

**Hartington, Nebraska
Target Industry Program
2013 Update**

July 2013



Nebraska Public Power District

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Introduction

In the spring and summer of 2013, the Hartington Economic Development Corporation (Hartington EDC) undertook a review and update of its 2008 Target Industry Program. A new Community Target Industry Program recently developed by the Nebraska Department of Economic Development (DED) and Nebraska Public Power District (NPPD) was utilized for this update. On July 15th, 2013, the Hartington EDC's Board made the decision to:

Continue to pursue the targets identified in the 2008 study with shifts in focus for two of the targets; these targets are:

Accounting, trucking, and computer services firms

Feed manufacturing

Housing development *with a shift in focus to rental units and assisted living*

Hotel/motel development/redevelopment *with a shift in emphasis to redevelopment of the downtown hotel*

Business accession and transfer

Add the Following Targets:

Recruitment of a sit-down family style restaurant

Enhancement of downtown retail (increase number of main street businesses and promote opportunities for extended hours and events)

Recruitment of a light manufacturing business

Enhancement of educational and workforce development (skills training) opportunities

Over the next eighteen (18) months, Hartington EDC staff and board members plan to identify and recruit key stakeholders to form teams responsible for developing and undertaking strategies for each of the targets selected by the Board. It is anticipated the Board will receive semiannual reports on the status of these team efforts. The following sections describe the new target industry process used to identify and select Hartington EDC's targets.

New Community Target Industry Program

This target industry update was a joint effort of the Hartington Economic Development Corporation, DED, and NPPD. The process used for this update was based on an industry cluster strategy from the 2010 study by the Battelle Group, “*A Competitive Advantage Assessment and Strategy for Nebraska*” (Battelle Study). The process consists of five steps:

Step 1–Gather and review background material and data

Step 2–Meeting with local economic development organization/person

Step 3–Meet with group/team/individual(s) responsible for target industry program

Step 4–Meeting(s) to finalize targets and plan target industry program

Step 5–Implementation of program

Hartington Target Industry Update Process

The process to update Hartington’s target industry plan began in the fall of 2012 with a request from Hartington EDC. The completion of Step 4, “Meeting(s) to finalize targets and plan target industry program,” finalizes the selection of new targets and is the topic of this report. Step 5, “Implementation of program” will continue until completed and will be the subject of future reports to the Hartington EDC Board. The steps taken to select the finalized Hartington EDC’s targets are summarized in the following sections.

STEP 1–Background Material (*completed by NPPD & DED prior to initial meeting on January 30, 2013*)

During December 2012 and January 2013, staff from DED and NPPD reviewed economic and demographic data for the Hartington area and a presentation summarizing these data was developed (Appendix A). The presentation contained:

- An overview of the new target industry process;
- A list of high growth clusters for counties without a first class city from the Battelle Study;
- A list of local major employers (25 or more workers) from the Hoovers database;
- Current position listings from the Nebraska Department of Labor; and
- A list of economic highlights derived from the initial data screening.

Economic Highlights of the Hartington Area economy included:

- Hartington has a relatively large public sector, which is typical for a community of its size
- There is an emerging wind industry sector
- An estimated 500 Cedar County residents (15 percent) commute to Yankton, SD and Madison, NE Counties for their primary jobs and an additional 36 percent commute to other counties
- An estimated 240 Cedar County residents are employed in manufacturing jobs at establishments located in other counties

Step 2–Meet with local economic development organization/person (*held on January 30, 2013*)

The preliminary background material in Appendix A was presented to a select group of Hartington EDC Board Members on January 30, 2013. The group determined substantial progress had been made on the targets from the 2008 study but recommended retaining all five, some with slightly reduced or altered emphasis. The targets from the 2008 study are:

- Accounting, trucking, and computer services firms
- Feed manufacturing
- Housing development
- Hotel/motel development
- Business accession and transfer

The group discussed several new targets that might be added to the target industry list, including:

- Workforce development
- Rental housing
- Machinery manufacturing
- Healthcare
- Entrepreneurial training/school
- Hospitality-destination restaurant

The group decided to recommend to the full Hartington EDC Board of Directors that all five targets be retained from the 2008 study and two focus groups, one of local manufacturers and the other of local healthcare providers be conducted, with the assistance of DED and NPPD, to identify new targets.

Step 3–Meet with group/team/individual(s) responsible for target industry program
(Hartington EDC Board meeting on April 18 and two focus groups held on April 22, 2013)

The Hartington EDC Board authorized retention of the five targets from the 2008 study. The Board also authorized Hartington EDC to conduct, with the assistance of DED and NPPD, two focus groups to identify new targets. The focus groups were organized by Hartington EDC staff and both were conducted on April 22, 2013.

Prior to conducting the focus groups, DED, NPPD, and Hartington EDC developed a series of questions to be addressed by each group. These questions included:

- What other specific businesses, if located here, could directly benefit your business?
- Are there suppliers, contractors, etc. that Hartington EDC should focus on attracting or growing here?
- Are there other types of companies you feel economic development should focus on attracting to Hartington?
- What other growth issues should Hartington EDC focus on?

The local manufacturers' focus group met in the morning on April 22, 2013. Topics discussed included:

- Northeast Community College as a provider of skills training
- Need for a family restaurant, possibly in combination with the existing winery
- Favor more special events and late night hours for downtown businesses
- Need for additional workers
- Need for a new business, such as light manufacturing or food processing, in the former cheese plant
- Need for a new light industrial building

The local healthcare focus group met in the afternoon on April 22, 2013. Topics discussed included:

- Need for a medical supply store
- Need for Home InStead business
- Favor a Health & Human Services office in Cedar County
- Favor a restaurant
- Favor a manufacturer paying good wages
- Favor a movie theater (like Lynch or Wayne)
- Favor Frisbee golf

There were several themes common to both focus groups. These included:

- Demand for a family style destination restaurant
- Need to improve main street shopping opportunities and experience
- Desire for additional manufacturing employment

Step 4–Meeting(s) to finalize targets and plan target industry program (*Hartington Economic Development Corporation Board meeting, July 15*)

On July 15, 2013, Carla Becker, Coordinator, Hartington Economic Development Corporation reported the results of the focus groups to the Board of Directors. During the meeting, the Board received additional information on potential targets from Sheryl Hiatt, Nebraska Department of Economic Development and from Ken Lemke and Mary Plettner, Nebraska Public Power District. Following the presentations and further discussion, the Board decided to retain the targets from the 2008 study with shifts in emphasis noted below:

- Accounting, trucking, and computer services firms
- Feed manufacturing
- Housing development *with a shift in focus to rental and assisted living*
- Hotel/motel development/redevelopment *with a shift in focus to redevelopment of the downtown hotel*
- Business accession and transfer

The Board also decided to add the following new targets:

- Recruit a sit down family style restaurant
- Enhance downtown retail (increase number of main street businesses and promote opportunities for extended hours and events)
- Recruit a light manufacturing business
- Enhance educational and workforce development (skills training) opportunities

Step 5–Support implementation of program

Over the next eighteen (18) months, Hartington EDC staff and board members plan to identify and recruit key stakeholders to form teams that will develop and undertake strategies for each of the targets selected by the Board. It is anticipated the Board will receive biannual reports on the status of these team efforts.

Contributors from DED and NPPD, fortunate enough to participate in Hartington's targeting process, want to thank Hartington EDC and its members for allowing us to share in this opportunity.

APPENDICES:

- A. PowerPoint Presentation: *Hartington Target Industry Study, January 30, 2013*

Hartington Target Industry Study

January 30, 2013

Tasks for Today's Meeting

- Review new “Target Industry” process
- Review state level “Target Industry” initiatives
- Review information on Hartington and businesses
- Develop initial list of potential targets
- Provide information on target preferences
- Determine next steps

New Community Target Industry Program

- Joint effort of DED, NPPD & Hartington Economic Development
- Based on Cluster strategy from Battelle Study
- Driven by community information
- Dependent on data from local Business Retention & Expansion (BRE) visits

Community Target Industry Program

- **Step 1**–Gather and review background material and data (NPPD & Partners)
- **Step 2**–Meeting with local economic development organization/person (Local ED, NPPD & Partners)
- **Step 3**–Meet with group/team/individual(s) responsible for target industry program (Local Target Industry Team, Local ED, NPPD & Partners)
- **Step 4**–Meeting(s) to finalize targets and plan target industry program (All)
- **Step 5**–Support implementation of program (All)

Clusters

- local group of interconnected companies and associated institutions in a particular field, linked by common interests.
- often include customers and manufacturers of complementary products or companies related by skills, technologies, or common inputs.
- include governmental and other institutions that provide specialized training, education, information, research and technical support.
- joint action allows members to collectively address challenges and solve problems that individual firms are incapable of addressing or solving by themselves

Nebraska is Well-Positioned in the Fundamentals Driving Economic Development

- *First, Nebraska has a diverse set of twelve primary industry clusters that are driving the state's economic base*

- 5 Industry Clusters Stand As **Current Strengths**
 - Specialized, Growing and Outpacing National Growth
 - Financial Services
 - Transportation, Warehousing & Distribution Logistics
 - Precision Metals Mfg.
 - Biosciences
 - Renewable Energy
(note: overlaps with biosciences in biofuels)

- 3 Industry Clusters Stand As **Emerging Strengths or Opportunities**
 - Not Specialized, Growing in Employment and may be Gaining Competitive Share
 - R&D & Engineering Services
 - Health Services
 - Hospitality & Tourism

- 4 Industry Clusters Stand As **Retention Targets**
 - Specialized, but Challenged in Employment and Competitive Share
 - Agriculture & Food Processing
 - Business Management & Admin. Services
 - Software & Computer Services
 - Agricultural Machinery

High Growth Clusters in Counties Without a First Class City

- Agriculture/Food Proc.
- Biosciences
- Bus. Mgmt & Admin. Svcs
- Hospitality/Tourism
- Precision Metals
- R&D/Eng Services
- Software & Computer Services
- Trans/Warehousing Distribution Logistics

Hartington Area

24 Major Employers

(Hoovers Database, 25 or More Employees)

- Hartington Telemarketing Inc
- Petersen AG Systems Inc
- Beverly Healthcare Hartington
- Cedar County Publishing Inc/Northeast Nebraska News
- Prince Manufacturing Corporation
- City of Hartington
- Catholic Rector

Hartington Area Economy Highlights

- Large public sector
- Emerging wind sector
- About 500 county residents (15%) commute to Yankton and Madison Counties for their primary jobs; an additional 36% commute to jobs in other counties
- About 240 county residents are employed in manufacturing jobs in other counties

Nebraska Department of Labor

Position Listing

- Physical Therapist; Aegis Therapies
- Lab Technician; Avera
- Physical Therapist; Executive Search Solutions
- Certified Nurse Assistant-CNA; Golden Living
- Nurse Charge LPN; Golden Living
- Registered Nurse Charge RN; Golden Living
- CNA Full-Time - Hartington; Golden Living Center
- Physical Therapist; Golden Living Center
- Registered Nurse Charge (RN); Golden Living Center
- CNAs Wanted! Now Hiring For Ou; Golden LivingCenters
- Come Join Our Golden Team! Ful; Hartington Golden Living Cente
- Lab Technician; Not Available
- Physical Therapist; Not Available
- Registered Nurse Charge RN; Not Available
- Physical Therapist / Therapy (PT) Permanent - Skil; Reflectxion Resources, Inc.

Nebraska Department of Labor

Position Listing *(Continued)*

- LEAD SALES ASSOC, 200 MAIN ST, HARTINGTON NE; Dollar General Corporation
- SALES ASSOCIATE, 200 MAIN ST, HARTINGTON NE; Dollar General Corporation
- Cook; Golden Living
- Pizza Hut Assistant General Manager Job; Pizza Hut, Inc.
- Pizza Hut Restaurant General Manager Job; Pizza Hut, Inc.
- Pizza Hut Restaurant General Manager Job; Pizza Hut, Inc.
- Pizza Hut Server Job; Pizza Hut, Inc.
- Pizza Hut Shift Manager Job; Pizza Hut, Inc.
- Pizza Hut Team Member Job; Pizza Hut, Inc.