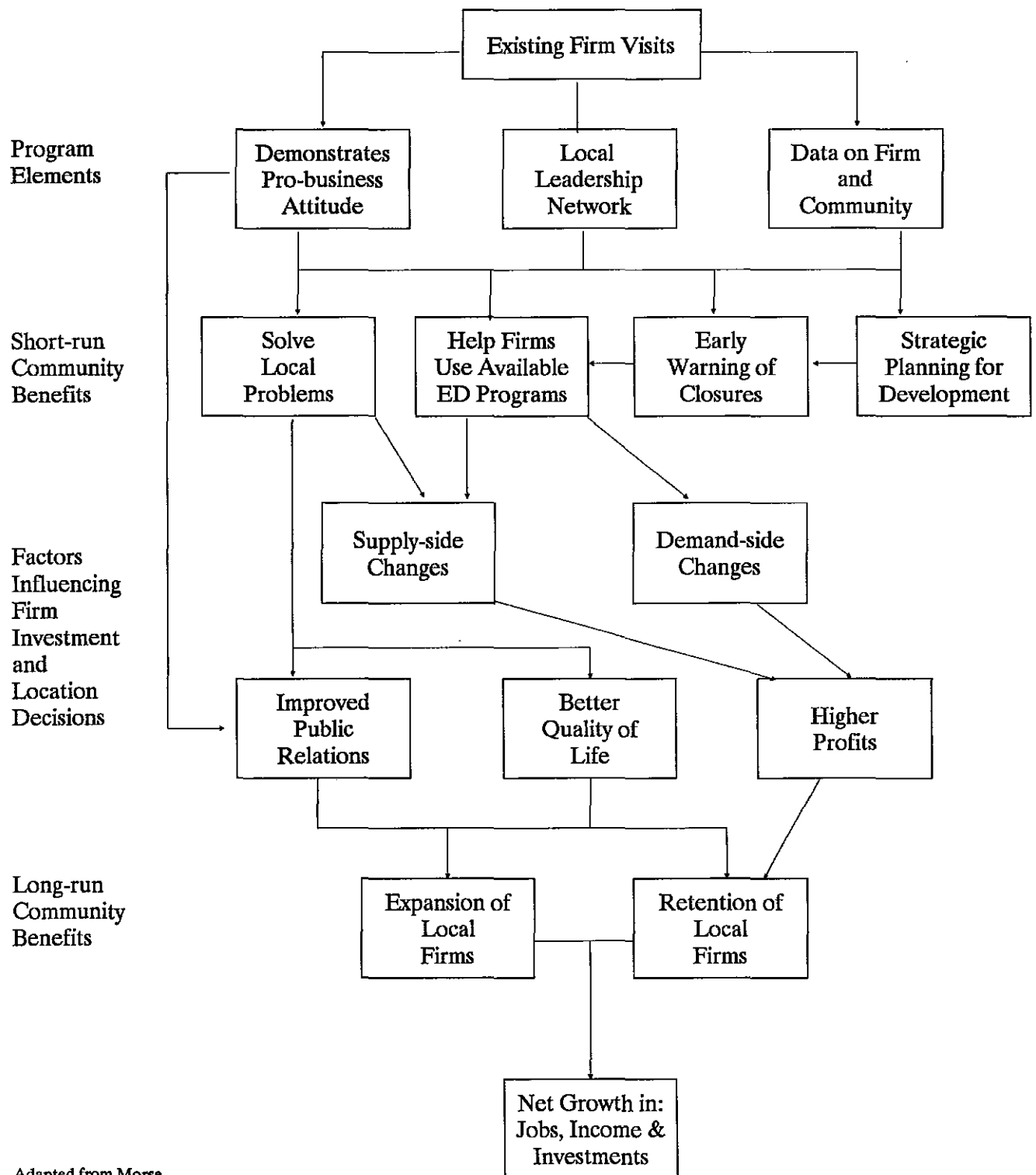
- Should be intimately aware of feelings and intentions of local officials involved in taxation.
- Should be prepared to quote tax policy, rates, and assessment ratios of locations in their jurisdiction.
- Should be familiar with government departments and acquainted with officials to be able to secure prompt responses to questions.
- Attitudes of local government authority toward industrial citizens should be well documented.
- Should know local and vocational school systems; administration, attitude towards vocational training, and tax policies.
- Should have rapport established with education officials to be able to secure prompt responses to prospect questions.

**Quality of Life Specialist:** Responsible for knowledge of the unique attributes, allures, services, cultural and recreational opportunities of the community.

- Monitor appearance of the community; the single most important feature by which the community is judged without interviewing its residents.



# Appendix T. Conceptual Model of Business Visitation Program



Adapted from Morse.





# Economic Development Resources

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## National Associations

American Economic Development Council  
9801 Higgins Road, Suite 540  
Rosemont, Illinois 60018-4726  
(708) 692-9944

Community Information Exchange  
1029 Vermont Avenue NW, Suite 710  
Washington, D.C. 20005-3517

Federation for Community Planning  
614 Superior Avenue West, Suite 300  
Cleveland, Ohio 44113

The Grantsmanship Center  
P.O. Box 17220  
Los Angeles, California 90017

Independent Sector  
1828 L Street NW, Suite 1200  
Washington, D.C. 20036

National Association of Development Organizations  
400 N Capitol Street NW, Suite 372  
Washington, D.C. 20001  
(202) 624-7806

National Association of Towns and Townships  
1522 K Street NW, Suite 730  
Washington, D.C. 20005  
(202) 737-5200

National Business Incubation Association  
P.O. Box 882  
Fairfax, Virginia 22030-0882  
(703) 765-0927

National Center for Community Risk Management and Insurance  
1828 L Street NW, Suite 505  
Washington, D.C. 20036

National Community Development Services Corporation  
3155 Roswell Road NW, Suite 150  
Atlanta, Georgia 30305  
(404) 231-0730

National Conference of State Legislatures  
Publications Department  
1560 Broadway, Suite 700  
Denver, Colorado 80202  
(303) 830-2054  
FAX - (303) 863-8003

National Council for Urban Economic Development  
1730 K Street, Suite 915  
Washington, D.C. 20006  
(202) 223-4735

National Development Council  
211 East 4th  
Covington, Kentucky 41011  
(606) 291-0220

Society of Industrial and Office Realtors  
National Association of Realtors  
777 14th Street NW, Suite 400  
Washington, D.C. 20005-3271  
(202) 383-1150

### **State Organizations**

League of Nebraska Municipalities  
1335 L Street  
Lincoln, Nebraska 68508  
(402) 476-2829

Minority and Women's Small Business Association Center  
906-910 "L" Street  
Lincoln, Nebraska 68508  
(402) 472-5420

Nebraska Bankers Association  
525 South 13th Street  
Lincoln, Nebraska 68508  
(402) 474-1555

Nebraska Chamber of Commerce and Industry  
P.O. Box 95128  
1320 Lincoln Mall, Suite 201  
Lincoln, Nebraska 68508  
(402) 474-4422

### **Federal Government Agencies**

Department of Housing and Urban Development  
Community Development and Planning  
451 7th Street SW  
Washington, D.C. 20410

Farmer's Home Administration  
District Office  
11069 I Street  
Omaha, Nebraska 68137  
(402) 221-4231

Farmer's Home Administration  
308 Federal Building  
100 Centennial Mall North  
Lincoln, Nebraska 68508  
(402) 437-5556  
FAX - (402) 437-5408

U.S. Small Business Administration  
11145 Mill Valley Road  
Omaha, Nebraska 68154  
(402) 221-3622  
Business Development  
Financing Division  
Procurement Center Representative  
SCORE Chapters

U.S. Department of Commerce  
Economic Development Administration  
Office of Public Works  
14th & Constitution NW  
Washington, D.C. 20230

### State Government Agencies

Nebraska Department of Economic Development  
301 Centennial Mall South  
P.O. Box 94666  
Lincoln, Nebraska 68509-4666  
(402) 471-3111 or (800) 426-6505  
FAX - (402) 471-3778

Administration	(402) 472-3747
Business Recruitment Division	(402) 471-3771
Community and Rural Development Division	(402) 471-4388
Existing Business Assistance	(402) 471-3769
Industry Recruitment Division	
Northeast Field Service Office-Wayne	(402) 375-7577
Southeast Field Service Office-Beatrice	(402) 223-6065
Central Field Service Office-Kearney	(308) 234-8818
Western Field Service Office-North Platte	(308) 535-8272
Nebraska Development Finance Service	(402) 471-3111
Network	(402) 471-3805
Research Division	(402) 471-3784
Small Business Division	(402) 471-4167
Travel and Tourism Division	(402) 471-3794

Ethanol Authority & Development Board  
P.O. Box 95108  
301 Centennial Mall South  
Lincoln, Nebraska 68509  
(402) 471-3721

Nebraska Department of Environmental Quality  
301 Centennial Mall South  
P.O. Box 98922  
Lincoln, Nebraska 68509-8922  
(402) 471-2186

Nebraska Policy Research Office  
Energy Division  
State Capitol  
P.O. Box 95085  
Lincoln, Nebraska 68509  
(402) 471-2867

Nebraska Department of Revenue  
301 Centennial Mall South  
P.O. Box 94818  
Lincoln, Nebraska 68509-4818  
(402) 471-2971

### **Regional Allies**

Applied Research and Development Institute  
1805 South Bellaire Street, Suite 219  
Denver, Colorado 80222  
(303) 691-6076

Enterprise Partners Ltd.  
660 NBC Center  
Lincoln, Nebraska 68508  
(402) 475-5109

Nebraska Economic Development Corporation (NE DCO)  
2631 "O" Street  
Lincoln, Nebraska 68510  
(402) 475-2795

Nebraska Investment Finance Authority (NIFA)  
Gold's Galleria, Suite 304  
1033 "O" Street  
Lincoln, Nebraska 68508  
(402) 434-3900  
FAX - (402) 434-3921

Nebraska Research and Development Authority  
NBC Center, Suite 646  
Lincoln, Nebraska 68508  
(402) 475-5109

Omaha Economic Development Council  
1301 Harney Street  
Omaha, Nebraska 68102  
(402) 346-5905 or (800) 852-2622  
FAX - (402) 346-7050

Region 26 Council of Governments  
Lower Level - Ord Post Office Bldg  
1630 1/2 "L" Street, Room 3  
Ord, Nebraska 68862  
(308) 728-5314

Tri-County Council of Governments (Tri-Cog)  
P.O. Box 576  
Harington, Nebraska 68739  
(402) 254-3466

### **Nebraska Development Districts**

Northeast Nebraska Economic Development District (NE NEDD)  
111 South 1st Street  
Norfolk, Nebraska 68701  
(402) 379-1150  
FAX - (402) 256-3589

Omaha/Council Bluffs Metropolitan Area Planning Agency (MAPA)  
2222 Cuming Street  
Omaha, Nebraska 69102  
(402) 444-6866  
FAX - (402) 342-0949

Panhandle Area Development District (PADD)  
1721 Broadway, Suite 400  
Scottsbluff, Nebraska 68361  
(308) 632-1307  
FAX - (402) 632-3399

Siouxland Economic Development Corporation (SEDC) and  
Siouxland Interstate Metropolitan Planning Council (SIMPCO)  
400 Orpheum Electric Building  
P.O. Box 447  
Sioux City, Iowa 51102  
(712) 279-6286  
FAX - (712) 279-6920

**Southeast Nebraska Development District (SENDDD)**

2631 "O" Street  
Lincoln, Nebraska 68510-1398  
(402) 475-2560  
FAX - (402) 475-2794

**West Central Nebraska Economic Development District (WCNEDD)**

710 North Spruce Street  
P.O. Box 599  
Ogallala, Nebraska 69153  
(308) 284-6077  
FAX - (402) 284-6070

**Nebraska Business Development Centers**

**NBDC - Chadron**

Administration Building  
Chadron State College  
Chadron, Nebraska 69337  
(308) 432-6282 or (800) 242-3766

**NBDC - Kearney**

Welch Hall  
19th and College  
University of Nebraska at Kearney  
Kearney, Nebraska 68849  
(308) 234-8344

**NBDC - Lincoln**

Cornhusker Bank Building  
11th and Cornhusker Highway, Suite 302  
University of Nebraska - Lincoln  
Lincoln, Nebraska 68588-0224  
(402) 472-3358 or (800) 742-8800

**NBDC - North Platte**

416 North Jeffers, Room 26  
Mid Plains Community College  
North Platte, Nebraska 69101  
(308) 534-5115

**NBDC - Omaha**

2505 North 24th Street  
Omaha, Nebraska 68110  
(402) 595-3511

**NBDC - Omaha**

1313 Farnam-on-the-Mall, Suite 132  
University of Nebraska at Omaha  
Omaha, Nebraska 68182-0248  
(402) 595-2381

NBDC - Peru  
T.J. Majors Building, Room 248  
Peru State College  
Peru, Nebraska 68421  
(402) 872-2274

NBDC - Scottsbluff  
1721 Broadway, Room 408  
Nebraska Public Power Building  
Scottsbluff, Nebraska 69361  
(308) 635-7513

NBDC - Wayne  
Connell Hall  
Wayne State College  
Wayne, Nebraska 68787  
(402) 375-7575

## **Education**

Center for Rural Community Revitalization and Development  
58 Filley Hall  
University of Nebraska - Lincoln  
Lincoln, NE 68583-0947  
(402) 472-1772

Central Technical Community College Area Office  
P.O. Box "C"  
3134 West Highway 34  
Grand Island, Nebraska 68802-0240  
(308) 384-5220

Department of Public Administration  
Annex 27  
University of Nebraska at Omaha  
Omaha, Nebraska 68182-0276  
(402) 554-2625

Food Processing Center  
134 Food Industry Complex  
University of Nebraska - Lincoln  
Lincoln, Nebraska 68583-0919  
(402) 472-2833  
FAX - (402) 472-1693

Metropolitan Technical Community College Area Office  
P.O. Box 3777  
30th and Fort Streets  
Omaha, Nebraska 68103  
(402) 449-8415



Mid Plains Technical Community College Area Office  
416 North Jeffers  
North Platte, Nebraska 69101  
(308) 534-9265

Nebraska State Data Center  
Center for Public Affairs Research  
University of Nebraska at Omaha  
Peter Kiewit Conference Center  
Omaha, Nebraska 68182  
(402) 595-2311

Nebraska Technical Assistance Center (NTAC)  
W191 Nebraska Hall  
University of Nebraska - Lincoln  
Lincoln, Nebraska 68588  
(402) 471-5600 or (800) 332-0265

Nebraska Technical Community College Association  
Administrative Offices  
635 South 14th Street, Suite 340  
Lincoln, Nebraska 68508  
(402) 471-4685  
FAX - (402) 471-4726

Northeast Technical Community College Area Office  
P.O. Box 469  
801 East Benjamin  
Norfolk, Nebraska 68701  
(402) 371-2020

Southeast Technical Community College Area Office  
8800 "O" Street  
Lincoln, Nebraska 68520  
(402) 471-3303

Western Technical Community College Area Office  
1601 East 27th Street NE  
Scottsbluff, Nebraska 69361  
(308) 635-3606

## **Utilities**

K-N Energy, Inc.  
300 North St. Joseph Avenue  
P.O. Box 608  
Hastings, Nebraska 68901  
(402) 462-2141

Loup Power District  
P.O. Box 988  
2404 15th Street  
Columbus, Nebraska 68601  
(402) 564-3171

Minnegasco, Inc.  
P.O. Box 83008  
Lincoln, Nebraska 68501  
(402) 473-0501

Nebraska Municipal Power Pool  
421 South 14th Street  
P.O. Box 95124  
Lincoln, Nebraska 68509-5124

Nebraska Public Power District  
Area Development Department  
P.O. Box 499  
1414 15th Street  
Columbus, Nebraska 68602-0499  
(800) 282-6773  
FAX - (402) 563-5551

Municipal Energy Agency of Nebraska  
521 South 14th Street  
Lincoln, Nebraska 68509  
(402) 536-4347

Network Nebraska  
1230 "O" Street  
291 Commerce Court  
Lincoln, Nebraska 68508-1423  
(402) 476-1618  
FAX - (402) 476-2743

Omaha Public Power District  
444 South 16th Street  
Omaha, Nebraska 68102-2247  
(402) 636-3730  
FAX - (402) 636-3922

People's Natural Gas  
1815 Capitol Avenue  
Omaha, Nebraska 68102  
(402) 221-2422  
FAX - (402) 221-2068

People's Natural Gas  
100 Gold Coast Road, Suite 101  
P.O. Box 1209  
Papillion, Nebraska 68046-1209

(402) 592-7670  
FAX - (402) 592-4443

USWest Communications  
130 East 4th Street  
Chadron, Nebraska 69337  
(308) 432-3311

USWest Communications  
105 North Wheeler  
P.O. Box 4910  
Grand Island, Nebraska 68802-4910

USWest Communications  
1314 Douglas-on-the-Mall, Suite 1326  
Omaha, Nebraska 68102  
(402) 422-3559

### **Transportation**

Burlington Northern Railroad Company  
1010 South 120th Street, Suite 300  
Omaha, Nebraska 68154  
(402) 330-9706

Burlington Northern Railroad Company  
373 Iverness Drive South  
Englewood, Colorado 80112  
(303) 643-4274

Union Pacific System  
1416 Dodge Street  
Omaha, Nebraska 68179  
(402) 271-3594

# Suggested Readings

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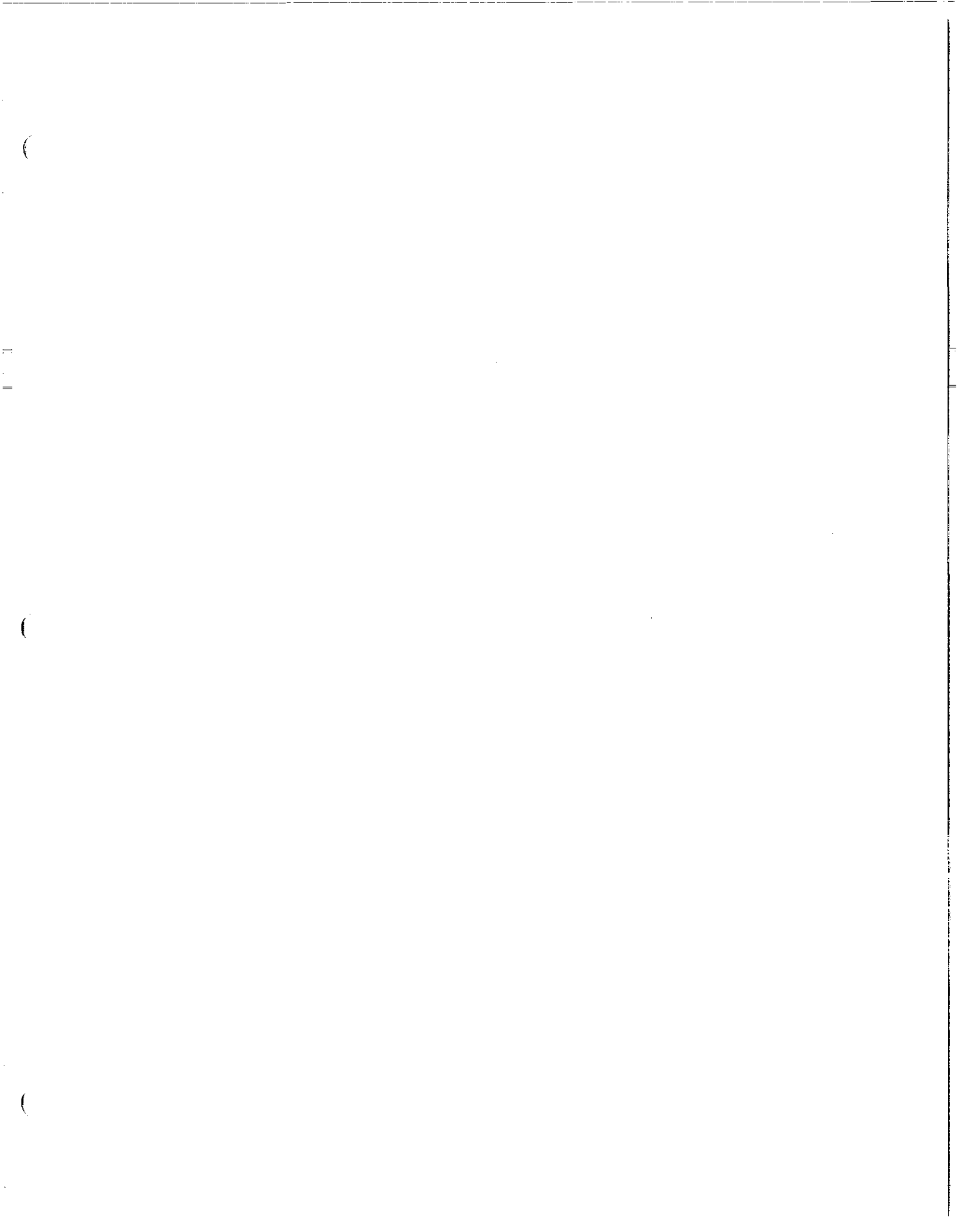
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