

Economic Development

On Steroids?

Roadmap

- Review: Economic Development Building Blocks
- Randy Bruns-The Man, The Myth, The Legend
- Business Attraction/Recruiting Landscape
- Rural Challenges in Business Attraction
- Business Attraction Marketing
 - Advertising
 - Sales Promotions
 - Direct Marketing
 - Publicity
 - Personal Selling
- A Better Way: Relationships
 - Weak Ties
 - Strong Ties
 - Recruiting Examples
- Finding and Creating Weak Ties
- Understand Your Economy - LQ, Shift Share, Cluster Analysis, Brookings Advanced Industries
- BRE
- Hidden Relationships
- Using LinkedIn
- How to Reach Out and What to Say
- How the WBC and local EDCs can crush this!
- One last plug for the ¼-cent sales tax for economic development

Economic development building blocks

Economic development is a process, not an event



THESE ECONOMIC DEVELOPMENT BUILDING BLOCKS CREATE A CONTINUAL CYCLE.

The first two levels provide a foundation for the third and fourth tiers. The third and fourth tiers generate wealth and create dollars for investing in tiers one and two. Most economic development professionals work on developing all tiers simultaneously.

TIER 1

LEADERSHIP/CIVIC DEVELOPMENT Without leaders, nothing else matters. A supportive local government and a designated economic development organization are critical for successful economic development. Effective leaders can mobilize the community to plan for and support positive growth.

PUBLIC POLICY Public policy choices made by all levels of government drive the business climate that determines the attractiveness of a particular locality to business prospects.

TIER 2

QUALITY OF LIFE Quality of life makes the community worth living in: comprehensive planning/visioning; cultural and recreational opportunities; adequate and affordable housing; health care; good schools; police and fire protection; and curb appeal.

WORKFORCE It is important to have an available workforce. A company cannot locate or expand if the necessary workforce is not available.

INFRASTRUCTURE Business cannot locate in a community unless the necessary infrastructure is in place. In its most basic form, this includes land that is "shovel ready," meaning that water, sewer, gas, electricity and telecommunication services are available on site.

TIER 3

EXISTING BUSINESS DEVELOPMENT Why should we attract new businesses if we don't take care of the ones we already have? The majority of new jobs created will come from businesses already located within the community so it is important to make sure the needs of these existing businesses are taken care of.

ENTREPRENEUR DEVELOPMENT America is the land of entrepreneurs. As entrepreneurs are among our most important sources of new products and technologies, we should design our economic system to encourage and support their growth. Since these companies are home-grown they will have a great affinity to the community and will be likely to support local programs and other businesses.

TIER 4

NEW BUSINESS RECRUITMENT When all the other building blocks are in place, a community is ready to recruit new business. These new businesses will add jobs and diversify or enhance the existing business base.

What YOU WANT TO BE:



WHAT YOU ACTUALLY ARE:



RAISE YOUR Hand IF YOU:

- Live in an MSA (50,000 population or greater)
- Are 1.5 hours from an international airport
- Live within earshot of two major interstates
- Have two major railroads nearby
- Have multiple long-haul POPs

RECRUITING LANDSCAPE

- 2012 -1,185 Manufacturing projects that were:
 - A) 50+ employees; or
 - B) \$1million in capital investment; or
 - C) 20,000 sq. ft.
- Wyoming's portion: 1
 - .08%
 - Less than both Alaska & Hawaii
- The average WEDA lead the previous 4 years: 114 jobs
 - Rule of Thumb Requirement: 11,400 population
 - Population of average Wyoming town: 4,000

RECRUITING LANDSCAPE – Another View

The Deal



2,262,462,020

15,301

2,256

Numbers Game?

25

Recruiting Landscape – Rural Challenges

Combined Ratings		
CORPORATE SURVEY 2013*		
Site selection factors	2013	2012
Ranking		
1. Availability of skilled labor	95.1	89.4 (3)
2. Highway accessibility	93.5	90.1 (2)
3. Labor costs	90.8	90.8 (1)
4. Occupancy or construction costs	87.4	82.8 (5)
5. Availability of advanced ICT services	84.6	85.1 (4)
6. Available buildings	83.3	78.4 (8)
7. Corporate tax rate	82.4	79.3 (7)
8. State and local incentives	81.9	71.1 (13)
9. Low union profile	81.4	73.5 (10)
10. Energy availability and costs	80.8	81.3 (6)
11. Tax exemptions	80.6	75.4 (9)
11T. Right-to-work state	80.6	72.6 (11)
13. Available land	80.3	59.0 (18)
14. Expedited or "fast-track" permitting	76.3	67.2 (15)
15. Proximity to major markets	75.6	72.2 (12)
16. Availability of long-term financing	74.8	63.1 (17)
17. Environmental regulations	71.7	71.1 (13T)
18. Inbound/outbound shipping costs	70.9	63.7 (16)
19. Proximity to suppliers	67.7	54.9 (19)
20. Raw materials availability	60.5	49.7 (23)

Economic development Marketing

- “A lot of what passes for marketing today are communities fooling themselves.” - Ed Burghard, former chief product marketer, Procter & Gamble
- “Economic development is actually really trending work. Everyone gets obsessed by the same way of attracting businesses.”
-This American Life, 2012



Typical Business Attraction Promotional Mix

- Advertising
- Sales Promotion
- Direct Marketing
- Publicity
- Personal Selling

Advertising

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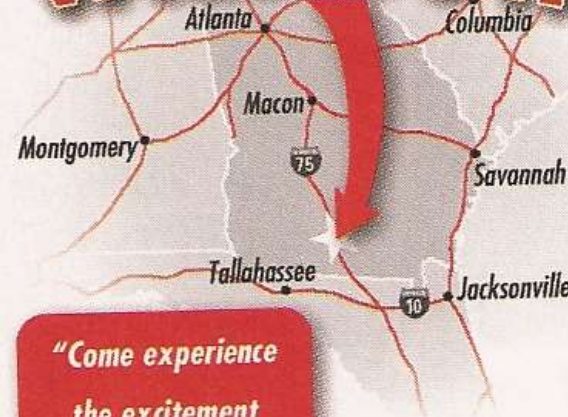
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Direct Marketing

Rick Perry Invites Gun Manufacturers to Set Up Shop in Texas

February 22, 2013

By ARLETTE SAENZ via **WORLD NEWS**

Texas Governor **Rick Perry** is sending a recruitment message to gun and ammunition manufacturers - set up shop in Texas.

Perry sent letters to 26 gun and ammunition manufacturers earlier this month inviting them to consider a move to Texas if the states they currently operate in impose "restrictive laws" on their industry, according to a copy of the letter and list of the manufacturers provided to ABC News by the governor's office.

"A number of states in the United States are seriously considering restrictive laws impacting firearms manufacturers. While I support the efforts of law enforcement to identify, apprehend, prosecute and punish criminals who use firearms in the commission of their crimes, I do not believe that imposing additional requirements or restrictions on businesses is the correct approach," Perry wrote in the letter, which was dated Feb. 7.

"As you consider your options for responding to unwarranted government intrusion into your business, you may choose to consider relocating your manufacturing operations to a state that is more business-friendly. There is no other state that fits the definition of business-friendly like Texas," Perry wrote, pointing out financial incentives the state offers companies.

Publicity: FREE ADVERTISING

By Valerie Richardson - *The Washington Times* - Friday, May 3, 2013

DENVER — A Colorado firearms company has found a new home across the border in Wyoming, protesting the passage of restrictive gun laws during a week in which the [National Rifle Association](#) convention vowed to continue repelling further gun control measures.

[HiViz Shooting Systems](#) announced that it will move its core operations from Fort Collins, Colo., to Laramie, Wyo. That is about an hour's drive, but light-years away in terms of state gun policy.

PROMOTIONAL MIX - DIFFERENCES

Type	Product Value	Audience	Examples	Strategy
Advertising	Low-Priced	Mass	Coca-Cola, Toothpaste, Razors, Cosmetics	Radio, Newspapers, Magazines, TV, Billboards, Mail, Web
Publicity	Low & High Priced	Mass	Varied	Radio, Newspapers, Magazines, TV, Web
Personal Selling	High-Priced	Targeted	Vacations, Aircraft, Vehicles, Communities	Sales, Advising, Technical Assistance
Sales Promotion	Low & High Priced	Mass	Varied	Trade Shows, Specialty Merchandise,

The mistake: selling a high-priced product (our community) like they are a low-priced product (toothpaste).

Personal selling is critical

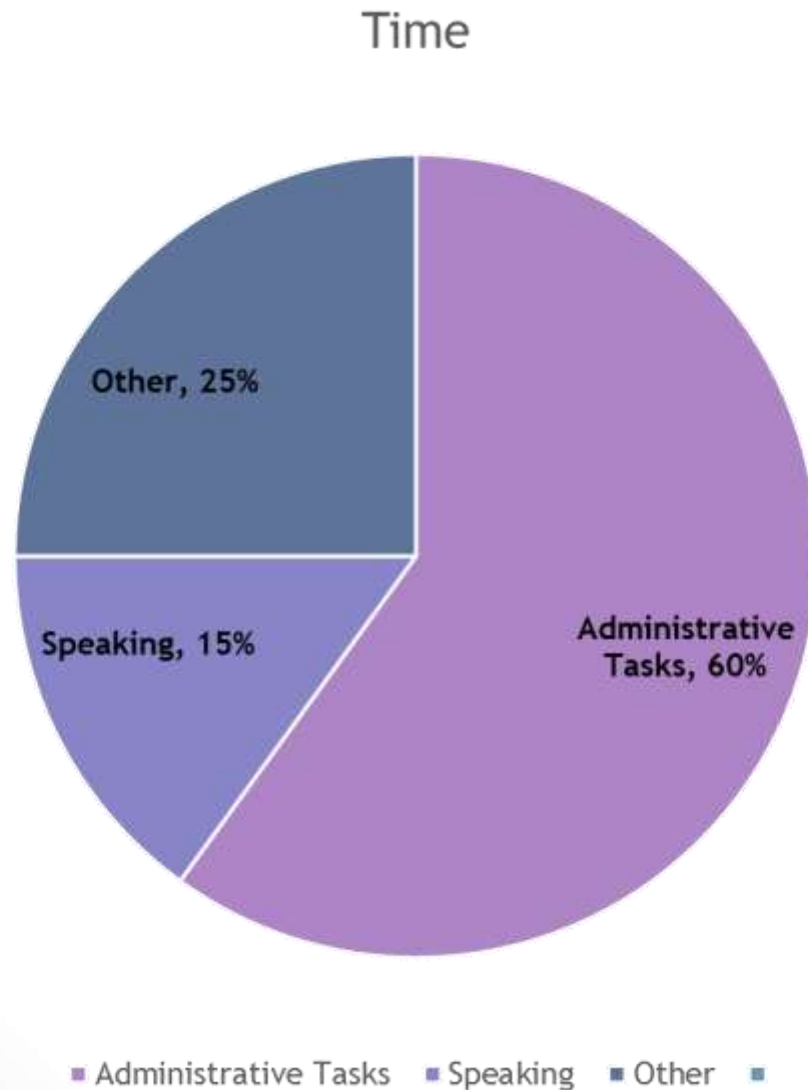
- Your community is complex
- Complexity requires extended communication
- Communication is targeted at individuals
- Individuals Requires trust
- You trust people you know
- People you know are *relationships*
- Relationships are the key to economic development (recruiting or otherwise)

IF YOU DON'T BELIEVE ME...

Discussion with Brent Pollina, Pollina Pro-Business Report, 2015:

- “Traditional advertising methods don’t necessarily work. Papers and trade publications are not effective.”
- “Save the money spent on trade shows and trade show advertising and schedule face-to-face sales.”
- “Also attend conferences for industries where consultants are speaking. It’s important to focus on conferences where consultants are speaking to develop relationships/spread the message - and get a bigger bang for your bucks.”

The problem with Economic developers: Misuse of time



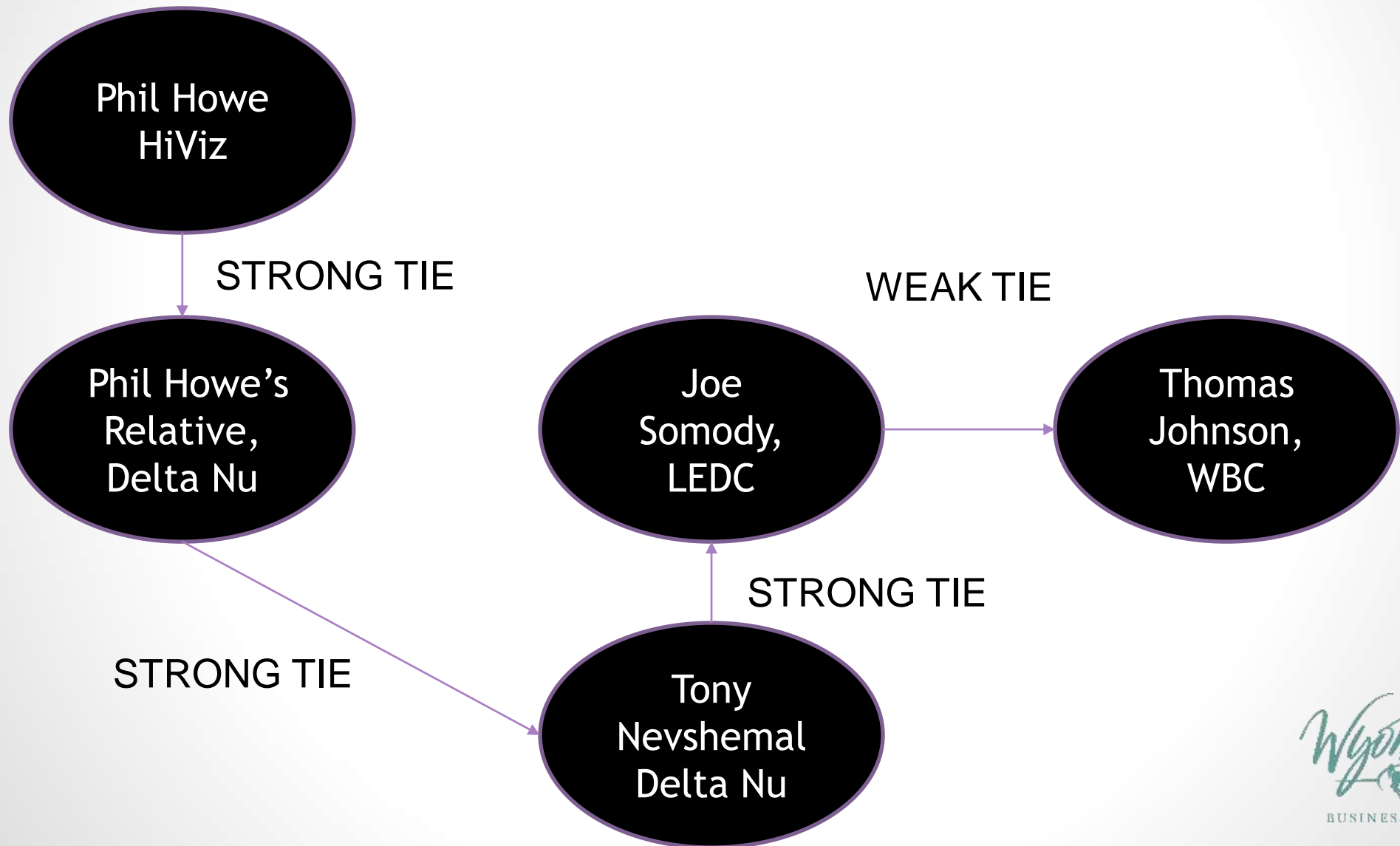
Types of relationships

- **Strong Tie** - Someone you know very well. You communicate with them often. Used to be someone on Facebook.
- **Weak Tie** - An acquaintance. You know of them. You communicate once in awhile. You might send them X-Mas cards. Used to be someone on LinkedIn.
- **Research:** the more weak ties in a community, the more growth that community experiences.
- **Why?** - Weak ties connect networks of strong ties that would otherwise not communicate.
- **Mark Granovetter:** “Individuals with few weak ties will be deprived of information from distant parts of the social system and will be confined to the provincial news and views of their close friends. This deprivation will not only insulate them from the latest ideas and fashions but may put them in a disadvantaged position.”

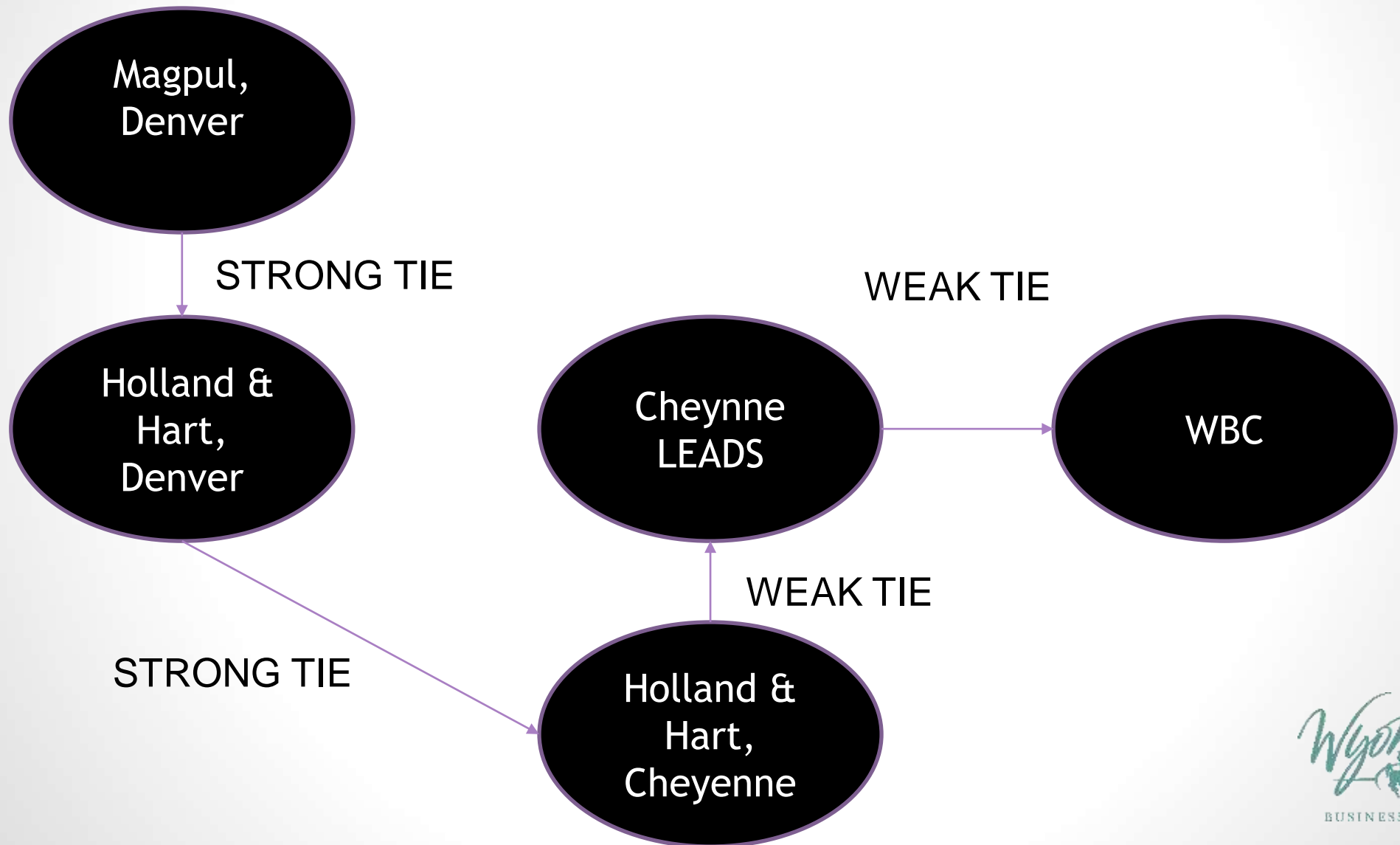
Recent Examples

- HiViz
- Magpul
- Underwriters Laboratories
- Tungsten Heavy Powder

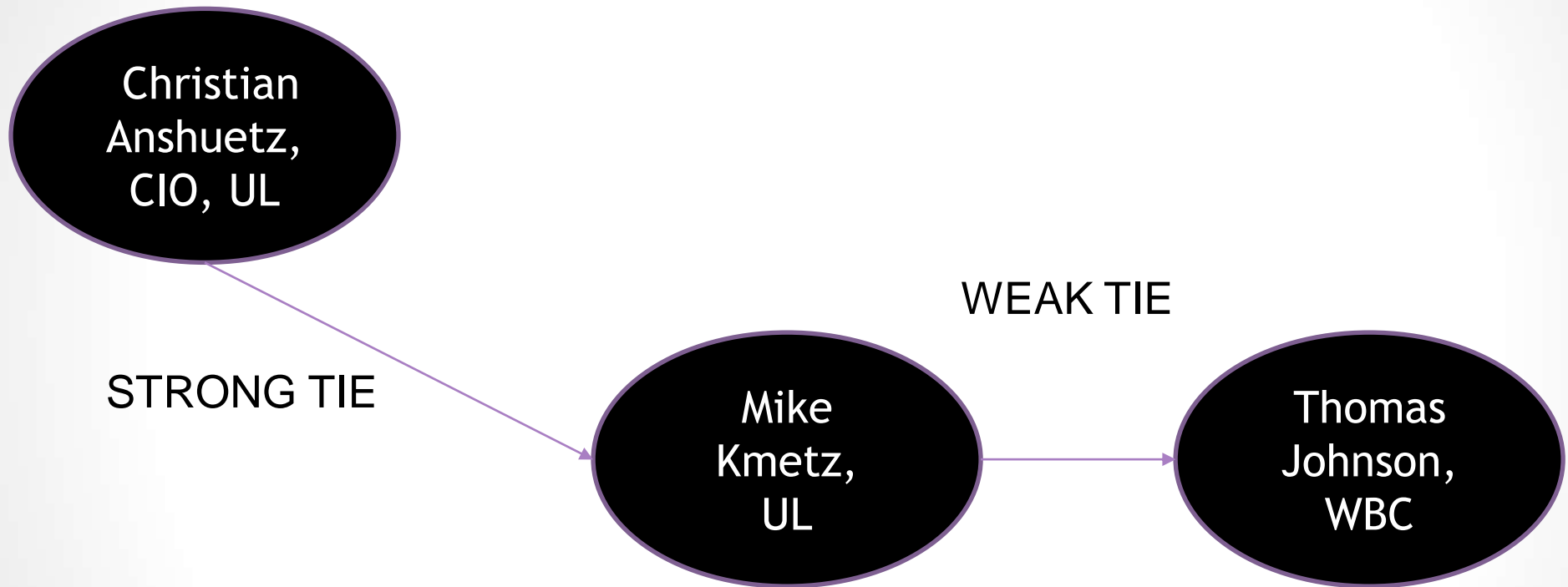
Hiviz



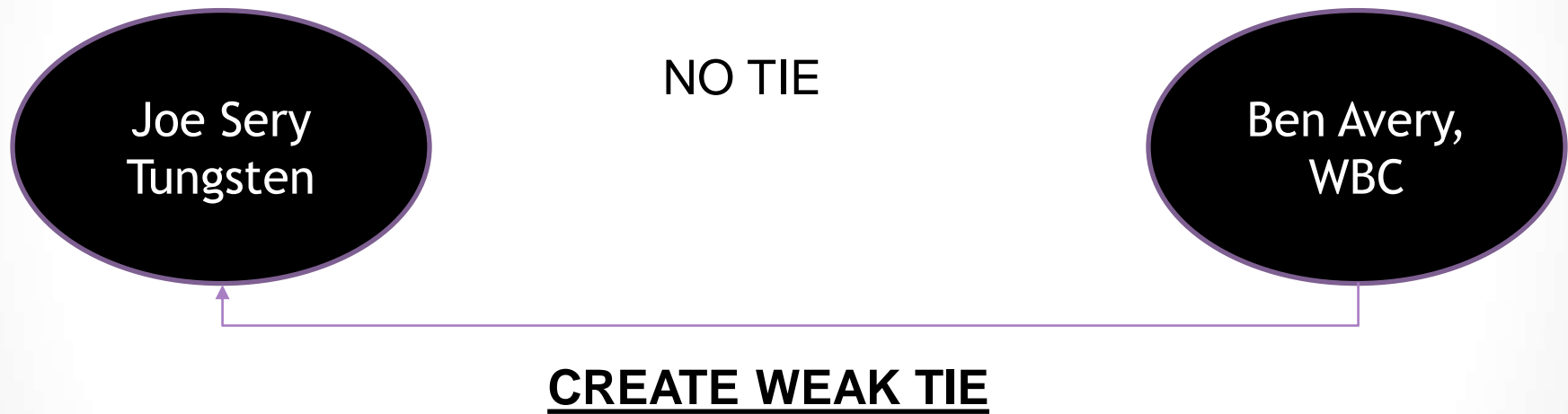
magpul



Underwriters Laboratories



Tungsten Heavy Powder



Common Themes

- No “Marketing” of Wyoming. No Ads, Tradeshows, Direct Marketing, etc.
 - Both Magpul & HiViz had been at SHOT SHOW for years without noticing Wyoming
- Weak Ties were critical to each project.
- Weak Ties (relationships) were developed over years.
- Weak Ties knew to call economic development officials.
- No ties can be turned into weak ties through effort.
- Taxes, business climate, and incentives were secondary.

Another example: New Hampshire



Cindy Harrington is one of two business recruiters with the New Hampshire Division of Economic Development.

Early last year, there was a leak. The Albany Times Union was first to report it. The newspaper got hold of a letter penned by Cindy Harrington -- one of two recruiters with New Hampshire's state economic development office -- thanking Tech Valley Communications of Albany, N.Y., for "considering our state for your business expansion opportunities."

Tech Valley had come on Harrington's radar screen after it acquired segTEL Inc. in Lebanon, N.H., and was an appealing fit for a few reasons: It was in New York (a target market), telecommunications (a target industry), and it already had a New Hampshire

connection.

Tech Valley decided not to bite, instead using the leak as an opportunity to gain good press in Albany by announcing its plan to expand and create another 60 jobs there. (A decision that was surely made easier by a \$250,000 grant from New York state and \$100,000 in county incentives.)

But New Hampshire's Division of Economic Development team wasn't fazed by the press. Instead, it went on an offensive blitz, mailing letters and invitations to companies throughout New York's capital city, inviting them to consider expanding or relocating to the Live Free or Die state.

FINDING & CREATING WEAK TIES

- Understand your local economy through economic base analysis (Location Quotient)
- Strong Business Retention & Expansion Program (BRE)
- Explore Hidden Relationships
- Reach Out
- Establish
- Foster
- React

Economic Base Analysis - LOCATION QUOTIENT

- Location quotient (LQ) is a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique” in comparison to the national average.
- When the Location quotient = 1 that means the employment is equal in the sector for the national and regional economy. Therefore the sector is non-basic and supply is just equal to demand.
- If $LQ < 1$, The output is not sufficient to meet the local demand and imports are needed. It is also non-basic.
- If $LQ > 1$ the output is more than sufficient to meet the local demand and exporting the surplus is an option. It is basic.
- For example (assuming the U.S. as the reference area), Las Vegas will have an LQ greater than 1 in the Leisure and Hospitality industry because this industry makes up a larger share of the Las Vegas employment total than it does for the country as a whole.

LOCATION QUOTIENT – CONT'D

- Formula:

$LQ = \frac{\left(\frac{\text{Regional Industry Employment}}{\text{Regional Total Employment}} \right)}{\left(\frac{\text{State Industry Employment}}{\text{State Total Employment}} \right)}$	Value	Implication
	$LQ > 1$	Area has proportionally more workers employed in a specific industry sector than the larger comparison area
	$LQ \geq 1.25$	Area industry has potential to be classified as exporter
	$LQ < 1$	May indicate opportunity to develop businesses in the local area

- Bureau of Labor Statistics provides a free resource calculates LQ for you:

http://data.bls.gov/location_quotient/ControllerServlet

TALE OF 3 COUNTIES: Albany

Industry	Albany County, Wyoming
NAICS 447 Gasoline stations	3.89
NAICS 721 Accommodation	2.68
NAICS 624 Social assistance	2.35
NAICS 236 Construction of buildings	2.01
NAICS 441 Motor vehicle and parts dealers	1.91
NAICS 722 Food services and drinking places	1.77
NAICS 453 Miscellaneous store retailers	1.76
NAICS 213 Support activities for mining	1.68
NAICS 443 Electronics and appliance stores	1.63
NAICS 112 Animal production and aquaculture	1.53
NAICS 515 Broadcasting, except Internet	1.46
NAICS 812 Personal and laundry services	1.43
NAICS 238 Specialty trade contractors	1.42
NAICS 611 Educational services	1.31
NAICS 444 Building material and garden supply stores	1.29
NAICS 623 Nursing and residential care facilities	1.24
NAICS 445 Food and beverage stores	1.23
NAICS 323 Printing and related support activities	1.23
NAICS 713 Amusements, gambling, and recreation	1.21
NAICS 621 Ambulatory health care services	1.18
NAICS 524 Insurance carriers and related activities	1.17
NAICS 541 Professional and technical services	1.15
NAICS 531 Real estate	1.15
NAICS 811 Repair and maintenance	1.08
NAICS 522 Credit intermediation and related activities	1.02
NAICS 532 Rental and leasing services	0.94
NAICS 451 Sports, hobby, music instrument, book stores	0.9
NAICS 813 Membership associations and organizations	0.88
NAICS 442 Furniture and home furnishings stores	0.8
NAICS 337 Furniture and related product manufacturing	0.79
NAICS 512 Motion picture and sound recording industries	0.76
NAICS 221 Utilities	0.73
NAICS 484 Truck transportation	0.73
NAICS 488 Support activities for transportation	0.72
NAICS 446 Health and personal care stores	0.62
NAICS 814 Private households	0.56
NAICS 115 Agriculture and forestry support activities	0.5
NAICS 448 Clothing and clothing accessories stores	0.49
NAICS 517 Telecommunications	0.48
NAICS 561 Administrative and support services	0.45
NAICS 334 Computer and electronic product manufacturing	0.35
NAICS 423 Merchant wholesalers, durable goods	0.3
NAICS 237 Heavy and civil engineering construction	0.21
NAICS 311 Food manufacturing	0.14

TALE OF 3 COUNTIES : TeTON

Industry	Teton County, Wyoming
NAICS 721 Accommodation	16.82
NAICS 525 Funds, trusts, and other financial vehicles	14.9
NAICS 236 Construction of buildings	3.88
NAICS 487 Scenic and sightseeing transportation	3.86
NAICS 712 Museums, historical sites, zoos, and parks	3.35
NAICS 451 Sports, hobby, music instrument, book stores	3.03
NAICS 814 Private households	2.91
NAICS 532 Rental and leasing services	2.43
NAICS 713 Amusements, gambling, and recreation	2.37
NAICS 711 Performing arts and spectator sports	2.12
NAICS 453 Miscellaneous store retailers	2.06
NAICS 238 Specialty trade contractors	1.84
NAICS 112 Animal production and aquaculture	1.54
NAICS 445 Food and beverage stores	1.34
NAICS 722 Food services and drinking places	1.32
NAICS 531 Real estate	1.27
NAICS 512 Motion picture and sound recording industries	1.18
NAICS 448 Clothing and clothing accessories stores	1.1
NAICS 562 Waste management and remediation services	1.05
NAICS 485 Transit and ground passenger transportation	1.01
NAICS 812 Personal and laundry services	1
NAICS 237 Heavy and civil engineering construction	0.98
NAICS 442 Furniture and home furnishings stores	0.93
NAICS 611 Educational services	0.91
NAICS 813 Membership associations and organizations	0.84
NAICS 443 Electronics and appliance stores	0.83
NAICS 444 Building material and garden supply stores	0.8
NAICS 511 Publishing industries, except Internet	0.8
NAICS 523 Securities, commodity contracts, investments	0.8
NAICS 541 Professional and technical services	0.77
NAICS 447 Gasoline stations	0.69
NAICS 561 Administrative and support services	0.66
NAICS 522 Credit intermediation and related activities	0.65
NAICS 488 Support activities for transportation	0.6
NAICS 811 Repair and maintenance	0.59
NAICS 492 Couriers and messengers	0.58
NAICS 519 Other information services	0.58
NAICS 441 Motor vehicle and parts dealers	0.49
NAICS 624 Social assistance	0.47
NAICS 621 Ambulatory health care services	0.46
NAICS 454 Nonstore retailers	0.45
NAICS 452 General merchandise stores	0.44
NAICS 337 Furniture and related product manufacturing	0.42
NAICS 517 Telecommunications	0.34

TALE OF 3 COUNTIES: SWEETWATER

Industry	Sweetwater County, Wyoming
NAICS 212 Mining, except oil and gas	63.09
NAICS 213 Support activities for mining	35.76
NAICS 211 Oil and gas extraction	21.64
NAICS 486 Pipeline transportation	21.06
NAICS 325 Chemical manufacturing	8.12
NAICS 532 Rental and leasing services	4.24
NAICS 237 Heavy and civil engineering construction	3.56
NAICS 484 Truck transportation	3.25
NAICS 721 Accommodation	2.4
NAICS 447 Gasoline stations	2.38
NAICS 811 Repair and maintenance	1.49
NAICS 488 Support activities for transportation	1.47
NAICS 238 Specialty trade contractors	1.43
NAICS 444 Building material and garden supply stores	1.32
NAICS 441 Motor vehicle and parts dealers	1.16
NAICS 327 Nonmetallic mineral product manufacturing	1.16
NAICS 423 Merchant wholesalers, durable goods	0.97
NAICS 452 General merchandise stores	0.97
NAICS 443 Electronics and appliance stores	0.91
NAICS 424 Merchant wholesalers, nondurable goods	0.89
NAICS 453 Miscellaneous store retailers	0.87
NAICS 492 Couriers and messengers	0.84
NAICS 722 Food services and drinking places	0.83
NAICS 236 Construction of buildings	0.81
NAICS 562 Waste management and remediation services	0.8
NAICS 624 Social assistance	0.79
NAICS 445 Food and beverage stores	0.62
NAICS 531 Real estate	0.62
NAICS 522 Credit intermediation and related activities	0.61
NAICS 442 Furniture and home furnishings stores	0.54
NAICS 451 Sports, hobby, music instrument, book stores	0.53
NAICS 511 Publishing industries, except Internet	0.52
NAICS 621 Ambulatory health care services	0.49
NAICS 812 Personal and laundry services	0.46
NAICS 448 Clothing and clothing accessories stores	0.43
NAICS 541 Professional and technical services	0.37
NAICS 551 Management of companies and enterprises	0.35
NAICS 333 Machinery manufacturing	0.33
NAICS 813 Membership associations and organizations	0.33
NAICS 623 Nursing and residential care facilities	0.32
NAICS 112 Animal production and aquaculture	0.29
NAICS 517 Telecommunications	0.28
NAICS 561 Administrative and support services	0.27
NAICS 814 Private households	0.27

Basic vs. non-basic

- In Teton County, there are several non-traditional “basic” industries.
 - Accommodation
 - Scenic and Sightseeing Transportation
- The same is true with nursing facilities in Albany County.
- That’s because it’s about the flow of money, not necessarily about exporting a product or service.
- If the area is producing enough of a good and service, the excess is “exported.”

WHERE IS MANUFACTURING?

Albany County	0.32
Big Horn County	1.04
Campbell County	0.23
Carbon County	ND
Converse County	0.33
Crook County	0.91
Fremont County	0.22
Goshen County	0.89
Hot Springs County	0.39
Johnson County	0.22
Laramie County	0.4
Lincoln County	0.31
Natrona County	0.46
Niobrara County	ND
Park County	0.5
Platte County	0.27
Sheridan County	0.44
Sublette County	0.07
Sweetwater County	0.67
Teton County	0.08
Uinta County	0.43
Washakie County	1.33
Weston County	0.86

SHIFT-SHARE Analysis

- Shift share is a standard regional analysis method that attempts to determine how much of regional job growth can be attributed to national trends and how much is due to unique regional factors. Shift share helps answer why employment is growing or declining in a regional industry, cluster, or occupation.
- To conduct shift share analysis, we split regional job growth into three components: (1) industrial mix effect, (2) national growth effect, and (3) regional competitive effect. In addition, a time frame (start year and end year) is required to perform shift share analysis, since shift share deals with job growth over time.
- Another free resource that will do the analysis for you from the University of Georgia:

<http://georgiastats.uga.edu/sshare1.html>

SHIFT-SHARE Analysis – Albany County

Table 2: Shift-Share Analysis for Your Area, 2004-2014.

Sector	National Growth Component, Percent	National Growth Component, Jobs	Industrial Mix Component, Percent	Industrial Mix Component, Jobs	Competitive Share Component, Percent	Competitive Share Component, Jobs
Education and Health Services	5.6	87	12.1	186	6.8	104
Financial Activities	5.6	33	-8.5	-49	12.2	70
Leisure and Hospitality	5.6	101	11.4	204	2.4	43
Construction	5.6	42	-17.2	-129	3.9	29
Professional and Business Services	5.6	53	11.1	104	3.0	28
Natural Resources and Mining	5.6	6	17.8	19	-4.6	-5
Public Administration	5.6	30	-4.2	-22	-24.2	-127
Information	5.6	16	-17.0	-49	-45.0	-129
Trade, Transportation, and Utilities	5.6	127	-3.2	-73	-6.1	-136
Manufacturing	5.6	33	-20.3	-118	-29.1	-169
Other Services	5.6	40	-7.2	-52	-44.8	-321
		568		21		-613

SHIFT-SHARE Analysis – TETON COUNTY

Table 2: Shift-Share Analysis for Your Area, 2004-2014.

Sector	National Growth Component, Percent	National Growth Component, Jobs	Industrial Mix Component, Percent	Industrial Mix Component, Jobs	Competitive Share Component, Percent	Competitive Share Component, Jobs
Leisure and Hospitality	5.6	351	11.4	709	4.0	248
Education and Health Services	5.6	44	12.1	94	26.4	205
Construction	5.6	112	-17.2	-339	6.8	134
Trade, Transportation, and Utilities	5.6	137	-3.2	-79	5.4	132
Financial Activities	5.6	47	-8.5	-70	8.9	74
Other Services	5.6	29	-7.2	-38	11.9	62
Natural Resources and Mining	5.6	3	17.8	11	-15.2	-9
Public Administration	5.6	40	-4.2	-30	-2.3	-16
Information	5.6	15	-17.0	-45	-7.0	-19
Manufacturing	5.6	12	-20.3	-44	-18.6	-40
Professional and Business Services	5.6	88	11.1	174	-2.7	-42
		878		343		729

SHIFT-SHARE Analysis – Sweetwater County

Table 2: Shift-Share Analysis for Your Area, 2004-2014.

Sector	National Growth Component, Percent	National Growth Component, Jobs	Industrial Mix Component, Percent	Industrial Mix Component, Jobs	Competitive Share Component, Percent	Competitive Share Component, Jobs
Trade, Transportation, and Utilities	5.6	239	-3.2	-137	14.5	612
Natural Resources and Mining	5.6	235	17.8	740	12.5	519
Manufacturing	5.6	65	-20.3	-233	36.6	421
Education and Health Services	5.6	179	12.1	384	9.7	306
Public Administration	5.6	60	-4.2	-45	27.4	290
Construction	5.6	91	-17.2	-275	16.1	259
Financial Activities	5.6	40	-8.5	-60	30.4	214
Other Services	5.6	26	-7.2	-33	13.3	61
Information	5.6	17	-17.0	-50	-7.5	-22
Professional and Business Services	5.6	57	11.1	112	-5.7	-57
Leisure and Hospitality	5.6	128	11.4	258	-12.5	-282
		1,137		661		2,321

100

1

100



IL

Four-Quadrant TABLE: Sweetwater County

Not Competitive (declining local shift)		Competitive (growing local shift)	
Transforming Industries - Emerging		Growing Base - Stars	High Local Concentration
Education and Health Services		Trade, Transportation and Utilities	Location Quotient (LQ>1)
Public Administration		Natural Resources and Mining	
		Manufacturing	
Declining Industries - Declining		Emerging Industries - Transforming	Low Local Concentration
Construction		Financial Services	Location Quotient (LQ<1)
Information			
Professional and Business Services			
Leisure and Hospitality			

Brookings Institute : WYO ADVANCED Industries

What are Advanced Industries?

The Metropolitan Policy Program at Brookings defines advanced industries as those that: 1) Spend at least \$450 per worker per year on R&D and 2) employ at least 20 percent of their workforce in STEM-intensive occupations. The definition identifies 50 4-digit NAICS industries across the manufacturing, energy, and services sectors that together constitute the advanced industries super-sector.

Why do Advanced Industries Matter?

Advanced industries encompass the nation's "tech" sector at its broadest and most consequential. They represent a sizable economic anchor for the U.S. economy and have led the post-recession employment recovery. Their competitiveness and growth are prerequisites for any future broadly shared prosperity. As such, the sector encompasses the country's best shot at supporting innovative, inclusive, and sustainable growth. Advanced industries are present in nearly every U.S. region, but the sector's geography is uneven.

Brookings Institute : WYO ADVANCED Industries

Wyoming

Twenty-Five Largest Advanced Industries (2013)

There are 8 advanced industries in Wyoming with LQs over 1.5. LQs over 1.5 indicate specialization †

Industry 4-Digit NAICS Code	Industry Title	Industry Employment (2013)	Industry Location Quotient (LQ) † 2013	Industry Share of Total Advanced Industries Employment (2013)	Industry Employment Annual Growth 2010-2013	Industry Share of Total Advanced Industries Output (2013)	Industry Output Annual Growth 2010-2013
2111	Oil & Gas Extraction	4,530	10.48	25.6%	2.6%	63.2%	-2.9%
5413	Architecture & Engineering	2,410	0.82	13.6%	-3.3%	3.1%	-3.1%
2211	Power Generation & Supply	2,120	2.46	12.0%	0.0%	7.6%	-8.3%
5416	Management Consulting	1,600	0.62	9.1%	4.9%	2.2%	3.7%
3241	Petroleum & Coal Products	1,200	4.89	6.8%	5.7%	7.7%	5.2%
3251	Basic Chemicals	950	3.01	5.3%	1.8%	4.5%	2.5%
5415	Computer Systems Design	700	0.19	4.0%	8.3%	1.1%	9.2%
3253	Pesticides & Fertilizers	400	4.86	2.2%	3.1%	1.5%	0.3%
3331	Agri., Constr., Mining Machinery	390	0.71	2.2%	11.9%	0.5%	18.9%
2122	Metal Ore Mining	320	3.28	1.8%	7.4%	3.0%	17.3%
5179	Other telecommunications	300	1.62	1.7%	1.0%	0.6%	2.3%
5417	R&D Services	290	0.21	1.6%	11.9%	0.5%	14.6%
6215	Medical and Diagnostic Laboratories	280	0.53	1.6%	1.1%	0.3%	1.0%
3345	Precision Instruments	190	0.22	1.1%	8.2%	0.1%	14.3%
3333	Commercial & Service Machinery	180	0.96	1.0%	12.9%	0.2%	16.7%
3259	Misc. Chemicals	180	0.97	1.0%	8.9%	0.6%	6.1%
3353	Electrical Equipment	180	0.56	1.0%	-0.8%	0.4%	1.7%
5172	Wireless Telecom Carriers	160	0.48	0.9%	2.6%	0.3%	7.0%
3254	Pharmaceuticals	160	0.27	0.9%	8.2%	0.9%	7.1%
5182	Data Processing & Hosting	150	0.26	0.9%	-3.3%	0.2%	-3.2%
3362	Motor Vehicle Body & Trailers	150	0.50	0.8%	-15.2%	0.2%	-1.3%
5152	Cable and Other Subscription Programming	90	0.59	0.5%	0.4%	0.1%	4.3%
3399	Misc. Manufacturing	90	0.15	0.5%	-4.4%	0.1%	13.4%
5174	Satellite Telecommunications	90	4.58	0.5%	1.1%	0.3%	11.3%
3339	General Purpose Machinery	80	0.14	0.5%	31.0%	0.1%	36.7%
Advanced industries manufacturing		4,580	0.38	25.9%	3.4%	17.4%	4.6%
Advanced industries energy		6,970	5.01	39.4%	2.0%	73.8%	-3.0%
Advanced industries services		6,150	0.45	34.7%	1.2%	8.9%	2.1%
ADVANCED INDUSTRIES TOTAL		17,690	0.66	100.0%	2.1%	100.0%	-1.4%

† Location quotients are a measure of specialization for an industry using employment. A LQ of over 1 indicates that an industry employs more workers, as a share of total employment, than the nation as a whole.

Strong Business Retention and Expansion

- Talk/Interview your business community at least once a year.
- Primary reason: they are going to create the jobs in your community. Jump on the opportunities.
- Secondary reason: to create a relationship and weak tie.
- If you don't use BRE, you're missing out on creating weak ties. Those relationships become no ties. Then you're just waiting for luck and for the WBC to drop prospects on you.

Strong Business Retention and Expansion

- **Seek to understand the business!**
 - Where are they in the vertical chain?
 - Who are their customers?
 - Where do they get their raw materials?
 - How/when do they ship?
 - What are their challenges/concerns?
 - Make sure they know you want to help but don't overcommit
- **Help them understand they are an economic development ambassador for the community as much as you are.**


Other relationships


- Your Board of Directors (Ask for names and introduction)
- Site Selectors (Focus on something other than your newsletter)
- University of Wyoming (College of Business, College of Engineering, etc.)
- Community Colleges
- Commercial Brokers (inside and outside your community)
- Alumni (Big Time)
- Retired executives/middle managers
- Tourism


Finding Hidden Relationships

- Secret weapon: LinkedIn
- Advanced Search:
 - Keyword
 - First Name
 - Last Name
 - Title
 - Company
 - School
 - Location
 - Current/Past Company
 - Language
 - And more

Hidden Relationships: Microsoft and UW

 PREMIUM

Search people...  Advanced

43 1 53 

Home Profile Connections Jobs Interests Business Services Upgrade

Search

Advanced >

All

People

More...

Keywords

First Name

Last Name

Title

Company

Microsoft

Current or past

School


University of Wyoming

Location



Anywhere



Search Reset



12 results



Save search 



2nd Connections x Reset



**Chance Garrity**  2nd
General Manager at **Microsoft** - looking for cloud architects and data scientists!
Greater Minneapolis-St. Paul Area • Computer Software
▶ 2 shared connections • Similar
Education: **University of Wyoming**
Current: Board Member at MacPhail Center for Music
Board Member at Twin Cities Public Television
General Manager at **Microsoft** **Connect**


**Chris Liburd**  2nd
Product Intelligence Manager at **Microsoft**
Greater Seattle Area • Information Technology and Services
▶ 1 shared connection • Similar
Education: **University of Wyoming** **Connect**

**Trey McDonald**  2nd
Marketing Associate at Prospector
Cheyenne, Wyoming Area • Information Technology and Services
▶ 4 shared connections • Similar
Past: Apple Technician at **University of Wyoming**
Past: **Microsoft** UCrew Campus Rep at **Microsoft**, Campus Entertainment **Connect**

**Lisbeth Nagell**  2nd
Global Business Manager
Gothenburg, Sweden • Automotive
▶ 1 shared connection • Similar
Education: **University of Wyoming**
Current: Global Business Manager at **Microsoft** **Connect**

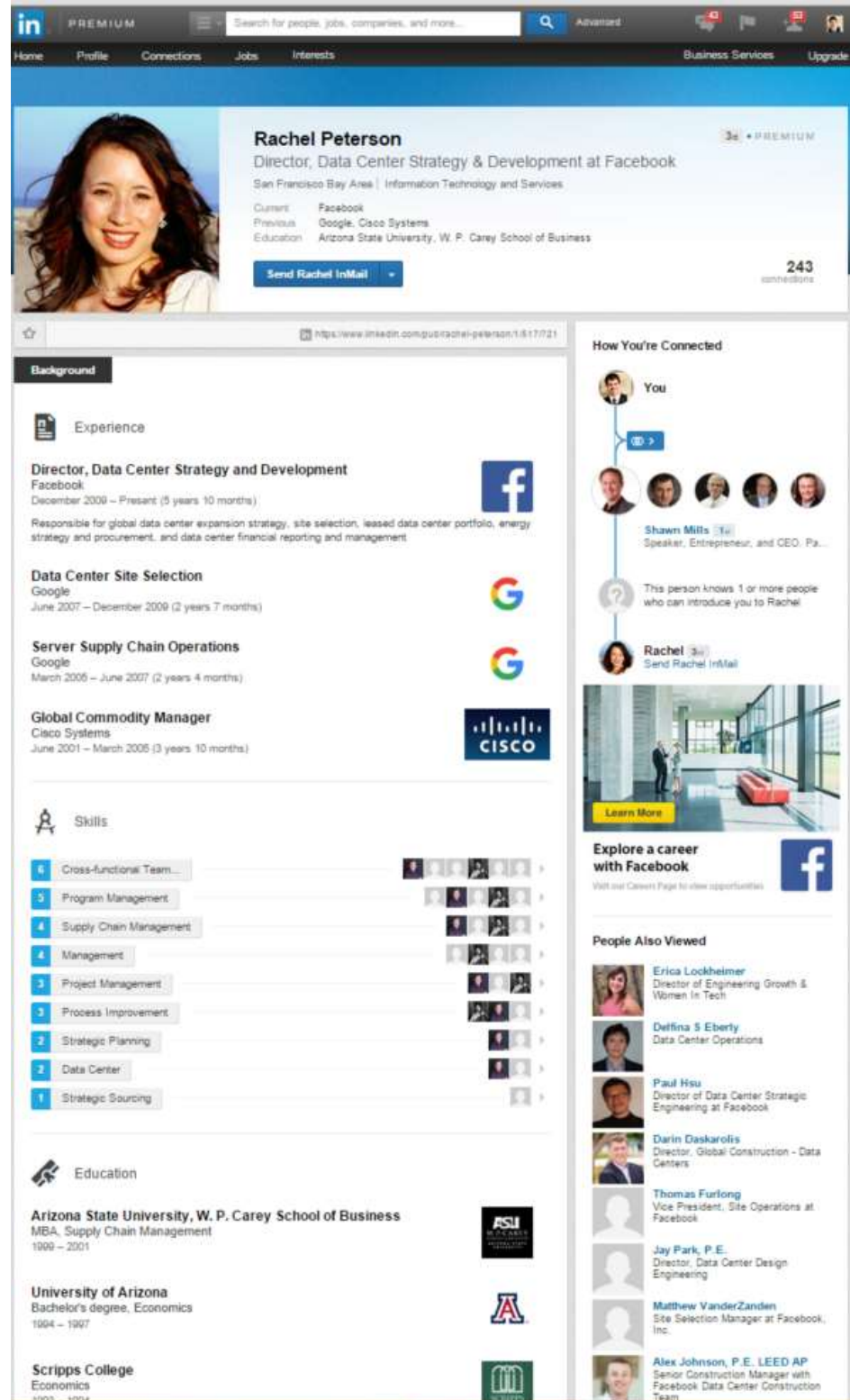
**Mark Tomlinson**  2nd
Performance Sherpa
Greater Philadelphia Area • Information Technology and Services
▶ 1 shared connection • Similar **Connect**

Business moves fast. You can move faster
with UCS Servers from Cisco.
See how

 Cisco UCS with Intel® Xeon® processors



Hidden Relationships: Facebook

- Located a data center in TX
- Read about in Site Selection Magazine
- How do I reach her?



The screenshot displays the LinkedIn profile of Rachel Peterson, a Director of Data Center Strategy & Development at Facebook. The profile includes a header with her name, title, and location (San Francisco Bay Area). Below this, her current and previous employers (Facebook, Google, Cisco Systems) and education (Arizona State University, W. P. Carey School of Business) are listed. The main section of the profile is titled 'Experience' and details her roles at Facebook, Google, and Cisco Systems, including responsibilities like global data center expansion strategy and site selection. A 'Skills' section lists various competencies such as Cross-functional Team, Program Management, and Supply Chain Management. The 'Education' section lists her degrees from Arizona State University, the University of Arizona, and Scripps College. On the right side, there is a 'How You're Connected' section showing connections to 'You' and 'Shawn Mills', and a 'People Also Viewed' section listing other professionals in the field.

Rachel Peterson
Director, Data Center Strategy & Development at Facebook
San Francisco Bay Area | Information Technology and Services

Current: Facebook
Previous: Google, Cisco Systems
Education: Arizona State University, W. P. Carey School of Business

[Send Rachel InMail](#)

243 connections

Background

Experience

Director, Data Center Strategy and Development
Facebook
December 2009 – Present (5 years 10 months)
Responsible for global data center expansion strategy, site selection, leased data center portfolio, energy strategy and procurement, and data center financial reporting and management.

Data Center Site Selection
Google
June 2007 – December 2009 (2 years 7 months)

Server Supply Chain Operations
Google
March 2006 – June 2007 (2 years 4 months)

Global Commodity Manager
Cisco Systems
June 2001 – March 2006 (3 years 10 months)

Skills

- 6 Cross-functional Team...
- 5 Program Management
- 4 Supply Chain Management
- 4 Management
- 3 Project Management
- 3 Process Improvement
- 2 Strategic Planning
- 2 Data Center
- 1 Strategic Sourcing

Education

Arizona State University, W. P. Carey School of Business
MBA, Supply Chain Management
1999 – 2001

University of Arizona
Bachelor's degree, Economics
1994 – 1997

Scripps College
Economics
1993 – 1994

How You're Connected

You

Shawn Mills
Speaker, Entrepreneur, and CEO, Pa...

This person knows 1 or more people who can introduce you to Rachel

Rachel
[Send Rachel InMail](#)

Explore a career with Facebook
Visit our Career Page to view opportunities

People Also Viewed

- Erica Lockheimer
Director of Engineering Growth & Women In Tech
- Defina S Eberly
Data Center Operations
- Paul Hsu
Director of Data Center Strategic Engineering at Facebook
- Darin Daskarolis
Director, Global Construction - Data Centers
- Thomas Furlong
Vice President, Site Operations at Facebook
- Jay Park, P.E.
Director, Data Center Design Engineering
- Matthew VanderZanden
Site Selection Manager at Facebook, Inc.
- Alex Johnson, P.E. LEED AP
Senior Construction Manager with Facebook Data Center Construction Team

Reaching OUT

- Remember, the goal is to turn a no-tie relationship into a weak tie relationship
- Your weak tie relationships don't require monthly contact. Quarterly, biannually, or annually can work!
- Find something in common:
 - School (Alumni connection)
 - Sports (Football, Golf, Baseball-obvious choices)
 - Hobbies (Cats, Dogs, anything will work)
 - Interests (Again, anything)
- **WHEN IN DOUBT: FOCUS ON THE RELATIONSHIP, NOT THE TRANSACTION**
- **Little things matter**

How To contact them

- Best way is through an introduction or common connection—in person.
- BRE Program (A built-in excuse to talk to a CEO—why would you pass this up?)
- LinkedIn
- Facebook
- Conferences and Associations
- Email
- Phone call (yeah, it still works)
- Mixers
- Parties
- The Bar
- Airplanes
- Blogs

One Meeting Example: Keener Fry, UW Alumni Association



Dear Tom:

It was A pleasure to meet you on Monday.

I hope you enjoyed the tour of the Marian H. Rochelle Gateway Center. My best as you proceed through the search process for the [REDACTED]

Keener

214 S. 14th Street • Laramie, WY 82070 • (307) 766-4166 • www.uwyo.edu/alumni

My VERSION

Dear Tom:

Good luck at the WEDA Conference on Tuesday!

You're good enough.

- You're smart enough.

- And dammit, people like you

Tom Johnson

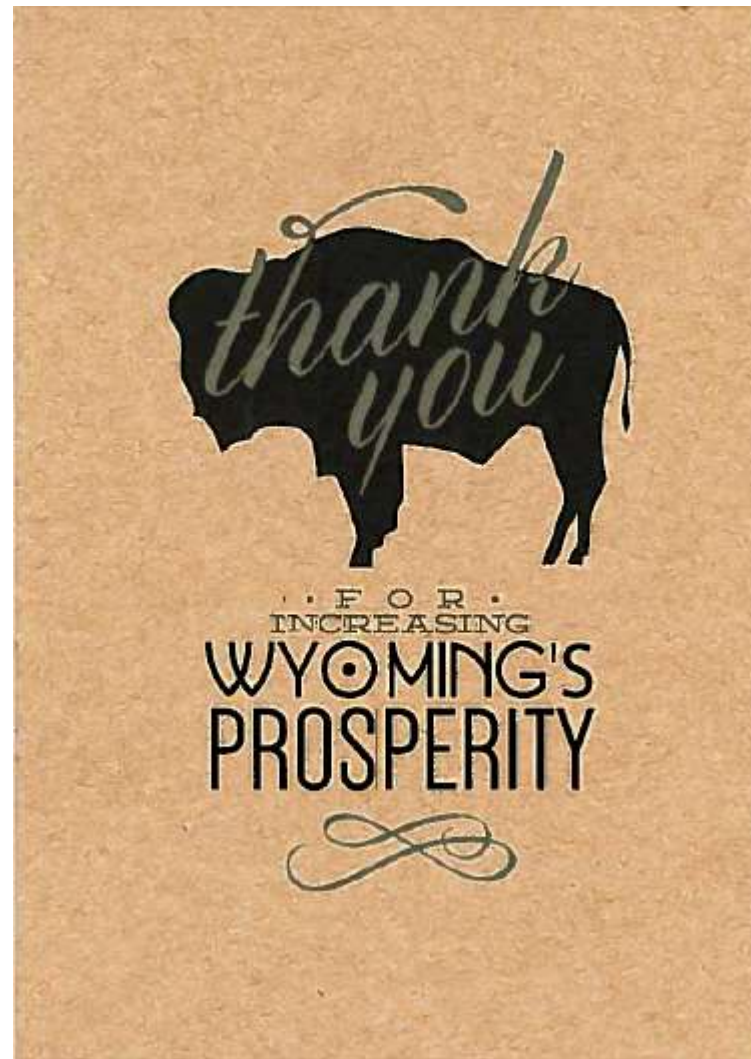
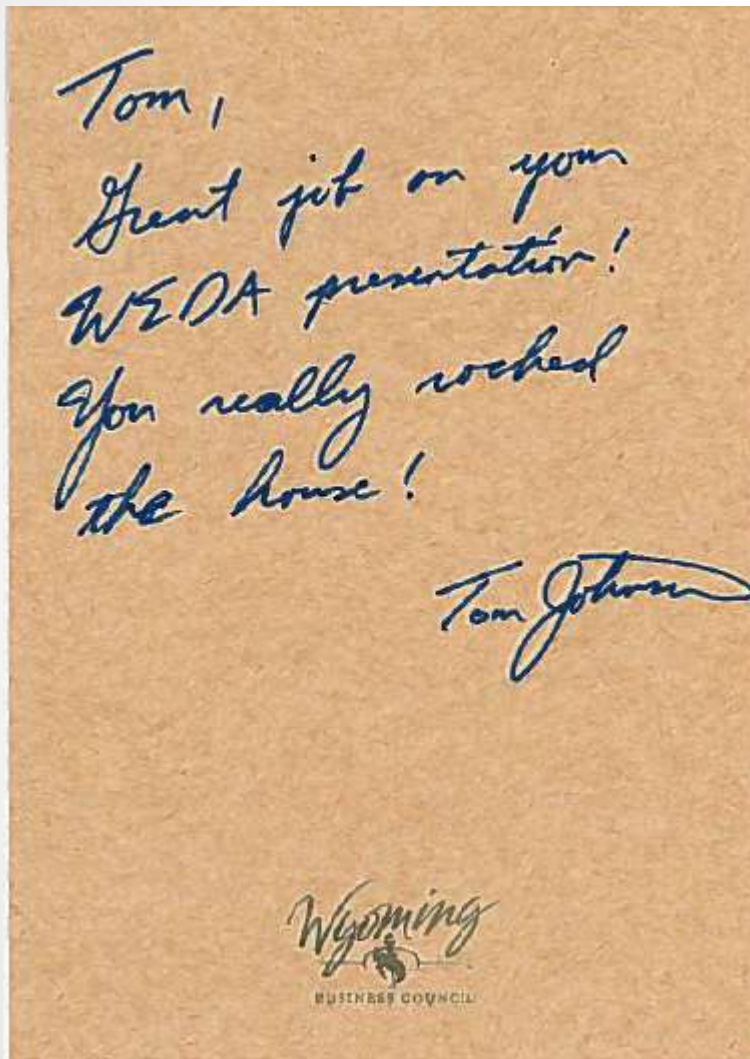
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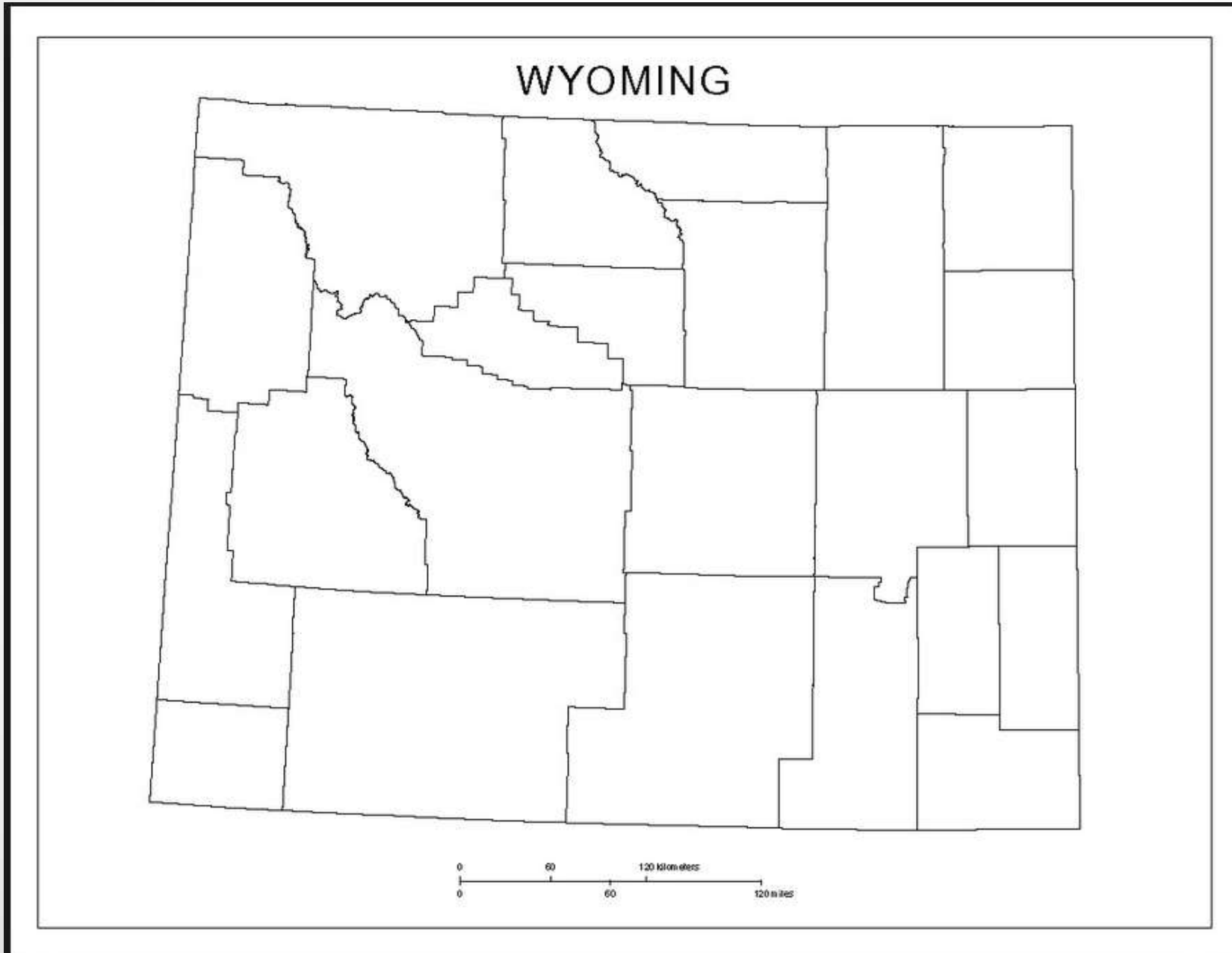
My version 2.0



What TO SAY IF YOU Don't KNOW What TO Say:

- Lessons from a trade show master
- 1A: “Hey, how’s it going?”
- 1B: “So where are you from?”
 - You can pivot in a hundred ways:
 - “Oh, I’ve been there, it’s....”
 - “I know a guy/girl from there. He/she was...”
 - “Isn’t that the home of....”
 - “You don’t say, my aunt/uncle/cousin grew up there..”
 - “I’ve never been there, what’s it like?”
 - “How did you end up there?”
 - “Did you know Ernest Hemingway’s fourth marriage took place there?”

We NEED YOUR HELP!



NEED CASH? Try a ¼-Cent Sales Tax

County	State Sales Tax Rate	FY 2015 Total State Sales Taxes	FY 2015 Total Taxable Sales	Economic Development Tax	ED Funds Available
Albany	4.00%	\$21,694,678	\$542,366,950	0.250%	\$1,355,917.38
Big Horn	4.00%	\$8,283,237	\$207,080,925	0.250%	\$517,702.31
Campbell	4.00%	\$151,349,544	\$3,783,738,600	0.250%	\$9,459,346.50
Carbon	4.00%	\$18,816,033	\$470,400,825	0.250%	\$1,176,002.06
Converse	4.00%	\$64,372,141	\$1,609,303,525	0.250%	\$4,023,258.81
Crook	4.00%	\$6,769,975	\$169,249,375	0.250%	\$423,123.44
Fremont	4.00%	\$33,355,317	\$833,882,925	0.250%	\$2,084,707.31
Goshen	4.00%	\$7,279,580	\$181,989,500	0.250%	\$454,973.75
Hot Springs	4.00%	\$4,711,682	\$117,792,050	0.250%	\$294,480.13
Johnson	4.00%	\$11,856,599	\$296,414,975	0.250%	\$741,037.44
Laramie	4.00%	\$94,007,522	\$2,350,188,050	0.250%	\$5,875,470.13
Lincoln	4.00%	\$15,149,451	\$378,736,275	0.250%	\$946,840.69
Natrona	4.00%	\$108,869,123	\$2,721,728,075	0.250%	\$6,804,320.19
Niobrara	4.00%	\$3,102,001	\$77,550,025	0.250%	\$193,875.06
Park	4.00%	\$31,036,229	\$775,905,725	0.250%	\$1,939,764.31
Platte	4.00%	\$10,703,103	\$267,577,575	0.250%	\$668,943.94
Sheridan	4.00%	\$23,009,078	\$575,226,950	0.250%	\$1,438,067.38
Sublette	4.00%	\$45,322,913	\$1,133,072,825	0.250%	\$2,832,682.06
Sweetwater	4.00%	\$71,475,286	\$1,786,882,150	0.250%	\$4,467,205.38
Teton	4.00%	\$48,380,230	\$1,209,505,750	0.250%	\$3,023,764.38
Uinta	4.00%	\$15,697,790	\$392,444,750	0.250%	\$981,111.88
Washakie	4.00%	\$6,669,364	\$166,734,100	0.250%	\$416,835.25
Weston	4.00%	\$5,749,113	\$143,727,825	0.250%	\$359,319.56

questions?



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