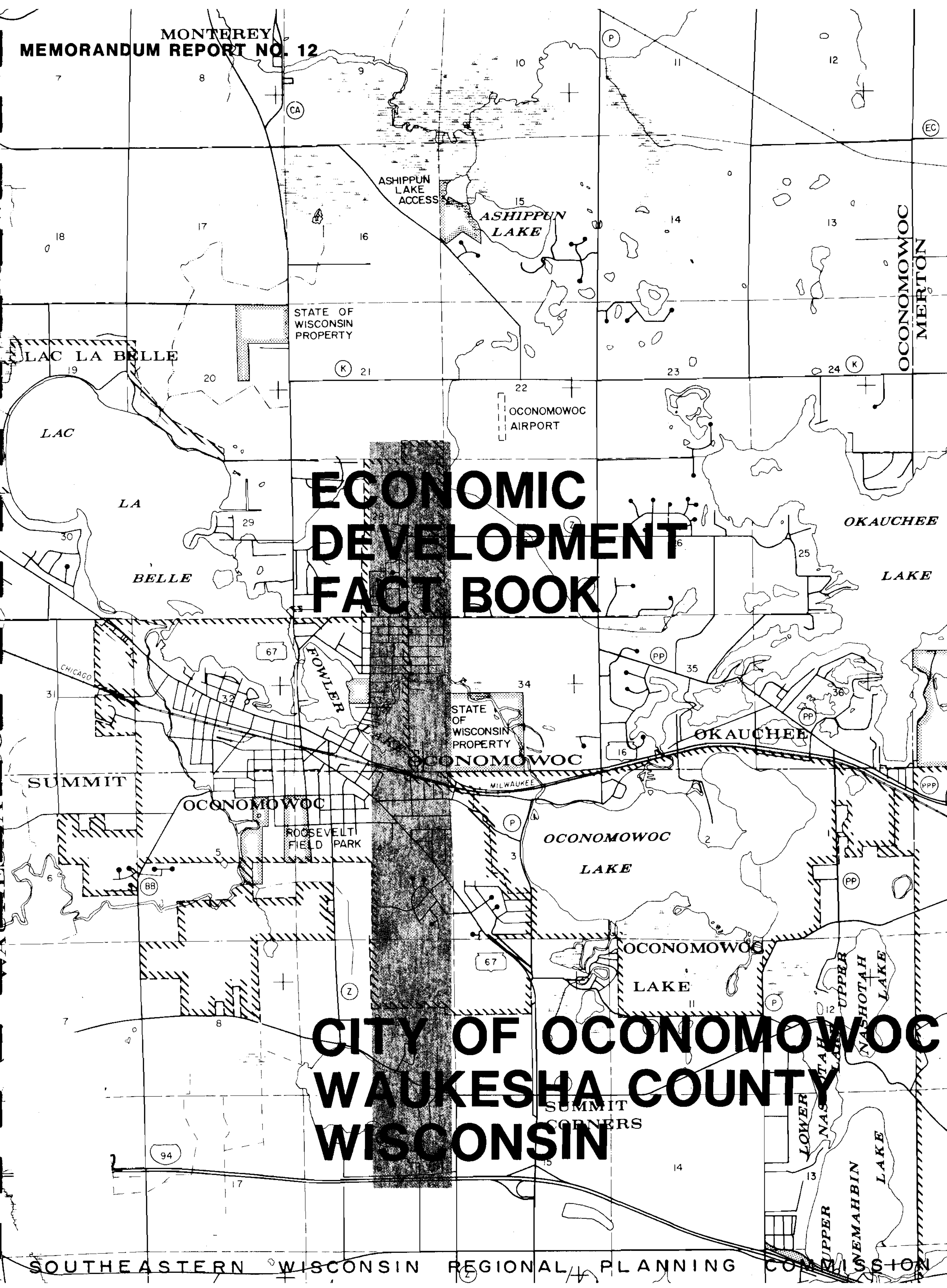
MEMORANDUM REPORT NO. 12

ECONOMIC DEVELOPMENT FACT BOOK

CITY OF OCONOMOWOC WAUKESHA COUNTY WISCONSIN



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Special acknowledgement is due Mr. John R. Meland, Principal Planner, for his contribution to the preparation of this report.

MEMORANDUM REPORT NUMBER 12

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT FACT BOOK

WAUKESHA COUNTY, WISCONSIN

Prepared by the

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This fact book is part of the City of Oconomowoc Overall Economic Development Program (OEDP) planning process. The economic development program plan is available from the City of Oconomowoc.

March 1987

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CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT FACT BOOK

Section I

A DESCRIPTION OF THE NATURAL RESOURCES, PHYSICAL CHARACTERISTICS, AND COMMUNITY FACILITIES AND SERVICES OF THE CITY OF OCONOMOWOC AND ENVIRONS

INTRODUCTION

Inventories of a community's natural resources and other physical characteristics, and public utilities, facilities, and services provide information that can be particularly useful in the identification of the characteristics of the community that have a significant impact on the local economy. The purpose of this section is to describe the natural resource base, physical characteristics and public utilities, facilities, and services of the City of Oconomowoc and environs.

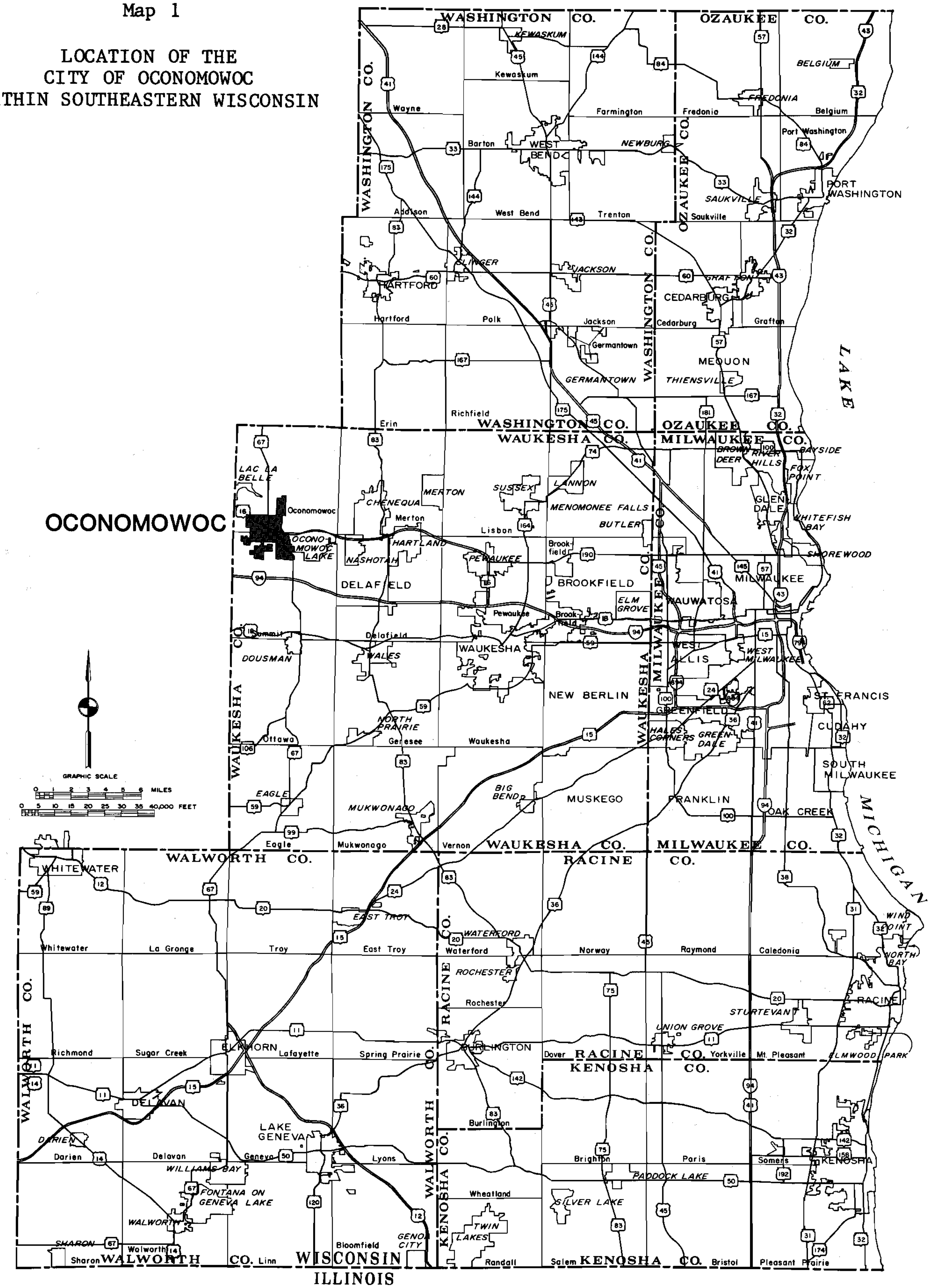
LOCATION

The City of Oconomowoc is located in the northwestern part of Waukesha County, which is part of the seven-county Southeastern Wisconsin Planning Region (see Map 1). The corporate limits of the City encompass an area of 5.49 square miles. Located approximately 23 miles west of the City of Milwaukee, the City is within acceptable commuting distance of Milwaukee via STH 16 and STH 190, and IH 94. As shown on Map 2, many of the most important industrial areas and heaviest population concentrations in the Midwest are located within 350 miles of the City of Oconomowoc.

In addition, the City of Oconomowoc is located relatively close to several other urban growth centers in southern Wisconsin. The City is located about 17 miles from the City of Waukesha, about 12 miles from the City of Watertown, and about 48 miles from the City of Madison and the State Capitol.

Map 1

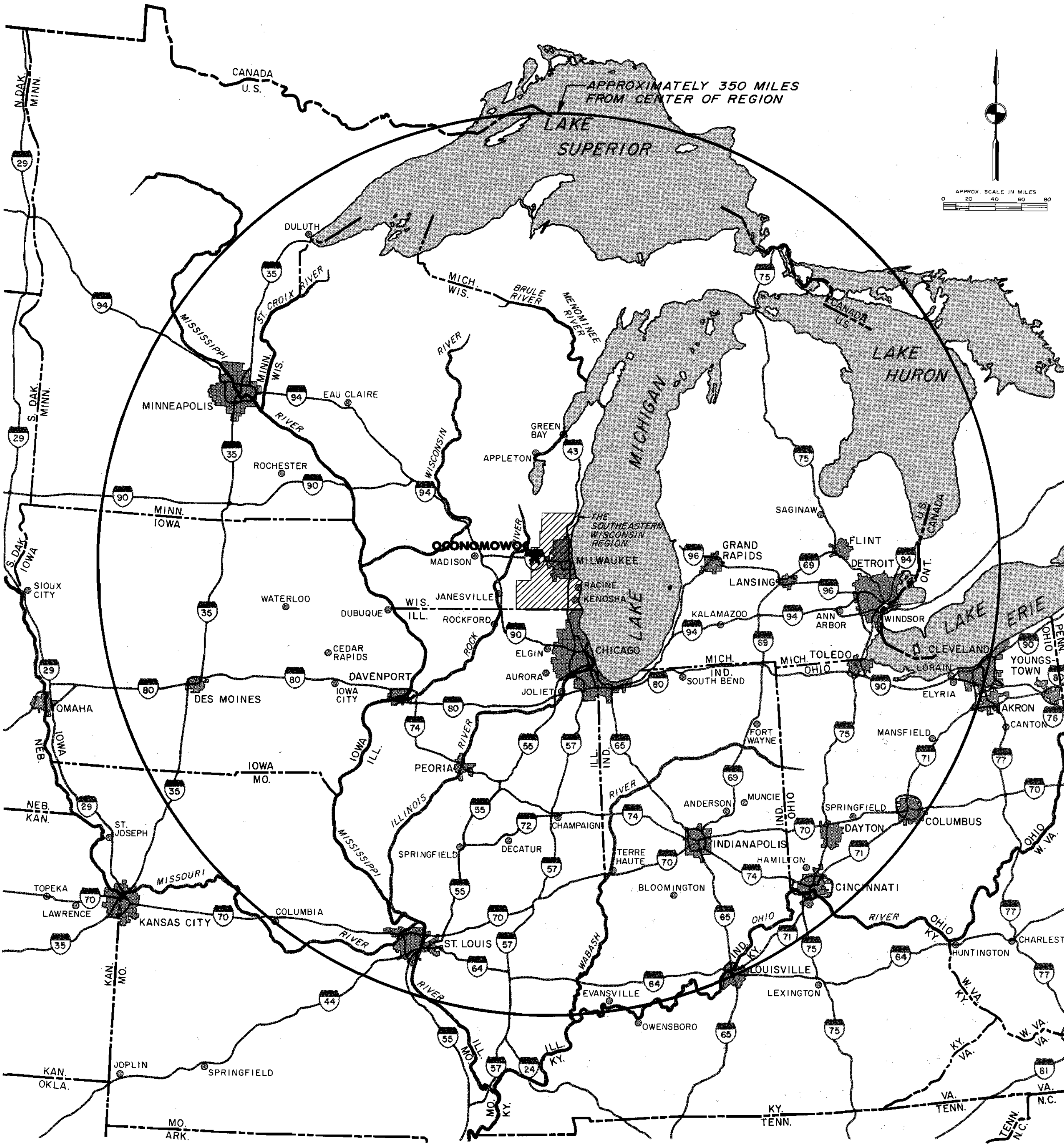
LOCATION OF THE
CITY OF OCONOMOWOC
WITHIN SOUTHEASTERN WISCONSIN



Source: SEWRPC.

Map 2

REGIONAL SETTING OF THE CITY OF OCONOMOWOC
IN THE MIDWEST



Source: SEWRPC.

STUDY AREA

The inventory findings described in this section cover the Oconomowoc study area. As shown on Map 3, the study area is comprised of Sections 19 through 22 and 27 through 34 in U. S. Public Land Survey Township 8 North, Range 17 East; and Sections 3 through 10 and 15 through 18 in U. S. Public Land Survey Township 7 North, Range 17 East. The entire study area encompasses 15,435 acres, or about 24 square miles, about 19 square miles of which consist of lands outside the corporate limits of the City of Oconomowoc. Other local units of government in the study area are the Villages of Lac La Belle and Oconomowoc Lake and the Towns of Oconomowoc and Summit.

NATURAL RESOURCES AND PHYSICAL CHARACTERISTICS

Natural Resource Base

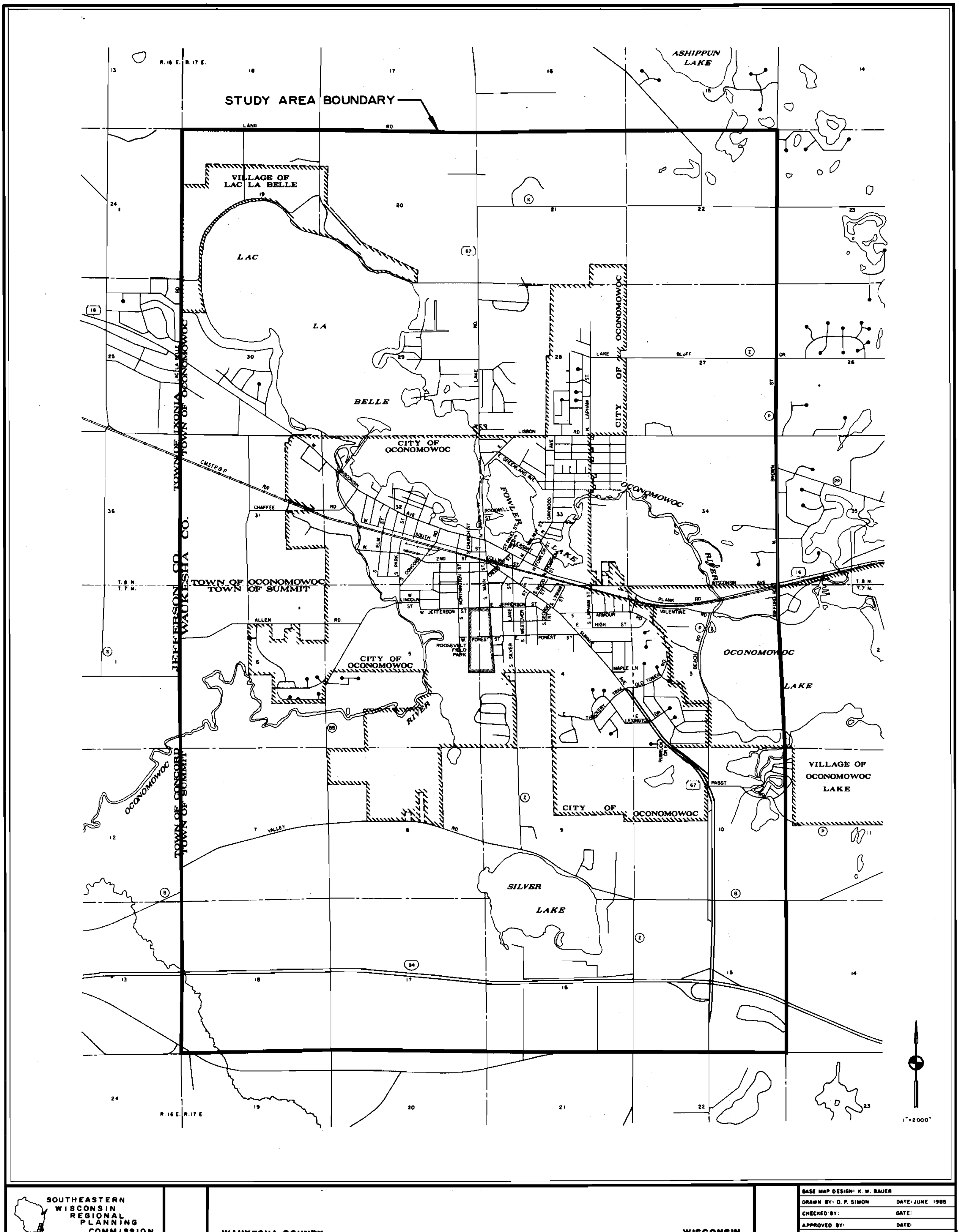
The City of Oconomowoc exhibits weather typical of a continental-type climate, characterized by a continuous progression of markedly different seasons and a large range in annual temperature. Summers are relatively warm with occasional periods of hot, humid weather and sporadic periods of cool weather.

Table 1 shows general climatic data for the Oconomowoc area. As indicated in Table 1 the hottest month, July, has an average mean temperature of 72°F. Winters tend to be cold, cloudy, snowy, and accentuated by prevailing northwesterly winds. There is often a short mid-winter thaw occasioned by brief periods of unseasonably warm weather. January, the coldest month, has a mean temperature of 17°F. The annual precipitation in the City averages about 30 inches, and about 76 percent of the rainfall comes in the months of March through September. June and July are the rainiest months with an average of about four inches per month, while January and February, averaging only about one inch per month, are the driest months. Much of the winter precipitation falls as snow, with the average annual snowfall amounting to about 42 inches.

The lowest average daily relative humidity occurs in April and May, when it reaches about 70 percent. In the City of Oconomowoc, prevailing summer breezes are from the south, whereas prevailing winter winds are from the north and northwest.

Map 3

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT STUDY AREA



Source: SEWRPC.

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Table 1

GENERAL CLIMATIC DATA FOR THE OCONOMOWOC AREA

Month	Temperature[a] (°F) Mean	Degree Day Normals[a]: Heating Degree Day Normals	Degree Day Normals[a]: Cooling Degree Day Normals	Humidity[c]: Average Daily Relative Humidity (percent)	Precipitation: Precipitation Normals[a] (average inches)	Precipitation: Mean Snowfall[b] (inches)	Clear/Cloudy Days[c] Sunrise to Sunset (mean number of days): Clear	Partly Cloudy	Cloudy	Percent of Possible Sunshine[c]
January...........	16.9	1,491	0	72.0	1.07	11 1	7	6	18	45
February..........	21.6	1,215	0	71.8	0.84	8.4	7	6	15	47
March.............	32.0	1 023	0	72 8	1.71	8 1	6	8	17	51
April.............	46.7	549	0	70.3	2.91	2.7	7	8	15	54
May...............	58.2	246	35	69 5	2 88	0 2	7	10	14	59
June..............	67.4	44	116	71.5	3.78	0.0	8	10	12	64
July..............	72 0	9	226	72 3	4.10	0 0	11	11	9	71
August............	70.1	19	177	75.5	3.96	0.0	11	11	9	67
September	62 0	125	35	76 3	3 37	0 0	10	9	11	60
October...........	51.1	441	10	73.3	2.26	0.6	10	9	12	56
November	36.8	846	0	74 8	1 83	3.4	6	6	18	41
December..........	23.8	1,277	0	76.5	1.43	7.4	6	6	19	38
Annual	46.6	7,285	599	73.0	30.14	41.9	96	100	169	56

[a]At Oconomowoc, Wisconsin for the years 1951 to 1980.

[b]At Waukesha, Wisconsin for the years 1931 to 1952.

[c]At Milwaukee, Wisconsin for the years 1941 to 1970.

Source: U. S Department of Commerce; National Oceanic and Atmospheric Administration, Environmental Data Service; and SEWRPC.

With the recent increases in energy costs, energy requirements have become an increasingly important factor in business location decisions. The effects of air temperature on the amount of energy required for the heating and cooling of buildings can be indirectly measured in terms of heating degree days and/or cooling degree days. A heating degree day is defined as the number of degrees that the daily mean temperature is below 65°F, and a cooling degree day is defined as the number of degrees that the daily mean temperature is above 65°F. Heating and cooling degree day normals for the Oconomowoc area are set forth in Table 1.

Soils

Soils having severe or very severe limitations for commercial and industrial development have poor bearing capacity, a high shrink swell potential, low shear strength, a high frost hazard, high compressibility, a seasonal high water table, steep slopes, or shallow depth to bedrock. The soil limitations pertaining to commercial and industrial development are based on the assumption that commercial and industrial structures will generally be three stories or less in height and have at least 2,500 feet of floor space on any given level. The soil limitations also assume that commercial and industrial structures can best be built on level to slightly sloping sites, but can be built on slopes to 12 percent if such slopes do not exceed 200 or 300 feet in length. Also, it should be pointed out that the soil limitations for commercial and industrial development are based on the characteristics of the soil substratum because the foundations for such structures rest on this part of the soil. Soils with severe or very severe limitations for commercial and industrial development are located along watercourses in low-lying, poorly drained areas in the east, southwest, and west portions of the study area, and along steep slopes scattered throughout the study area. Onsite foundation investigations are generally required for the design of commercial and industrial buildings in order to avoid construction problems related to existing soil conditions. Information on soils that have severe or very severe limitations for commercial and industrial development is available from the Regional Planning Commission.

Selected Surface Drainage and Associated Floodland Features

Selected characteristics of the surface drainage system and related floodland features in the Oconomowoc study area define the general nature of topographic conditions in the area, and as such provide useful information which may be applied to the planning and design of sanitary sewerage, public water supply, and stormwater drainage facilities. The Southeastern Wisconsin Regional Planning Commission (SEWRPC) has digitized land use maps that are available to developers and interested persons that depict major and minor lakes, perennial and intermittent streams, and the boundaries of the 100-year recurrence interval floodlands in the Oconomowoc study area. The 100-year recurrence interval flood hazard areas are generally not well suited for urban development.

Wetlands and Woodlands

Information pertaining to the wetlands and woodlands in the study area is of particular importance to economic development, since any economic development activity involving land use development should consider the protection and preservation of these areas. Wetlands and woodlands occur in scattered, small areas throughout the study area, as well as in several large areas lying adjacent to the Oconomowoc River, on the east and west side of the study area. Digitized land use maps showing wetlands and woodlands in the Oconomowoc study area are available from the Regional Planning Commission.

Environmental Corridors and Isolated Natural Areas

Regional Planning Commission studies have shown that the best remaining elements of the natural resource base in southeastern Wisconsin occur in elongated, linear patterns which the Commission has termed "environmental corridors." There are several elements of the natural resource base which are considered to be basic elements of the environmental corridors. These elements are: 1) lakes and streams and their associated shorelands and floodlands; 2) wetlands; 3) woodlands; 4) prairies; 5) wildlife habitat areas; 6) wet, poorly drained, or organic soils; and 7) rugged terrain and high-relief topography. In addition, there are five natural resource base related elements which are not a part of the natural resource base per se, but are so closely linked to that base as to warrant consideration in delineating environmental corridors. These elements are: 1) existing park sites; 2) potential park sites; 3) historic sites and structures; 4) areas having natural and scientific value; and 5) scenic vistas. For the purposes of this study, environmental corridors within the Oconomowoc study area and environs have been grouped into three categories: primary environmental corridors, secondary environmental corridors, and isolated natural areas.

The delineation of environmental corridors is of particular importance to the City's economic development program, since the formulation of economic development activities involving land use development must consider the protection and preservation of such areas. A map showing the delineated primary and secondary environmental corridors and isolated natural areas is presented in SEWRPC Community Assistance Planning Report No. 142, A Park and Open Space Plan for the City of Oconomowoc.

Primary environmental corridors within the study area occur along the shoreline areas associated with Battle Creek, Silver Lake, Lac La Belle, Fowler Lake, Oconomowoc Lake, and the Oconomowoc River. Secondary environmental corridors occur in two small areas at the northern edge of the study area. Isolated natural areas within the study area primarily occur in scattered locations to the west and south of the City.

Prime Agricultural Preservation Areas

Recognizing the need to preserve agricultural lands in Wisconsin, the State Legislature adopted Chapter 29, Laws of 1977, commonly called the "Farmland Preservation Act." The farmland preservation program, as set forth in the Act, is divided into two parts--an initial program and a permanent program. The farmland preservation program combines planning and zoning provisions with tax incentives for the purpose of ensuring the preservation of agricultural lands. The program provided that after September 30, 1982, the beginning of the permanent program, farmland owners would be eligible for state income tax credits to offset property taxes on farmland only if the farmland were zoned exclusively for prime agricultural use. The farmland owners in the study area, as well as all of Waukesha County, are eligible for the maximum level of tax credits available for their particular tax situation as a result of the adoption by the Waukesha County Board of Supervisors of the Waukesha County Agricultural Land Preservation Plan on November 8, 1984. In addition, the City of Oconomowoc Common Council has adopted the County plan. The adopted Waukesha County Agricultural Land Preservation Plan, as it pertains to the study area, supports the concept of a centralized urban growth pattern within and immediately adjacent to the City of Oconomowoc. The centralized urban growth pattern reflected in the adopted plan is intended to encourage the preservation of existing natural areas and prime agricultural lands, and is also intended to prevent serious economic and environmental problems associated with scattered urban developments in essentially rural areas. A map showing areas recommended for agricultural preservation in the northeast, southeast, and southwest portions of the study area, as set forth in the adopted Waukesha County Agricultural Land Preservation Plan, is depicted in the cited park and open space plan.

THE BUILT ENVIRONMENT AND RELATED FEATURES

Land Use Elements

The various elements of the built environment in the City of Oconomowoc and environs form a vital basis for the City's continued economic growth and development. Information on land use patterns, the physical characteristics of existing development, the spatial relationships between land uses, and the amount of land utilized and readily available for urban development can assist in the identification of characteristics that can have an impact on the local economy.

Existing Land Uses: As previously indicated, the Oconomowoc study area includes approximately 15,435 acres, or about 24 square miles. As shown in Table 2, urban land uses occupied 4,166 acres, or 27 percent of the total study area, in 1980. Rural land uses, which include surface water, woodlands, wetlands, unused lands, and agricultural lands, totaled 11,269 acres, or 73 percent of the study area.

The City of Oconomowoc is comprised of a total of 3,513 acres, or about 5.5 square miles. In 1980, urban land uses occupied 1,899 acres, or 54 percent of the total city area. Rural land uses totaled 1,614 acres, or 46 percent of

Table 2

EXISTING LAND USE IN THE OCONOMOWOC PLANNING AREA: 1980

Land Use Category	City of Oconomowoc: Acres	City of Oconomowoc: Percent of Subtotal	City of Oconomowoc: Percent of City	City of Oconomowoc: Percent of Study Area	Remainder of Study Area: Acres	Remainder of Study Area: Percent of Subtotal	Remainder of Study Area: Percent of Other Civil Divisions	Remainder of Study Area: Percent of Study Area	Total Study Area: Acres	Total Study Area: Percent of Subtotal	Total Study Area: Percent of Study Area
Urban											
Residential[a]	924	48.7	26.3	6.0	1,054	46.6	8.8	6.8	1,978	47 5	12.8
Commercial	65	3.4	1.9	0.4	35	1.5	0.3	0.2	100	2.4	0.6
Industrial[b]	50	2.6	1.4	0.3	21	0.9	0.2	0.1	71	1.7	0.5
Transportation[c]	458	24.1	13.0	3.0	621	27.4	5.2	4.0	1,074	26.0	7.0
Government and Institutional...	118	6.2	3.4	0.8	96	4.2	0.8	0.6	214	5.0	1.4
Recreational[d]	284	15.0	8.1	1.8	440	19.4	3.7	2.9	724	17.4	4.7
Subtotal	1,899	100.0	54.0	12.3	2,267	100.0	19.0	14.6	4,166	100.0	27.0
Rural											
Agricultural.........	659	40.8	18.7	4.3	5,510	57.1	46.2	35.7	6,169	54.7	40.0
Other Open Lands[e]	955	59.2	27.2	6.2	4,145	42.9	34.8	26.9	5,100	45.3	33.0
Subtotal	1,614	100.0	46.0	10 5	9,655	100.0	81.0	62.6	11,269	100.0	73.0
Total	3,513	--	100.0	22 8	11,922	--	100.0	77.2	15,435	--	100.0

[a]Includes residential areas under development.

[b]Includes wholesaling and storage.

[c]Includes off-street parking, airports, terminals communications facilities, and utilities.

[d]Consists of intensively used outdoor recreation lands.

[e]Includes surface water, wetlands, woodlands, extractive uses, and landfills.

Source: SEWRPC.

the total city area. A map showing existing land use in the City is depicted in the City's park and open space plan.

Residential Land Use--In 1980, residential land use accounted for 1,978 acres in the study area, or 13 percent of the total study area, and 924 acres in the City of Oconomowoc, or 26 percent of the area of the City. Existing residential land use in the City of Oconomowoc and environs is primarily located in areas directly south and east of Lac La Belle and Fowler Lake. The older residential areas in the study area are primarily located in the areas near the shorelines of these lakes and adjacent to two concentrations of older industrial areas located immediately south of the former Chicago, Milwaukee, St. Paul & Pacific Railroad--now the Soo Line Railroad--through the central portion of the City. Over the past 25 years, substantial new residential development has occurred in the northeastern, southwestern, and southeastern portions of the City. These recent residential developments, which consist of single-family detached housing, include the Greenland Meadows Subdivision, the Parkview Place Subdivision, the Northcrest Subdivision, the Edgeview Park Subdivision, the Oconomowoc Heights Subdivision, the River Highlands Subdivision, the Concord Heights Subdivision, the Heritage Heights Subdivision, the Hidden Ridge Subdivision, the Whitman Park Subdivision, and the Riverwood Trails Subdivision.

While single-family detached housing is the dominant housing type in the City, there are several areas comprised of multiple-family housing. The principal areas of multiple-family housing in the City are located along W. Wisconsin Avenue immediately west of the Oconomowoc central business district; the area in the vicinity of the intersection of S. Worthington Street and W. Fifth Street, directly south of the central business district; the area separating Lac La Belle and Fowler Lake along Lake Road; the area located along Farmer Road, immediately north of the Hidden Ridge Subdivision; and the area immediately west of the Whitman Park Shopping Center, located in the southeast portion of the City.

Residential development in the City also includes condominiums with two five-story units on North Lake Road--La Belle Shores and Drapper Hall; a two-story unit on North Walnut Street--Stoneview Condominiums; a 60-unit complex on

E. Armour Road--Lake Country Estates; a new 62-unit planned unit development north of E. Greenland Avenue and east of E. Lisbon Road--Pine Terrace; and a new 40-unit development on E. Summit Avenue--Wilkinson Woods. In addition, the City has 140 units of state and federal subsidized housing for the elderly.

Commercial Land Use--In 1980, commercial land use accounted for 100 acres in the study area, or 1 percent of the total study area; and 65 acres in the City of Oconomowoc, or 2 percent of all land use within the City.

The principal concentration of commercial land use in the City of Oconomowoc and environs is located in the Oconomowoc central business district. Most of the retail establishments in the central business district provide convenience and comparison retail goods and services. The Oconomowoc central business district also provides a principal location for professional offices, financial institutions, and other service-oriented businesses in the City. Several areas of commercial development are located outside the central business district, including the Whitman Park Shopping Center located along E. Summit Avenue on the southeast side of the City, and the commercial strip development located along STH 16 between St. Paul Street and the eastern edge of the study area.

The City of Oconomowoc has created Tax Incremental Financing District No. 1 in the central business district and has expended $1.5 million in public infrastructure improvements.

As is the case with many mature central business districts of small cities, the Oconomowoc central business district exhibits varying levels of commercial vitality, structural condition, and extent of utilization. Problems associated with the Oconomowoc central business district include: 1) an arterial street system which facilitates the movement of high-volume through traffic at the expense of providing a safe and pleasant pedestrian environment; 2) the competitive relationship established between central business district commercial establishments and establishments offering similar goods and services in the strip commercial development areas located in outlying areas of the City, and the regional shopping malls located throughout the Milwaukee metropolitan area; 3) the underutilization of commercial properties and structures in the central business district; 4) the intrusion of wholesale trade firms into the retail shopping environment of the central business district; and 5) the limited capability of the central business district to provide land for new commercial buildings without having to raze existing structures.

However, the Oconomowoc central business district has a number of assets which add to the potential of the entire central business district to continue to serve the needs of Oconomowoc area residents over time. The proximity of Fowler Lake and Lac La Belle to the Oconomowoc central business district, and the amenities these lakes provide, establish a strong visual and functional relationship between central business district development and these surface water bodies. The Fowler Lake and Lac La Belle shorelines in the central business district are the location of five parks and urban open space sites that provide lake access and recreational activities such as swimming, fishing, picnicking, and boating. In addition, these sites provide space for many community events throughout the year. The creation of Tax Incremental Financing District No. 1 in the central business district and the attendant improvements to municipal parking lots, streets, and sidewalks, and the Fowler Lake shoreline also help to provide a strong visual and functional linkage between commercial businesses and surrounding amenities. In addition, the location of City Hall in the central business district and the recent restoration of the building to its original historic character provides a substantial anchor for the downtown and an impetus for further commercial building rehabilitation.

The historic design characteristics of the commercial building facades in the central business district with their brick detailing, window and cornice elements, and rooflines have the potential to form the basis for a storefront rehabilitation strategy that could enhance the historic significance and visual quality of these buildings and provide a unifying design for the central business district. Appropriate paint colors, signs, awnings, and facade coverings would produce a regular appearance that could improve the vitality of downtown businesses. Recognizing this potential, the City of Oconomowoc contracted with Pfaller Herbst and Associates, Inc., in 1982 to prepare conceptual drawings of rehabilitated building facades in the central business district. The City promoted the availability of these drawings and many business persons utilized the drawings to rehabilitate their storefronts.

Industrial Land Use--In 1980, industrial land use accounted for 71 acres in the study area, or 1 percent of the total study area, and 50 acres in the City of Oconomowoc, or 1 percent of the area of the City. Industrial land use in the City of Oconomowoc and environs is located adjacent to, or in the vicinity of, the Soo Line Railroad, which traverses the City from east to west in an alignment adjacent to and parallel with Wisconsin Avenue. In addition, industrial land use is concentrated in the City of Oconomowoc Industrial Park I, along the north and south sides of W. Second Street, west of the Oconomowoc River; and in Industrial Park II, located on the western edge of the City in an area south of W. Wisconsin Avenue and west of the Oconomowoc River, along the western end of Chaffee Road.

The public utility and facility improvements provided in Oconomowoc Industrial Parks I and II to developed sites include sanitary sewer service, public water mains, electric power, natural gas, and paved streets. There are no public utility and facility improvements on vacant sites.

Overall, the City's industrial parks have certain characteristics that have constrained their development. First, the success of these industrial parks was, as originally planned, predicated upon the construction of an east-west bypass located adjacent to the industrial parks connecting STH 16 on the west side of the City with STH 67 on the south side of the City. This bypass has not, to date, been constructed, and in absence of this bypass the development of the industrial parks is hampered by poor access to good highway facilities, and limited visibility for the park. A second problem is a lack of appropriate land for the expansion of existing firms in Industrial Park I. A third problem is the large percentage of land in Industrial Park II that has severe limitations for industrial development owing to slope, flooding, and a high water table. Finally, there is a lack of urban improvements throughout both industrial parks, such as curbs and gutters, storm sewers, paved off-street parking, and an appropriate internal traffic circulation system.

The Southeastern Wisconsin Regional Planning Commission (SEWRPC) prepared a site plan for Oconomowoc Industrial Park II, as documented in a SEWRPC Memorandum to the City of Oconomowoc dated September 25, 1985. The implementation of this plan would provide the City with additional industrial sites while maintaining the existing natural features within the industrial park. In addition, a SEWRPC stormwater management study dated July 12, 1984, proposed several alternative stormwater management plans for the northwest corner of the industrial park to help alleviate flooding problems associated with stormwater runoff.

The City has been involved in the issuance of five industrial revenue bonds that have assisted local businesses with expansion projects.

A number of characteristics of the Oconomowoc area make the area attractive for future industrial development. These characteristics include the presence of the IH 94 corridor and the STH 67-IH 94 interchange in the southern portion of the study area, the proximity of the study area to the Milwaukee metropolitan area and the City of Madison, and the development that is likely to occur as a result of the planned Wisconsin Electric Power Company Industrial Park on IH 94 north of the City of Waukesha.

<u>Transportation and Utilities Land Use</u>--In 1980, transportation and utility land uses, which include arterial streets and highways, collector streets, minor land access streets, railways, and utilities, accounted for 1,074 acres, or 7 percent of the total study area. In the City, transportation and utility land uses accounted for 458 acres, or 13 percent of the total city area.

<u>Governmental and Institutional Land Uses</u>--In 1980, governmental and institutional land uses accounted for 214 acres in the study area, representing 1 percent of the total study area. Governmental and institutional land uses accounted for 118 acres of land in the City of Oconomowoc, or 3 percent of the total city area. The public governmental and institutional land uses within the City include the City Hall, Oconomowoc Public Library, the U. S. Post Office, Greenland Elementary School, Parklawn Elementary School, Summit Elementary School, Oconomowoc Junior High School, Oconomowoc Senior High School, the Wisconsin Department of Military Affairs National Guard Armory, the Oconomowoc Wastewater Treatment Facility, and the Oconomowoc Recreation Building.

The City's five-year capital improvements budget includes the construction of a new library in 1986 or 1987. In addition, the State of Wisconsin will be constructing a new national guard armory in the City's industrial park in 1985.

Recreational Land Use--In 1980, recreational land uses occupied 724 acres in the study area, or 5 percent of the total study area. Within the City of Oconomowoc, recreational land uses occupied 284 acres in 1980, representing 8 percent of the total city area. These recreational land uses, as well as other recreational opportunities in Waukesha County and throughout the Southeastern Wisconsin Region, provide an opportunity to access a variety of recreational opportunities in proximity to the City of Oconomowoc.

Rural Land Uses--Rural land uses include surface water, wetlands, woodlands, unused land, other open lands, and agricultural lands. In 1980, surface water areas, wetlands, woodlands, unused land, and other open lands represented 5,100 acres in the study area, or 33 percent of the total study area, with agricultural lands accounting for 6,169 acres, or 40 percent of the total study area. In 1980, agricultural lands, surface water, wetlands, woodlands and other open and unused lands within the City of Oconomowoc accounted for 1,614 acres, or 46 percent of the total city area. There are several relatively large areas containing either wetlands, woodlands or river corridors located immediately adjacent to the developed portion of the City. The significant wetlands, woodlands, and river corridors located immediately adjacent to the City could be incorporated into future open space and recreational areas.

COMMUNITY UTILITIES, FACILITIES, AND SERVICES

Community utilities, facilities, and services are important aspects of a local economic development program. Public utility systems, including gas and electric power services, communication services, and public sanitary sewerage and water supply services, are particularly important in economic development efforts because of the degree to which all urban development is dependent upon these utilities in day-to-day operations. In addition, community facilities and services such as housing, fire and police protection services, educational facilities and programs, cultural facilities and programs, health care facilities and services, recreational facilities, and financial resources are important characteristics of the overall quality of life enjoyed by the residents of the City of Oconomowoc, and are, therefore, important to local economic development.

Public Sanitary Sewer Service

The existing public sanitary sewer service area for the City of Oconomowoc encompasses an area of approximately three square miles and services a resident population of about 9,900 persons.

On July 12, 1979, the Southeastern Wisconsin Regional Planning Commission formally adopted an areawide water quality management plan for southeastern Wisconsin, as documented in SEWRPC Planning Report No. 30, a Regional Water Quality Management Plan for Southeastern Wisconsin: 2000. The adopted plan includes recommended sanitary sewer service areas attendant to each recommended sewage treatment facility based upon the general urban land use configurations identified in the Commission's adopted regional land use plan for the year 2000. The regional water quality management plan established a year 2000 sewer service area that consolidated wastewater treatment services for the Oconomowoc-Lac La Belle, Oconomowoc Lake, Okauchee, North Lake, Pine Lake, Beaver Lake, and Silver Lake sewer service areas at a single treatment facility located in the City of Oconomowoc. A map showing this sewer service area is presented in Volume Two of the regional water quality management plan. The sewer service area includes about 21 square miles and is capable of serving a population of 33,200 persons.

The Oconomowoc-Lac La Belle sewer service area includes existing development in the City of Oconomowoc and the Village of Lac La Belle, and contiguous urban development in the Towns of Oconomowoc and Summit in Waukesha County and the Town of Ixonia in Jefferson County. If future sewered development--residential, commercial, or industrial--is to occur outside this year 2000 sewer service area, a refinement and detailing process will need to be undertaken to change the proposed sewer service area.

In June 1977, the City of Oconomowoc completed construction of a new sewage treatment plant that was designed to accommodate a projected population of 29,500 persons. The City of Oconomowoc currently is the only area served by the sewage treatment plant in the regional sewer service area. The other local units of government in the sewer service area are not currently served by the plant; however, several studies are being conducted regarding the feasibility of constructing additional sewage collection systems in these areas. The wastewater treatment plant is designed for an average daily wastewater flow rate of 4.02 million gallons and a maximum daily flow rate of 9.05 million gallons. During 1984, the average daily flow rate of wastewater into the Oconomowoc Wastewater Treatment Facility was 2.18 million gallons. Consequently, the wastewater treatment plant has 1.84 million gallons per day of wastewater treatment capacity available, or 46 percent of the plant's average daily capacity, to accommodate the needs of future urban growth and development.

Municipal Water Supply System

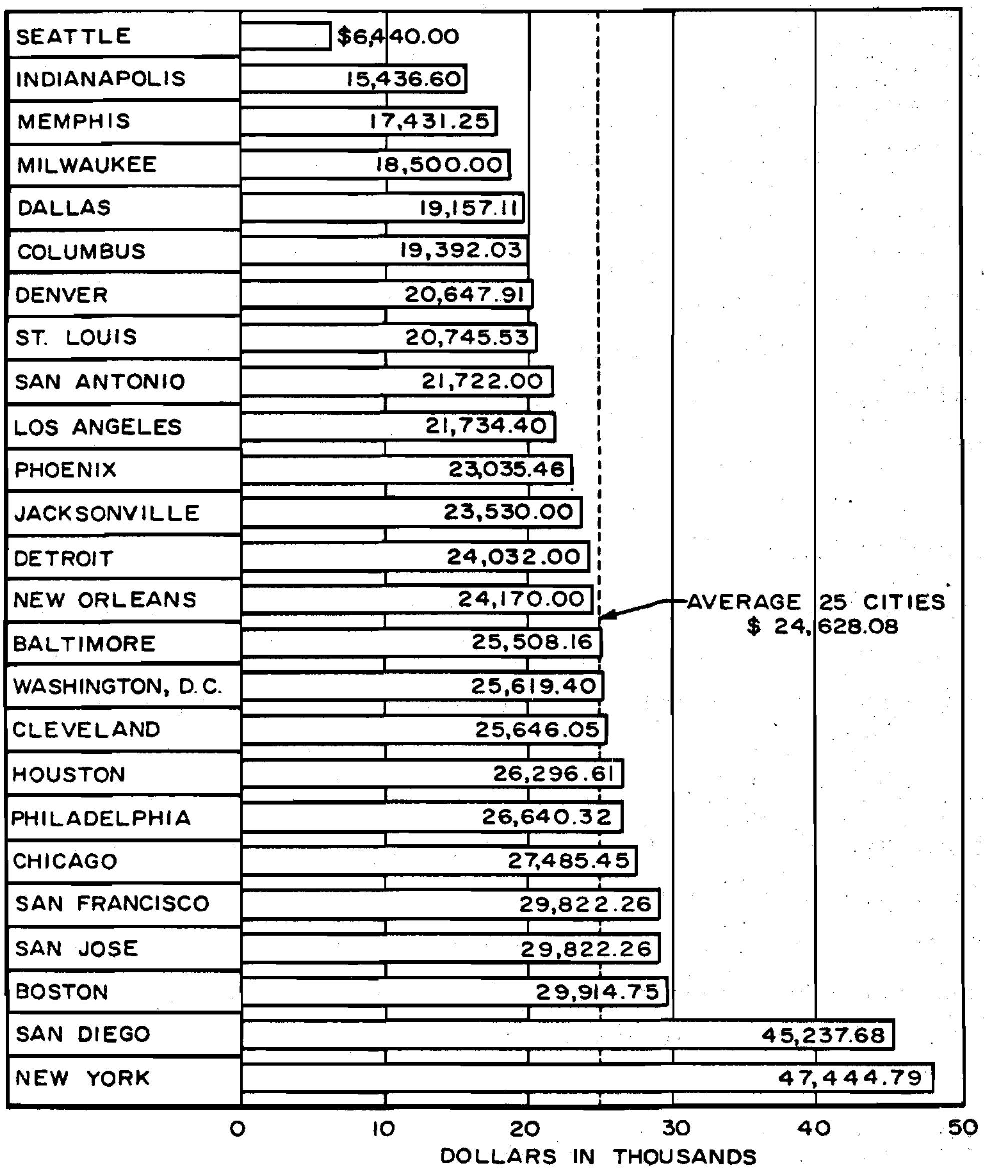
The City of Oconomowoc operates its own municipal water supply system. At the present time, the city water utility is preparing a map that will identify the location and size of water mains and other components of the City's water supply system. It is the policy of the City of Oconomowoc to provide public water supply service only to land within the corporate limits of the City. The public water supply system has been extended only to serve the existing development in the City. The Oconomowoc water utility estimates that the City's water supply system has 68 percent of its average daily capacity available to serve additional urban development needs. The public water supply system is served by four wells and three water storage tanks.

Natural Gas and Electric Utility Service

Because of the extent and availability of relatively inexpensive natural gas and electric power service, natural gas and electric utility service is not considered a deterrent on the location and intensity of development in the City of Oconomowoc and its environs. The City of Oconomowoc operates its own municipal electrical distribution system, with electric power purchased from the Wisconsin Public Power, Inc. Figure 1 compares 1982 industrial electric

Figure 1

INDUSTRIAL ELECTRIC BILLS FOR THE
TWENTY-FIVE LARGEST UNITED STATES CITIES[a]



[a] *For Monthly use of 1,000 Kilowatts and 400,000 Kilowatt hours. Rates in effect September 1, 1982.*

Source: Wisconsin Electric Power Company and SEWRPC.

bills for the 25 largest U. S. cities. The City of Milwaukee, with electrical service provided by the Wisconsin Electric Power Company, had the fourth lowest electric bills, $18,500 of those areas in the comparison. The City of Oconomowoc's 1982 industrial electric bill, $18,920, is similar to that for the City of Milwaukee. Natural gas utility service is provided to the City of Oconomowoc by the Wisconsin Natural Gas Company. Figure 2 compares the natural gas bills of 19 U. S. cities with those of the Wisconsin Natural Gas Company. The Wisconsin Natural Gas Company service area had the fifth lowest natural gas bills of the areas in the comparison.

Solid Waste Collection and Disposal Services

The City of Oconomowoc provides solid waste collection and disposal services to residential dwellings in the City containing fewer than six dwelling units through a contract with Laidlaw Waste Systems. Commercial and manufacturing establishments are responsible for their own solid waste collection and disposal. Solid waste from the City of Oconomowoc is disposed of by Laidlaw Waste Systems at the Heckimovich Sanitary Landfill in the Town of Williams in Dodge County.

Transportation System

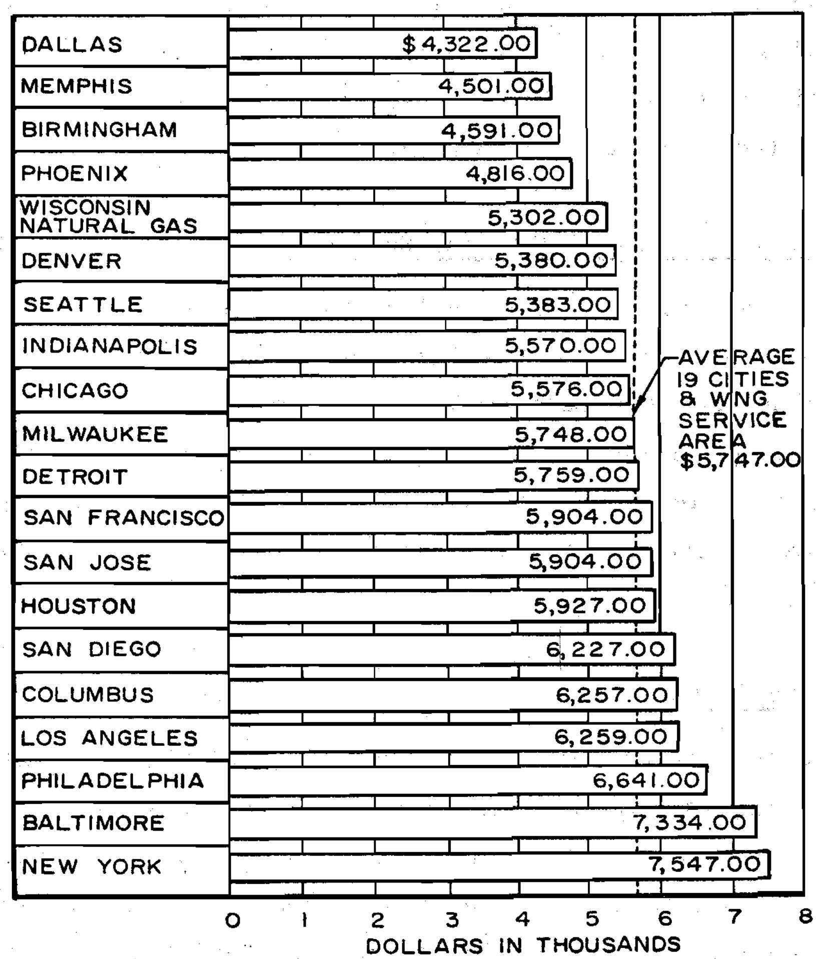
Existing transportation facilities, including the arterial street and highway system, the railway system, and air transportation facilities, are vitally important to the economy of the City of Oconomowoc. These facilities influence the direction, the cost, and the frequency of personal travel and shipment of goods, and therefore are determinants of local economic growth.

Ease of access to and from the City's commercial and industrial areas is particularly important to its economic growth. Transportation facilities form the basic framework for both urban and rural development and, to a considerable extent, determine the efficiency of the other functional aspects of such development.

Arterial Street and Highway System: Arterial streets and highways are intended to provide for the efficient movement of through traffic into, out of, and within the study area, and as such, compose the most important components of a

Figure 2

INDUSTRIAL FIRM GAS BILLS FOR NINETEEN UNITED STATES CITIES AND THE WISCONSIN NATURAL GAS(WNG) SERVICE AREA[a]



[a] *For Monthly use of 10,000 therms. Rates in effect September 30,1983.*

Source: American Gas Association and SEWRPC.

transportation system in the study area. The study area is served by IH 94 which passes through the southern portion of the study area, and STH 16 and STH 67 which pass through the central portion of the City of Oconomowoc. In addition, the study area is served by a well-developed and well-maintained surface arterial highway system. The existing arterial street and highway system within the study area is shown on Map 3 presented earlier in this section.

Public Transit: The City of Oconomowoc is served by two interregional bus lines. Greyhound Lines, Inc., operates one bus trip daily in each direction between Milwaukee and Eau Claire, making an intermediate stop in the City. Wisconsin Coach Lines, Inc., operates three bus trips daily in each direction to Milwaukee and Oconomowoc, making several intermediate stops in the City. The City is also served by the specialized public transportation service provided by the Waukesha County Department of Aging to elderly and handicapped county residents. Finally, the City is served by Block Taxi service.

Railway Freight Service: The City of Oconomowoc is served by the Soo Line Railroad Company (formally the Chicago, Milwaukee, St. Paul & Pacific Railroad Company) which passes through the City in an east-west direction. Several businesses along the railway corridor utilize the freight railway service, and businesses within the Oconomowoc Industrial Park II have access to the Soo Line Railroad.

Air Transportation Facilities: Airports within the area capable of serving the air transport needs of the City of Oconomowoc include: the Waukesha County Airport, located about 17 miles west of Oconomowoc; and Milwaukee County General Mitchell Field, located about 38 miles east of Oconomowoc. The former is intended to accommodate business-type aircraft, while the latter provides schedueled air transport service. In addition, there are several public and private airports that are open to the public and intended primarily for use by recreational fliers of small, one- or two-engine aircraft.

Milwaukee's General Mitchell Field constitutes a major regional transportation terminal, handling large volumes of passengers, mail, and cargo in large, high-performance aircraft. General Mitchell Field, served by 16 certified air carriers, provides commercial airline service to the general public on a regularly scheduled basis. Served by its own freeway spur from IH 94, Mitchell Field is readily accessible via IH 94 from the City of Oconomowoc area, with an estimated travel time of about 40 minutes.

Chicago O'Hare International Airport, a major national airport servicing 47 scheduled air carriers, is located within 116 miles and is approximately two-and-one-half-hours travel time from Oconomowoc.

Educational Facilities and Services

Elementary and Secondary Education Facilities: The City of Oconomowoc is served by the Oconomowoc Area School District, which also serves adjacent areas in Waukesha, Dodge, and Jefferson Counties. The public schools in the Oconomowoc Area School District serve grades kindergarten through twelfth grade. The public schools within the district are comprised of seven elementary schools: Ashippun Elementary, Greenland Elementary, Ixonia Elementary, Meadow View Elementary, Okauchee Elementary, Park Lawn Elementary, and Summit Elementary; Oconomowoc Junior High School; and Oconomowoc High School. In addition, there are seven private schools in the Oconomowoc area school district. The public elementary and secondary school enrollment for the Oconomowoc Area School District during the 1984-1985 school year was 5,103 students.

Higher Education Facilities: In addition to the public and private elementary and secondary education system, three institutions of higher learning serve Waukesha County. The three institutions are briefly described below.

Waukesha County Technical Institute--The State of Wisconsin vocational, technical, and adult education (VTAE) system has a primary goal of preparing students for gainful employment in a manner which meets the needs of the labor market. Accordingly, the state system emphasizes vocational training and education for jobs that require special technical skills. The Waukesha County Technical Institute (WCTI), located in the Village of Pewaukee with additional campuses in the City of Waukesha and the Village of Menomonee Falls, serves the Waukesha County area, including the City of Oconomowoc.

A wide range of educational programs are available at the WCTI, including business occupations, such as data processing and accounting; industrial occupations, such as electronics and robotics repair; and service occupations, such as practical nursing and police science. WCTI provides assistance to adults who desire to develop basic skills and identify possibilities for careers, including assistance to persons preparing to take the GED high school equivalence test without charge. In addition, adult and continuing education courses are available which enable adults to pursue associate degree or vocational diplomas for carrer advancement in their present jobs, or in preparation for new occupations. WCTI provides a full-range of student services and counseling, testing, employment, and financial aids; health assessment; and student activities.

Waukesha County Cooperative Extension Service--University of Wisconsin-Extension--The Waukesha County Cooperative Extension Service, University of Wisconsin-Extension, located in the Waukesha County Courthouse, is one of the 71 cooperating county extension services located in the State of Wisconsin. The purpose of the extension service is to develop human resources, to discover and disseminate knowledge, and to further apply that knowledge beyond the boundaries of the University of Wisconsin system campuses. The Cooperative Extension Service is an educational outreach program funded through the U. S. Department of Agriculture and state and county government. Specific educational program areas include: agriculture, natural resources, home economics and family living, horticulture, recreation, 4-H youth development, and community development.

University of Wisconsin-Waukesha--The University of Wisconsin-Waukesha County Campus, located in the City of Waukesha, is one of 14 two-year campuses in the University of Wisconsin system. An accredited transfer institution, UW-Waukesha offers a strong, well-balanced program of liberal arts and preprofessional courses. As an accredited two-year center, UW-Waukesha offers an Associate Degree in Arts and Sciences. The courses offered at UW-Waukesha, which are fully transferable to four-year colleges and universities, provide students with a foundation for over 50 different professional and specialized fields of study. Specifically, the UW-Waukesha Center offers night courses for individuals to work toward a Bachelor's Degree in Business Administration and a Master's Degree in Business Administration awarded through the University of Wisconsin-Whitewater.

Carroll College--Carroll College, located in the City of Waukesha approximately 17 miles from Oconomowoc, Wisconsin's first college, is a four-year liberal arts college offering Bachelor of Arts and Bachelor of Science degrees. Carroll College offers day and evening classes in a strong program of liberal and professional courses. In addition, Carroll College provides a full range of student services, counseling, and activities; financial aids; work-study programs; and employment counseling.

Other Higher Education Institutions--Public and private post-secondary educational facilities located in nearby Milwaukee County at the college and university levels include the University of Wisconsin-Milwaukee, Marquette University, the Medical College of Wisconsin, the Milwaukee School of Engineering, and three liberal arts colleges--Alverno, Mount Mary, and Cardinal Stritch. In addition, the University of Wisconsin-Madison is located in nearby Dane County approximately 48 miles from the City of Oconomowoc.

Library Services

Local community library services are provided by the Oconomowoc Public Library in the City of Oconomowoc, as well as the libraries of the Waukesha County Technical Institute and the University of Wisconsin-Waukesha, which have made their resources available to the public. The Waukesha County Federated Library System provides complete public library services. The system includes 15 member libraries throughout Waukesha County. In addition, there is one suburban library, the Brookfield Public Library, which is not a member of the library system.

The member libraries of the library system loan books, sculptures, 16mm films, government documents, cassettes, and magazines. Items not obtainable from a local library can be borrowed through an inter-library loan procedure from other libraries in the library system, and from libraries throughout Wisconsin and across the United States. Library facilities cataloging technical resource information for public use are also available through services provided by Marquette University, the University of Wisconsin-Milwaukee, the Milwaukee School of Engineering, and many other post-secondary educational institutions in Milwaukee County.

EXISTING HOUSING STOCK INVENTORY

This section presents basic data pertaining to the existing housing stock in the City of Oconomowoc. These data, in particular data pertaining to the quantity and quality of housing in the City of Oconomowoc, help determine the extent to which the housing stock is able to meet the current and future housing needs of the City.

Tenure Status

As shown in Table 3, in 1980 there were a total of 3,626 year-round housing units in the City of Oconomowoc. Year-round housing units are comprised of all occupied housing units and vacant year-round housing units, the latter being vacant units which are intended for occupancy at any time of the year. In 1980, there were 3,504 occupied housing units in the City, representing 97 percent of the total housing units in the City. Of this total, 2,341 units, or 67 percent, were owner-occupied housing units, and 1,163 units, or 33 percent, were renter-occupied housing units. A housing unit was considered occupied if it was the usual place of residence of the person or persons living in it at the time of the census enumeration. A housing unit was reported as being owner-occupied in the census if it was reported as owned or being bought by someone in the household. All occupied housing units not classified as owner-occupied were classified as renter-occupied.

As indicated in Table 3, occupied housing stock represents a larger percentage of owner-occupied housing units in the City of Oconomowoc, 67 percent, than in the Region, 62 percent, or the nation, 64 percent, and about the same percentage as in the State, 68 percent. The percentage of vacant housing units in the City of Oconomowoc, 3 percent, was less than in the Region, 4 percent; the State, 6 percent; or the United States, 7 percent. The lower percentage of vacant housing units may, in part, indicate that persons seeking housing

Table 3

TENURE STATUS OF THE EXISTING YEAR-ROUND HOUSING STOCK
THE CITY OF OCONOMOWOC: 1980

Status of Housing Units	City of Oconomowoc		Region		Wisconsin		United States	
	Total	Percent	Total	Percent	Total	Percent	Total	Percent
Occupied Housing Units	3,504	96.6	627,955	95.8	1,652,261	94.3	80,389,673	92.7
Owner Occupied	2,341	66.8	389,381	62.0	1,127,367	68.2	51,794,545	64.4
Renter Occupied	1,163	33.2	238,574	38.0	524,894	31.8	28,595,128	35.6
Vacant Housing Units	122	3.4	27,791	4.2	100,708	5.7	6,303,150	7.3
Total Year-Round Housing Units	3,626	100.0	655,746	100.0	1,752,969	100.0	86,692,823	100.0

Source: U.S. Bureau of Census and SEWRPC.

units in smaller urbanized areas, such as the City of Oconomowoc, have a somewhat more limited selection than in other areas.

Measures of Housing Quality

While no one data indicator can show the overall condition of housing units in the City, a variety of indicators--the age of housing units, the value of owner-occupied housing units, the rents paid for renter-occupied housing, the renter vacancy rates, and the number of housing units in need of rehabilitation--can indicate the need for housing rehabilitation activities, as well as for the construction of new housing units.

The relationship between the age of housing units and the quality of housing they provide is very difficult to specify. The quality of original construction and the extent to which the housing unit is regularly maintained strongly influences the quality of housing. However, data pertaining to the age of housing units, when evaluated along with other housing characteristics, can provide a basis for determining housing quality and the degree to which existing stock is able to satisfy current needs.

Table 4 shows the age of owner-occupied and renter-occupied housing units in the City of Oconomowoc in 1980. As indicated in the table, the owner-occupied housing units in the City are somewhat older than the housing units in comparable areas. A total of 871 housing units, or 37 percent of all owner-occupied housing units in the City, were built prior to 1940, a figure comparable to that for State, 36 percent, but larger than those for the Region and the United States, 30 percent and 24 percent, respectively. A total of 912 housing units, or 39 percent, were built after 1959, a figure comparable to that for the State, 38 percent, but greater than that for the Region, 34 percent, and less than that for the United States, 46 percent. The renter-occupied housing units in the City are also older than those in the areas of comparison. A total of 471 renter housing units, or 40 percent of all rental units, were constructed prior to 1940, compared to 36 percent in the Region, 38 percent in the State, and 28 percent in the United States. There were 492 renter-occupied housing units built after 1959 in the City of Oconomowoc, or 42 percent, a figure comparable to that for the State, 41 percent, but greater than that for the Region, 39 percent, and less than that for the United States, 44 percent.

Table 4

YEAR-ROUND OCCUPIED HOUSING UNITS BY TENURE AND OCCUPANCY STATUS BY YEAR STRUCTURE BUILT FOR THE CITY OF OCONOMOWOC, THE REGION, WISCONSIN, AND THE UNITED STATES: 1980

Occupancy Status and Year Structure Built	Housing Units							
	City of Oconomowoc		Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Owner Occupied								
1979 to March 1980...	29	1.2	6,231	1.6	26,285	2.3	1,674,251	3.2
1975 to 1978.........	154	6.6	28,218	7.3	108,770	9.7	5,485,082	10.6
1970 to 1974.........	265	11.3	31,660	8.1	112,165	9.9	6,573,138	12.7
1960 to 1969.........	464	19.8	67,129	17.2	177,639	15.8	10,294,974	19.9
1950 to 1959.........	392	16.8	94,836	24.4	189,150	16.8	9,889,450	19.1
1940 to 1949.........	166	7.1	44,778	11.5	108,270	9.6	5,322,811	10.3
1939 or Earlier......	871	37.2	116,529	29.9	405,088	35.9	12,556,689	24.2
Total	2,341	100.0	389,381	100.0	1,127,367	100.0	51,796,395	100.0
Renter Occupied								
1979 to March 1980...	28	2.4	4,739	2.0	13,506	2.6	657,773	2.3
1975 to 1978.........	94	8.1	17,710	7.4	49,637	9.5	2,212,683	7.7
1970 to 1974.........	161	13.8	26,978	11.3	64,920	12.4	3,924,136	13.7
1960 to 1969.........	209	18.0	44,127	18.5	85,792	16.3	5,796,432	20.3
1950 to 1959.........	114	9.8	30,526	12.8	54,685	10.4	4,201,949	14.7
1940 to 1949.........	86	7.4	29,200	12.2	57,730	11.0	3,644,487	12.8
1939 or Earlier......	471	40.5	85,294	35.8	198,624	37.8	8,155,818	28.5
Total	1,163	100.0	238,574	100.0	524,894	100.0	28,593,278	100.0

Source: U. S. Bureau of the Census and SEWRPC.

The large percentage of owner- and renter-occupied housing units built before 1940 and after 1959 in the City of Oconomowoc provides an indication of the historic population growth in the City. The substantial growth prior to 1940 is similar to that experienced by other small communities throughout southeastern Wisconsin, whereas the post-1960 growth that occurred was a result of a population shift from the City of Milwaukee westward. Consequently, this diversity in the age of housing stock offers local residents a wide range of available housing units.

Table 5 shows the median value of owner-occupied, noncondominium housing units in the City of Oconomowoc, the Region, Wisconsin, and the United States. As indicated in the table, the median value of owner-occupied, noncondominium housing units in the City, \$63,300, is higher than that for the Region, \$59,604, Wisconsin, \$48,600, and the United States, \$47,300. As previously indicated, the median value of owner-occupied, noncondominium housing units can be associated with the need for the rehabilitation of existing housing units. The higher value of owner-occupied units indicates, in part, the high quality of existing housing in the City of Oconomowoc.

Table 5 also shows the median monthly contract rent paid by occupants of renter-occupied housing in the City and the compared areas. As indicated in Table 5, the rents paid by occupants of renter-occupied units in the City, \$238, was higher than the median contract rents for the Region, \$204, the State, \$186, and the United States, \$199. As further shown in Table 5, the renter vacancy rate of 2.7 percent for Oconomowoc was lower than that recorded for the Region, 4.5 percent, and the State, 5.0 percent, but higher than that for the United States, 2.5 percent. The higher rents in the City of Oconomowoc indicate, in part, that the City has higher quality renter-occupied housing than do the areas of comparison. Vacancy rates provide an indication of the availability of rental units and, as such, show that the City of Oconomowoc, with its low vacancy rate, has a limited supply of units available for persons seeking rental housing.

Inadequately Housed Low- and Moderate-Income Households

While most households in the City of Oconomowoc are able to obtain decent, safe, and sanitary housing through the normal operation of the housing market,

Table 5

MEDIAN OWNER-OCCUPIED VALUE OF NONCONDOMINIUM HOUSING UNITS AND MEDIAN RENT OF RENTER-OCCUPIED HOUSING UNITS FOR THE CITY OF OCONOMOWOC, THE REGION, WISCONSIN, AND THE UNITED STATES: 1980

Area	Median Owner-Occupied Value	Median Monthly Contract Rent	Rental Vacancy Rate
City of Oconomowoc	$63,300	$238	2.7
Region	59,604	204	4.5
Wisconsin	48,600	186	5.0
United States	47,300	199	2.5

Source: U. S. Bureau of the Census and SEWRPC.

some low- and moderate-income households are presently inadequately housed, although the percentage of these households is less than that in the areas of comparison. Data regarding existing unmet housing needs are provided for local units of government in Wisconsin through the Housing Information System (HIS), developed and maintained by the Wisconsin Department of Development. The Housing Information System data are widely used as the statistical basis for housing planning in Wisconsin.

Under the Housing Information System, low- and moderate-income households are considered to be inadequately housed if any of the following conditions exist: 1) the unit which they occupy lacks plumbing facilities; 2) there is an average of more than 1.25 persons per room of the unit; 3) the unit is renter-occupied and the household pays more than 25 percent of its income for rent; or 4) the unit is owner-occupied, is more than 30 years old, and is valued at less than $10,000 in standard metropolitan statistical areas, or less than $7,500 in other areas.

Table 6 shows the number of substandard housing units in the City of Oconomowoc, the Southeastern Wisconsin Region, and the State of Wisconsin in 1980. As indicated in Table 6, the number of substandard owner-occupied housing units in the City, 25, or 1 percent of the total households, is somewhat less than that for the Region, 2 percent, or the State, 3 percent. The number of substandard renter-occupied housing units, 309, or 9 percent, is comparable to that for the State, 10 percent, and less than that for the Region, 12 percent.

LAW ENFORCEMENT AND FIRE PROTECTION SERVICES

The City of Oconomowoc Police Department employs 28 full-time personnel. It is the opinion of the City that the Department is adequately staffed and that no major improvements or equipment purchases are needed in the next five years.

The City of Oconomowoc Fire Department employs four full-time and 42 volunteer personnel. There are no plans at the present time to change over to a full-time fire department, and the equipment and city water supply system are considered adequate for fire protection purposes. The Department is in the process of locating a site for a second fire station on the north side of the City.

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Table 6

INADEQUATELY HOUSED LOW- AND MODERATE-INCOME HOUSEHOLDS IN THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, AND WISCONSIN: 1980

Tenure Status	Inadequately Housed Low- and Moderate-Income Households			Total All Households
	Number	Percent	Percent of Total Households	Number
City of Oconomowoc				
Owner	25	7.5	0.7	2,341
Renter	309	92.5	8.8	1,163
Total	334	100.0	9.5	3,504
Southeast Wisconsin Region				
Owner	9,150	11.0	1.5	389,381
Renter	74,300	89.0	11.8	238,574
Total	83,450	100.0	13.3	627,955
Wisconsin				
Owner	43,424	21.3	2.6	1,127,367
Renter	160,506	78.7	9.7	524,894
Total	203,930	100.0	12.3	1,652,261

Source: Wisconsin Department of Development, Housing Information System; and SEWRPC.

HEALTH CARE FACILITIES AND SERVICES

The availability of physicians to diagnose and treat illnesses, and to provide preventative health care, is an important consideration in decisions concerning economic development. As indicated in Table 7, health care facilities and services for City of Oconomowoc residents are provided by six area hospitals and 13 area medical clinics. Where particular needs cannot be met through local facilities, supplemental health care facilities are readily accessible in nearby Milwaukee and Dane Counties. These facilities function as regional health care centers, and some specialize in the treatment of industrially related work accidents.

RECREATIONAL AND CULTURAL FACILITIES AND TOURISM

In March 1985, the City of Oconomowoc, with assistance from SEWRPC, began the preparation of a park and open space plan for the City. The purpose of the plan, SEWRPC Community Assistance Planning Report No. 142, A Park and Open Space Plan for the City of Oconomowoc, is the preparation of a sound and workable plan to guide the acquisition and development of lands and facilities needed to satisfy the outdoor recreation demands of the resident population of the City of Oconomowoc, and to protect and enhance the underlying and sustaining natural resource base. Existing recreational sites in the study area were identified and classified by the Commission staff as part of the park and open space planning process. As shown in the park and open space plan and as described in Table 8, there are 34 existing recreation and related open space areas in the City of Oconomowoc park system, having a combined area of 134 acres and representing 4 percent of the total city area.

A significant part of the hospitality, recreation, and tourism industry in the Oconomowoc area is the Olympia Resort and Spa. Olympia Resort is located on 500 acres of land in the southern portion of the City of Oconomowoc, with a convention center and resort that attract people from throughout Wisconsin and the Midwest. In addition, Olympia Resort has a wide variety of recreational facilities and a health spa that are available to Olympia's guests as well as Oconomowoc area residents.

Table 7

HOSPITALS AND MEDICAL CENTERS SERVING THE CITY OF OCONOMOWOC

Hospitals and Clinics	Location
Hospitals	
Hartford Memorial Hospital	City of Hartford
Kettle Moraine Hospital	Village of Oconomowoc Lake
Memorial Hospital	City of Oconomowoc
Rogers Memorial Hospital	Town of Summit
Watertown Memorial Hospital	City of Watertown
Waukesha Memorial Hospital	City of Waukesha
Clinics	
Central Otologic, Ltd.	City of Oconomowoc
Hartford Clinic, S.C.	City of Hartford
Hartland Clinic, S.C.	City of Hartland
Internal Medicine Clinic, S.C.	City of Oconomowoc
Medical Associates Health Center	City of Waukesha
Medical Association of Watertown, S.C.	City of Watertown
Moreland Medical Center	City of Waukesha
Neurological Consultants, S.C.	City of Oconomowoc
Orthopedic Clinic, S.C.	City of Oconomowoc
Parkview Medical Associates, Ltd.	City of Hartford
Pewaukee Medical Clinic, S.C.	Village of Pewaukee
Women's Health Care Milwaukee Regional Fertility Center, S.C.	City of Waukesha
Wilkinson Clinic, S.C.	City of Oconomowoc

Source: Wisconsin Telephone Book - Oconomowoc, 1984 and Southeastern Wisconsin Regional Planning Commission.

Table 8

CITY OF OCONOMOWOC PARK SYSTEM: 1985

Site Name	Acreage	Site Description
Bender Beach Park......................	1	Lake access
Blain Street Park......................	1	Urban playlot
Blain Street No. 2.....................	1	River access
Boardwalk and Gazebo...................	1	Urban open space
Chaffee Road Park......................	5	Neighborhood park
Champion Field.........................	19	Community park
Chestnut Street........................	1	Lake access
Christopher Court......................	1	Urban open space
City Park (Lac La Belle Beach and Park)................	3	Special community park
Collins Street.........................	1	Urban open space
Fowler Park............................	10	Neighborhood park
Glenview Avenue........................	1	Urban open space
Heritage Heights Park..................	4	Neighborhood park
Lake Road Terrace......................	1	Lake access
Library Park...........................	1	Lake access
Lily Road Park.........................	2	Urban playlot
Lisbon Road Park.......................	1	Lake access
Locust Street Lac La Belle Access......	1	Lake access
Maple Terrace..........................	1	Urban open space
Midway Park............................	1	Lake access
Oakwood Avenue Terrace.................	1	Lake access
Park Street............................	1	Lake access
Parkview Place Park....................	25	Undeveloped open land
Pine Terrace...........................		
River Highlands Park...................	1	Urban playlot
Riverside Park.........................	2	River access
Roosevelt Park.........................	35	Community park
St. Paul's Street Fowler Lake Access...	1	Lake access
Village Green..........................	1	Urban open space
Westover Park..........................	2	Urban playlot
Whitman Park...........................	4	Neighborhood park
Wisconsin Avenue East..................	2	Urban open space
Woodland Lane..........................	1	Urban open space
Woodland Lane Lac La Belle Lake Access.	1	Lake access
Total	134 Acres	34 Sites

Source: SEWRPC.

The convention center has 100,000 square feet of space available for conventions, trade shows, and expositions. The resort complex has 405 rooms available to accommodate guests both in the resort's hotel and in housing units along Olympia's man-made lake, five retail establishments, and three restaurants that are open to the public. Recreational facilities at the resort include: downhill and cross-country skiing; indoor and outdoor tennis facilities; an 18-hole golf course; a beach on Silver Lake with swimming, sailboating, waterskiing, and boating; horseback riding; and polo matches featuring the Olympia Polo Club. All recreational facilities are open to the public on a fee basis.

The Olympia Health Spa offers a steam bath, tanning salon, sauna, whirlpool, and fully equipped exercise room. The Health Spa is open to the public on a membership basis.

At the present time, employment levels at the resort fluctuate between 300 and 500 depending on the season. To stabilize employment levels and increase business, Olympia's management has recently expanded its marketing program to focus on the southeastern Wisconsin area. The resort is also promoting local attractions and working with communities in the area to enhance the local business climate.

Other special recreational attractions in the surrounding areas include, but are not limited to, the lake environment associated with Lac La Belle, Fowler Lake, Oconomowoc Lake, and Okauchee Lake; the YMCA Town & Country in the Town of Summit; and the Waukesha County Fairgrounds and Exposition Center. Public recreational facilities located in Milwaukee County that are within 40 minutes travel time of the City of Oconomowoc include the Milwaukee County Zoo, the Milwaukee County Museum, the Mitchell Park Conservatory, and Milwaukee's privately funded Performing Arts Center--home of the Milwaukee Symphony Orchestra, the Milwaukee Ballet Company, and the Florentine Opera Company. In addition, the City of Madison, within 50 minutes travel time of the City of Oconomowoc, is the location of the Wisconsin State Capitol, one of the nation's most attractive centers of state government. Milwaukee County and the City of Madison provide sporting events for a wide range of interests.

Milwaukee County is the home of the American Baseball League's Milwaukee Brewers and the National Basketball League's Milwaukee Bucks. In addition, the National Football League's Green Bay Packers play a portion of their home games in Milwaukee. Sports fans also have access to the Milwaukee Admirals, a team in the Professional International Hockey League, and the Milwaukee Wave, a professional team in the American Indoor Soccer Association; the Greater Milwaukee Golf Open; major auto races; Marquette University's basketball team; and the University of Wisconsin-Milwaukee's soccer team. The University of Wisconsin-Madison provides sporting events such as football, basketball, baseball, hockey, soccer, and rowing. In addition, the City of Madison is home of the American Baseball League's Madison Muskies, the Class A minor league team for the Oakland Athletics.

PUBLIC AND PRIVATE FINANCIAL RESOURCE BASE

Resources Available for Financing Construction of Community Utilities and Facilities

The City of Oconomowoc has typically utilized general revenues, general obligation bonding, special assessments, and borrowing to finance improvements to municipal utilities and facilities. General operating revenues are utilized by the City along with long-term borrowing for capital improvement projects. The property tax levy has remained stable over the past seven years, with an average fluctuation of only 3.5 percent per year. General obligation bonds are used by the City of Oconomowoc to finance community utilities and facility improvements. However, the amount of outstanding bonded indebtedness a municipality may incur is limited by Wisconsin Statutes to not more than 5 percent of the total equalized valuation of all taxable property within the municipality. As of January 1, 1985, the City of Oconomowoc had about 77 percent of its bonded indebtedness remaining to finance future improvements to municipal utilities and facilities. There is a tendency in the City of Oconomowoc, as well as in other communities throughout southeastern Wisconsin, to maintain bonded indebtedness levels below the statutory limitations so that bonding capacity is always available for use in an emergency situation.

The cost of borrowing or debt financing for a local unit of government is determined, in part, by its credit rating, or bond rating. The 1985 edition of Moody's Investors Services report gave the City of Oconomowoc an A1 rating. Bonds which are rated A are judged to possess many favorable investment attributes and are generally known as high-grade bonds.

When conventional methods of financing cannot be utilized to finance improvements to community utilities and facilities, certain federal and state programs may be available to finance such projects. The following pages summarize the various federal and state programs available for use in the City of of Oconomowoc, with many of the programs already being utilized to varying degrees by municipalities in Waukesha County.

<u>Small Cities Community Development Block Grant Program (CDBG)</u>: A primary source of financing for community utilities and facilities is the Small Cities Community Development Block Grant (CDBG) program. The Wisconsin Department of Development (DOD) administers the Small Cities Community Development Block Grant program for the U. S. Department of Housing and Development (HUD). Eligible applicants under the program are limited to general-purpose local units of government, including towns, villages, cities, and counties that are not an entitlement city under the program or a part of an eligible urban county. The City of Oconomowoc is eligible to apply. In order to receive funding, the City must compete against other municipalities in the State for the funds through an annual grant competition administered by DOD. A quantitative scoring system is utilized by the DOD in evaluating the applications. Factors such as need, relationship of the proposed project to existing local economic development policies, and the economic development impact of the proposed project are assessed by the DOD in evaluating an application. To determine need in the community, the DOD annually assigns points to each general-purpose unit of government in the State. These distress scores are based on uniform statewide information on housing, fiscal, and socioeconomic conditions. The City of Oconomowoc has been assigned a distress score of 70 for 1985, a figure that places the City in an uncompetitive position with regard to obtaining funding.

Activities that are eligible for funding under the CDBG program include: acquisition of real property; acquisition, construction, reconstruction, or installation of public works facilities, and site or other improvements; and the construction of new buildings or rehabilitation of existing buildings. The application process is very competitive, with only one-third of all grant applications receiving approval annually.

Tax Incremental Financing (TIF): Tax incremental financing (TIF) is a local financing program authorized by Wisconsin Statutes Section 66.46 that allows a city or village to designate a portion of its area as a tax incremental financing district. At least 50 percent of the property within the district must be blighted, in need of redevelopment, or suitable for industrial sites, and the district must be a continuous geographic area.

Creation of a TIF district allows the municipality to finance urban redevelopment and commercial and industrial development projects within the boundaries of the district through the taxes collected on the increase in value of taxable property resulting from the proposed project. The taxes collected from the base value of the properties within the district at the time of its creation are distributed among all taxing jurisdictions, just as the taxes from property outside the district are distributed. However, the incremental tax revenues received from the increased values of properties within the district as a result of development are allocated to a special fund to be used by the city for the payment of costs associated with the completion of projects as listed in the community district project plan. The initial creation of, or amendment to, a TIF district plan must be approved by a joint review board. This board is made up of representatives from the city, the county, the affected school districts, and the VTAE districts, in addition to one citizen representative. The TIF district terminates when the costs of all projects are paid or 15 years have elapsed following the last expenditure identified in the community's project plan, whichever is less. In September 1981, the City of Oconomowoc created a tax incremental financing district in the central portion of the City.

U. S. Department of Agriculture, Farmers Home Administration Programs (FmHA): The U. S. Department of Agriculture, Farmers Home Administration (FmHA), provides community facility loans and funds for new or improved water and waste disposal systems for rural communities. Eligible applicants for community facility loans in southeastern Wisconsin are public bodies and nonprofit corporations serving the residents in rural communities, including towns with populations under 20,000. Activities that are eligible for these loans include construction, enlargement, or improvement of community facilities providing essential services to rural areas such as fire protection, health care, industrial parks, and community, social, or cultural services. Applicants eligible for funds for water and waste disposal systems include public bodies such as municipalities, counties, districts, authorities, or other political subdivisions of the State, and nonprofit organizations in rural areas and towns having less than 10,000 population. Eligible activities include the construction, repair, improvement, expansion, or modification of rural water and waste disposal facilities.

U. S. Department of Commerce, Economic Development Administration (EDA): The Economic Development Administration (EDA) provides funds necessary for public facility improvements or for financial participation with businesses to promote economic development. Projects must be located in designated districts and redevelopment areas, and be consistent with overall economic development program plans developed for the counties in which the projects are located.

Business Improvement Districts (BID's): Chapter 66.608 of the Wisconsin Statutes provides authorization to cities, villages, and towns to create one or more business improvement districts (BID's) to allow businesses within those districts to develop, manage, and promote the districts, and to establish an assessment method to fund these activities. Under the law, an operating plan must be adopted which sets forth a plan for the redevelopment, maintenance, operation, and promotion of the business improvement district.

Resources Available for Financing Business Development

Historically, the state and federal governments have made a variety of programs available to eligible local units of government, as well as to business establishments located within such areas, to assist qualifying businesses with expansion projects. Information is provided below on the financing programs available to businesses in the City of Oconomowoc.

<u>U. S. Department of Commerce, Small Business Administration, Section 503 Certified Development Company Program</u>: Certified development companies organized under provisions set forth by the U. S. Department of Commerce, Small Business Administration, provide long-term, fixed-asset financing for the acquisition of land; building construction, expansion, and renovation; and the purchase of equipment. Loans are usually available for up to 25 years at below market rates.

The Certified Development Company serving the City of Oconomowoc is the Milwaukee Economic Development Corporation, Patrick Walsh, President, P. O. Box 324, Milwaukee, Wisconsin 53233, (414) 278-2685.

<u>Small Cities Community Development Block Grant (CDBG) Program for Economic Development</u>: General-purpose local units of government of less than 50,000 population may apply to the Wisconsin Department of Development (DOD) for funds to meet the needs of local businesses. Economic development block grants are awarded to the local unit of government, which then lends the money to a business for construction, renovation, or expansion of buildings; purchase of lands; or purchase of machinery and equipment. In 1985, the City of Oconomowoc had a distress score, based on community need, of 70, a figure that is below the level considered necessary for funding. Consequently, the City would not be eligible for this funding program in 1985.

<u>U. S. Department of Agriculture, Farmers Home Administration (FmHA)</u>: The U. S. Department of Agriculture, Farmers Home Administration (FmHA), provides loan guarantees for the construction, conversion, and modernization of property; the purchase of land, equipment, and supplies; and working capital. Applicants can include individuals and public and private organizations in any area outside a City of 50,000 population or more and its adjacent urban area having a population density of more than 100 per square mile.

<u>Industrial Revenue Bonds (IRB's)</u>: Industrial revenue bonding is a method of public financing used to assist private industry in the construction, enlargement, or equipping of business and industrial firms. Industrial revenue bonds are issued by a local unit of government, such as the City of Oconomowoc, and

serve to build the community's industrial base, broaden the property tax base, and provide additional employment opportunites.

Industrial revenue bonds are attractive in the bond market because the purchasers of the bonds are not required to pay taxes on the interest earned by the bond. Therefore, industrial revenue bonds are not general obligations of the issuing local unit government. The local unit of government issuing industrial revenue bonds is simply in partnership with the business or industry.

<u>U. S. Department of Commerce, Economic Development Administration (EDA)</u>: The Economic Development Administration (EDA) provides loan guarantees to banks that are making loans to business and industry for expansion projects.

<u>University of Wisconsin Small Business Development Center (SBDC)</u>: The University of Wisconsin, through the Cooperative Extension Service, has created a number of centers of business management and development assistance at campuses across the State. The centers provide information on sources of business financing, and assist with business management problems and problems related to new business start-ups. The UW-Small Business Development Center (SBDC) has four main objectives: 1) providing one-on-one counseling for owners/managers and prospective entrepreneurs in Wisconsin; 2) providing management education; 3) generating basic and applied research; and 4) publishing and distributing useful business information. In Waukesha County, interested business persons should contact the Waukesha County Cooperative Extension Service, located in the Waukesha County Courthouse.

<u>Small Business Investment Company (SBIC)</u>: The Small Business Investment Company (SBIC) is a privately owned and operated company which has been licensed by the U. S. Department of Commerce, Small Business Administration, to provide equity capital and long-term loans to small businesses. Several licensed SBIC's are located in the Milwaukee metropolitan area and in Madison, Wisconsin.

<u>Job Training Partnership Act (JTPA)</u>: The U. S. Department of Labor provides funding through the Job Training Partnership Act (JTPA) to local private industry councils (PIC's) that provide employment training services to eligible

persons. Funding is available for work experience programs whereby a portion of the wages paid to employees by a business is reimbursed by the council. The PIC involved in JTPA activities in the City of Oconomowoc is the Waukesha, Ozaukee, and Washington (WOW) Consortium.

Wisconsin Housing and Economic Development Authority (WHEDA): The Wisconsin Housing and Economic Development Authority (WHEDA) provides low-interest financing to businesses and individuals with current annual sales of $35 million or less through its small enterprise economic development (SEED) program. SEED money can be used for the purchase, expansion, and improvement of land, plants, and equipment, and for depreciable research and development expenditures, so long as such projects result in the creation and maintenance of jobs. Eligible projects include manufacturing establishments, and storage and distribution facilities for manufactured products; national or regional headquarters; retail establishments located in tax incremental financing districts; research and development facilities; recreation and tourism facilities; and facilities involving the production of raw agricultural commodities. The SEED program is most useful to firms purchasing existing facilities, to firms located in municipalities which do not offer industrial revenue bond programs, to firms which require fixed-rate, long-term capital, and to creditworthy firms that cannot find a buyer for their bonds.

Wisconsin Department of Development, Technology Development Fund: The Technology Development Fund provides funds to consortiums composed of a company headquartered in Wisconsin and an institution that is part of the University of Wisconsin system, or another Wisconsin institution of higher learning. Grants are made in support of research and development for new products.

Private Financial Resource Base

The private financial resource base of the City of Oconomowoc primarily consists of banks, savings and loan associations, credit unions, and venture capital groups. Financial institutions in the City of Oconomowoc provide capital, financial operating systems, and technical assistance in financial management to local business and industry. Table 9 provides a listing of private financial institutions in the City of Oconomowoc, including the location of full-service banks, savings and loan associations, and credit unions.

Table 9

PRIVATE FINANCIAL INSTITUTIONS IN THE OCONOMOWOC AREA: 1985

Financial Institutions	Address	Telephone Number
Banks		
First Bank of Oconomowoc	105 E. Wisconsin Avenue Oconomowoc, Wisconsin 53066	(414) 567-4438
F & M Bank of Oconomowoc	N48 W36038 Wisconsin Avenue Oconomowoc, Wisconsin 53066	(414) 567-8511
Marine Bank West	138 E. Wisconsin Avenue Oconomowoc, Wisconsin 53066	(414) 567-8336
Suburban State Bank	1223 Summit Avenue Oconomowoc, Wisconsin 53066	(414) 567-8044
Savings and Loan Associations		
Security Savings - Oconomowoc Office	326 E. Wisconsin Avenue Oconomowoc, Wisconsin 53066	(414) 657-7246
Freedom Savings and Loan Association	162 E. Wisconsin Avenue Oconomowoc, Wisconsin 53066	(414) 567-8308
First Financial Savings	1093 Summit Avenue Oconomowoc, Wisconsin 53066	(414) 567-5578
Credit Unions		
Brownberry Credit Union	1 Meadow Road Oconomowoc, Wisconsin 53066	(414) 567-0301
La Belle Employee's Credit Union	510 S. Worthington Street Oconomowoc, Wisconsin 53066	(414) 567-9101
Lake County Credit Union	955 Lexington Drive Oconomowoc, Wisconsin 53066	(414) 567-9113

Source: Office of the Commissioner of Banking, 1982; Office of the Commissioner of Credit Unions, 1982; FSLIC-Insured Savings and Loan Associations, 1982; and Wisconsin Telephone Book - Oconomowoc, 1985.

In addition, a number of venture capital groups have been formed in the Milwaukee metropolitan area to assist new businesses in projects that are of high risk, but have the ability to provide long-term, above-average growth potential. Each investment by a venture capital group is individually structured and could include subordinated debt with warrants and/or conversion rights, income participation debentures, preferred stock, and common stock.

LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS AND CONTACT PERSONS IN THE CITY OF OCONOMOWOC

Local, public, and private development organizations play an important part in community economic development. Public agencies provide employee training, job placement services, and business management education. Private development organizations assist in business location and retention strategies, provide technical assistance to their members, and lobby for legislation to improve the overall business climate. Table 10 provides a listing of the local development-related organizations serving the City of Oconomowoc.

Table 10

ECONOMIC DEVELOPMENT AND EMPLOYMENT TRAINING
ORGANIZATIONS SERVING THE CITY OF OCONOMOWOC: 1985

Organization	Contact	Telephone Number
Forward Wisconsin, Inc.	President 11270 W. Park Place Milwaukee, Wisconsin 53224	(414) 359-2359
Wisconsin Department of Development	Deputy Administrator Division of Economic Development P. O. Box 7970 Madison, Wisconsin 53707	(608) 266-1018
Southeastern Wisconsin Regional Planning Commission	Executive Director Old Courthouse P. O. Box 769 Waukesha, Wisconsin 53187-1607	(414) 547-6721
Oconomowoc Area Chamber of Commerce	President 183 East Wisconsin Avenue Oconomowoc, Wisconsin 53066	(414) 567-2666
Waukesha County Cooperative Extension Service	515 W. Moreland Boulevard Waukesha, Wisconsin 53186	(414) 548-7773
Waukesha County Technical Institute	Economic Development Director 800 Main Street Pewaukee, Wisconsin 53072	(414) 691-5257
Job Training Partnership Act (JTPA), Waukesha, Ozaukee, and Washington (WOW) Consortium	Director 500 Riverview Avenue Waukesha, Wisconsin 53186	(414) 548-7705
Wisconsin Job Service	Waukesha County Office 141 N.W. Barstow Waukesha, Wisconsin 53186	(414) 521-5017
Wisconsin Electric Power Company, Inc.	Supervisor Economic Development 231 W. Michigan Street Milwaukee, Wisconsin 53201	(414) 277-3842

Source: SEWRPC.

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT FACT BOOK

Section II

DESCRIPTION OF THE POPULATION, LABOR FORCE, AND ECONOMY OF THE CITY OF OCONOMOWOC

INTRODUCTION

Pertinent data on the socioeconomic base of the City of Oconomowoc, including data on the characteristics of the population, labor force, and economy, serve as indicators of economic development patterns and trends in the City. The purpose of this section is to present information on the historic and existing socioeconomic base of the City of Oconomowoc.

POPULATION CHARACTERISTICS AND TRENDS

Historical Population Trends

As shown in Table 11, 2,700 persons resided in the City of Oconomowoc in 1890. During the following 40-year time period, the resident population increased by 48 percent, with the largest 10-year increase of 27 percent occurring during the 1920 to 1930 time period. The 40-year increase in the City's population was, however, less than that for the Region, 108 percent; the State, 60 percent; or the United States, 73 percent. From 1930 to 1970, the City showed progressively larger increases in the resident population, increases which, in all cases, exceeded those for the State and nation, and during the 1940 to 1960 time period, were below that for the Region. The increase in the City's resident population during the 10-year period of 1960 to 1970, 30 percent, was the largest of any of the increases shown for the City in Table 11, and far exceeded those for the Region and the State, 12 percent, and the nation, 13 percent.

While the rate of population growth in the City declined from 1970 to 1980, it continued to exceed the rates of growth for all the areas of comparison, increasing by 14 percent, a substantially greater rate of increase than experienced by the Region or State, 1 percent and 7 percent, respectively; and somewhat greater than that experienced by the nation, 12 percent. However, JE22A/a

Table 11

TOTAL POPULATION IN THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1890-1984

	Population							
	City of Oconomowoc		Southeastern Wisconsin Region[a]		Wisconsin		United States	
Year	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period
1890	2,700	--	386,800	--	1,693,300	--	62,947,700	--
1900	2,900	7.4	501,800	29.7	2,069,000	22.2	75,994,600	20.7
1910	3,100	6.9	631,200	25.8	2,333,900	12.8	91,972,300	21.0
1920	3,300	6.5	783,700	24.2	2,632,100	12.8	105,710,600	14.9
1930	4,200	27.3	1,006,100	28.4	2,939,000	11.7	122,775,000	16.1
1940	4,600	9.5	1,067,700	6.1	3,137,600	6.8	131,669,300	7.2
1950	5,300	15.2	1,240,600	16.2	3,434,600	9.5	151,325,800	14.9
1960	6,700	26.4	1,573,600	26.8	3,952,800	15.1	179,323,200	18.5
1970	8,700	29.9	1,756,100	11.6	4,417,900	11.8	203,184,800	13.3
1980	9,900	13.8	1,764,800[b]	0.5	4,705,800	6.5	226,545,800	11.5
1984	9,900[c]	0.0	1,736,500[c]	-1.6	4,774,400[c]	1.5	235,110,000	3.8

[a]The Southeastern Wisconsin Region comprises Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha Counties.

[b]This number reflects a revision to the 1980 census.

[c]Wisconsin Department of Administration 1984 estimates.

Source: U. S. Bureau of the Census and SEWRPC.

between 1980 and 1984, the resident population of the City did not show any increase, with the 1984 total population estimated at 9,900. During the same time period, the Region's population declined by 2 percent, with the State and nation showing increases of 2 percent and 4 percent, respectively.

The small increase in the City's population during the late 1800's and early 1900's was indicative of the largely rural or agricultural character of the County during this time period. The increased population growth rates in the City during the 1940 to 1970 time period were a result of post World War II suburbanization, the extensive use of the automobile, and the construction of Interstate Highway 94 in Waukesha County.

Age Composition

Table 12 compares the 1980 age distribution of the resident population in the City of Oconomowoc to the age distribution in the southeastern Wisconsin Region, Wisconsin, and the United States. As shown in Table 12, the age distribution within each of the age categories in the City of Oconomowoc is generally similar to that for the areas of comparison. However, the median age of the resident population, 32.2 years, is somewhat older than that for the Region, 29.7 years, the State, 29.4 years, or the nation, 30.0 years. The older median age of the population is due, in part, to the higher percentage of persons in the 65 years and older age category in the City, 5 percent, in comparison to the Region and the nation, 11 percent; and the State, 12 percent. The higher percentage of older adults in the resident population is due to the location of two elderly nursing homes in the City, Knollwood Retirement Home and the Shorehaven Nursing Home, as well as 140 units of elderly state and federal subsidized housing. The higher percentage of older adults in the resident population has implications for employment in occupational areas that provide services, especially health services, to older adults.

A second significant aspect of the age composition of the City's resident population is the lower overall percentage of the city population in the 20 to 24 and 25 to 29 year age groups. Together, these age groups represent about 15 percent of the City's population, while about 18 percent of the total population of the Region, State, and nation is in these age groups. Smaller urban

Table 12

AGE COMPOSITION OF THE POPULATION OF THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Age Group	Population							
	City of Oconomowoc		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 5.......	644	6.5	128,085	7.3	346,940	7.4	16,348,254	7.2
5-9..........	764	7.7	127,834	7.2	344,804	7.3	16,699,956	7.3
10-14.........	845	8.5	146,252	8.3	392,247	8.3	18,242,129	8.1
15-19.........	894	9.0	168,897	9.6	466,612	9.9	21,168,124	9.3
20-24.........	773	7.8	166,934	9.5	450,026	9.6	21,318,704	9.4
25-29.........	721	7.3	153,984	8.7	401,915	8.5	19,520,919	8.6
30-34.........	720	7.3	134,573	7.6	348,115	7.4	17,560,920	7.8
35-44.........	1,162	11.7	194,058	11.0	501,973	10.7	25,634,710	11.3
45-54.........	966	9.8	182,119	10.3	452,945	9.6	22,799,787	10.1
55-59.........	502	5.1	90,688	5.1	229,046	4.9	11,615,254	5.1
60-64.........	450	4.5	76,201	4.3	206,947	4.4	10,087,621	4.5
65 and Over...	1,468	14.8	195,294	11.1	564,197	12.0	25,549,427	11.3
Total	9,909	100.0	1,764,919	100.0	4,705,767	100.0	226,545,805	100.0
Median Age....	32.2	--	29.7	--	29.4	--	30.0	--

Source: U. S. Bureau of the Census and SEWRPC.

areas similar to the City of Oconomowoc often experience an out-migration of the population in these age groups due, in part, to a shortage of entry-level jobs and related local employment opportunities and the availability of these jobs in larger urban areas, such as the metropolitan Milwaukee area.

Sex Composition

In most populations, the number of males and females tends to be nearly equal, with males slightly outnumbering females at the younger ages, and females slightly outnumbering males at the older ages.

The resident population in the City of Oconomowoc exhibits differences from the areas of comparison with respect to the distribution of the population by sex (see Table 13). In 1980, the resident population of the City of Oconomowoc was 47 percent male and 53 percent female, a difference of 6 percent. However, in the areas of comparison females outnumber males by a range of only about 2 to 3 percent. The larger percentage of females in the City of Oconomowoc population is a result of the higher percentage of older adults in the City's population, and, as mentioned above, the tendency for females to outnumber males at the older age groups.

Income Characteristics

One indicator of the economic status of the City of Oconomowoc is the income of the resident population of the City and surrounding communities. Data on the 1979 mean and median household income and per capita income of persons 15 years of age and older in the City of Oconomowoc, the Village of Lac La Belle, the Village of Oconomowoc Lake, the Town of Oconomowoc, the Town of Summit, the Region, Wisconsin, and the United States are provided in Table 14. The table indicates that the median income of the resident population of the City is less than those of the four neighboring communities but greater than those of the areas of comparison, with per capita income levels exceeding those in the State and nation, being similar to that for the Region, and being less than those for the Villages of Lac La Belle and Oconomowoc Lake and the Towns of Oconomowoc and Summit. In 1979, the median income in the City, $20,169, was similar to that in the Region, $20,096; greater than that in the State, JE22A/c

Table 13

SEX COMPOSITION OF THE TOTAL POPULATION IN THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Area	Male		Female		Total	
	Number	Percent	Number	Percent	Number	Percent
City of Oconomowoc............	4,649	46.9	5,260	53.1	9,909	100.0
Southeastern Wisconsin Region......	854,125	48.4	910,794	51.6	1,764,919	100.0
Wisconsin..............	2,305,427	49.0	2,400,340	51.0	4,705,767	100.0
United States..........	110,053,161	48.6	116,492,644	51.4	226,545,805	100.0

Source: U. S. Bureau of the Census and SEWRPC.

JE22A/d

Table 14

MEAN AND MEDIAN HOUSEHOLD INCOME AND PER CAPITA INCOME OF PERSONS 15 YEARS AND OVER IN THE CITY OF OCONOMOWOC, THE VILLAGE OF LAC LA BELLE, THE VILLAGE OF OCONOMOWOC LAKE, THE TOWN OF OCONOMOWOC, THE TOWN OF SUMMIT, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1979

Income	Households: City of Oconomowoc		Village of Lac La Belle		Village of Oconomowoc Lake		Town of Oconomowoc	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
$0-$4,999....	259	7.5	--	--	11	6.8	110	4.7
$5,000-$9,999....	450	12.9	7	9.6	2	1.2	246	10.5
$10,000-$14,999...	479	13.7	4	5.5	16	9.9	251	10.7
$15,000-$19,999...	538	15.4	6	8.2	6	3.7	248	10.6
$20,000-$29,999...	943	27.0	22	30.1	32	19.7	612	26.1
$30,000-$39,999...	471	13.5	7	9.6	17	10.5	495	21.1
$40,000-$49,999...	216	6.2	12	16.4	21	13.0	212	9.0
$50,000 and Over..	132	3.8	15	20.6	57	35.2	171	7.3
Median...........	$20,169	--	$28,958	--	$36,884	--	$24,358	--
Mean.............	$22,035	--	$36,161	--	$53,583	--	$26,696	--
Per Capita........	$ 7,943	--	$ 9,514	--	$16,053	--	$ 8,585	--
Total Households[a]	3,488	100.0	73	100.0	162	100.0	2,345	100.0

Income	Households: Town of Summit		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
$0-$4,999....	54	4.0	59,308	9.4	181,943	11.0	10,663,441	13.3
$5,000-$9,999....	140	10.4	83,645	13.3	259,020	15.7	12,772,409	15.8
$10,000-$14,999...	134	10.0	82,607	13.1	248,555	15.0	12,342,073	13.3
$15,000-$19,999...	183	13.6	87,216	13.9	249,541	15.1	11,379,049	14.1
$20,000-$29,999...	313	23.3	161,400	25.6	401,832	24.3	17,441,615	21.7
$30,000-$39,999...	263	19.5	87,240	13.9	182,148	11.0	8,582,674	10.7
$40,000-$49,999...	130	9.6	35,701	5.7	68,236	4.1	3,594,101	4.5
$50,000 and Over..	130	9.6	32,100	5.1	63,502	3.8	3,692,065	4.6
Median...........	$24,244	--	$20,096	--	$17,680	--	$16,841	--
Mean.............	$28,023	--	$22,756	--	$20,382	--	$20,306	--
Per Capita........	$ 9,135	--	$ 8,154	--	$ 7,243	--	$ 7,298	--
Total Households[a]	1,347	100.0	629,217	100.0	1,654,777	100.0	80,467,427	100.0

[a]Number reflects those individuals responding to household income question in 1980 U. S. census.

Source: U. S. Bureau of the Census and SEWRPC.

$17,680, and the nation, $16,841; and less than those in the Town of Summit, $24,244, the Town of Oconomowoc, $24,358, the Village of Lac La Belle, $28,958, and the Village of Oconomowoc Lake, $36,884. Similarly, the per capita income of the population of the City, $7,943, is similar to that of the population of the Region, $8,154; but greater than those of the populations of the State, $7,243, and the nation, $7,298; and less than those of the populations of the Town of Oconomowoc, $8,585, the Town of Summit, $9,135, the Village of Lac La Belle, $9,514, and the Village of Oconomowoc Lake, $16,053. The higher household and per capita incomes in the City of Oconomowoc and surrounding communities may indicate a somewhat higher standard of living in the area in comparison to that in the State and nation. In addition, consumer spending may be relatively higher than that in other communities of similar size, which could provide a potential market for the expansion and development of consumer-oriented businesses.

Persons in Poverty

Table 15 indicates the number and proportion of noninstitutionalized persons with incomes below the poverty level in 1979 in the City of Oconomowoc, the Region, Wisconsin, and the United States. The relatively good economic status of the resident population of the City, as already noted, is reflected in the substantially lower number and percentage of persons in the City who are of poverty status. As indicated in Table 15, the proportion of persons below the poverty level in the City is significantly less than that for the Region, the State, or the nation. In 1979, 281 persons, or 3 percent of the noninstitutionalized population of the City, had incomes that were considered below the poverty level, with the Region, State, and the nation showing percentages of 8, 9, and 12 percent, respectively.

Household Composition

Table 16 shows that between 1960 and 1980 the number of households in the City of Oconomowoc grew from 2,113 to 3,504, an increase of 66 percent. It has already been noted that the rates of population growth in the City during this 20-year time period were greater than those for the areas of comparison, a factor that contributes to the growth in the number of households in the City being greater than the comparable growth in the Region, 35 percent; the State, 44 percent; and the nation, 52 percent. As further shown in Table 16, the

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Table 15

NONINSTITUTIONALIZED PERSONS BELOW THE POVERTY LEVEL IN THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1979

Poverty Status	Area							
	City of Oconomowoc		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Persons Below the Poverty Level......	281	2.9	136,732	7.9	397,813	8.7	27,392,580	12.4
Total..................	942,329	100.0	1,727,257	100.0	4,582,005	100.0	220,845,766	100.0

Source: U. S. Bureau of the Census and SEWRPC.

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Table 16

NUMBER OF HOUSEHOLDS AND PERSONS PER HOUSEHOLD IN THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1960-1980

Area	Household			Percent Change			Number of Persons per Household		
	1960	1970	1980	1960-1970	1970-1980	1960-1980	1960	1970	1980
City of Oconomowoc........	2,113	2,778	3,504	31.5	26.1	65.8	3.09	3.08	2.75
Southeastern Wisconsin Region...	465,913	536,486	627,955	15.1	17.0	34.8	3.30	3.27	2.75
Wisconsin..........	1,146,040	1,328,804	1,652,261	16.0	24.3	44.2	3.36	3.22	2.77
United States......	53,023,875	62,874,000	80,389,673	18.6	27.9	51.6	3.33	3.14	2.75

Source: U. S. Bureau of the Census and SEWRPC.

number of persons per household in the City declined from 3.09 in 1960 to 2.75 in 1980. The decline in the number of persons per household reflects the national trend of the rate of household growth exceeding the rate of population growth. Overall, in 1980 the number of persons per household in the City was the same as the number of persons per household in the Region and the nation, and only slightly less than the number of persons per household in the State.

School Enrollment

School officials, local government officials, and taxpayers are concerned about the increasing cost of education. One reason for these increasing costs over the 1950 to 1970 time period was the rapid increase in school enrollments across the nation. However, as shown in Table 17, school enrollment for grades kindergarten through high school in the City of Oconomowoc declined by only 3 percent between 1970 and 1980. This decrease in enrollment compares with a 20 percent decline in enrollment in the Region, a 14 percent decline in the State, and a 7 percent decline in the nation. These declining school enrollments during the most recent time period have resulted, in part, from the tendency of families to have fewer children, and from the slower rates of overall increase in the resident population.

Educational Attainment

Table 18 indicates the educational attainment of the population 18 years of age and older in 1980 in the City of Oconomowoc, the Region, the State, and the nation. In 1980, the percentage of individuals who had completed at least four years of high school was greater in the City of Oconomowoc, 75 percent, than in the Region and the State, 72 percent, and the nation, 68 percent. In addition, the percentage of the population that had completed four or more years of college was greater in the City of Oconomowoc, 17 percent, than in the Region, 14 percent, the State, 13 percent, or the nation, 14 percent.

Residential Mobility

Table 19 shows that between 1975 and 1980, the City of Oconomowoc population included about 41 percent total movers, a smaller percentage than indicated for the Region and the State, 44 percent, and the nation, 46 percent. This

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Table 17

SCHOOL ENROLLMENT, GRADES KINDERGARTEN THROUGH HIGH SCHOOL IN THE CITY OF OCONOMOWOC AND THE SOUTHEASTERN WISCONSIN REGION: 1970 AND 1980

Area	Enrollment		Percent Change
	1970	1980	1970-1980
City of Oconomowoc...........	2,313	2,239	-3.2
Southeastern Wisconsin Region.....	472,600	377,159	-20.2
Wisconsin.............	1,184,391	1,014,036	-14.4
United States.........	50,715,251	47,245,559	- 6.8

Source: U. S. Bureau of the Census and SEWRPC.

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Table 18

PERSONS 18 YEARS OF AGE AND OLDER BY YEARS OF SCHOOL COMPLETED IN THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Education	City of Oconomowoc		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Elementary Through High School								
One to Three Years......	1,732	24.6	350,714	27.8	945,674	28.3	51,697,642	31.8
High School, Four Years...	2,754	39.2	510,428	40.5	1,413,216	42.2	59,069,903	36.3
College								
One to Three Years......	1,339	19.0	217,090	17.2	548,953	16.4	28,289,943	17.4
Four Years..............	730	10.4	108,972	8.6	258,175	7.7	12,939,870	8.0
Five or More Years......	476	6.8	73,601	5.9	180,312	5.4	10,519,122	6.5
Total	7,031	100.0	1,260,805	100.0	3,346,330	100.0	162,516,480	100.0

Source: U. S. Bureau of the Census and SEWRPC.

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Table 19

RESIDENTIAL MOBILITY OF THE POPULATION 5 YEARS OF AGE AND OLDER IN THE CITY
OF OCONOMOWOC, THE REGION, WISCONSIN, AND THE UNITED STATES: 1965-1970 AND 1975-1980

Time Period	Total Nonmovers		Total Movers		Persons Previously Living in the Same County		Persons Previously Living in A Different County		Persons Previously Living Abroad		Moved-No Report on Last Residence/Other		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
City of Oconomowoc														
1965-1970...	3,976	49.5	4,067	50.4	1,904	23.7	1,835	22.8	14	0.2	311	3.9	8,040	100.0
1975-1980...	4,973	59.4	3,399	40.6	1,974	23.6	1,425	17.0	0	0.0	NA	NA	8,372	100.0
Region														
1965-1970...	896,919	56.0	705,862	44.0	398,447	24.8	206,891	12.9	10,452	0.6	90,072	5.6	1,602,781	100.0
1975-1980...	913,195	55.7	724,538	44.3	458,044	28.0	253,045	15.4	13,449	0.8	NA	NA	1,637,733	100.0
Wisconsin														
1965-1970...	2,332,293	57.8	1,703,499	42.2	896,232	22.2	600,345	14.9	23,443	0.6	183,479	4.6	4,035,792	100.0
1975-1980...	2,451,424	56.2	1,908,200	43.8	1,111,150	25.5	767,649	17.6	29,401	0.7	NA	NA	4,359,624	100.0
United States														
1965-1970...	98,563,661	53.0	87,531,161	47.0	43,356,797	23.3	31,736,866	17.1	2,696,618	1.4	9,740,880	5.2	186,094,822	100.0
1975-1980...	112,695,416	53.5	97,627,875	46.5	52,749,574	25.1	40,946,465	19.5	3,931,836	1.9	NA	NA	210,323,291	100.0

Note: NA indicates data are not available and are not expected to be available.

Source: U. S. Bureau of the Census and SEWRPC.

comparison is an indication that the population of the City is becoming more stabilized, especially in light of the fact that the City showed a greater percentage of movers in 1970, 50 percent, than did all of the areas of comparison.

Forecast Population Size

The population forecasts presented in this section were developed from regional and county forecasts prepared by the Regional Planning Commission using a combination of demographic and economic activity projection techniques. The forecasts are based upon alternative scenarios for the development of the Southeastern Wisconsin Region--a moderate growth scenario and a stable or declining growth scenario to the year 2000.

Each of the alternative future scenarios used as a basis for the preparation of the forecasts was intended to represent a reasonable combination of the possible range in factors which may be expected to influence development in the Region. Thus, the alternative futures considered are intended to represent a range of conditions in the Region and in the Oconomowoc area which could occur over the next 20 years. The alternative scenarios for these external factors, which were identified as energy, population lifestyles, and economic conditions, as defined in Table 20, may be expected to lead to quite different population and economic activity levels and land use development patterns within the Region. The development of the alternative futures involved first the development of alternative scenarios of the external factors influencing development in the Region. This was followed by the postulation of the amount of growth and decline in regional population and employment which may be expected to be attendant to each of the two scenarios. Finally, alternative centralized and decentralized population forecasts were developed for each scenario, providing in all, four "alternative futures" for the Region.

Table 21 sets forth the population projections for the Region and the City of Oconomowoc study area based upon the year 2000 scenarios. The City of Oconomowoc study area is defined as the City of Oconomowoc, the western portion of the Village of Oconomowoc Lake, the Village of Lac La Belle, and the unincorporated area lying generally within one and one-half miles of the city limits of Oconomowoc. Under the moderate growth scenario-centralized land use alternative future, the resident population of the study area would increase from

Table 20

ALTERNATIVE FUTURE SCENARIOS

External Factors	Moderate Growth	Stable or Declining Growth
Energy		
1. The future cost and availability of energy, particularly of petroleum	Oil price to converge to world price which will increase at 2 percent annual rate to $39 per barrel in year 2000 (1979 dollars)	Oil price to converge to world oil price which will increase at 5 percent annual rate to $72 per barrel in year 2000 (1979 dollars)
	Petroleum-based motor fuel to increase to $1.50 per gallon by year 2000 (1979 dollars)	Petroleum-based motor fuel to increase to $2.30 per gallon by year 2000 (1979 dollars)
	Assumes no major or continued disruptions in oil supply	Assumes some potential for major and continuing disruptions in oil supply
2. The degree to which energy conservation measures are implemented, particularly with respect to the automobile	High degree of conservation in all sectors, resulting in increase in energy use of 2 percent or less	Low degree of conservation in all sectors, resulting in increase in energy use of 3 percent
	Automobile fuel efficiency of 32 mpg	Automobile fuel efficiency of 27.5 mpg
Population Lifestyles		
1. The degree to which the changing role of women affects the composition of the labor force	Female labor force increases to 51 percent and total labor force participation is 62 percent	Female labor force increases to 70 percent and total labor force participation is 72 percent
2. The future change in fertility rates	A continuation of below replacement fertility rates during the next decade, followed by an increase to replacement level by year 2000	A continuation of below replacement fertility rates to the year 2000
3. The future change in household sizes	Average household size stabilizes	Average household size continues to decline
Economic Conditions		
1. The future change of real income	Continued increase envisioned as a result of increased proportion in work force ages, increased population labor force participation, and increased work productivity	Continued increase envisioned as a result of increased proportion of population in work force ages, and increased population labor force participation
2. The degree to which the Region will be able to compete for the preservation and expansion of its economic base in relation to other parts of the nation	Relatively high attractiveness and competitiveness of the Region	Relatively low attractiveness and competitiveness of the Region

Source: SEWRPC.

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Table 21

HISTORIC AND PROJECTED POPULATIONS FOR THE CITY OF OCONOMOWOC STUDY AREA AND THE REGION: 1970-2000

		City of Oconomowoc Study Area[a]		Southeastern Wisconsin Region	
Year	Source of Data	Number	Percent Change	Number	Percent Change
1970	Actual................	12,073[a]	--	1,756,100	11.6[a]
1980	Actual................	13,396[a]	10.9	1,764,796	0.0[b]
2000	Moderate Growth Scenario Centralized Land Use Plan..	21,700	62.0	2,219,300	25.7
	Decentralized Land Use Plan.......	25,000	86.6	2,219,300	25.7
	Stable/Declining Growth Scenario Centralized Land Use Plan.......	16,100	20.2	1,690,000	- 4.2
	Decentralized Land Use Plan.......	17,400	29.9	1,690,000	- 4.2

[a]SEWRPC estimated based upon 1970 and 1980 land use inventory dwelling unit counts, estimated family size, and U. S. Bureau of the Census.

[b]Less than one-tenth of one percent.

Source: U. S. Bureau of the Census and SEWRPC.

13,396 in 1980 to about 21,700 by the year 2000, or by 62 percent. Under the moderate growth scenario-decentralized land use alternative future, the study area population would increase to about 25,000 by the year 2000, an 87 percent increase. Under the stable/declining growth scenario-centralized land use alternative future, the study area population would increase to about 16,100 persons by the year 2000, an increase of 20 percent; while under the stable/declining growth scenario-decentralized land use alternative future, the study area population would increase to about 17,400 by the year 2000, a 30 percent increase.

A comparison of the percentage growth in the City of Oconomowoc population during the 1980 to 1984 time period to the expected percentage population growth in the Oconomowoc study area will provide some insight into the future alternative scenario that is currently appropriate for the study area. During the 1970 to 1980 time period, the Oconomowoc study area showed a percentage increase in the total population of about 11 percent, and the City of Oconomowoc, the largest local government in the study area, showed an increase of 14 percent. Should this trend continue, the Oconomowoc study area population growth, as well as the City of Oconomowoc population growth, would, most likely, fit the stable/declining population growth scenario-centralized land use plan that shows an increase in the total population of the study area of about 20 percent.

The City of Oconomowoc population did not change during the 1980 to 1984 time period. Estimates of the 1984 total population of the Oconomowoc study area are not available. However, should the 1980 to 1984 population growth of the City of Oconomowoc be indicative of the population growth of the Oconomowoc study area, the study area population would not even approach the forecast population under the stable/declining growth scenario.

LABOR FORCE CHARACTERISTICS

Historical Labor Force Trends

Table 22 indicates the changes that occurred in the size of the labor force in the City of Oconomowoc, the Region, the State, and nation over the 1960 to 5980 time period. During this 20-year period, the city labor force grew by

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Table 22

COMPARATIVE CIVILIAN LABOR FORCE SIZE IN THE CITY OF OCONOMOWOC,
THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1960-1980

Area	Labor Force			Percentage Change		
	1960[a]	1970[b]	1980[b]	1960-1970	1970-1980	1960-1980
City of Oconomowoc......	2,719	3,645	4,792	34.1	31.5	76.2
Southeastern Wisconsin Region.......	636,901	736,078	876,152	15.6	19.0	37.6
Wisconsin..............	1,527,722	1,774,008	2,263,413	16.1	27.6	48.2
United States...........	68,144,079	80,051,046	104,449,817	17.5	30.5	53.3

[a]Fourteen years of age and over.

[b]Sixteen years of age and over.

Source: U. S. Bureau of the Census; Wisconsin Department of Industry, Labor and Human Relations; and SEWRPC.

about 76 percent, a rate substantially greater than those for the Region, 38 percent; the State, 48 percent; and the nation, 53 percent. It is important to note that from 1970 to 1980, the City's labor force grew at a rate of 32 percent, a rate that was similar to the 1960 to 1970 city rate, 34 percent, but significantly greater than the increase in the Region, 19 percent, and somewhat greater than the State increase, 28 percent, and the national increase, 31 percent. While the relatively high recent growth in the City's labor force indicates that an adequate labor pool should be available to meet the needs of industry establishments contemplating expanding or locating in the City, this high rate of growth could be affected by the recent downturn in economic conditions in the Region. While estimates of the 1984 labor force are not available for the City, Waukesha County, of which the City of Oconomowoc is a part, showed an annual increase in the labor force of 54 percent from 1970 to 1980. However, from 1980 to 1984, the Waukesha County labor force showed an annual labor force increase of only 0.1 percent.

Age Composition

Table 23 indicates the age composition of the total civilian labor force in the City of Oconomowoc, the Region, the State, and the United States in 1980. As shown in the table, the civilian labor force for the City of Oconomowoc is slightly higher in the young workers and older workers age categories and slightly lower in the mature workers category when compared with the other areas. In 1980, younger workers, or workers aged 16 to 19, made up 10 percent of the labor force; mature workers, or workers aged 20 to 64, made up 86 percent of the labor force; and older workers, or workers aged 65 years or older, made up 4 percent of the civilian labor force. As indicated in Table 23, the percentage distribution of the City's labor force is slightly higher in the younger and older age categories. However, this over-representation is not significant relative to the areas of comparison, and, therefore, should not affect the availability of mature workers for more highly skilled positions.

Sex Composition

Table 24 indicates that the number of female workers in the labor force in the City of Oconomowoc grew from 983 persons, or 36 percent of the total labor force, in 1960, to 2,049 workers, or 43 percent of the total labor force, in 1980. Table 24 also indicates that there was a greater percentage of females

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Table 23

AGE COMPOSITION OF THE TOTAL CIVILIAN LABOR FORCE IN THE CITY OF OCONOMOWOC THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Area	Total Civilian Labor Force										
	Younger Workers 16-19 Years		20-24 Years		Mature Workers 25-54 Years		55-64 Years		Older Workers 65 Years and Older		
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Labor Force
City of Oconomowoc	487	10.1	652	13.6	2,840	59.3	642	13.4	171	3.6	4,792
Southeastern Wisconsin Region	81,011	9.3	132,643	15.1	537,859	61.4	101,153	11.6	23,486	2.6	876,152
Wisconsin	212,775	9.4	351,353	15.5	1,372,276	60.6	259,634	11.5	67,375	3.0	2,263,413
United States	8,148,625	7.8	15,423,881	14.8	65,576,160	62.8	12,079,893	11.5	3,221,255	3.1	104,449,817

Source: U. S. Bureau of the Census and SEWRPC.

Table 24

COMPARATIVE CIVILIAN LABOR FORCE COMPOSITION BY SEX FOR THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1960, 1970 AND 1980

Area	Civilian Labor Force						Percentage Change		
	1960[a]		1970[b]		1980[b]				
	Number	Percent	Number	Percent	Number	Percent	1960–1970	1970–1980	1960–1980
City of Oconomowoc									
Male..............	1,736	63.8	2,169	59.5	2,743	57.2	24.9	26.5	58.0
Female............	983	36.2	1,476	40.5	2,049	42.8	50.2	38.8	108.4
Total	2,719	100.0	3,645	100.0	4,792	100.0	34.1	31.5	76.2
Southeastern Wisconsin Region									
Male..............	430,601	67.6	451,094	61.3	496,957	56.7	4.8	10.2	15.4
Female............	206,300	32.4	284,984	38.7	379,195	43.3	38.1	33.1	83.8
Total	636,901	100.0	736,078	100.0	876,152	100.0	15.6	19.0	37.6
Wisconsin									
Male..............	1,056,747	68.9	1,108,584	62.5	1,299,739	57.4	4.9	17.2	23.0
Female............	476,214	31.1	665,424	37.5	963,674	42.6	39.7	44.8	102.4
Total	1,532,961	100.0	1,774,008	100.0	2,263,413	100.0	15.7	27.6	47.6
United States									
Male..............	45,762,669	67.2	49,549,239	61.9	59,926,488	57.4	8.3	20.9	31.0
Female............	22,381,410	32.8	30,501,807	38.1	44,523,329	42.6	36.3	46.0	98.9
Total	68,144,079	100.0	80,051,046	100.0	104,449,817	100.0	17.5	30.5	53.3

[a]Fourteen years and over.

[b]Sixteen years and over.

Source: U. S. Bureau of the Census and SEWRPC.

in the city labor force in 1960 and 1970 than in the areas of comparison. However, in 1980, the percentage of females in the City's labor force was the same as the percentage for all of the areas of comparison--43 percent.

Labor Force Participation

Labor force participation rates for the resident population of the City of Oconomowoc, the southeastern Wisconsin Region, the State, and nation are presented in Table 25. In 1980, the labor force participation rate in the City of Oconomowoc was 64 percent, representing an increase of 4 percentage points over the 1970 rate of 60 percent. The 1980 labor force participation rate in the City was somewhat lower than that in the Region, 66 percent, the same as that in Wisconsin, 64 percent, and greater than that in the nation, 61 percent. The increase in the labor force participation rate in the City, as well as in the other areas, is due primarily to the increasing number of females in the labor force during the 1960 to 1980 time period.

Average Weekly Wages

As shown in Table 26, the annual average weekly wage for all industries in Waukesha County was about $333 in 1983, or about 104 percent of the average weekly wage for all industries in the Region, and 105 percent of the average weekly wage for all industries in the State, indicating that wages for workers in Waukesha County are only slightly higher than those paid to workers in the areas of comparison. Table 26 also indicates that, in comparison to the Region, the highest average weekly wages in the County were in the wholesale trade industry, 122 percent; the transportation, communication, and utilities industry, 117 percent; and the agriculture, forestry, and fishing industry, 114 percent. The lowest average weekly wages as a percent of the Region's wages were in the finance, insurance, and real estate industry, 97 percent. In comparison to the State, the highest average weekly wages in the County were in the wholesale trade industry, 115 percent, while the lowest average weekly wages were in the finance, insurance, and real estate industry, 84 percent.

Table 27 shows the 1979 median earnings for selected occupational groups in the Milwaukee Standard Metropolitan Statistical Area (SMSA), of which Waukesha County is a part, in the State, and in the United States. As shown in Table 27, the 1979 median earnings for males in the Milwaukee SMSA, $19,262, were

Table 25

LABOR FORCE PARTICIPATION RATES IN
THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN
REGION, WISCONSIN, AND THE UNITED STATES: 1970 AND 1980

Area	1970 Rate	1980 Rate	1970-1980 Percentage Point Change
City of Oconomowoc.......	59.9	64.1	7.0
Region...................	61.5	65.9	7.2
Wisconsin................	59.1	64.1	8.5
United States............	56.7	61.0	7.6

NOTE: The participation rate compares the size of the labor force to the size of the population of the labor force age (16 years and older).

Source: Wisconsin Department of Industry, Labor and Human Relations and SEWRPC.

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Table 26

COMPARATIVE AVERAGE WEEKLY WAGES BY INDUSTRY FOR WAUKESHA COUNTY, THE SOUTHEASTERN WISCONSIN REGION, AND WISCONSIN: 1983[a]

Industry	Waukesha	Southeastern Wisconsin Region	Wisconsin	County Wages As A Percent of Region Wages	County Wages As A Percent of State Wages
Agriculture, Forestry, and Fishing....	$237.94	$209.11	$239.87	113.79	99.20
Construction........................	407.52	389.39	389.22	104.66	104.70
Manufacturing.......................	440.78	423.35	415.40	104.12	106.11
Transportation, Communication, and Utilities.........	415.37	355.57	408.38	116.82	101.71
Wholesale Trade.....................	431.62	353.28	375.57	122.18	114.92
Retail Trade........................	165.04	157.38	159.31	104.87	103.60
Finance, Insurance, and Real Estate...	274.07	283.12	326.27	96.80	84.00
Services............................	258.41	230.29	249.06	112.21	103.75
Total for All Industries	$333.15	$319.55	$316.71	104.26	105.19

[a]Numbers reflect an annual average.

Source: Wisconsin Department of Industry, Labor and Human Relations, 1983; and SEWRPC.

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Table 27

COMPARATIVE MEDIAN EARNINGS BY SEX BY OCCUPATIONAL GROUPS FOR THE CIVILIAN LABOR FORCE IN THE MILWAUKEE STANDARD METROPOLITAN STATISTICAL AREA[a], THE STATE OF WISCONSIN, AND THE UNITED STATES: 1979

Occupational Category	Milwaukee SMSA		Wisconsin		United States	
	Male	Female	Male	Female	Male	Female
Managerial and Professional Specialty	$23,190	$14,265	$21,350	$12,931	$22,497	$13,306
Technical Sales and Administrative Support	18,305	10,657	17,148	9,776	17,160	10,042
Service	15,215	8,213	13,586	7,667	12,459	7,375
Farming, Forestry and Fishing	13,455	7,218	10,585	4,855	10,234	6,232
Precision Production, Craft, and Repair	20,197	12,219	17,596	10,670	17,124	10,439
Operators, Fabricators, and Laborers	17,109	11,606	16,035	10,006	15,011	8,841
Transportation and Material Moving	18,408	12,548	16,931	10,817	16,013	9,719
Handlers, Equipment Cleaners, Helpers and Laborers	15,140	9,906	14,148	9,707	12,535	8,909
Experienced Unemployed not Classified by Occupation	6,610	7,000	6,902	7,421	7,480	7,198
Total Civilian Labor Force	$19,262	$11,135	$17,043	$ 9,929	$17,107	$10,134

[a]Milwaukee Standard Metropolitan Statistical Area includes: Milwaukee, Ozaukee, Washington and Waukesha Counties.

NOTE: Individuals worked year round full-time in 1979.

Source: U. S. Bureau of the Census and SEWRPC.

greater than those for males in Wisconsin, $17,043; or the nation, $17,107. The median earnings for females in the Milwaukee SMSA, $11,135, were greater than those for females in Wisconsin, $9,929; or the United States, $10,134.

Place of Work

Table 28 provides information on place of work for the labor force of the City of Oconomowoc, the Region, the State, and the United States in 1980. As shown in Table 28, 1,983 workers in the City of Oconomowoc, or about 44 percent of all workers residing in the City, were employed outside the City of Oconomowoc. This percentage is greater than that for the State, 36 percent, and similar to those for the Region and nation, 44 percent and 43 percent, respectively. The percentage of the Oconomowoc labor force working within the City is a good indication of the strength of the City's economy and its ability to provide employment opportunities for its residents. In addition, the availability of employment opportunities throughout the Milwaukee metropolitan area, which is easily accessible by a combination of both automobile and public transportation, provides additional employment opportunities for city residents. The place of work information for Oconomowoc workers working outside the City is shown in Table 29. As indicated in the table, 22 percent of employed persons in the City of Oconomowoc work in the Cities of Brookfield and Waukesha and the remainder of Waukesha County, and 10 percent work in the City of Milwaukee.

Industry Distribution

Table 30 indicates the 1980 total employment by industry for workers in the City of Oconomowoc, the Villages of Lac La Belle and Oconomowoc Lake, the Towns of Oconomowoc and Summit, the Region, Wisconsin, and the United States. As shown in Table 30, the services industry and the manufacturing industry are the largest industry employers of the labor force in the City of Oconomowoc and the surrounding areas. In 1980, 31 percent of the city labor force was employed in the services industry, compared to 29 percent in the United States; 27 percent in the Region, the Village of Oconomowoc Lake, and the State; 26 percent in the Village of Lac La Belle and the Town of Summit; and 24 percent in the Town of Oconomowoc. Twenty-nine percent of the city labor force was employed in the manufacturing industry, a percentage that is somewhat less than those for the Region, 33 percent, the Village of Lac La Belle, JE22A/k

Table 28

PLACE OF WORK FOR THE LABOR FORCE IN THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Area and Place of Work	1980 Number	1980 Percent
City of Oconomowoc[a]		
All Workers[b]	4,551	100.0
Worked in City of Residence	2,082	45.7
Worked Outside City of Residence	1,983	43.6
Place of Work Not Reported	486	10.7
Region		
All Workers[b]	667,099	100.0
Worked in City of Residence	321,872	48.2
Worked Outside City of Residence	294,030	44.1
Place of Work Not Reported	51,197	7.7
Wisconsin		
All Workers[b]	1,302,536	100.0
Worked in City of Residence	734,307	56.4
Worked Outside City of Residence	469,062	36.0
Place of Work Not Reported	99,167	7.6
United States		
All Workers[b]	66,594,853	100.0
Worked in City of Residence	31,862,055	47.8
Worked Outside City of Residence	28,848,356	43.3
Place of Work Not Reported	5,884,442	8.9

[a]A distribution of employed persons living in the City of Oconomowoc by place of work is indicated in Table 29.

[b]Excludes workers working outside their place of residence.

Source: U. S. Bureau of the Census and SEWRPC.

JE22A/cc

Table 29

DISTRIBUTION OF EMPLOYED PERSONS LIVING
IN THE CITY OF OCONOMOWOC BY PLACE OF WORK: 1980

Place of Work	Number	Percent
City of Oconomowoc..............	2,082	45.7
City of Waukesha................	252	5.5
City of Brookfield..............	68	1.5
Remainder of Waukesha County.....	705	15.5
City of Milwaukee...............	453	10.0
Remainder of Milwaukee County....	261	5.7
Worked Elsewhere................	244	5.4
Place of Work Not Reported.......	486	10.7
Total Labor Force	4,551	100.0

Source: U. S. Bureau of the Census; Wisconsin Department of Administration; and SEWRPC.

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Table 30

TOTAL EMPLOYMENT BY INDUSTRY AGE 16 YEARS AND OLDER IN THE CITY OF OCONOMOWOC, THE VILLAGE OF LAC LA BELLE, THE VILLAGE OF OCONOMOWOC LAKE, THE TOWN OF OCONOMOWOC, THE TOWN OF SUMMIT, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

	Employment							
	City of Oconomowoc		Village of Lac La Belle		Village of Oconomowoc Lake		Town of Oconomowoc	
Industry	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fisheries, and Mining..........	14	0.3	2	1.7	4	1.7	101	2.9
Construction....................	240	5.3	3	2.7	7	2.9	185	5.4
Manufacturing[a]..................	1,342	29.4	42	35.9	89	37.4	939	27.3
Durable Goods.................	889	66.2	37	88.0	61	68.5	603	64.2
Nondurable Goods..............	453	33.8	5	12.0	28	31.5	336	35.8
Transportation, Communication, and Other Public Utilities.....	215	4.7	3	2.6	4	1.7	212	6.2
Wholesale Trade.................	200	4.4	5	4.3	12	5.1	205	5.9
Retail Trade....................	854	18.7	23	19.6	30	12.6	683	19.8
Finance, Insurance, and Real Estate................	192	4.2	9	7.7	25	10.5	213	6.2
Services[b]......................	1,403	30.7	30	25.6	65	27.3	826	24.0
Business and Repair Services..	114	8.1	2	6.7	11	16.9	57	6.9
Personal Entertainment and Recreation Services......	251	17.9	3	10.0	17	26.2	125	15.1
Health Services...............	460	32.8	2	6.7	18	27.7	305	36.9
Educational Services..........	355	25.3	11	36.6	9	13.8	235	28.5
Other Professional and Related Services.........	223	15.9	12	40.0	10	15.4	104	12.6
Public Administration...........	107	2.3	0	--	2	0.8	78	2.3
Total Employment	4,567	100.0	117	100.0	238	100.0	3,442	100.0

-continued-

Table 30 (continued)

Industry	Employment: Town of Summit Number	Town of Summit Percent	Region Number	Region Percent	Wisconsin Number	Wisconsin Percent	United States Number	United States Percent
Agriculture, Forestry, Fisheries, and Mining..........	63	3.2	10,112	1.2	121,071	5.7	3,941,767	4.0
Construction....................	117	5.9	30,562	3.7	94,496	4.5	5,739,598	5.9
Manufacturing[a]..................	546	27.5	273,882	33.1	602,507	28.5	21,914,754	22.4
Durable Goods.................	346	63.4	210,530	76.9	402,862	66.9	13,479,211	61.5
Nondurable Goods..............	200	36.6	63,352	23.1	199,645	33.1	8,435,543	38.5
Transportation, Communication, and Other Public Utilities.....	128	6.4	50,482	6.1	121,035	5.7	7,087,455	7.3
Wholesale Trade.................	149	7.5	32,750	4.0	79,267	3.7	4,217,232	4.3
Retail Trade....................	327	16.5	134,293	16.3	348,156	16.5	15,716,694	16.1
Finance, Insurance, and Real Estate................	78	3.9	45,844	5.5	105,040	5.0	5,898,059	6.0
Services[b]......................	511	25.7	223,183	27.0	566,874	26.8	27,976,330	28.7
Business and Repair Services..	86	16.8	29,302	13.1	62,262	11.0	4,081,677	14.6
Personal Entertainment and Recreation Services......	79	15.5	26,992	12.1	69,003	12.2	4,082,834	14.6
Health Services...............	139	27.2	70,220	31.5	175,176	30.9	7,250,465	25.9
Educational Services..........	126	24.7	63,465	28.4	184,082	32.5	8,377,213	29.9
Other Professional and Related Services.........	81	15.8	33,204	14.9	76,351	13.5	4,184,141	15.0
Public Administration...........	68	3.4	25,348	3.1	76,027	3.6	5,147,466	5.3
Total Employment	1,987	100.0	826,456	100.0	2,114,473	100.0	97,639,355	100.0

Note: Employment numbers represent place of residence information.

[a]Nondurable and durable goods are shown as a percentage of total manufacturing employment.

[b]Individual service industries are shown as a percentage of total service industry employment.

Source: U. S. Bureau of the Census and SEWRPC.

36 percent, and the Village of Oconomowoc Lake, 37 percent; similar to those for the State and the Town of Summit, 28 percent; and greater than those for the Town of Oconomowoc, 27 percent, and the nation, 22 percent. The concentration of employment in the services industry in the City of Oconomowoc, relative to the areas of comparison, is a result of the high concentration of employment in the personal entertainment and recreation services, 18 percent of the total services industry employment; and the health services industry, 33 percent of the total services industry employment. Employment in the services industry, an industry less vulnerable to national economic trends than the manufacturing industry, helps to diversify the economic base of the City and, therefore, reduce the impact of national economic recession, as well as of local industry employment fluctuations in the manufacturing industry.

It is important to note the concentration of employment in the nondurable goods manufacturing industry in the City of Oconomowoc, 34 percent, the Village of Oconomowoc Lake, 32 percent, and the Towns of Oconomowoc and Summit, 36 percent and 37 percent, respectively, in comparison to 23 percent for the Southeastern Wisconsin Region. This higher percentage of employment in the nondurable goods manufacturing industry is an advantage to the area's economy and its ability to withstand national and regional economic downturns that principally affect employment in the durable goods manufacturing industry.

The retail trade industry employs a smaller percentage of the City's labor force, 19 percent, than do the manufacturing and services industries. However, this industry employs a greater percentage of the total labor force in the City of Oconomowoc than in the Village of Oconomowoc Lake, 13 percent, or in the Town of Summit, the Region, the State, and the nation, all 16 percent. Twenty percent of the labor force is employed in the retail trade industry in both the Village of Lac La Belle and the Town of Oconomowoc. As a result, while the retail trade industry employs a smaller percentage of the total labor force than do the manufacturing and services industries, it is still an important component of local employment because of its concentration in the City in comparison to the other areas. The remainder of the City's labor force is employed in the following industries: 1) construction, 5 percent; 2) transportation, communication, and other public utilities, 5 percent; 3) wholesale trade, 4 percent; 4) finance, insurance, and real estate, 4 percent; and 5) public administration, 2 percent.

Occupational Distribution and Skill Level

Table 31 shows the occupational distribution of the City of Oconomowoc and United States labor force. In addition, Table 31 shows location quotients for each of the occupations. The location quotient is a comparison of the percentage employment in an oocupation within the City to the percentage employment in that occupation in the nation, and is derived by dividing the percentage employment in an occupation within the City by the percentage employment in that industry in the nation. The resulting ratio, if greater than 1.0, indicates an over-representation of city employment in the given industry, while a ratio of less than 1.0 indicates an under-representation of city employment in that industry.

The comparison of the occupational distribution in the City to that in the nation, a distribution that can be considered a normal occupational distribution of the labor force, shows the following. First, the City's labor force is over-represented, in comparison to the nation, in the following occupations: 1) executive, administrative, and managerial occupations; 2) health diagnostic occupations; 3) health assessment and treatment; 4) teachers, librarians and counselors; 5) sales; 6) food service occupations; 7) precision production, craft, and repair; 8) machine operators, assemblers, and inspectors; and 9) freight, stock, and material handlers. Also, in comparison to the nation, the City's labor force has a similar percentage of workers in the following occupational categories: 1) miscellaneous professional specialties; 2) cleaning and building service occupations; and 3) miscellaneous handlers, equipment cleaners, helpers, and laborers. Finally, Table 31 shows that, in comparison to the nation, the City's labor force is under-represented in the following occupational categories: 1) engineers and scientists; 2) technicians and related support; 3) administrative support, including clerical; 4) private household occupations; 5) protective services; 6) miscellaneous service occupations; 7) farming, forestry, and fishing; 8) transportation and material moving; and 9) construction laborers.

Characteristics of the Unemployed Labor Force

The unemployed segment of the labor force is defined as those members of the labor force who: 1) did not have a job during the recording period; 2) were looking for work during the previous four-week period; and 3) were available

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Table 31

OCCUPATION OF EMPLOYED PERSONS 16 YEARS OF AGE AND OLDER
IN THE CITY OF OCONOMOWOC AND THE UNITED STATES: 1980

Occupation	Employment				Location Quotient
	City of Oconomowoc		United States		
	Number	Percent	Number	Percent	
Managerial and Professional	1,054	23.1	22,151,648	22.7	1.018
Executive, Administrative and Managerial	559	53.0	10,133,551	45.8	1.157
Professional Specialty	495	47.0	12,018,097	54.2	0.867
Engineers and Scientists	40	8.1	2,150,707	17.9	0.452
Health Diagnostic Occupations	28	5.7	643,716	5.4	1.056
Health Assessment and Treatment	86	17.4	1,695,436	14.1	1.234
Teachers, Librarians, and Counselors	219	44.2	4,675,632	38.9	1.136
Miscellaneous	122	24.6	2,852,606	23.7	1.038
Technical, Sales, and Administrative Support	1,409	30.9	29,593,506	30.3	1.020
Technicians and Related Support	125	8.9	2,981,951	10.1	0.881
Sales	571	40.5	9,760,157	33.0	1.227
Administrative Support, Including Clerical	713	50.6	16,851,398	56.9	0.890
Service Occupations	710	15.5	12,629,425	12.9	1.202
Private Household Occupations	29	4.1	589,352	4.7	0.872
Protective Services	39	5.5	1,475,315	11.7	0.470
Other Service Occupations	642	90.4	10,564,758	83.6	1.081
Food Service	320	49.8	4,384.936	41.5	1.200
Cleaning and Building Service	171	26.7	2,745,403	26.0	1.027
Miscellaneous Service	151	23.5	3,434,419	32.5	0.723
Farming, Forestry, and Fishing	21	0.4	2,811,258	2.9	0.138
Precision Production, Craft, and Repair	648	14.2	12,594,175	12.9	1.101
Operators, Fabricators, and Laborers	725	15.9	17,859,343	18.3	0.869
Machine Operators, Assemblers, and Inspectors	388	53.5	9,084,988	50.9	1.051
Transportation and Material Moving	156	21.5	4,389,412	24.5	0.878
Handlers, Equipment Cleaners, Helpers, and Laborers	181	25.0	4,384,943	24.6	1.016
Construction-Laborers	25	13.8	661,411	15.1	0.914
Freight, Stock and Material Handlers	56	30.9	1,259,182	28.7	1.077
Miscellaneous	100	55.3	2,464,350	56.2	0.984
Total	4,567	100.0	97,639,355	100.0	--

Note: All sub-occupational categories are shown as a percentage of the respective occupational category.

Source: U. S. Bureau of the Census and SEWRPC.

to accept a job. Also included as unemployed persons are those persons who did not work at all during the recording period and were waiting to be called back to a job from which they had been laid off. Table 32 indicates the total number of unemployed persons in the City of Oconomowoc, the Region, the State, and the nation in 1960, 1970, and 1980.

While in 1980, the unemployment rates in the City were lower than those for all of the areas of comparison, the city unemployment rate increased steadily over the 1960 to 1980 time period. In 1980, the city unemployment rate, 4.7 percent, was less than that for the Region, 5.7 percent, the State, 6.6 percent, or the nation, 6.5 percent. However, the number of unemployed persons in the City increased from 111 persons in 1960 to 225 persons in 1980. In 1984, the estimated annual average unemployment rate in the City was 6.3 percent, a significant decline from the 1983 estimated annual average rate of 1983, 9.8 percent. However, the 1984 estimated unemployment rate is significantly higher than the rates during the 1960 to 1980 time period indicating that the City's economy has not fully recovered from the most recent national economic recession.

Age of the Unemployed: Table 33 shows the 1980 age distribution of the unemployed labor force in the City of Oconomowoc, the Region, the State, and the nation. As indicated in Table 33, as a result of the relatively low 1980 unemployment rates that are indicated above, the 1980 unemployment rates for specific labor force age categories in the City are lower than those for other areas. In 1980, a total of 52 persons, or 10.7 percent of the workers in the 16-to-19-year age category, were unemployed, and 173 persons, or 4.2 percent of the workers in the 20-to-64-year age category, were unemployed. The 1980 U. S. Census reported that no persons age 65 years and older were unemployed in 1980.

Sex of the Unemployed: Table 34 shows the number of unemployed persons by sex in the City of Oconomowoc, the Region, the State, and the nation during the 1960, 1970, and 1980 time periods. As indicated in Table 34, in 1980 the unemployment rate for males in the City, 5.8 percent, was less than that for males in the Region, 6.2 percent, the State, 7.3 percent, and the nation, 6.5

Table 32

NUMBER OF UNEMPLOYED IN THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1960, 1970, AND 1980

Area	Unemployed						Percent Change		
	1960[a]		1970[b]		1980[b]		1960–1970	1970–1980	1960–1980
	Number	Percent	Number	Percent	Number	Percent			
City of Oconomowoc..........	111	4.1	98	2.7	225	4.7	-11.7	129.6	102.7
Southeastern Wisconsin Region.....	24,174	3.8	27,278	3.7	49,696	5.7	12.8	82.2	26.6
Wisconsin.............	59,091	3.9	70,379	4.0	148,940	6.6	19.1	111.6	24.1
United States.........	3,504,827	5.1	3,497,447	4.4	6,810,462	6.5	-0.2	94.7	25.1

[a]Fourteen years and older.

[b]Sixteen years and older.

Source: U. S. Bureau of the Census; Wisconsin Department of Industry, Labor and Human Relations; and SEWRPC.

Table 33

AGE COMPOSITION OF THE UNEMPLOYED CIVILIAN LABOR FORCE IN THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Area	Unemployed Civilian Labor Force						
	Young Workers 16-19 Years		Mature Workers 20-64 Years		Older Workers 65 Years and Older		Total Unemployed Civilian Labor Force
	Number	Unemployment Rate	Number	Unemployment Rate	Number	Unemployment Rate	
City of Oconomowoc.........	52	10.7	173	4.2	0	0.0	225
Southeastern Wisconsin Region..	9,529	11.8	39,225	5.1	942	4.0	49,696
Wisconsin...........	25,680	12.1	120,047	6.1	3,213	4.8	148,940
United States	1,175,187	14.4	5,461,984	5.9	173,291	5.4	6,810,462

Source: U. S. Bureau of the Census and SEWRPC.

Table 34

NUMBER OF UNEMPLOYED BY SEX FOR THE CITY OF OCONOMOWOC, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1960-1980

Area	Unemployed						Percentage of Change		
	1960[a]		1970[b]		1980[b]		1960-1970	1970-1980	1960-1980
	Number	Percent	Number	Percent	Number	Percent			
City of Oconomowoc									
Male........	71	4.1	59	2.7	159	5.8	-16.9	169.5	123.9
Female......	40	4.1	39	2.6	66	3.2	-2.5	69.2	65.0
Total	111	4.1	98	2.7	225	4.7	-11.7	129.6	102.7
Region									
Male.........	15,477	3.6	14,998	3.3	30,773	6.2	-3.1	105.2	98.8
Female.......	8,697	4.2	12,280	4.3	18,923	5.0	41.2	54.1	117.6
Total	24,174	3.8	27,278	3.7	49,696	5.7	12.8	82.2	105.6
Wisconsin									
Male.........	40,204	3.8	39,379	3.6	94,417	7.3	-2.1	139.8	134.8
Female.......	18,887	4.0	31,000	4.7	54,523	5.7	64.1	75.9	188.7
Total	59,091	3.9	70,379	4.0	148,940	6.6	19.1	111.6	152.1
United States									
Male.........	2,295,718	5.0	1,925,485	3.9	3,921,798	6.5	-16.1	103.7	70.8
Female.......	1,209,109	5.4	1,571,962	5.2	2,888,664	6.5	30.0	83.8	138.9
Total	3,504,827	5.1	3,497,447	4.4	6,810,462	6.5	- 0.2	94.7	94.3

[a]Fourteen years and over.

[b]Sixteen years and over.

Source: U. S. Bureau of the Census and SEWRPC.

percent. Similarly, in 1980 the unemployment rate for females in the City, 3.2 percent, was less than that for females in all of the areas of comparison. From 1970 to 1980, the number of unemployed males increased by 170 percent, a percentage increase that was greater than that for the Region, 105 percent; the State, 140 percent; or the nation, 104 percent. While the increase in the number of unemployed females in the City during this same time period, 69 percent, was greater than that for the Region, 54 percent, this increase was less than that for the State, 76 percent, and that for the nation, 84 percent.

THE CITY OF OCONOMOWOC ECONOMIC BASE

The economic base of a community can consist of a variety of activities, including agricultural production; the utilization of natural resources; the manufacture of products to be exported to regional, national, and international markets; and the performance of certain service activities. In most cases, the economic base of a community is a combination of economic activities, and a specialization in any one activity is the result of the availability of local resources, including natural, human, and manmade resources; the proximity of available markets; and the availability and condition of transportation facilities and services. The economic base of a community may change over time as a result of changes in local resources, markets, and transportation facilities and services.

This section presents information on the structure of the City's economy and on recent changes in that structure, discusses forecast industry employment, and identifies the major employers in the City of Oconomowoc.

Economic activity in the City of Oconomowoc can be classified into nine major industry groups: 1) agriculture, forestry, fishing, and mining; 2) construction; 3) manufacturing; 4) transportation, communication and other public utilities; 5) wholesale trade; 6) retail trade; 7) finance, insurance, real estate; 8) services; and 9) public administration. Employment data for these major industry divisions are usually presented by an employee's place of work in order to describe the economic base of the local economy. However, reliable place of work data for smaller communities like the City of Oconomowoc are not available by industry. Therefore, industry employment data that is collected by the employee's place of residence must be used to describe the local economy. Industry employment data that are collected by the employee's place of residence is a valid indicator of the City's economic base because the City does not include a substantial percentage, in comparison to other areas, of workers whose place of employment is outside the City.

A comparison of the percentage distribution of industry employment in the City to the percentage distribution of labor force employment in the United States will help to identify those industries that are concentrated in Oconomowoc, and, therefore, constitute a significant aspect of the City's economic base. Such comparison of the economic structure may be accomplished through the use of industry location quotients. As mentioned previously, the industry location quotient is a comparison of the percentage employment in an industry in the City to the percentage employment in that industry in the nation, and is derived by dividing the percentage employment in an industry in the City by the percentage employment in that industry in the nation. The resulting ratio, if greater than 1.0, indicates an over-representation of city employment in the given industry, while a ratio of less than 1.0 indicates an under-representation of city employment in that industry.

As indicated in Table 35, the City of Oconomowoc economy, in comparison with the nation, is concentrated in the retail trade industry, with a location quotient of 1.16 percent; the manufacturing industry, specifically in the durable goods category, with location quotients of 1.31 and 1.08 percent, respectively; and the services industry, with a location quotient of 1.07 percent. In addition, the City's economy shows an equal percentage of workers in the wholesale trade industry, with a location quotient of 1.02. Specific service industries that are concentrated in the City's economy include: the personal entertainment and recreation services industry, with a location quotient of 1.23 percent; the health services industry, with a location quotient of 1.27 percent; and the miscellaneous services industry, with a location quotient of 1.06 percent.

The existence of a concentration of industry employment in four major industries--manufacturing, wholesale trade, retail trade, and services--and, therefore, the lack of any significant over-representation in any one of these

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Table 35

INDUSTRY LOCATION QUOTIENTS FOR THE CITY OF OCONOMOWOC AS COMPARED TO THE UNITED STATES: 1980

Industry	Employment: City of Oconomowoc Number	Employment: City of Oconomowoc Percent	Employment: United States Number	Employment: United States Percent	Location Quotient
Agriculture, Forestry, Fishing and Mining...........	14	0.3	3,941,767	4.0	0.075
Construction..................	240	5.3	5,739,598	5.9	0.898
Manufacturing.................	1,342	29.4	21,914,754	22.4	1.312
Durable Goods...............	889	66.2	13,479,211	61.5	1.076
Nondurable Goods............	453	33.8	8,435,543	38.5	0.878
Transportation, Communications, and Other Public Utilities.......	215	4.7	7,087,455	7.3	0.644
Wholesale Trade..............	200	4.4	4,217,232	4.3	1.023
Retail Trade..................	854	18.7	15,716,694	16.1	1.161
Finance, Insurance and Real Estate.............	192	4.2	5,898,059	6.0	0.700
Services......................	1,403	30.7	27,976,330	28.7	1.070
Business & Repair Services..	114	8.1	4,081,677	14.6	0.555
Personal Entertainment and Recreation Services....	251	17.9	4,082,834	14.6	1.226
Health Services.............	460	32.8	7,250,465	25.9	1.266
Educational Services........	355	25.3	8,377,213	29.9	0.846
Miscellaneous Services......	223	15.9	4,184,141	15.0	1.060
Public Administration.........	107	2.3	5,147,466	5.3	1.434
Total	4,567	100.0	97,639,355	100.0	--

Source: U. S. Bureau of the Census and SEWRPC.

industries provides the local labor force with a variety of employment opportunities. In addition, the diversification of the City's economic base reduces the potential for national and regional economic downturns in any one industry sector to have significant negative local effects. Major industries within the City that represent the manufacturing industry include food and kindred products, printing and publishing, petroleum and coal products, fabricated metal products, nonelectrical machinery, rubber and miscellaneous plastic products, leather and leather products, and instruments and related products industries. The location in the City of Memorial Hospital of Oconomowoc; Lutheran Homes of Oconomowoc, Inc.; Rogers Memorial Hospital, Inc.; and Wilkinson Clinic, S. C., along with their related health care facilities, result in the concentration of the economy in the services industry. Finally, the concentration of the City's economy in the services industry is reflected, in part, by the Olympia Resort and Spa located within the City.

Regional and Waukesha County Economic Trends

A strong manufacturing sector has historically been the cornerstone of the economy of southeastern Wisconsin and Waukesha County and, as previously indicated, manufacturing industry employment still accounts for a large portion of both regional and county employment. However, the national, state, and regional economies have shown a decline in the percentage of total workers employed in the manufacturing industry.

Table 36 shows employment by the employees' place of work in 1970 and 1980 for Waukesha County, the Region, the State, and the nation. As previously indicated, reliable place-of-work data for small communities such as the City of Oconomowoc are not available; however, employment data collected at the employees' place of work for Waukesha County are presented herein to indicate recent trends in industry employment. Therefore, the actual jobs within the geographic area are being presented on the county level.

As indicated in Table 36, while the percentage employment in Waukesha County's manufacturing industry remained the same from 1970 to 1980, the percentage of manufacturing employment in the Region and the nation declined by 4 percentage points and in the State declined by 3 percentage points. The ability of the

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Table 36

INDUSTRY EMPLOYMENT AND PERCENTAGE POINT CHANGE BY PLACE OF WORK IN WAUKESHA COUNTY, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1970 AND 1980

Major Employment Category	1970 Employment by Place of Work							
	Waukesha County		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture	1,983	2.6	11,939	1.6	150,844	8.2	4,368,000	5.2
Construction	5,935	7.8	27,172	3.6	65,480	3.6	3,563,000	4.3
Manufacturing	21,559	28.2	252,318	33.5	504,184	27.5	19,410,000	23.1
Transportation, Communication and Utilities..	2,077	2.7	36,739	4.9	81,277	4.4	4,510,000	5.4
Wholesale Trade	4,075	5.3	35,266	4.7	67,180	3.7	3,806,000	4.5
Retail Trade	12,027	15.7	115,741	15.4	270,748	14.7	11,469,000	13.7
Finance, Insurance, and Real Estate	1,479	1.9	32,759	4.3	61,636	3.4	3,739,000	4.5
Services	11,814	15.5	119,547	15.9	256,248	13.9	13,619,000	16.2
Government[a]	9,265	12.1	83,329	11.0	250,688	13.6	13,088,000	15.6
Nonfarm Proprietors	5,743	7.5	37,193	4.9	123,324	6.7	5,388,000	6.4
Miscellaneous[b]	547	0.7	1,740	0.2	6,087	0.3	928,000	1.1
Total Jobs	76,504	100.0	753,743	100.0	1,837,696	100.0	83,888,000	100.0

Major Employment Category	1980 Employment by Place of Work							
	Waukesha County		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture	2,048	1.7	12,818	1.5	156,648	7.0	4,107,300	3.9
Construction	7,410	6.2	25,816	2.9	70,062	3.1	4,332,000	4.2
Manufacturing	33,771	28.3	261,754	29.6	560,200	24.8	20,375,000	19.6
Transportation, Communication and Utilities..	5,205	4.3	39,610	4.5	92,625	4.1	5,156,000	5.0
Wholesale Trade	8,105	6.8	43,454	4.9	95,946	4.3	5,291,000	5.1
Retail Trade	18,352	15.4	131,866	14.9	341,240	15.1	15,086,000	14.5
Finance, Insurance and Real Estate	3,777	3.2	46,403	5.3	96,578	4.3	5,268,000	5.1
Services	18,809	15.7	177,971	20.1	384,043	17.0	19,395,000	18.7
Government[a]	12,088	10.1	95,736	10.8	297,972	13.2	16,350,000	15.7
Nonfarm Proprietors	9,103	7.6	46,191	5.2	150,995	6.7	7,007,000	6.7
Miscellaneous[b]	794	0.7	2,526	0.3	9,984	0.4	1,594,000	1.5
Total Jobs	119,462	100.0	884,145	100.0	2,256,293	100.0	103,961,300	100.0

Major Employment Category	Percentage Point Change in Industry Employment: 1970-1980			
	Waukesha County	Southeastern Wisconsin Region	Wisconsin	United States
Agriculture	-0.9	-0.1	-1.2	-1.3
Construction	-1.6	-0.7	-0.5	-0.1
Manufacturing	0.1	-3.9	-2.7	-3.5
Transportation, Communication and Utilities..	1.6	-0.4	-0.3	-0.4
Wholesale Trade	1.5	0.2	0.6	0.6
Retail Trade	-0.3	-0.5	0.4	0.8
Finance, Insurance, and Real Estate	1.3	1.0	0.9	0.6
Services	0.2	4.2	3.1	2.5
Government[a]	-2.0	-0.2	-0.4	0.1
Nonfarm Proprietors	0.1	0.3	--	0.3
Miscellaneous[b]	--	0.1	0.1	0.4
Total Jobs	--	--	--	--

[a]Excludes armed forces.

[b]Includes agricultural services, forestry, commercial fishery, mining, and jobs held by residents working for international organizations.

Source: U. S. Bureau of Economic Analysis and SEWRPC.

County to retain manufacturing industry during a period of time when other areas are showing a declining percentage in this industry indicates that the County's locational characteristics are attractive to manufacturing firms.

Industries in Waukesha County that showed an increase in their share of industry employment over the 10-year time period include transportation, communication, and utilities, 1.6 percent; wholesale trade, 1.5 percent; finance, insurance, and real estate, 1.3 percent; services, 0.2 percent; and nonfarm proprietors, 0.1 percent. While these industries showed an increase in their share of total employment, a number of industries did show a decline. The County industries that showed a decline in their share of industry employment during the 1970 to 1980 time period include: agriculture, 0.9 percent; construction, 1.6 percent; retail trade, 0.3 percent; and government, 2.0 percent.

Finally, there has been a significant change in the distribution of jobs by county within the Southeastern Wisconsin Region over the past three decades. Particularly evident is the redistribution of economic activity from the highly urban counties in the Region to the outlying counties, including Waukesha County. As indicated in Table 37, Waukesha County's share of jobs within the Region has increased dramatically from 4.8 percent of the Region's employment in 1960 to 13.5 percent in 1980, an increase of 9 percent.

Future Economic Activity Levels

On a recurring basis, the Regional Planning Commission carries out a number of economic studies--including forecasts of the probable number, types, and spatial distribution of jobs--pertinent to the proper performance of its primary responsibility to prepare and adopt an advisory plan for the physical development of the Region. One of these studies is the recently completed SEWRPC Technical Report No. 10, The Economy of Southeastern Wisconsin (2nd edition), 1984. The primary purposes of this report are to present the results of a reexamination and updating of the economic data contained in previous Commission reports on the regional economy, and to present new projections and forecasts of regional employment levels to the year 2010 as a basis for regional planning efforts. Once again, the projections incorporated the alternative futures

Table 37

ALTERNATIVE EMPLOYMENT PROJECTIONS FOR THE
SOUTHEASTERN WISCONSIN REGION BY COUNTY FOR THE YEAR 2010

County	Existing				Projections for 2010					
	1960		1980		Pessimistic		Intermediate		Optimistic	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Kenosha......	40.1	6.2	49.5	5.6	48.8	5.6	61.0	5.8	75.1	6.0
Milwaukee....	486.2	75.0	547.9	62.0	479.0	55.0	552.0	52.5	625.8	50.0
Ozaukee......	9.5	1.5	24.8	2.8	26.1	3.0	36.8	3.5	50.1	4.0
Racine.......	48.5	7.5	78.7	8.9	78.4	9.0	105.1	10.0	137.7	11.0
Walworth.....	18.3	2.8	32.1	3.6	34.8	4.0	47.3	4.5	62.6	5.0
Washington...	14.5	2.2	31.8	3.6	39.2	4.5	52.6	5.0	68.8	5.5
Waukesha.....	30.8	4.8	119.4	13.5	164.6	18.9	196.9	18.7	231.5	18.5
Region Total	647.9	100.0	884.2	100.0	870.9	100.0	1,051.3	100.0	1,251.6	100.0

Source: U. S. Bureau of Economic Analysis; Wisconsin Department of Industry, Labor and Human Relations; and SEWRPC.

approach postulating a range of probable employment levels. This section summarizes the regional employment forecasts in order to demonstrate the range of possible trends in employment growth within the Region.

The possible range of regional employment projections to the year 2010 are set forth in Table 38. As indicated in Table 38, employment in the Region by the year 2010 is projected to range from a low of approximately 870,900 under the most pessimistic alternative future to a high of approximately 1,251,600 under the most optimistic alternative future. The span in this range illustrates the major differences in economic growth rates between the pessimistic and optimistic scenarios, which are intended to represent extremes, albeit reasonable extremes.

In the application of the alternative futures approach to employment projection, an effort was made to understand the regional economy by gaining an understanding of the largest industries of the Region. These large important industries were defined as dominant industries. The criteria used in determining industry dominance or subdominance were the same as those used in prior Commission work efforts, dominant industries being defined as those industry groups within the Region which accounted for 4 percent or more of total regional employment in 1980. Subdominant industries were defined as those industry groups which accounted for 2 to 4 percent of total regional employment in 1980.

As indicated in Table 38, the projected increases in employment over 1980 levels in the group of dominant industries range from approximately 11,700 jobs under the pessimistic scenario to about 258,600 jobs under the optimistic scenario. Within the dominant industries, only the retail trade; medical and other professional services; wholesale trade; and finance, insurance, and real estate sectors are projected to show job increases under the pessimistic scenario, with all other dominant sectors showing declines under this scenario. All dominant industry groups would show increases under the optimistic scenario. The subdominant industries are expected to show relatively lesser rates of growth under both the pessimistic and optimistic scenarios, with several employment sectors, most notably the primary metals, transportation equipment, and food and beverage groups, showing no employment gains even under the most optimistic economic conditions.

Table 38

EMPLOYMENT PROJECTIONS FOR THE REGION BY INDUSTRY GROUP FOR THE YEAR 2010: ALTERNATIVE FUTURES ANALYSIS

Industry Group	Estimated Employment (thousands of jobs) 1980	Percent of Total	1983	Percent of Total	Alternative Employment Projections for 2010 (thousands of jobs) Pessimistic	Percent of Total	Intermediate	Percent of Total	Optimistic	Percent of Total
Dominant										
Nonelectrical Machinery...	73.1	8.3	46.9	5.7	66.1	7.6	83.7	8.0	106.1	8.5
Electric and Electronic Machinery.....	40.1	4.5	33.2	4.0	39.7	4.6	44.9	4.3	50.2	4.0
Retail Trade.............	131.9	14.9	125.0	15.1	133.3	15.3	162.8	15.5	190.2	15.2
Medical and Professional Services....	103.4	11.7	108.0	13.1	123.7	14.2	150.0	14.3	187.3	15.0
Educational Services......	63.5	7.2	61.5	7.5	50.6	5.8	64.2	6.1	80.2	6.4
Wholesale Trade...........	43.5	4.9	42.3	5.1	44.9	5.2	56.3	5.4	67.6	5.4
Finance, Insurance, and Real Estate..........	46.4	5.2	48.9	5.9	55.3	6.3	67.1	6.4	78.9	6.3
Subtotal	501.9	56.8	465.8	56.4	513.6	--	629.0	--	760.5	--
Subdominant										
Fabricated Metals.........	31.8	3.6	25.2	3.1	29.5	3.4	41.9	4.0	57.7	4.6
Primary Metals............	16.6	1.9	10.0	1.2	13.9	1.6	15.3	1.5	16.6	1.3
Transportation Equipment..	21.5	2.4	21.7	2.6	17.7	2.0	18.6	1.8	21.5	1.7
Food and Beverage.........	20.9	2.4	18.1	2.2	16.7	1.9	18.6	1.8	20.9	1.7
Printing and Publishing...	16.3	1.9	15.9	1.9	17.6	2.0	20.4	1.9	25.5	2.0
Construction..............	25.8	2.9	18.2	2.2	21.3	2.4	27.4	2.6	32.8	2.7
Public Administration.....	31.2	3.5	29.2	3.5	25.8	3.0	35.0	3.3	45.3	3.6
Subtotal	164.1	18.5	138.3	16.7	142.5	--	177.2	--	220.3	--
Total Dominant/ Subdominant Employment	666.0	75.4	604.1	73.1	656.1	75.3	806.2	75.4	980.8	78.4
Other Employment	218.2	24.7	222.0	26.9	214.8	24.7	245.1	24.6	270.8	21.6
Region Total	884.2	100.0	826.1	100.0	870.9	100.0	1,051.3	100.0	1,251.6	100.0

Source: SEWRPC.

<u>Distribution of County Employment Under the Regional Economic Activity Futures</u>: The historic trend in the spatial distribution of employment in the Region has been one of decentralization. Milwaukee County, which in 1960 contained 75 percent of the Region's jobs, contained 62 percent of the Region's jobs in 1980. The proportion of total regional jobs in Ozaukee, Racine, Walworth, and Washington Counties increased between 1 and 2 percentage points between 1960 and 1980, while the proportion of regional jobs in Waukesha County increased from about 5 percent in 1960 to about 14 percent in 1980.

Alternative distributions of jobs by county under the three regional employment projections are set forth in Table 37. The distributions recognize both the magnitude and direction of historic trends in employment distribution in the Region, albeit as these trends might be tempered by the conditions of the alternative economic activity futures. Under each of the three employment projections, both the absolute number of jobs and the percentage of total regional jobs may be expected to increase in Waukesha County.

Major Employers

Major employers in the City employ a substantial number of workers and, as such, their existing and future total employment are important to the continued economic vitality of the community. Additionally, identification of the type of major industry employers in the community provides an indication of the types of industry that may want to locate in the City of Oconomowoc owing to the City's locational characteristics. Table 39 lists the major employers in the City of Oconomowoc.

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Table 39

CITY OF OCONOMOWOC MAJOR PRIVATE SECTOR EMPLOYERS

Industry and Employer	Standard Industrial Classification Number	Product or Service
Construction		
1. Oliver Construction Company	1540	Nonresidential building construction
Manufacturing		
1 Brownberry	2051	Bakery products
2 Carnation Company	2023	Condensed and evaporated milk products
3 Stokely USA, Inc.	2033	Canned fruits and vegetables
4 C. W. Brown Printing Company	2711	Newspaper printing
5 Republic Building Products, Inc.	3444	Fabricated structural metal products
6 Oconomowoc Manufacturing Company	3562	General industrial machinery
7 Fiberesin Industries, Inc	3079	Miscellaneous plastic products
8 Plastocon of Oconomowoc, Inc	3079	Miscellaneous plastic products
9 Searle/Will Ross Medical Products	3079	Miscellaneous plastic products
10 Musebeck Shoe Company	3143	Footwear, except rubber
11 La Belle Industries	3861	Photographic equipment and supplies
12 Sentry Equipment Corporation	3823	Measuring and controlling devices
Retail Trade		
1 McDonald's Restaurant	5810	Eating and drinking establishment
2 Olympia Restaurant Corporation	5810	Eating and drinking establishment
Services		
1 Lutheran Homes of Oconomowoc	8051	Nursing and personal care facilities
2 Memorial Hospital of Oconomowoc	8062	Hospital
3 The Olympia Resort and Spa	7011	Hotel, motel, and tourist attraction
4 Rogers Memorial Hospital, Inc	8062	Hospital
5 Wilkinson Clinic, S. C.	8011	Health service offices

Source: City of Oconomowoc and SEWRPC, 1984.

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APPENDICES

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Appendix A

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT FACT BOOK

INDUSTRY RETENTION SURVEY RESULTS

INTRODUCTION

Studies have indicated that the majority of new jobs created in Wisconsin have been the result of the expansion of existing firms. Consequently, any effort to expand employment opportunities in the City of Oconomowoc should give a high priority to addressing the problems and needs of existing employers. Information pertaining to a firm's past expansions, expected future expansions, labor force problems, and perceptions related to the quality of government services, and to the overall impressions of business persons about the City of Oconomowoc and the State of Wisconsin as places in which to do business can be useful in the formulation of a local economic development program. Accordingly, the City of Oconomowoc economic development planning program included a survey of existing employers in the City of Oconomowoc. A copy of this industry retention survey is included at the end of this appendix.

The purpose of the survey was to ascertain the following information about businesses located in the City:

1. The history and current status of respondent firms;

2. The methods utilized to transport raw materials and finished goods;

3. The location of major markets for the products and services provided;

4. The nature of past and future business expansions and acquisitions;

5. The skill level of the labor force employed and any labor force problems;

6. An assessment of government services, regulations, and public facilities;

7. The availability of, and the awareness of, the various sources of business financing; and

8. The overall impressions of the City of Oconomowoc and the State of Wisconsin as places in which to do business.

The survey respondents were asked to identify the classification that best described their respective firms' business operations. As shown in Table A-1, 34 respondents, or 60 percent of all respondents, identified their firm as non-manufacturing in nature; while 23 firms, or 40 percent, identified their firm as manufacturing in nature. Of the respondents indicating their firm was nonmanufacturing in nature, 24 firms, or 42 percent, indicated that their firm was part of the retail trade and service industry sector. The remaining 10 firms, or 18 percent, were in the construction industry; the transportation and public utilities industry; the wholesale trade industry; and the finance, insurance, and real estate industry. Respondents indicating that their firm was manufacturing in nature were relatively evenly distributed among the various manufacturing industries. The manufacturing classification with the largest number of responses was the fabricated metal products industry, consisting of six firms, or 10 percent.

HISTORY AND CURRENT STATUS OF RESPONDENTS

The history and current status of survey respondents with regard to the following information can be used as a basis for determining the type of economic development activities necessary to improve economic conditions in the city: 1) the location of the firm's corporate headquarters; 2) the length of time the firm has been in operation; 3) the branch locations of the firm; 4) the respondent's familiarity with the concept of business incubator buildings; 5) the major difficulties encountered by the respondent during the original

Table A-1

SURVEY RESPONDENTS' STANDARD INDUSTRIAL CLASSIFICATION

Classification	All Respondents Number	All Respondents Percent
Nonmanufacturing		
Construction	1	1.8
Transportation and Public Utilities	1	1.8
Wholesale Trade	5	8.8
Retail Trade	15	26.3
Finance, Insurance, and Real Estate	3	5.3
Services, Including Education	9	15.8
Subtotal	34	59.8
Manufacturing		
Food and Kindred Products	2	3.5
Lumber and Wood Products, Except Furniture	2	3.5
Furniture and Fixtures	2	3.5
Printing, Publishing, and Allied Industries	3	5.3
Rubber and Miscellaneous Plastic Products	2	3.5
Leather and Leather Products	2	3.5
Fabricated Metal Products, Except Machinery and Transportation Equipment	6	10.5
Machinery, Except Electrical	2	3.5
Electrical and Electronic Machinery and Equipment	1	1.8
Measuring, Analyzing, and Controlling Instruments; Photographic, Medical, and Optical Goods	1	1.8
Subtotal	23	40.4
Total	57	100.0[a]

[a]Numbers do not total because of rounding.

Note: Table corresponds to Question 9.

Source: SEWRPC.

start-up of the business; and 6) the total number of the firm's full-time and part-time employees. Firms that have established corporate headquarters in the City are more likely to take an active role in a local economic development program. Firms that have been in business for more than five years are usually defined as experienced firms and, therefore, less likely to experience internal business problems that would result in the closing of the firm. Industries that have established branch locations outside the City may be considered to be relatively strong, growth-oriented firms that are seeking new markets for their products and/or services. Young firms that are familiar with the concept of business incubator buildings, and have a need for the support services provided by such facilities, may be interested in participating in a business incubator program in Waukesha County. Finally, recent studies have indicated that firms with an average employment of 100 or fewer workers tend to be composed of a relatively large proportion of growth firms, which, based upon historical trends, are likely to experience relatively large increases in employment growth in the future.

Corporate Headquarters

Firms whose corporate headquarters are located in the City of Oconomowoc may be expected to take a more active role in local economic development programs than are firms whose corporate headquarters are located outside the City. Based on this expectation and the survey findings, a high proportion of the survey respondents could be expected to take an active role in a local economic development program. As indicated in Table A-2, a total of 47 firms, or 82 percent of all survey respondents, indicated that the City of Oconomowoc was the location of their firm's corporate headquarters.

Firm Age

Industry establishments are subject to variety of internal and external problems that could cause their dissolution at any time. However, a firm is most susceptible to serious problems during the first five years of operation. Table A-3 shows the number of years that the respondents' firms have been in business in the City of Oconomowoc. As shown in Table A-3, 47 of the survey respondents, or 82 percent, have been in business for more than five years, with 36 firms, or 63 percent, having been in business more than 10 years. Of the manufacturing firms responding to the survey, 19, or 83 percent, have been

Table A-2

NUMBER OF FIRMS WITH CORPORATE HEADQUARTERS IN THE CITY OF OCONOMOWOC

Category of Respondents	Corporate Headquarters Located in City of Oconomowoc					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
All Respondents.............	47	82.5	10	17.5	57	100.0
Manufacturing Respondents...	19	82.6	4	17.4	23	100.0

Note: Table corresponds to Question 1.

Source: SEWRPC.

Table A-3

YEAR IN WHICH FIRM WAS ESTABLISHED BY CURRENT OWNERS

Category of Respondents	Years in Business											
	1-3		4-5		6-10		11-15		16 or More		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
All Respondents............	5	8.8	5	8.8	11	19.3	8	14.0	28	49.1	57	100.0
Manufacturing Respondents..	2	8.7	2	8.7	6	26.1	2	8.7	11	47.8	23	100.0

Note: Table corresponds to Question 2.

Source: SEWRPC.

in business for more than five years, with 13 firms, or 56 percent, having been in business for more than 10 years. While these findings indicate that a majority of the firms responding to the survey are in relatively stable condition with regard to business dissolution resulting from immaturity, the relatively large proportion of mature firms may also indicate that more new industries are needed in the City.

Firms That Originated in the City of Oconomowoc

The Oconomowoc industry retention survey included a question regarding whether or not the firm originally began its operations in the City. Table A-4 shows that 37 respondents, or 65 percent of all respondents, originally began business operations in the City, whereas 20 respondents, or 35 percent, indicated that they originally began business operations outside the City. Fourteen manufacturing respondents, or 61 percent of all manufacturing respondents, indicated that they originally started business operations in the City, whereas nine manufacturing respondents, or 39 percent, indicated that they began business operations outside the City.

The Oconomowoc industry retention survey also asked a question regarding the location of a firm's original operations, if the operation was not originally located in the City. As shown in Table A-5, 17 respondents, or 85 percent of all respondents, were either originally located within a 15-mile radius of the City of Oconomowoc, or within a 15- to 50-mile radius of the City. A total of six manufacturing respondents, or 67 percent of all manufacturing respondents, indicated that their firm was originally located within a 50-mile radius of the City. These figures indicate that the City of Oconomowoc has been relatively successful in attracting industry firms from other local and southern Wisconsin locations, but has not attracted many firms from other geographic regions of the United States.

How Firm Was Originally Established

The methods utilized to establish existing industry firms in the City help to define the overall quality of the business climate in the City. As shown in Table A-6, 11 respondents, or 19 percent of all respondents, and four manufacturing respondents, or 17 percent of all manufacturing respondents, indicated that their firm was originally established as a new business start-up for an

Table A-4

NUMBER OF FIRMS BEGINNING OPERATIONS AT
THEIR PRESENT LOCATION IN THE CITY OF OCONOMOWOC

Category of Respondents	Operations Began at Present Location in the City of Oconomowoc					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
All Respondents............	37	64.9	20	35.1	57	100.0
Manufacturing Respondents..	14	60.9	9	39.1	23	100.0

Note: Table corresponds to Question 3.

Source: SEWRPC.

Table A-5

LOCATION OF FIRM'S ORIGINAL OPERATIONS IF NOT
AT PRESENT LOCATION IN THE CITY OF OCONOMOWOC

Response Category	All Respondents		Manufacturing Respondents	
	Number	Percent	Number	Percent
Local[a]........................	9	45.0	4	44.4
Southern Wisconsin[b]...........	8	40.0	2	22.2
East North Central[c]...........	1	5.0	1	11.1
Pacific[d]......................	2	10.0	2	22.2
Total	20[e]	100.0	9[f]	100.0[g]

[a]Within 15-mile radius of the City of Oconomowoc.

[b]Within 15- to 50-mile radius of the City of Oconomowoc.

[c]Includes Wisconsin, Michigan, Illinois, Indiana, and Ohio.

[d]Includes Washington, Oregon, and California.

[e]Total possible responses: 20.

[f]Total possible responses: 9.

[g]Numbers do not total because of rounding.

Note: Table corresponds to Question 3a.

Source: SEWRPC.

Table A-6

HOW FIRM WAS ORIGINALLY ESTABLISHED

Response Category	All Respondents Number	All Respondents Percent	Manufacturing Respondents Number	Manufacturing Respondents Percent
New Business Start-Up Through the Acquisition of an Existing Product or Service..........	11	19.3	4	17.4
New Business Start-Up With A New Product or Service...............	26	45.6	12	52.2
Acquisition of An Existing Business...	19	33.3	7	30.4
Acquisition of An Existing Facility and Remodeled for Present Use........	1	1.8	--	--
Total	57	100.0	23	100.0

Note: Table corresponds to Question 4.

Source: SEWRPC.

Table A-7

NUMBER OF FIRMS ESTABLISHING BRANCH LOCATIONS

Category of Respondents	Firms Having Branch Locations: Yes Number	Yes Percent	No Number	No Percent	Total Number	Total Percent
All Respondents...........	31	54.4	26	45.6	57	100.0
Manufacturing Respondents..	14	60.9	9	39.1	23	100.0

Note: Table corresponds to Question 5.

Source: SEWRPC.

existing product or service. Twenty-six respondents, or 46 percent, and 12 manufacturing respondents, or 52 percent, indicated that their firm was originally established as a new business start-up with a new product or service. Nineteen respondents, or 33 percent, and seven manufacturing respondents, or 30 percent, indicated that their firm was originally established as an acquisition of an existing firm. The large proportion of all respondents, as well as of manufacturing respondents, indicating that their firm was originally established as a new business start-up is particularly noteworthy, since this indicates that conditions in the City have been favorable for originating new industry establishments.

Business Operations at Other Locations

Many times the only way an industry establishment is able to expand is by establishing business operations at other locations. A possible reason for the establishment of branch locations is the saturation of local markets and the need for the firm's products or services to be introduced into other areas. Also, branch locations are often established close to an original business location for the purpose of securing additional production or sales space. The successful establishment of branch locations in other areas is one indication of a firm's stability and growth potential. As indicated in Table A-7, a total of 31 respondents, or 54 percent of all respondents, indicated that their firm operated at other locations, and 14 manufacturing respondents, or 61 percent of all manufacturing respondents, indicated that their firm operated at other locations.

Table A-8 indicates that, of all branch locations identified by the respondents, 37 locations, or 67 percent of all branch locations, are located in the City of Oconomowoc, the local area, southern Wisconsin, or Wisconsin. Table A-8 further indicates that 25 percent of the branch locations are located in the east-north central, mid-Atlantic, south Atlantic, and east-south central United States; 2 percent in the west-north central United States; and about 6 percent in international locations.

Familiarity With Business Incubators

Over the past several years, many communities across the country have established business incubator programs to assist entrepreneurs in starting new

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Table A-8

LOCATION OF BRANCH FIRMS

Response Category	Branch Locations Number	Branch Locations Percent
City of Oconomowoc......	7	12.7
Local[a]................	13	23.6
Southern Wisconsin[b].....	13	23.6
Wisconsin...............	4	7.3
East North Central[c].....	8	14.6
West North Central[d].....	1	1.8
Mid-Atlantic[e]...........	2	3.6
South Atlantic[f].........	2	3.6
East South Central[g].....	2	3.6
International...........	3	5.5
Total	55[h]	100.0[i]

[a]Within 15-mile radius of the City of Oconomowoc.

[b]Within 15- to 50-mile radius of the City of Oconomowoc.

[c]Includes Wisconsin, Michigan, Illinois, Indiana, and Ohio.

[d]Includes Minnesota, Iowa, North Dakota, South Dakota, Nebraska, and Kansas.

[e]Includes New York, Pennsylvania, and New Jersey.

[f]Includes Delaware, Maryland, West Virginia, Virginia, Washington, D. C., North Carolina, South Carolina, Georgia, and Florida.

[g]Includes Kentucky, Tennessee, Mississippi, and Alabama.

[h]Firms could indicate more than one response.

[i]Numbers do not total because of rounding.

Note: Table corresponds to Question 5a.

Source: SEWRPC.

businesses. Business incubators provide space, supporting services, personnel, equipment, and related business services to incubator tenants in order to reduce overhead costs to individual tenants. Supporting services provided in an incubator can include such items as a receptionist, clerical personnel, laborers, delivery service, business machines and related equipment, copy machines, computers, storage space, joint fringe benefit packages, and financial and legal counseling. The assistance provided to individual firms within an incubator, therefore, helps the firms overcome many of the initial problems typically encountered by a young business. Also, typically, the rental rates within business incubators are based on what the individual business tenants can afford to pay. As profits increase for an incubator tenant, the rental rates for the leased incubator space also increase. Once individual businesses within the incubator become well-established and profitable, they are encouraged to move to a permanent location outside the business incubator.

The Oconomowoc industry retention survey asked respondents whether or not they are familiar with the concept of business incubators for young firms. As indicated in Table A-9, 45 respondents, or 79 percent of all respondents, indicated that they were not familiar with the incubator concept. Sixteen manufacturing respondents, or 70 percent of all manufacturing respondents, indicated that they were not familiar with the incubator concept.

The Oconomowoc industry retention survey also asked respondents whether or not they would have used a business incubator when their firm was established if an incubator had been available to them. As shown in Table A-10, 15 respondents, or 31 percent of all respondents, indicated that they would have used a business incubator for their firm if one had been made available to them. Survey respondents were also asked if they would be interested in using a business incubator if one was available locally. Nine respondents, or 21 percent, indicated that they would be interested in using a business incubator.

Major Difficulties Encountered by New Industry Establishments

Table A-11 identifies the major difficulties encountered by new industry establishments during the start-up of the business. The difficulty that was mentioned most often by survey respondents was the problem in obtaining

Table A-9

NUMBER OF FIRMS FAMILIAR WITH THE CONCEPT
OF BUSINESS INCUBATORS FOR YOUNG FIRMS

Category of Respondents	Firms Familiar With Incubators					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
All Respondents.............	12	21.1	45	78.9	57	100.0
Manufacturing Respondents...	7	30.4	16	69.6	23	100.0

Note: Tables corresponds to Question 6.

Source: SEWRPC.

Table A-10

NUMBER OF FIRMS THAT WOULD HAVE USED A
BUSINESS INCUBATOR WHEN FIRM WAS ESTABLISHED IF
ONE HAD BEEN AVAILABLE TO THEM

Category of Respondents	Firms Using Incubators					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
All Respondents............	15	30.6	34	69.4	49[a]	100.0
Manufacturing Respondents..	8	36.4	14	63.6	22[b]	100.0

[a]No response: 8.

[b]No response: 1.

Note: Table corresponds to Question 6a.

Source: SEWRPC.

Table A-11

MAJOR DIFFICULTIES ENCOUNTERED BY FIRM DURING THE ORIGINAL START-UP OF THE BUSINESS

Response Category	All Responses Number[a]	Percent[b]
Problems With Business Operations		
Completing Facility Remodeling............	2	1.9
Initial Mechanics of Business Operations..	6	5.6
Deciding On A Company Name................	1	0.9
Acquiring the Proper Machinery and Equipment..................	1	0.9
Difficulty In Obtaining Suppliers With Quality Materials.........	2	1.9
Seasonal Nature of the Business...........	1	0.9
Delays in Finalizing the Business Deal....	1	0.9
Lack of Planning for the Business Venture.....................	1	0.9
Subtotal	15	14.0
Marketing Strategy		
Problems Developing Sales/ Product Marketing Programs................	7	6.5
Difficulty in Obtaining Salable Products..	5	4.7
Difficulty in Establishing Customers......	6	5.6
Subtotal	18	16.8
Financing		
Insufficient Capital to Finance Business..	28	26.2
Cash Flow Problems During Initial Business Operations..............	4	3.7
Subtotal	32	29.9
Labor Problems		
Obtaining/Training Quality Labor..........	13	12.2
Locating Competent Professional Personnel...................	5	4.7
Striking of Employees.....................	1	0.9
Employee Working Relations................	1	0.9
Subtotal	20	18.7
Problems With Public Services and Facilities		
Meeting the City Zoning Requirements......	1	0.9
Acquiring Industrial Land/Buildings.......	6	5.6
Lack of Sanitary Sewer Facilities.........	2	1.9
Building Restrictions.....................	1	0.9
Transportation Accessibility to Business..	1	0.9
Subtotal	11	10.3
Other Problems		
Began Firm During Economically Depressed Time..............	3	2.8
Impression That The Business Was Not Welcomed By the Community........	5	4.7
Bureaucratic Red Tape Involved in Obtaining Required Licenses/Permits......	3	2.8
Subtotal	11	10.3
Total	107	100.0

[a]Firms could indicate more than one response.

[b]Numbers may not total because of rounding.

Note: Table corresponds to Question 7.

Source: SEWRPC.

financing for their business, 32 responses, or 30 percent of all responses. Other difficulties that were encountered during the start-up of the business include: labor problems, 19 percent; marketing problems, 17 percent; problems with business operations, 14 percent; problems with public facilities and services, 10 percent; and other problems not listed, 10 percent. Business financing, labor force issues, and problems with public facilities and services are problems that are frequently addressed by local economic development programs.

Past and Present Employment Levels

The findings of a report published by the Wisconsin Department of Development in December 1984, entitled, The Job Generation Process in Wisconsin: 1969-1981, indicate that the majority of job gains in the State come from existing businesses that expand, rather than from the formation of new enterprises or the migration from other areas. In addition, the results of the study show that very small businesses, or businesses with 20 or fewer employees, created 100 percent of the net job gains in Wisconsin from 1979 to 1981. The report states that very small businesses have a major impact on job creation because when such firms are successful they expand and grow, and therefore tend to readily create new jobs. Consequently, it may be advantageous to a local economy to have a number of smaller firms. The survey respondents were asked to indicate the total number of full-time and part-time employed persons currently working for their firm. In 1985, 28 percent of all full-time workers were employed by firms with fewer than 100 employees, and 8 percent of all full-time workers were employed by firms with fewer than 20 employees. Also in 1985, 13 percent of all part-time workers were employed by firms with fewer than 100 employees, and 4 percent of all part-time workers were employed by firms with fewer than 20 employees. As shown in Table A-12, in 1985 the average full-time and part-time employment for firms in the City was about 66 and 86, respectively.

Research and Development

The Oconomowoc industry retention survey included a question regarding the proportion of the firm's resources utilized in the area of research and development. Table A-13 shows that 24 respondents, or 50 percent of all respondents, devoted resources to research and development. These firms utilized

Table A-12

TOTAL, AVERAGE, AND MEDIAN NUMBER OF EMPLOYEES OF THE SURVEY RESPONDENTS' FIRMS

Response Category	Number of Employees		
	Total	Mean	Median[c]
1981			
Part-Time Employees[a]	2,350	42.0	2.1
Full-Time Employees	2,706	48.3	14.8
Total Employees[b]	5,056	90.3	22.5
1982			
Part-Time Employees	2,389	42.7	2.5
Full-Time Employees	2,889	51.6	14.5
Total Employees[b]	5,278	94.3	27.5
1983			
Part-Time Employees[a]	4,520	80.7	2.4
Full-Time Employees	3,012	53.8	14.5
Total Employees[b]	7,532	134.5	27.5
1984			
Part-Time Employees[a]	4,905	87.6	2.8
Full-Time Employees	3,344	59.7	16.5
Total Employees[b]	8,249	147.3	32.5
1985			
Part-Time Employees[a]	4,889	85.8	2.7
Full-Time Employees	3,735	65.5	19.0
Total Employees[b]	8,624	151.3	32.3

[a]Total part-time employment reflects seasonal fluctuations which occur during the year in the City of Oconomowoc.

[b]Total employment = Total full-time employment plus total part-time employment.

[c]Low median number for part-time employment is a result of a high number of firms having zero part-time workers.

Note: Table corresponds to Question 8.

Source: SEWRPC.

Table A-13

RESPONDENTS' TOTAL RESOURCES UTILIZED IN THE AREA OF RESEARCH AND DEVELOPMENT

Category of Respondents	Resources Utilized in the Area of Research and Development						
	Yes		Percent	No		Total	
	Number	Percent	Average	Number	Percent	Number	Percent
All Respondents.............	24	50.0	6.5	24	50.0	48[a]	100.0
Manufacturing Respondents...	13	72.2	7.9	5	27.8	18[b]	100.0

[a]No response: 9.

[b]No response: 5.

Note: Table corresponds to Question 10.

Source: SEWRPC.

Table A-14

PERCENTAGE OF MATERIALS, ITEMS FOR RESALE, OR SERVICES PURCHASED WITHIN A 50-MILE RADIUS OF THE CITY OF OCONOMOWOC

Percent of Total Resources	All Respondents	
	Number	Percent
0	9	17.3
1	1	1.9
2	2	3.8
3	1	1.9
5	3	5.8
8	1	1.9
10	1	1.9
20	3	5.8
25	2	3.8
33	1	1.9
35	1	1.9
40	1	1.9
50	5	9.6
75	1	1.9
85	2	3.8
90	3	5.8
93	1	1.9
95	5	9.6
98	1	1.9
99	1	1.9
100	7	13.5
Total	52[a]	100.0[b]

[a]Not applicable: 5 responses.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 12.

Source: SEWRPC.

an average of 6.5 percent of their resources for this purpose. Thirteen manufacturing respondents, or 72 percent of all manufacturing respondents, devoted resources to research and development. These firms utilized an average of 7.9 percent of their resources for this purpose.

Primary Materials

The source of a firm's primary materials and/or components is a major cost factor affecting a firm's location decisions. The survey respondents were asked what percentage of their primary materials, items for resale, or services are purchased from firms located within a 50-mile radius of the City of Oconomowoc. As indicated in Table A-14, nine respondents, or 17 percent of all respondents, indicated that they purchased none of their primary materials, items for resale, or services within a 50-mile radius of the City. The extent to which the other respondents purchased primary materials, items for resale, or services within a 50-mile radius of the City varied considerably. The percentage of total resources purchased locally by the individual respondents varied from 1 to 100 percent. It should be noted that 26 respondents, or 50 percent, purchased at least one-half of their total resources within a 50-mile radius of the City of Oconomowoc.

The survey respondents were also asked why they purchased primary materials, items for resale, or services from firms located outside a 50-mile radius of the City. As shown in Table A-15, 65 percent of all survey responses, and 59 percent of all manufacturing responses, indicated that materials were purchased from firms located outside a 50-mile radius of the City because such materials were not available locally. Nine percent of all responses, and 16 percent of all manufacturing responses, indicated that materials were purchased outside a 50-mile radius of the City because such materials were priced too high in the area. Seven percent of all responses, and 9 percent of all manufacturing responses, indicated that materials were purchased outside a 50-mile radius of the City because the materials they need are patented items and are not available locally. Finally, 6 percent of all responses, and 6 percent of all manufacturing responses, indicated that materials were purchased from firms located outside a 50-mile radius of the City because the materials they need cannot be delivered in a timely manner from local suppliers.

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Table A-15

REASONS WHY RESPONDENTS PURCHASED
PRIMARY MATERIALS, ITEMS FOR RESALE, OR
SERVICES OUTSIDE OF A 50-MILE RADIUS OF THE CITY OF OCONOMOWOC

Response Category	All Responses		Manufacturing Responses	
	Number	Percent	Number	Percent
Materials, Items for Resale/ Services Not Available Locally..........	44	64.7	19	59.4
Materials, Items for Resale/Services Are Patented and Not Available Locally..	5	7.3	3	9.4
Materials, Items for Resale/Services Are Too High Priced in the Area.........	6	8.8	5	15.6
Materials, Items for Resale/Services Are of Inferior Quality in the Area.....	1	1.5	1	3.1
Materials, Items for Resale/Services, If Provided Locally, Cannot Be Delivered in a Timely Manner...........	4	5.9	2	6.2
Question Not Applicable to Business......	8	11.8	2	6.2
Total	68[a]	100.0	32[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 13.

Source: SEWRPC.

TRANSPORTATION SERVICES

Transport of Primary Materials and Items for Resale

Most businesses are, in part, dependent upon the quality of available transportation facilities and services to transport primary materials or finished products. Transportation services that are causing a problem for local firms can often be rectified through a local economic development program. As a result, the survey respondents were asked, "What method of transportation do you use to transport your primary materials or items for resale, and how would you rate this transport service?" As indicated in Table A-16, the survey respondents are heavily dependent upon highway transportation for the transport of primary materials. When transporting primary materials, 96 percent of the survey respondents utilized highway transportation. Other methods utilized in transporting primary materials included air, 26 percent; railway, 17 percent; ship, 19 percent; U. S. Postal Service, 61 percent; and United Parcel Service, 86 percent. As shown in Table A-16, fair or poor ratings for the facilities and services utilized in transporting primary materials were indicated for highway, 8 respondents, or 15 percent of all respondents; railway, 2 respondents, or 7 percent; ship, 3 respondents, or 10 percent; U.S. Postal Service, 10 respondents, or 30 percent; and United Parcel Service, 2 respondents, or 5 percent.

The survey respondents were also asked to list the problems they had encountered in transporting primary materials. As indicated in Table A-17, the problem the survey respondents most frequently encountered in transporting primary materials was slow mail delivery service--10 responses, or 37 percent of all responses. Other significant problems associated with the transport of primary materials included the relatively high price of truck transport services, 4 responses, or 15 percent; and untimely service and product damage associated with transporting by ship, 3 responses, or 11 percent.

Transport of Finished Products or Items for Resale

Not only are firms dependent upon the quality of available transportation services for transporting primary materials, but they are also dependent on the quality of available transportation services for transporting finished products for resale. The survey respondents were asked the question, "What

Table A-16

QUALITY AND METHODS OF TRANSPORTING PRIMARY MATERIALS, COMPONENTS, OR ITEMS FOR RESALE

Response Category	Method of Transporting Primary Materials											
	Air		Road Transport (truck or car)		Rail		Ship		Delivery Service (mail)		Delivery Service (UPS)	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Excellent...	2	6.5	14	26.9	1	3.3	1	3.2	2	6.1	13	35.1
Good........	6	19.4	28	53.8	2	6.7	2	6.5	8	24.2	17	45.9
Fair........	--	--	6	11.5	2	6.7	3	9.7	5	15.2	2	5.4
Poor........	--	--	2	3.8	--	--	--	--	5	15.2	--	--
Not Used....	23	74.2	2	3.8	25	83.3	25	80.6	13	39.4	5	13.5
Total	31	100.0[b]	52	100.0[b]	30	100.0	31	100.0	33	100.0[b]	37	100.0[b]
Total Using Service	8	25.9	50	96.2	5	16.7	6	19.4	20	60.6	32	86.5

[a]Firms could indicate more than one response.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 14.

Source: SEWRPC.

Table A-17

PROBLEMS EXPERIENCED WITH THE TRANSPORTATION OF PRIMARY MATERIALS, COMPONENTS, OR ITEMS FOR RESALE

Response Category	All Responses	
	Number	Percent
Trucking Lines Mishandle Deliveries............	1	3.7
Truck Cargoes Are Damaged As A Result of Poor Roads....................	1	3.7
Truck Delivery Is Too High Priced.............	4	14.8
Timely Rail Shipments Are Not Dependable.......	2	7.4
Timely Ship Services Are Not Dependable, Causing Product Damage............	3	11.1
Slow Mail Delivery............................	10	37.0
Mail Delivery Personnel Have Poor Attitudes....	2	7.4
Private Delivery Service is Mismanaged.........	2	7.4
Materials Are Damaged During Transportation....	1	3.7
Materials Are Lost During Transportation.......	1	3.7
Total	27[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 14a.

Source: SEWRPC.

method of transportation do you use to transport your finished products or items for resale and how would you rate this transport service?" As indicated in Table A-18, the survey respondents are also heavily dependent upon highway transportation for the transport of finished products. As shown in the table, 26 respondents, or 87 percent of all respondents to the question, utilized truck transportation to transport their finished products. In addition, 19 of the survey respondents, or 79 percent, utilized United Parcel Service to transport finished products. Other methods utilized to transport finished products included air, 28 percent; railway, 19 percent; ship, 28 percent; and U. S. Postal Service, 36 percent. Also, one-half of the firms using railway and the majority of the firms utilizing air, truck, ship, and United Parcel Service delivery service for transporting finished products or items for resale rated these services as either excellent or good. The majority of firms utilizing the U. S. Postal Service for transporting finished products or items for resale rated this service as either fair or poor.

The survey respondents were asked a question regarding the problems they had encountered with the transportation of finished products. As shown in Table A-19, the survey respondents indicated that there is no single, dominant transportation problem in the City regarding the transport of finished products. The most significant problems experienced by the respondents include the lack of dependable, timely railway shipments; the lack of dependable, timely shipping services; the poor attitudes of U. S. Postal Service and United Parcel Service personnel; and the lack of dependable and timely overnight delivery service.

MARKETS AND CUSTOMERS OF SURVEY RESPONDENTS

Market Location

The location of an existing firm's markets and customers is an important consideration in the design of a local economic development program. Firms with predominantly local markets, in most cases, tend to expand or contract as a result of local, rather than regional or national, economic conditions. Conversely, firms with national or international markets are more likely to be affected by national or international economic conditions. The survey questionnaire asked respondents what percentage of their products and/or services

Table A-18

QUALITY AND METHODS OF TRANSPORTING
FINISHED PRODUCTS OR ITEMS FOR RESALE

Response Category	Method of Transporting Primary Materials											
	Air		Road Transport (truck or car)		Rail		Ship		Delivery Service (mail)		Delivery Service (UPS)	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Excellent...	1	5.6	13	43.3	1	4.8	1	5.6	1	4.5	9	37.5
Good........	3	16.7	9	30.0	1	4.8	2	11.1	2	9.1	8	33.3
Fair........	1	5.6	4	13.3	2	9.5	2	11.1	3	13.6	2	8.3
Poor........	--	--	--	--	--	--	--	--	2	9.1	--	--
Not Used....	13	72.2	4	13.3	17	81.0	13	72.2	14	63.6	5	20.8
Total	18	100.0[b]	30	100.0[b]	21	100.0[b]	18	100.0	22	100.0[b]	24	100.0[b]
Total Using Service	5	27.8	26	86.7	4	19.0	5	27.8	8	36.4	19	79.2

[a]Firms could indicate more than one response.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 15.

Source: SEWRPC.

Table A-19

PROBLEMS EXPERIENCED WITH THE TRANSPORTATION
OF FINISHED PRODUCTS OR ITEMS FOR RESALE

Response Category	All Responses Number	All Responses Percent
Trucking Companies are Nonresponsive to Business's Needs..............	1	8.3
Timely Rail Shipments are Not Dependable........	2	16.7
Timely Ship Services Are Not Dependable Because of Packaging Problems.......	2	16.7
Slow Mail Delivery............................	1	8.3
No Late Hours for Mail Service.................	1	8.3
Mail Delivery and UPS Personnel Have Poor Attitudes.................	2	16.7
Private Delivery Service Damages Products.......	1	8.3
Timely Overnight Deliveries Are Not Dependable..	2	16.7
Total	12[a]	100.0

[a]Firms could indicate more than one response.

Note: Table corresponds to Question 15a.

Source: SEWRPC.

is being sold within local markets, markets within southern Wisconsin, Wisconsin, northern Illinois, and the Midwest region, and within national and international markets. As shown in Table A-20, the local market--the City of Oconomowoc and the area within a 15-mile radius of the City--was the most predominant market for the respondent firms, with 40 percent of all respondents indicating that this was their firm's major market area. The national market and the southern Wisconsin market were indicated by 19 percent and 18 percent of all survey respondents, respectively, as their firm's major market area. As further shown in Table A-20, the national market was the most dominant market for manufacturing firms, with 41 percent of all manufacturing firms indicating that this was their firm's major market area. Twenty-one percent of all manufacturing respondents indicated that the Midwest region was their firm's major market area. The remaining distribution of the product markets for all respondents and for manufacturing respondents is shown in Table A-20.

Selling Products to the Government

The U. S. General Services Administration has indicated that, for big business or small, a firm seeking to expand its scope of operations and profits should explore the possibilities of doing business with the federal government. Opportunities exist because the federal government buys more goods and services than any other customer in the free enterprise system.[1] Similar observations could be made concerning the state, county, and local governments. One potential activity of a local economic development program is the provision of information to businesses regarding securing government contracts.

The survey respondents were asked a question regarding whether or not their firm supplied products and/or services to the federal, state, or local governments. As shown in Table A-21, 44 percent of all respondents indicated that they currently supplied products to local governments; 33 percent of all respondents indicated they supplied products to state governments; and 40 percent of all respondents indicated they supplied products to the federal government. As further shown in the table, 22 percent of the manufacturing

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[1] "Doing Business With the Federal Government," U. S. General Services Administration, U. S. Government Printing Office, Washington, D. C., 1981.

RBU2/s

Table A-20

LOCATION OF MAJOR PRODUCT OR SERVICE MARKETS FOR SURVEY RESPONDENTS' FIRMS

Response Category	All Respondents Major Market Average Percentage	Manufacturing Respondents Major Market Average Percentage
Local[a]	39.8	8.1
Southern Wisconsin[b]	17.7	9.7
Wisconsin	5.9	10.5
Northern Illinois	5.9	10.0
Midwest Region[c]	11.3	21.2
National	19.0	41.2
International	2.0	3.1
Total	100.0[d]	100.0[d]
Total Respondents	57	23

[a]Includes City of Oconomowoc and that area within 15-mile radius of the City of Oconomowoc.

[b]Within 15- to 50-mile radius of the City of Oconomowoc.

[c]Includes Illinois, Indiana, Michigan, Minnesota, Ohio, and Iowa.

[d]Numbers do not total because of averaging.

Note: Table corresponds to Question 16.

Source: SEWRPC.

RBU2/f

Table A-21

FIRMS SUPPLYING PRODUCTS TO THE GOVERNMENT
AND THOSE FIRMS INTERESTED IN MORE INFORMATION

Response Category	All Respondents		Manufacturing Respondents	
	Number	Percent	Number	Percent
Government Contracts Supplying Products To:				
Local Government				
Yes	22	44.0	4	22.2
No	27	54.0	14	77.8
Do Not Know	1	2.0	--	--
Total	50[a]	100.0	18[e]	100.0
State Government				
Yes	16	32.7	6	31.6
No	31	63.3	13	68.4
Do Not Know	2	4.1	--	--
Total	49[b]	100.0[g]	19[d]	100.0
Federal Government				
Yes	20	40.0	10	50.0
No	28	56.0	10	50.0
Do Not Know	2	4.0	--	--
Total	50[a]	100.0	20[f]	100.0
Interested in More Information on Supplying Products/Services to Government				
Yes	17	30.4	11	47.8
No	39	69.6	12	52.2
Total	56[c]	100.0	23	100.0
Interested in Attending a Seminar on Supplying Products/Services to the Government				
Yes	15	28.3	9	40.9
No	38	71.7	13	59.1
Total	53[d]	100.0	22[c]	100.0

[a]No response: 7

[b]No response: 8

[c]No response: 1.

[d]No response: 4.

[e]No response: 5.

[f]No response: 3.

[g]Numbers do not total because of rounding.

Note: Table corresponds to Questions 17 and 19.

Source: SEWRPC.

respondents supplied products to local governments; 32 percent of the manufacturing respondents supplied products to state governments; and 50 percent of the manufacturing respondents supplied products to the federal government.

The survey questionnaire also asked respondents if their firms would be interested in more information regarding supplying products to the government. As further shown in Table A-21, 30 percent of all respondents and 48 percent of all manufacturing respondents were interested in receiving additional information on supplying products to the government. Similar interest was indicated in attending seminars on supplying services to the government.

Survey respondents who indicated they do not supply products to the government were asked why their firm is not interested in government contracts. As shown in Table A-22, 72 percent of all responses to the question, as well as 72 percent of all manufacturing responses to the question, indicated that respondents did not supply products to the government either because they perceived that the government has no demand for their product or because they did not feel the question was applicable to their business.

Product Exporting

One product market often overlooked by business firms is the market outside the United States. Economists have urged small- and medium-sized companies, in particular, to consider the export market as a means of increasing sales and profits.[2] The reasoning behind this recommendation is that if a product or service is successful in this country, then there may be good reasons why it can be successfully exported. As shown in Table A-23, 16 percent of all respondents and 35 percent of all manufacturing respondents were involved in product and/or service exporting programs outside the United States. As further shown in Table A-23, 23 percent of all respondents and 36 percent of all manufacturing respondents were interested in additional information on product/service exporting, whereas only 21 percent of all respondents and

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[2]Frederick H. Rice, "Export Marketing For Increased Profits," Community Economics, University of Wisconsin-Extension, University of Wisconsin-Madison and Department of Agricultural Economics, January 1982.

RBU/t

Table A-22

REASONS WHY FIRM DOES NOT SUPPLY PRODUCTS AND/OR SERVICES TO ANY LEVEL OF GOVERNMENT

Response Category	All Responses Number	All Responses Percent	Manufacturing Responses Number	Manufacturing Responses Percent
Government Did Not Pay Bid Prices.......	1	3.4	1	7.1
Government Did Not Accept Contract......	1	3.4	--	--
Firm Has No Governmental Contracts......	1	3.4	1	7.1
Government Does Not Utilize Product.....	1	3.4	--	--
Efforts To Begin Government Contracts Are Being Made By The Company..........	1	3.4	--	--
Firm Is Not Interested At This Time.....	1	3.4	--	--
Too Much Government Paperwork is Involved..................	2	6.9	2	14.3
Government Has No Demand for Product....	7	24.1	6	42.9
Question is Not Applicable to Business..	14	48.3	4	28.6
Total	29[a]	100.0[b]	14[a]	100.0

[a]Firms could indicate more than one response.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 17a.

Source: SEWRPC.

RBU2/g

Table A-23

FIRMS INVOLVED IN PRODUCT AND/OR SERVICE EXPORTING PROGRAMS OUTSIDE THE UNITED STATES, OR INTERESTED IN RECEIVING ADDITIONAL INFORMATION

Response Category	All Respondents		Manufacturing Respondents	
	Number	Percent	Number	Percent
Product/Service Exporting Outside the United States				
Yes	9	16.1	8	34.8
No	45	80.4	14	60.9
Do Not Know	2	3.6	1	4.3
Total	56[a]	100.0[d]	23	100.0
Interested in Information on Product/Service Exporting				
Yes	12	22.6	8	36.4
No	41	77.4	14	63.6
Total	53[b]	100.0	22[a]	100.0
Interesting in Attending a Seminar on Product/ Service Exporting				
Yes	11	21.2	7	31.8
No	41	78.8	15	68.2
Total	52[c]	100.0	22[a]	100.0

[a]No response: 1.

[b]No response: 4.

[c]No response: 5.

[d]Numbers do not total because of rounding.

Note: Table corresponds to Questions 18 and 19.

Source: SEWRPC.

32 percent of all manufacturing respondents indicated interest in attending a seminar on product/service exporting.

PAST AND FUTURE BUSINESS EXPANSIONS AND ACQUISITIONS

Past Expansions

One of the important objectives of a community economic development program is the expansion of existing local businesses. In order to examine the historic growth of business in the City during the past five years, the respondents were asked to provide information on firm expansions that had taken place during this time. Table A-24 shows the number of respondents who indicated that their firm had expanded during the last five years, as well as whether or not the expansion took place in the City of Oconomowoc. Thirty-seven respondents, or 65 percent of all respondents, and 15 manufacturing respondents, or 65 percent of all manufacturing respondents, indicated that their firm had undergone an expansion during the last five years. This information is particularly encouraging for two reasons. First, the State of Wisconsin, as well as the nation, was experiencing a severe economic recession during that period. The ability of 65 percent of the respondent firms to expand during this time period indicates the strength of the Oconomowoc economy, even during periods of national economic downturn. Second, as indicated in Table A-24, 74 percent of the business expansions for all respondents and 72 percent of the business expansions for manufacturing respondents that occurred during the last five years occurred in the City of Oconomowoc. The willingness of firms to expand in the City is an indication that the City is a good location for business. It should be noted, however, that 26 percent of all respondents, and 28 percent of manufacturing respondents, indicated that they located their expansion project outside the City of Oconomowoc, suggesting that the City may need to undertake industry retention activities in order to facilitate local business expansions.

In planning for land use and labor force needs in the community, it is helpful to be aware of historical and planned firm expansions in terms of the amount of building square footage and the number of employees resulting from these new expansions. Table A-25 shows the additional amount of square footage and number of new employees that resulted from respondent firm expansions during

Table A-24

NUMBER AND LOCATION OF FIRM EXPANSIONS DURING THE LAST FIVE YEARS

Category of Respondents	Expanded During Last Five Years: Yes Number	Yes Percent	No Number	No Percent	Total Number	Total Percent	Location of Expansions: City of Oconomowoc Number	City of Oconomowoc Percent	Outside City of Oconomowoc Number	Outside City of Oconomowoc Percent	Total Number[a]	Total Percent
All Respondents...	37	64.9	20	35.1	57	100.0	40	74.1	14	25.9	54	100.0
Manufacturing Respondents......	15	65.2	8	34.8	23	100.0	18	72.0	7	28.0	25	100.0

[a]The location of expansion total is greater than the total number of firms expanding during the last five years because of multiple expansions by a single firm.

Note: Table corresponds to Questions 20 and 20b.

Source: SEWRPC.

Table A-25

SQUARE FOOTAGE AND EMPLOYMENT ADDED DUE TO FIRMS' EXPANSIONS
DURING THE 1980 TO 1985 TIME PERIOD IN THE CITY OF OCONOMOWOC

Category of Respondents	First Expansion: Square Footage Firms	Square Footage Total	Square Footage Average	Employment Firms	Employment Total	Employment Average	Second Expansion: Square Footage Firms	Square Footage Total	Square Footage Average	Employment Firms	Employment Total	Employment Average
All Respondents.......	28[a]	301,850	10,780	18[b]	364	20	9	121,400	13,489	8	343	43
Manufacturing Respondents.......	11[a]	221,000	20,091	5[b]	229	46	4	86,000	21,500	3	290	97

Category of Respondents	Third Expansion: Square Footage Firms	Square Footage Total	Square Footage Average	Employment Firms	Employment Total	Employment Average	Total All Expansion: Square Footage Firms	Square Footage Total	Square Footage Average	Employment Firms	Employment Total	Employment Average
All Respondents.......	5	196,800	39,360	3	327	109	42	620,050	14,763	29	1,034	36
Manufacturing Respondents.......	3	190,000	63,333	2	315	158	18	497,000	27,611	10	834	83

[a]Represents firms that have increased square footage.

[b]Represents firms that have increased employment.

Note: Table corresponds to Question 20a.

Source: SEWRPC.

the 1980 to 1985 time period. As indicated in Table A-25, a total of 42 expansions occurred during this time period, resulting in a total addition of 620,050 square feet, or an average expansion size of about 14,763 square feet. The 18 manufacturing respondents who increased their square footage during this time period indicated a total expansion of 497,000 square feet, or an average expansion of 27,611 square feet. The average size of plant expansion projects could be used as a basis for determining the size of "spec" buildings, which may be provided to fill a portion of the expansion needs of local firms. A total of 29 respondents indicated that their expansion resulted in an increase in employment. The total employment increase was 1,034 employees, or an average of 36 employees per expansion. Ten manufacturing respondents indicated that their expansion resulted in an increase in employment. The increase in employment for manufacturing firms totaled 834 employees, or an average of an 83 employees per expansion.

The survey respondents who indicated that their firm's expansion project took place outside the City of Oconomowoc were asked to indicate why the expansion took place outside the City. As shown in Table A-26, six responses, or 55 percent of all responses, indicated that the expansions occurred outside the City of Oconomowoc either because of the proximity of the firm's product markets to the new location or because of the availability of an existing building at the new location. Other reasons given for locating outside the City included the lack of an available building in which to expand, proximity to suppliers at the new location, the lack of appropriate land on which to expand, and the availability of an existing site at a previous location.

The survey respondents were also asked to indicate whether their firm owned or leased the firm's present location. Table A-27 indicates that 29 respondents, or 51 percent of all respondents, and 14 manufacturing respondents, or 61 percent of all manufacturing respondents, own their present location. Sixteen percent of all respondents and 13 percent of all manufacturing respondents indicated that their firm owns their present location, but leases it back to the firm. Thirty percent of all respondents and 22 percent of all manufacturing respondents lease the firm's present location on either a short-term or long-term basis. Also, 4 percent of both all respondents and all

Table A-26

REASON WHY THE FIRM'S EXPANSION PROJECT
TOOK PLACE OUTSIDE THE CITY OF OCONOMOWOC

Response Category	All Responses Number	All Responses Percent
Proximity to Suppliers at New Location...........	1	9.1
Proximity to Product Markets at New Location.....	3	27.3
Lack of Appropriate Land to Expand...............	1	9.1
Lack of An Available Building to Expand..........	2	18.2
Availability of An Existing Building at New Location........................	3	27.3
Availability of An Existing Site at Previous Location......................	1	9.1
Total	11[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 20c.

Source: SEWRPC.

Table A-27

OWNERSHIP VS. LEASING DATA REGARDING RESPONDENT
FIRM'S PRESENT LOCATION

Response Category	All Respondents Number	All Respondents Percent	Manufacturing Respondents Number	Manufacturing Respondents Percent
Own..............................	29	50.9	14	60.9
Own, But Lease Back to Firm......	9	15.8	3	13.0
Short-Term Lease[a]...............	6	10.5	3	13.0
Long-Term Lease[b]................	11	19.3	2	8.7
Own, But Lease Additional Space Elsewhere......	2	3.5	1	4.3
Total	57	100.0	23	100.0[c]

[a]Five years or less.

[b]More than five years.

[c]Numbers do not total because of rounding.

Note: Table corresponds to Question 21.

Source: SEWRPC.

manufacturing respondents own the firm's present location but lease additional space elsewhere. The survey questionnaire asked the firms involved in leasing space whether or not the firm had problems leasing good quality space. A total of seven respondents, or 23 percent of all respondents, and five manufacturing respondents, or 42 percent of the manufacturing respondents, indicated that they had problems leasing good quality space.

Future Business Outlook

The survey questionnaire attempted to gain information regarding the respondents' perception of the overall business outlook for their firms. As indicated in Table A-28, 43 respondents, or 75 percent of all respondents, and 17 manufacturing respondents, or 74 percent of all manufacturing respondents, indicated an excellent or above average outlook. Twelve respondents, or 21 percent, and four manufacturing respondents, or 17 percent, indicated an average outlook. Only 4 percent of all respondents, and 9 percent of the manufacturing respondents, indicated a below average to poor business outlook.

The survey respondents were asked to explain the rating they gave their firm's future business outlook. As shown in Table A-29, the two most dominant reasons for the generally positive future business outlook indicated by the survey respondents were the overall continued improvement of the national economy and the belief that the respondent's firm can effectively compete in the marketplace, representing 18 percent and 22 percent of all responses, respectively. Other significant reasons that were given in support of the generally positive business outlook indicated by the survey respondents were the firm's growing product line, services, and market area; and the firm's substantial expansion potential.

Future Expansions and Anticipated Expansion Problems

Tables A-30 and A-31 show the number of survey respondents that indicated their firm's intent to expand business operations during the next five years, along with the amount of additional square footage, the total number of new employees, the cost of additional machinery/equipment, the total number of new product lines, and the total number of new services that are expected to result from the anticipated expansions. Table A-30 indicates that 26 respondents, or 48 percent of all the respondents, and 10 manufacturing respondents, RBU/x

Table A-28

SURVEY RESPONDENTS' OUTLOOK ON BUSINESS DURING THE NEXT FIVE YEARS

Response Category	All Respondents		Manufacturing Respondents	
	Number	Percent	Number	Percent
Excellent.........	17	29.8	7	30.4
Above Average.....	26	45.6	10	43.5
Average...........	12	21.1	4	17.4
Below Average.....	1	1.8	1	4.3
Poor..............	1	1.8	1	4.3
Total	57	100.0[a]	23	100.0[a]

[a]Numbers do not total because of rounding.

Note: Table corresponds to Question 22.

Source: SEWRPC.

RBU/y

Table A-29

REASONS EXPLAINING RESPONDENTS' FUTURE BUSINESS OUTLOOK

Response Category	All Responses Number	All Responses Percent	Manufacturing Responses Number	Manufacturing Responses Percent
Firm Has Great Expansion Potential..........	3	7.5	3	18.8
Economy's Continued Improvement.............	7	17.5	1	6.3
Parent Firm Determines Future of Firm.......	1	2.5	--	--
Continued Expansions Outside Wisconsin......	1	2.5	1	6.3
Depends Upon Enforcement of State Regulations......................	2	5.0	1	6.3
Firm's Product Line, Services, and Market Area Are Growing................	4	10.0	2	12.5
Firm Can Effectively Compete in Market......	9	22.5	4	25.0
Original Start-up Problems Have Been Overcome................	1	2.5	--	--
Firm Mergers Provide Encouraging Outlook....	1	2.5	--	--
Systematic Changes in Health Care Systems...	2	5.0	--	--
Stagnant Market Conditions..................	2	5.0	2	12.5
Innovative Computerized Technology..........	2	5.0	1	6.3
Recent Acquisition of Competitor............	1	2.5	1	6.3
Recent Drop in Prime Lending Rate...........	1	2.5	--	--
Domestic Competition........................	1	2.5	--	--
City Growth.................................	1	2.5	--	--
Downtown Improvements.......................	1	2.5	--	--
Total	40[a]	100.0	16[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 22 (Second part).

Source: SEWRPC.

Table A-30

NUMBER OF FIRMS PLANNING EXPANSIONS
DURING THE NEXT FIVE YEARS

Response Category	All Respondents		Manufacturing Respondents	
	Number	Percent	Number	Percent
Yes, Within One Year....	11	20.4	3	15.0
Yes, Within Three Years.	9	16.7	6	30.0
Yes, Within Five Years..	6	11.1	1	5.0
No Expansion Planned....	28	51.9	10	50.0
Total	54[a]	100.0[b]	20[a]	100.0

[a]No response: 3.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 23.

Source: SEWRPC.

Table A-31

SQUARE FOOTAGE, EMPLOYMENT, COST OF ADDITIONAL MACHINERY/EQUIPMENT, NEW PRODUCT LINES, AND NEW SERVICES OF THOSE FIRMS PLANNING EXPANSION PROJECTS DURING THE NEXT FIVE YEARS IN THE CITY OF OCONOMOWOC

Category of Respondents	Square Footage			Employment			Cost of Machinery/Equipment			New Product Lines			New Services		
	Number of Firms	Total	Average[b]	Number of Firms	Total	Average[b]	Number of Firms	Total	Average[b]	Number of Firms	Total	Average[b]	Number of Firms	Total	Average[b]
All Respondents[a]...	15	333,000	22,200	12	213	18.0	13	$7,785,000	$598,846	9	25	3	6	10	2
Manufacturing Respondents[a]......	6	286,500	47,750	6	157	26.2	6	5,005,000	834,166	4	11	3	1	1	1

[a]Represents only those firms that plan to add square footage, employment, machinery, new product lines, or new services.

[b]Numbers may not total because of averaging.

Note: Table corresponds to Question 23a.

Source: SEWRPC.

or 50 percent of the manufacturing respondents, plan to expand their firm's business operation during the next five years. It is noteworthy that 20 respondents, nine of whom are manufacturing respondents, intend to expand business operations within the next three years.

Table A-31 indicates that 15 respondents plan to add additional floor space, resulting in the addition of an estimated 333,000 square feet of such space; 12 respondents anticipate adding 213 new jobs; 13 respondents anticipate adding machinery and equipment at a total cost of $7,785,000; nine firms indicated that they would be adding 25 new product lines; and six firms indicated that they would be adding 10 new services. The total amount of additional square footage and the number of new jobs planned by survey respondents is less than the number of square feet, and fewer than the number of jobs, that resulted from expansions during the 1980 to 1985 time period. Table A-31 also indicates that six of the 15 respondents who were planning to add additional square footage represented manufacturing firms that plan to add 286,500 square feet of manufacturing floor area; that six manufacturing firms would account for 157 of the new jobs; and that six manufacturing firms plan to add machinery and equipment at a total cost of $5,005,000. Again, the amount of square footage and the number of new jobs is less than that added during the last five years.

The questionnaire asked the respondents planning to expand their firm's business operation if the proposed expansion project would take place in the City of Oconomowoc. As shown in Table A-32, of the 20 respondents indicating that the planned expansion would take place in the City, five firms, or 25 percent, indicated that they anticipated problems in locating a site for the expansion in the City. Of the eight manufacturing respondents who indicated that the planned expansion would take place in the City, two firms, or 25 percent, indicated that they anticipated problems in locating a site for the expansion in the City. The problems indicated by the survey respondents for their firms' expansion projects included conflicts with the City's zoning ordinance, the lack of available financing for the expansion, the inability to communicate effectively with city officials, overly restrictive governmental regulations, traffic congestion at the existing location, onsite drainage problems at the existing location, the lack of available sanitary sewer service, and the lack of available land for expansion.

Table A-32

LOCATION OF PLANNED EXPANSIONS AND ANTICIPATED PROBLEMS IN LOCATING A SITE FOR THE EXPANSION IN THE CITY OF OCONOMOWOC

Category of Respondents	Expansion Will Take Place in Oconomowoc						Problems in Locating a Site for Expansion in the City of Oconomowoc					
	Yes		No		Total		Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
All Respondents...	20	76.9	6	23.1	26[a]	100.0	5	25.0	15	75.0	20	100.0
Manufacturing Respondents...	8	80.0	2	20.0	10[b]	100.0	2	25.0	6	75.0	8	100.0

[a]Total possible responses: 26.

[b]Total possible responses: 10.

Note: Table corresponds to Questions 23b and 23c.

Source: SEWRPC.

Table A-33

RESPONDENTS HAVING IMMEDIATE OR FUTURE PLANS TO MOVE ALL OR PART OF FIRM'S OPERATIONS FROM THEIR PRESENT LOCATION TO A LOCATION OUTSIDE THE CITY OF OCONOMOWOC

Category of Respondents	Firms With Plans to Move		Firms Not Planning to Move		Total	
	Number	Percent	Number	Percent	Number	Percent
All Respondents............	2	3.6	54	96.4	56[a]	100.0
Manufacturing Respondents..	2	9.1	20	90.9	22[a]	100.0

[a]No response: 1.

Note: Table corresponds to Question 26.

Source: SEWRPC.

The survey respondents planning to expand outside the City of Oconomowoc were also asked to list the reasons why the proposed expansion project would take place outside the City. The reasons indicated included: the lack of appropriate incentives for encouraging businesses to locate in the industrial park; the lack of available land at their existing business site; traffic congestion at their existing business site; the lack of positive governmental leadership; the lack of respect for business development; lower taxes in other communities; distance from the firm's marketing area; availability of a work force at a new location; and the severe winter climate of southern Wisconsin.

Relocation of Existing Firms

The survey respondents were asked if their firm had plans to move all or part of the business to a location outside the City of Oconomowoc. As shown in Table A-33, two respondents indicated that their firm has plans to move all or part of their firm's operations outside the City of Oconomowoc. While these respondents were given an opportunity to indicate the reasons for the planned move, both firms declined to give reasons.

Business Firms Anticipating Decline in Employment

Employment growth is one of the principal means through which improvement can be realized in a local economy. Consequently, a local economic development program should be concerned with firms that anticipate employment declines. If the City is aware of the firms that anticipate an employment decline, city staff can contact those firms and offer assistance in an effort to prevent loss in employment. The survey respondents were asked a question regarding whether or not they anticipated a decline in the firm's employment or sales within the next three years. As shown in Table A-34, eight respondents, or 14 percent of all respondents, indicated that they anticipated a decline in the firm's number of employees or product sales within the next three years.

Business Acquisition

The survey questionnaire asked the survey respondents whether or not an attempt had been made to purchase the firm over the past five years and, if so, was the firm actually purchased by another firm during that period. As shown in Table A-35, a total of 21 firms, or 38 percent of all survey respondents, indicated that at least one attempt had been made to purchase the firm

Table A-34

RESPONDENTS' ANTICIPATING A DECLINE IN FIRM'S
NUMBER OF EMPLOYEES OR SALES WITHIN THE NEXT THREE YEARS

Category of Respondents	Decline in Employment or Sales					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
All Respondents						
Decline in Employees.....	5	8.9	51	91.1	56[a]	100.0
Decline in Sales.........	3	5.5	52	94.5	55[b]	100.0
Manufacturing Respondents						
Decline in Employees......	2	9.1	20	90.9	22[a]	100.0
Decline in Sales..........	2	9.1	20	90.9	22[a]	100.0

[a]No response: 1.

[b]No response: 2.

Note: Table corresponds to Question 27.

Source: SEWRPC.

Table A-35

ATTEMPTS TO PURCHASE RESPONDENTS' FIRMS,
NUMBER OF RESPONDENTS' FIRMS ACTUALLY PURCHASED,
AND THE PURCHASING FIRMS' LOCATION

Response Category	Attempts to Purchase Respondent's Firm		Respondent's Firm Actually Purchased		Purchasing Firm Located in Waukesha County	
	Number	Percent	Number	Percent	Number	Percent
Yes......	21	37.5	4	19.0	1	25.0
No.......	35	62.5	17	81.0	3	75.0
Total	56[a]	100.0	21	100.0	4	100.0

[a]No response: 1.

Note: Table corresponds to Questions 28, 28b, and 28c.

Source: SEWRPC.

during the past five-year period. It should be noted, however, that of the 21 firms where an attempt to purchase was made, only four of the firms were actually purchased. It should also be noted that, in most instances, the survey respondents indicated that multiple attempts were made to purchase their firm over the past five years.

Attempts by Survey Respondents to Purchase Another Firm

As shown in Table A-36, a total of 16 firms, or 30 percent of all survey respondents, indicated that they had attempted to purchase at least one other firm over the past five-year time period. Of the 16 firms that attempted to purchase other firms, 10 firms actually purchased other firms.

Negative Factors Regarding the Future Development of Business

An objective of a local economic development program should be to eliminate, to the greatest degree possible, the factors that are having a negative effect on the future growth of local businesses. In order to identify these negative effects, the survey respondents were asked, "Of the factors listed below, what three factors--in order of importance--are having the greatest negative impact on the future development of your firm?" Table A-37 indicates that 27 respondents, or 48 percent of all respondents under the primary ranking, indicated that domestic competition or poor market conditions were having the greatest negative impact on their firm's future development. Another 16 firms, or 28 percent of all respondents under the primary ranking in Table A-37, indicated that an unfavorable tax structure, high interest rates, or state regulatory constraints are having the greatest negative impact on their firm's future development.

Solicitation of Existing Firms Regarding Relocation to Other States

The respondents were asked if they had been contacted by persons outside the State of Wisconsin regarding any interest in moving their firm to a new location. As shown in Table A-38, 17 respondents, or 30 percent of all respondents, indicated that they had been contacted, with several of the respondents indicating they were contacted by more than one state. Table A-39 indicates that 18 states, as well as the countries of Canada and Puerto Rico, have contacted businesses in the City of Oconomowoc regarding the potential of moving their firm to a new location.

Table A-36

RESPONDENTS ATTEMPTING TO PURCHASE ANOTHER FIRM, NUMBER OF FIRMS ACTUALLY PURCHASED BY RESPONDENT'S FIRM, AND THE FIRM'S LOCATION

Response Category	Attempted to Purchase Firm		Actually Purchased Firm		Firms Located in Waukesha County	
	Number	Percent	Number	Percent	Number	Percent
Yes	16	29.6	10	62.5	5	50.0
No	38	70.4	6	37.5	5	50.0
Total	54[a]	100.0	16	100.0	10	100.0

[a]No response: 3.

Note: Table corresponds to Questions 29, 29b, and 29c.

Source: SEWRPC.

Table A-37

FACTORS HAVING THE GREATEST NEGATIVE IMPACT ON THE FIRM'S FUTURE DEVELOPMENT

Response Category	Primary Factor[a]		Secondary Factor[a]		Tertiary Factor[a]	
	Number	Percent	Number	Percent	Number	Percent
Foreign Imports	4	7.1	2	3.8	1	2.1
Domestic Competition	17	30.4	5	9.4	4	8.5
State Regulatory Constraints	5	8.9	8	15.1	4	8.5
Federal Regulatory Constraints	1	1.8	1	1.9	7	14.9
High Energy Costs	1	1.8	3	5.7	2	4.3
Material Shortages	--	--	--	--	1	2.1
Poor Labor Quality	--	--	3	5.7	--	--
High Labor Cost	1	1.8	3	5.7	2	4.3
Insufficient Land to Expand at Existing Location	2	3.6	1	1.9	1	2.1
Inadequate Building	--	--	2	3.8	2	4.3
Transportation Problems	--	--	1	1.9	1	2.1
High Interest Rates	5	8.9	6	11.3	4	8.5
Poor Market Conditions/Economy	10	17.9	6	11.3	7	14.9
Unfavorable Tax Structure	6	10.7	7	13.2	3	6.4
Exchange Rate of U. S. Currency	--	--	1	1.9	3	6.4
Availability of Adequate Financing	1	1.8	3	5.7	3	6.4
Change in Medical Systems	1	1.8	--	--	--	--
Lack of Sanitary Sewer Facilities	1	1.8	--	--	--	--
Lack of Community Growth	1	1.8	--	--	--	--
Local Government Interference	--	--	--	--	1	2.1
No New Business Moving Into Area	--	--	1	1.9	--	--
Increasing Cost of Legal Advice	--	--	--	--	1	2.1
Total	56[b]	100.0[e]	53[c]	100.0[e]	47[d]	100.0

[a]Respondents ranked their responses in order of priority.

[b]No response: 1.

[c]No response: 4.

[d]No response: 10.

[e]Numbers may not total because of rounding.

Note: Table corresponds to Question 30.

Source: SEWRPC.

RBU2/j

Table A-38

NUMBER OF FIRMS THAT HAVE BEEN CONTACTED BY PERSONS OUTSIDE THE STATE OF WISCONSIN REGARDING MOVING RESPONDENT'S FIRM TO A NEW LOCATION

	Firm Has Been Contacted					
	Yes		No		Total	
Category of Respondents	Number	Percent	Number	Percent	Number	Percent
All Respondents............	17	30.4	39	69.6	56[a]	100.0
Manufacturing Respondents..	13	59.1	9	40.9	22[a]	100.0

[a]No response: 1.

Note: Table corresponds to Question 31.

Source: SEWRPC.

RBU/ff

Table A-39

STATES THAT HAVE CONTACTED RESPONDENTS' FIRMS
REGARDING MOVING TO A NEW LOCATION

Response Category	All Responses Number	All Responses Percent	Manufacturing Responses Number	Manufacturing Responses Percent
Arkansas.........	1	3.2	1	4.2
California.......	2	6.5	--	--
Florida..........	2	6.5	--	--
Illinois.........	3	9.7	2	8.3
Iowa.............	1	3.2	1	4.2
Kentucky.........	1	3.2	--	--
Louisiana........	1	3.2	1	4.2
Michigan.........	2	6.5	2	8.3
Minnesota........	2	6.5	2	8.3
Mississippi......	1	3.2	1	4.2
Montana..........	1	3.2	1	4.2
Nebraska.........	1	3.2	1	4.2
North Carolina...	1	3.2	1	4.3
Ohio.............	2	6.5	1	4.2
South Carolina...	1	3.2	1	4.2
South Dakota.....	2	6.5	2	8.3
Tennessee........	1	3.2	1	4.2
Texas............	3	9.7	3	12.5
Puerto Rico......	2	6.5	2	8.3
Canada...........	1	3.2	1	4.2
Total	31[a]	100.0[b]	24[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 31a.

Source: SEWRPC.

The survey respondents were also asked if they had been contacted by persons in the State of Wisconsin regarding moving their firm to a new location. Communities that have contacted businesses in the City of Oconomowoc regarding moving to a new location include: the Cities of Beaver Dam, Brookfield, Cudahy, Janesville, Madison, Medford, Wausau, and West Bend; the Villages of Hartland and Sussex; and the Counties of Adams and Wood.

HUMAN RESOURCES

The quality and size of a community's labor force directly influence the economic development of an area, and productive labor is one of the key factors considered in the locational decisions of industry firms. Accordingly, the questionnaire sought information from the survey respondents with regard to: 1) the existing and potential skill level of the firm's workers; 2) worker problems; 3) the problems encountered by firms in obtaining qualified workers in various occupational categories; 4) the sources utilized for filling job vacancies; and 5) the respondent's opinion of public employment training programs.

Skill Level

The skill level of existing jobs provided by the respondents and the skill level of new jobs that may be created during the next five-year period are shown in Table A-40. As indicated in the table, existing jobs provided by the respondents' firms are concentrated in the medium skill category, representing 48 percent of all jobs; and in the high skill category, representing 33 percent of all jobs. Low skill jobs make up 20 percent of the remaining jobs. The existing jobs provided by manufacturing firms are of a somewhat higher skill level, with 20 percent of the existing manufacturing jobs described as low skill, 41 percent medium skill, and 38 percent high skill.

A total of 37 respondents, or 66 percent, anticipate creating new jobs and hiring additional workers during the next five-year period. Table A-40 shows that the skill level of new jobs that are anticipated to be created during the 1985 to 1990 time period is similar to the skill level of existing jobs. As indicated in Table A-40, the respondents planning to add jobs to the work

Table A-40

PERCENTAGE DISTRIBUTION OF EXISTING AND NEW JOBS BY SKILL LEVEL

Response Category	Existing Jobs[a]		New Jobs[a]	
	All Respondents	Manufacturing Respondents	All Respondents	Manufacturing Respondents
Low Skill.........	19.9	20.3	18.6	24.7
Medium Skill......	47.7	41.1	46.3	36.9
High Skill				
Professional....	16.8	17.0	17.5	10.0
Technical.......	15.8	21.5	17.7	28.5
Total[b]	100.0	100.0	100.0	100.0

[a]No response: 1.

[b]Numbers do not total because of averaging.

Note: Table corresponds to Questions 33 and 34a.

Source: SEWRPC.

Table A-41

LABOR PROBLEMS ENCOUNTERED BY RESPONDENTS' FIRMS

Response Category	Major Problem		Minor Problem		No Problem		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent[e]
Employee Turnover........	6	10.9	13	23.6	36	65.5	55[a]	100.0
Employee Absenteeism.....	3	5.5	16	29.1	36	65.5	55[a]	100.0
Employee Lack of Basic Skills.........	4	7.3	14	25.5	37	67.3	55[a]	100.0
Employee Use of Drugs/Alcohol........	0	0.0	12	21.8	43	78.2	55[a]	100.0
Union/Labor Cooperation..	1	1.8	5	9.1	49	89.1	55[a]	100.0
Poor Employee Attitudes..	3	5.4	12	21.4	41	73.2	56[b]	100.0
Employee Expectation of Higher Wages.........	3	5.9	19	37.3	29	56.9	51[c]	100.0
Employee Training........	1	50.0	1	50.0	0	0.0	2[d]	100.0
Total	21	5.5	92	24.0	271	70.6	384[f]	100.0

[a]No response: 2.

[b]No response: 1.

[c]No response: 6.

[d]No response: 55.

[e]Numbers may not total because of rounding.

[f]Total responses for all categories.

Note: Table corresponds to Question 35.

Source: SEWRPC.

force indicated that 19 percent of the new jobs will be of a low skill, with 46 percent medium skill, and 35 percent high skill. The manufacturing respondents planning to hire new employees indicated that 25 percent of the new jobs would be of a low skill, with 37 percent medium skill, and 38 percent high skill.

Employee Problems

The quality of a community's labor force can be measured, to a degree, by the labor force problems a firm encounters as a result of employee turnover; absenteeism; lack of basic skills; abuse of drugs, including alcohol; and similar problems. Table A-41 shows the degree to which these labor problems have been identified by the respondents in Oconomowoc. As indicated in Table A-41, the local area has a high-quality labor force, with only 6 percent of all responses indicating any major problem with employees, and with only 24 percent of all responses indicating a minor problem with employees. Of the employee problems indicated, the largest percentage of responses dealt with problems of employee turnover, 34 percent; employee absenteeism, 35 percent; and employee lack of basic skills, 33 percent. The employee problems that were identified should be of particular concern to the local school system and employment training organizations, as well as to other local organizations concerned with the quality of the Oconomowoc labor force.

Worker Availability by Occupation

The survey respondents were asked if their firm had any problems with the availability of workers in specific occupations. Twenty-four respondents, or 42 percent of all respondents, indicated that they had experienced a problem in obtaining workers in specific occupational areas. Table A-42 shows the occupational areas for which firms are experiencing a problem with the availability of workers. As shown in Table A-42, the respondent firms have the most difficulty in obtaining qualified workers in the following occupational areas: the professional, technical, and managerial category, 74 percent; and the machine trade category, 41 percent. It should also be noted that some firms are experiencing a problem with the availability of workers in the sales and clerical category, the service category, and the processing category.

Labor Force Factors That Cause Business Problems

As shown in Table A-43, when asked what labor force factors cause problems for their firm's operation, 74 percent of all those responding to the question

Table A-42

SPECIFIC OCCUPATIONAL AREAS IN WHICH FIRMS ARE EXPERIENCING A PROBLEM WITH THE AVAILABILITY OF WORKERS

Response Category	Major Problem		Minor Problem		No Problem		Total[a]	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Professional, Technical, and Managerial............	5	21.7	12	52.2	6	26.1	23	100.0
Sales and Clerical.........	2	8.3	6	25.0	16	66.7	24	100.0
Service....................	0	0.0	4	16.7	20	83.3	24	100.0
Processing.................	0	0.0	4	18.2	18	81.8	22	100.0
Machine Trades.............	4	18.2	5	22.7	13	59.1	22	100.0
Benchwork..................	1	4.5	0	0.0	21	95.5	22	100.0
Structural Work............	1	4.8	0	0.0	20	95.2	21	100.0
Miscellaneous..............	1	4.5	0	0.0	21	95.5	22	100.0

[a]Total possible response: 24.

Note: Table corresponds to Questions 36a, b, c, d, e, f, g, h.

Source: SEWRPC.

Table A-43

LABOR FORCE FACTORS CAUSING A PROBLEM FOR RESPONDENT'S FIRM

Response Category	Major Problem		Minor Problem		No Problem		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent[a]
High Wage Rates..................	8	14.0	18	31.6	31	54.4	57	100.0
Cost of Fringe Benefits..........	17	29.8	12	21.1	28	49.1	57	100.0
Cost of Unemployment Compensation Insurance..........	23	40.4	19	33.3	15	26.3	57	100.0
Employee Unwillingness to Work Various Shifts..........	4	7.0	15	26.3	38	66.7	57	100.0
Cost of Overtime Compensation....	1	1.8	14	24.6	42	73.7	57	100.0
Low Labor Productivity...........	2	3.5	15	26.3	40	70.2	57	100.0
Number of Worker Accidents.......	1	1.8	12	21.1	44	77.2	57	100.0
Strikes or Work Stoppages........	0	0.0	1	1.8	56	98.2	57	100.0

[a]Numbers may not total because of rounding.

Note: Table corresponds to Question 37.

Source: SEWRPC.

indicated that the cost of unemployment compensation insurance was a problem, 51 percent indicated that the cost of fringe benefits was a problem, and 46 percent indicated that high wage rates were a problem. The survey respondents who indicated that high wage rates were a problem indicated that they were a problem because of the firm's inability to compete with labor union wage rates. The survey respondents who indicated that the cost of unemployment compensation insurance was a problem indicated that the cost is too high and that it is steadily increasing. Other labor force factors that were identified by the survey respondents as causing minor problems included the unwillingness of employees to work various shifts, the high cost of overtime compensation, low labor productivity, and the frequency of work accidents.

Public Employment Training Organizations

Table A-44 illustrates that, in most cases, businesses are not utilizing the employment training services provided by public employment training organizations. Of the employment organizations indicated in Table A-44, the Waukesha County Technical Institute (WCTI) is utilized most often, with 49 percent of the respondents indicating they had used the service. Importantly, the Waukesha-Ozaukee-Washington (WOW) Consortium is utilized by only 2 percent of all the survey respondents. The Job Training Partnership Act (JTPA), administered by the Consortium, represents the federal government's major public employment training program. In fiscal year 1985, the Consortium received approximately $1,387,683 to operate employment training programs in Waukesha County. Given the fact that both employers and the City's labor force could benefit from the existing employment services provided by the JTPA programs, an effort should be made by local employers to promote the use of this program .

Advertising Job Vacancies

Information on the methods used by employers to fill job vacancies is useful to persons who are currently unemployed, as well as to the local school system, employment training organizations, and other organizations that assist new entrants to the labor force and unemployed persons in locating employment opportunities. The respondents to the survey indicated that, in most cases, job vacancies were filled through the use of a variety of traditional methods. As indicated in Table A-45, of the total respondents, 91 percent used employee

Table A-44

USE AND OPINION OF SERVICES PROVIDED BY PUBLIC
INSTITUTIONS AND EMPLOYMENT TRAINING ORGANIZATIONS

Response Category	Excellent		Above Average		Average		Below Average		Poor		Not Utilized		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent[a]
University of Wisconsin-Waukesha.....	--	--	3	5.9	2	3.9	--	--	--	--	46	90.2	51[b]	100.0
University of Wisconsin-Whitewater...	1	2.0	4	7.8	--	--	--	--	--	--	46	90.2	51[b]	100.0
Waukesha, Ozaukee, and Washington Consortium (WOW) Private Industry Council................	--	--	--	--	1	2.0	--	--	--	--	49	98.0	50[c]	100.0
Wisconsin Job Service...	--	--	1	2.0	4	8.0	--	--	--	--	45	90.0	50[c]	100.0
Waukesha County Technical Institute....	7	13.7	11	21.6	7	13.7	--	--	--	--	26	51.0	51[b]	100.0
Oconomowoc High School..	5	9.6	5	9.6	4	7.7	2	3.8	1	1.9	35	67.3	50[c]	100.0
Private Consulting Firm........	2	4.1	2	4.1	1	2.0	--	--	--	--	44	89.8	49[d]	100.0
Other...................	5	45.5	5	45.5	1	9.1	--	--	--	--	--	--	11[e]	100.0

[a]Numbers may not total because of rounding.

[b]No response: 6.

[c]No response: 7.

[d]No response: 8.

[e]No response: 46.

Note: Table corresponds to Question 39.

Source: SEWRPC.

Table A-45

RESPONDENTS' SOURCES FOR FILLING NEW JOB VACANCIES

Response Category	Primary Source		Secondary Source		Not Used		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent[f]
Employee Referrals/Recommendations...	27	48.2	24	42.9	5	8.9	56[a]	100.0
Walk-Ins..........................	13	23.6	29	52.7	13	23.6	54[b]	100.0
Newspaper Advertisement............	29	53.7	16	29.6	9	16.7	53[c]	100.0
Private Employment Service..........	5	9.3	12	22.2	37	68.5	54[b]	100.0
Wisconsin Job Service..............	5	9.4	12	22.6	36	67.9	53[c]	100.0
Waukesha County Technical Institute................	3	5.8	20	38.5	29	55.8	52[d]	100.0
Waukesha, Ozaukee, Washington Consortium (WOW)........	1	1.9	2	3.8	49	94.2	52[d]	100.0
University of Wisconsin-Waukesha....	1	1.9	5	9.6	46	88.5	52[d]	100.0
Higher Educational Institution Outside Waukesha County............	5	17.9	5	17.9	18	64.3	28[e]	100.0

[a]No response: 1.

[b]No response: 3.

[c]No response: 4.

[d]No response: 5.

[e]No response: 29

[f]Numbers may not total because of rounding.

Note: Table corresponds to Question 38.

Source: SEWRPC.

Table A-46

PROBLEMS WITH GOVERNMENT SERVICES, REGULATION, OR PUBLIC UTILITIES IN THE CITY OF OCONOMOWOC

Response Category	Major Problem		Minor Problem		No Problem		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent[e]
Water Service............	1	1.8	2	3.6	53	94.6	56[a]	100.0
Sanitary Sewer Services...	3	5.5	3	5.5	49	89.1	55[b]	100.0
Solid Waste Disposal......	2	3.7	5	9.3	47	87.0	54[c]	100.0
Telephone Service.........	2	3.6	9	16.1	45	80.4	56[a]	100.0
Gas Service..............	--	--	2	3.8	51	96.2	53[d]	100.0
Electric Service..........	--	--	5	9.1	50	90.9	55[b]	100.0
Police Protection.........	--	--	4	7.4	50	92.6	54[c]	100.0
Fire Protection...........	--	--	--	--	54	100.0	54[c]	100.0
Street Maintenance and Repair..............	5	9.4	2	3.8	46	86.8	53[d]	100.0
Building Codes...........	1	1.9	11	20.4	42	77.8	54[c]	100.0
Planning/Zoning Regulations.............	2	3.6	13	23.6	40	72.7	55[b]	100.0

[a]No response: 1.

[b]No response: 2.

[c]No response: 3.

[d]No response: 4.

[e]Numbers may not total because of rounding.

Note: Table corresponds to Question 40.

Source: SEWRPC.

referrals and recommendations, 76 percent utilized "walk-ins," and 83 percent utilized newspaper advertisements as their primary methods for filling job vacancies. It is also noteworthy that, of the total respondents, 44 percent indicated that the Waukesha County Technical Institute (WCTI) was utilized as a source for filling job vacancies. It should be further noted that only 6 percent of the respondents used the Waukesha-Ozaukee-Washington (WOW) Consortium as a source for filling job vacancies.

ASSESSMENT OF GOVERNMENT SERVICES AND REGULATIONS

Local government provides a variety of essential services to industry establishments, ranging from the provision of utilities, such as public water and sanitary sewer services, to police and fire protection. In addition, the local, state, and federal governments are responsible for regulating the operation of local businesses. The quality and cost of public utilities and similar government services provided to industry firms by local government are often directly related to the overall quality and cost of the product or service provided to the general public by the firm. Furthermore, the regulatory practices of local, state, and federal governments directly affect the quality and cost of goods and services. Both private business and local governments are recognizing that a harmonious relationship between these two groups is necessary in order to help ensure the viability of local economies. Consequently, an economic development program in the City of Oconomowoc should include activities that help to foster a harmonious public-private sector relationship. The Oconomowoc Industry Retention Survey included a number of questions designed to assess the quality of government services and regulations, the results of which are reviewed below.

Government Services and Regulations and Public Utilities

The survey asked respondents whether any government services, public utilities, or government regulations had resulted in a problem for the respondents' business operations in the City of Oconomowoc. As indicated in Table A-46, in most cases, government facilities, services, and regulations were not cited as causing a major problem for the survey respondents. However, five respondents, or 9 percent of all respondents, indicated that street maintenance and repair was a major problem; and three respondents, or 6 percent, indicated that sanitary sewer service was a major problem. Also, 13 respondents, or 24 percent, indicated that planning/zoning regulations were a minor problem; 11 respondents, or 20 percent, indicated that building codes were a minor problem; and nine respondents, or 16 percent, indicated that telephone service was a minor problem. Although the majority of the survey respondents did not view government services, regulations, and public utilities as posing major problems, a local economic development program in the City should investigate the problems that were indicated by the respondents, so that such issues do not cause the relocation of businesses to areas outside the City.

Economic Development Programs, Agencies, and Committees

At the present time, several economic development organizations are working to improve the economy of the City of Oconomowoc. In addition, there are a number of local, state, and federal community development programs that can be utilized by the City, as well as by private business, to help improve local economic conditions. The extent to which local businesses are aware of these organizations and programs will have an impact on the manner in which the local economic development program in the City promotes the use of these programs.

In order to measure the respondents' level of understanding of existing economic development programs and organizations, the survey questionnaire asked the question, "Are you familiar with any of the following economic development programs, agencies, or committees?" As indicated in Table A-47, respondents were most familiar with the Oconomowoc Area Chamber of Commerce, the U. S. Small Business Administration, the Southeastern Wisconsin Regional Planning Commission, and the Waukesha County Technical Institute, Economic Development Director. The survey respondents were least familiar with the University of Wisconsin-Waukesha Business Outreach Program, Forward Wisconsin, Inc., the Wisconsin Strategic Development Commission, and the Wisconsin Bell economic development programs. A local development program in the City should undertake the task of contacting the organizations and agencies responsible for the programs indicated in Table A-47, in order to discuss the familiarity of the respondents with the respected programs and agencies. In addition, the persons responsible for the operation of the local economic development program

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Table A-47

FAMILIARITY WITH ECONOMIC DEVELOPMENT
PROGRAMS, AGENCIES, OR COMMITTEES

Response Category	Very Familiar		Somewhat Familiar		Not Familiar		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent[a]
Oconomowoc Area Chamber of Commerce..........	28	49.1	26	45.6	3	5.3	57	100.0
Wisconsin Department of Development (DOD).........	4	7.0	16	28.1	37	64.9	57	100.0
U. S. Small Business Administration (SBA).........	16	28.1	24	42.1	17	29.8	57	100.0
Southeastern Wisconsin Regional Planning Commission (SEWRPC)..........	7	12.3	29	50.9	21	36.8	57	100.0
University of Wisconsin, Small Business Development Center (SBDC)....	3	5.4	15	26.8	38	67.9	56[b]	100.0
University of Wisconsin-Waukesha, Business Outreach Program.............	2	3.5	12	21.1	43	75.4	57	100.0
Waukesha County University of Wisconsin Extension, Small Business Agent (UWEX)..	--	--	18	31.6	39	68.4	57	100.0
Waukesha County Technical Institute (WCTI), Economic Development Director.........	6	10.5	20	35.1	31	54.4	57	100.0
Forward Wisconsin, Inc........	2	3.5	10	17.5	45	78.9	57	100.0
Wisconsin Strategic Development Commission.......	1	1.8	6	10.5	50	87.7	57	100.0
Wisconsin Electric Power Company, Economic Development Programs.........	4	7.0	18	31.6	35	61.4	57	100.0
Wisconsin Bell, Ameritech Company, Economic Development Programs.........	--	--	10	17.5	47	82.5	57	100.0

[a]Numbers may not total because of rounding.

[b]No response: 1.

Note: Table corresponds to Question 41.

Source: SEWRPC.

should assess the importance of each of the programs and agencies and locally publicize those that are most appropriate for meeting the economic development needs in the City.

Ratings of Public Officials and Public Employees

An important characteristic of the public and private sector relationship is the perception by business of public sector efforts to improve local economic conditions. The Oconomowoc Industry Retention Survey asked respondents how they rated the performance of city and county elected public officials and public employees with regard to working to improve economic conditions in the area. Tables A-48 and A-49 summarize the response to this question. Overall, the responses to these questions were encouraging; however, the respondents' perception of city officials and employees was better than their perception of county officials and employees. Twenty-seven respondents, or 49 percent of all respondents, rated city public officials' performance as excellent or above average, while 12 respondents, or 22 percent, indicated these responses for county officials. Similarly, 27 respondents, or 50 percent, perceived city employees' performance with regard to improving economic conditions as excellent or above average, while 13 respondents, or 24 percent, indicated these responses for county employees. It should be noted that these responses could be affected by the number of respondents who were not familiar with their county officials or their performance.

Quality of Life

In order to determine the extent to which respondents were satisfied with the City of Oconomowoc as a place in which to live, the survey questionnaire asked respondents to rate the quality-of-life factors in the City. As shown in Table A-50, the responses regarding the quality-of-life factors were somewhat encouraging, with 58 percent of the total responses indicating either a good or excellent rating for the factors listed. The following number of responses ranked the quality-of-life factors as either excellent or above average: quality of existing housing, 81 percent; affordability of housing, 21 percent; availability of housing, 33 percent; quality of shopping facilities, 36 percent; police protection, 73 percent; fire protection, 66 percent; quality of public school system, 64 percent; quality of local newspaper, 45 percent;

Table A-48

RESPONDENTS' PERCEPTIONS OF CITY OF OCONOMOWOC PUBLIC OFFICIALS AND PUBLIC EMPLOYEES WITH REGARD TO WORKING TO IMPROVE ECONOMIC CONDITIONS AND BUSINESS CONDITIONS IN THE AREA

Response Category	Public Officials		Public Employees	
	Number	Percent	Number	Percent
Excellent...........	5	9.1	3	5.6
Above Average.......	22	40.0	24	44.4
Average.............	15	27.3	14	25.9
Below Average.......	4	7.3	5	9.3
Poor................	5	9.1	1	1.9
Don't Know..........	4	7.3	7	13.0
Total	55[a]	100.0[c]	54[b]	100.0[c]

[a]No response: 2.

[b]No response: 3.

[c]Numbers do not total because of rounding.

Note: Table corresponds to Question 42.

Source: SEWRPC.

Table A-49

RESPONDENTS' PERCEPTIONS OF WAUKESHA COUNTY PUBLIC OFFICIALS AND PUBLIC EMPLOYEES WITH REGARD TO WORKING TO IMPROVE ECONOMIC CONDITIONS AND BUSINESS CONDITIONS IN THE AREA

Response Category	Public Officials		Public Employees	
	Number	Percent	Number	Percent
Excellent...........	2	3.6	2	3.6
Above Average.......	10	18.2	11	20.0
Average.............	19	34.5	14	25.5
Below Average.......	3	5.5	4	7.3
Poor................	1	1.8	1	1.8
Don't Know..........	20	36.4	23	41.8
Total	55[a]	100.0	55[a]	100.0

[a]No response: 2.

Note: Table corresponds to Question 42.

Source: SEWRPC.

RBU2/w

Table A-50

RESPONDENTS' OPINION OF QUALITY OF LIFE FACTORS IN THE CITY OF OCONOMOWOC

Response Category	Excellent		Above Average		Average		Below Average		Poor		Don't Know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent[g]
Quality of Existing Housing............	10	18.9	33	62.3	10	18.9	--	--	--	--	--	--	53[c]	100.0
Affordability of Housing.....	2	3.8	9	17.3	30	57.7	9	17.3	2	3.8	--	--	52[d]	100.0
Availability of Housing......	5	9.8	12	23.5	24	47.1	6	11.8	4	7.8	--	--	51[e]	100.0
Quality of Shopping Facilities..................	5	9.1	15	27.3	20	36.4	13	23.6	2	3.6	--	--	55[b]	100.0
Police Protection............	16	28.6	25	44.6	12	21.4	3	5.4	--	--	--	--	56[a]	100.0
Fire Protection..............	18	32.1	19	33.9	19	33.9	--	--	--	--	--	--	56[a]	100.0
Quality of Public School System...............	11	20.8	23	43.4	15	28.3	4	7.5	--	--	--	--	53[c]	100.0
Quality of Local Newspaper...	3	5.4	22	39.3	23	41.1	8	14.3	--	--	--	--	56[a]	100.0
Quality of Media (radio and television)......	2	4.4	6	13.3	27	60.0	7	15.6	3	6.7	--	--	45[f]	100.0
Quality of Recreational Facilities.....	18	32.7	24	43.6	10	18.2	3	5.5	--	--	--	--	55[b]	100.0
Availability of Professional Services.......	14	25.0	22	39.3	20	35.7	--	--	--	--	--	--	56[a]	100.0
Proximity to Milwaukee, Madison, and Chicago Metropolitan Areas..........	24	42.9	24	42.9	8	14.3	--	--	--	--	--	--	56[a]	100.0
Availability of Meeting/ Convention Facilities.......	17	30.4	26	46.4	10	17.9	1	1.8	2	3.6	--	--	56[a]	100.0
Total	145	--	260	--	228	--	54	--	13	--	--	--	700	--
Percent of Total	20.7	--	37.1	--	32.6	--	7.7	--	1.9	--	--	--	100	--

[a]No response: 1.

[b]No response: 2.

[c]No response: 4.

[d]No response: 5.

[e]No response: 6.

[f]No response: 12.

[g]Numbers may not total because of rounding.

Note: Table corresponds to Question 43.

Source: SEWRPC.

quality of radio and television, 18 percent; quality of recreational facilities, 76 percent; availability of professional services, 64 percent; proximity to Milwaukee, Madison, and Chicago metropolitan areas, 86 percent; and availability of meeting/convention facilities, 77 percent. It should be further noted, however, that 33 percent of the total responses indicated an average rating for these factors. In addition, 10 percent of the total responses indicated below average or poor ratings, with the majority of these ratings assigned to quality of shopping facilities, quality of radio and television, affordability of housing, and availability of housing. The substantial percentage of respondents rating quality-of-life factors as average, below average, or poor indicates that there may be a need to improve a number of these factors.

AVAILABILITY AND SOURCES OF BUSINESS FINANCING

Problems in Securing Financing

An important factor in determining the appropriateness of various local economic development program activities is the availability of financing for business expansions, as well as the availability of financing for ongoing business operations. The survey respondents indicated that securing financing for business expansion or for ongoing business operations from out-of-town financial institutions was not a significant problem; however, the survey respondents did indicate that they had experienced a problem in securing financing for business expansion or for ongoing business operations from local financial institutions. As shown in Table A-51, only four respondents, or 7 percent of all respondents, indicated that they had experienced a problem in securing financing from an out-of-town financial institution, while 15 respondents, or 27 percent, indicated that they had experienced a problem in securing financing from a local financial institution.

The survey questionnaire also asked the respondents to indicate the nature of the difficulty they had encountered in attempting to secure local and out-of-town financing for ongoing business operations or business expansion. The most significant problem the survey respondents had in securing local financing was the limited lending capability of local banks. The most significant

Table A-51

PROBLEM IN SECURING LOCAL OR OUT-OF-TOWN FINANCING FOR ON-GOING BUSINESS OPERATIONS OR FOR A BUSINESS EXPANSION

Response Category	Problem in Securing Financing: Yes Number	Yes Percent	No Number	No Percent	Total Number	Total Percent
Problem In Securing a Loan From An Oconomowoc Financial Institution....	15	27.3	40	72.7	55[a]	100.0
Problem In Securing a Loan From An Out-of-Town Financial Institution......	4	7.1	52	92.9	56[b]	100.0

[a]No response: 2.

[b]No response: 1.

Note: Table corresponds to Questions 44 and 45.

Source: SEWRPC.

Table A-52

PURPOSE OF FUTURE FINANCING FOR RESPONDENTS' ON-GOING BUSINESS OPERATIONS OR BUSINESS EXPANSION PROJECT

Response Category	All Responses: Number	All Responses: Percent
New Building or Addition.....	15	30.0
Machinery and Equipment......	14	28.0
Inventory....................	8	16.0
Working Capital..............	12	24.0
New Services.................	1	2.0
Total	50[a]	100.0

[a]Firms responding could indicate more than one response.

Note: Table corresponds to Question 46a.

Source: SERWPC.

problem experienced by survey respondents in securing out-of-town financing was their inability to gather adequate collateral.

Future Financing

The survey respondents were asked whether they anticipated seeking financial assistance for ongoing business operations or for business expansion projects during the next five years. Twenty-seven respondents, or 48 percent of all respondents, indicated that their firm anticipated seeking financial assistance during the next five years. As indicated in Table A-52, 30 percent of this anticipated financing would be for a new building or addition, 28 percent for machinery and equipment, 16 percent for the purchase of inventory, 24 percent for working capital, and 2 percent for new services. Because of the interest in securing future financing by the survey respondents, the local economic development program in the City should assess available alternative, nonconventional business financing programs to determine their appropriateness for various local business expansion projects, and should undertake a promotional effort to make businesses aware of these programs. This is particularly important since, as mentioned, 15 respondent firms have experienced problems in securing local financing.

Sources of Financing

A local economic development program can serve as the conduit for information on state and federal business financing programs. Consequently, information regarding the respondents' knowledge of these alternative financing programs is important in designing a business financing component for an economic development program in the City of Oconomowoc.

Table A-53 shows the existing conventional and nonconventional sources of business financing and the number of respondents indicating that they were very familiar, somewhat familiar, or not familiar with the source of financing. Table A-53 indicates that of the nonconventional sources of business financing, 36 respondents, or 68 percent of all respondents, were either very familiar or somewhat familiar with the U.S. Small Business Adminstration (SBA); and 35 respondents, or 65 percent, were either very familiar or somewhat familiar with industrial revenue bonds. The respondents were less familiar with other sources of nonconventional business financing. Only eight respondents, or 13 percent, were either very familiar or somewhat familiar

Table A-53

RESPONDENTS' FAMILIARITY WITH SOURCES OF BUSINESS FINANCING

Response Category	Very Familiar Number	Very Familiar Percent	Somewhat Familiar Number	Somewhat Familiar Percent	Not Familiar Number	Not Familiar Percent	Total Number	Total Percent[c]
Conventional Bank Financing...........	50	92.6	4	7.4	--	--	54[a]	100.0
Venture Capital Groups................	12	22.6	14	26.4	27	50.9	53[b]	100.0
U. S. Small Business Administration...	16	30.2	20	37.7	17	32.1	53[b]	100.0
Milwaukee Economic Development Corporation..............	3	5.6	5	9.3	46	85.2	54[a]	100.0
Industrial Revenue Bonds.............	16	29.6	19	35.2	19	35.2	54[a]	100.0
Wisconsin Department of Development, Community Development Block Grant Program..............................	3	5.6	6	11.1	45	83.3	54[a]	100.0
Wisconsin Department of Development, Technology Development Fund..........	2	3.7	7	13.0	45	83.3	54[a]	100.0
Wisconsin Housing and Economic Development Authority, Small Enterprise Economic Development (SEED) Program...........	5	9.3	9	16.7	40	74.1	54[a]	100.0

[a]No response: 3.

[b]No response: 4.

[c]Numbers may not total because of rounding.

Note: Table corresponds to Question 47.

Source: SEWRPC.

Table A-54

FACTORS HAVING AN EFFECT ON THE FINANCIAL CONDITION OF BUSINESS FIRMS

Response Category	Major Effect Number	Major Effect Percent	Minor Effect Number	Minor Effect Percent	No Effect Number	No Effect Percent	Total Number	Total Percent[d]
High Financing Interest Rates......	27	50.9	14	26.4	12	22.6	53[a]	100.0
Unfavorable Financing Terms........	12	22.6	11	20.8	30	56.6	53[a]	100.0
Availability of Financing..........	6	11.8	12	23.5	33	64.7	51[c]	100.0
Poor Quality Labor.................	1	1.9	10	18.9	42	79.2	53[a]	100.0
Lack of Labor/Union Cooperation....	2	3.8	3	5.7	48	90.6	53[a]	100.0
High Cost of Transporting Materials............	7	13.2	15	28.3	31	58.5	53[a]	100.0
High Cost of Energy................	13	25.0	23	44.2	16	30.8	52[b]	100.0
High Cost of Materials.............	8	15.1	26	49.1	19	35.8	53[a]	100.0
High Local Property Taxes..........	15	28.8	24	46.2	13	25.0	52[b]	100.0
High State Personal Income Taxes...	22	42.3	15	28.8	15	28.8	52[b]	100.0
High State Corporate Income Taxes..	23	45.1	11	21.6	17	33.3	51[c]	100.0
Poor Market Conditions/Economy.....	16	31.4	14	27.5	21	41.2	51[c]	100.0

[a]No response: 4.

[b]No response: 5.

[c]No response: 6.

[d]Numbers may not total because of rounding.

Note: Table corresponds to Question 48.

Source: SEWRPC.

with the Milwaukee Economic Development Corporation (MEDC); nine respondents, or 17 percent, were either very familiar or somewhat familiar with the Wisconsin Department of Development (DOD), Community Development Block Grant program; nine respondents, or 17 percent, were either very familiar or somewhat familiar with the Wisconsin Department of Development (DOD), Technology Development Fund; and 14 respondents, or 26 percent, were either very familiar or somewhat familiar with the Wisconsin Housing and Economic Development Authority, Small Enterprise Economic Development (SEED) program.

Significant Factors Affecting Respondents' Financial Condition

In order to help identify those factors that were negatively affecting the financial condition of local businesses, the survey questionnaire asked respondents to list the important factors that are currently affecting their firm's financial condition. As shown in Table A-54, the responses to this question indicate that financing interest rates, high state corporate income taxes, and high state personal income taxes are perceived as the major factors affecting the firm's financial condition. Twenty-seven respondents, or 51 percent of all respondents, indicated that high financing interest rates were adversely affecting their firm's current financial condition. High state corporate and personal income taxes were indicated by 45 percent and 42 percent of the surveyed respondents, respectively. Other significant factors that were indicated by the respondents include: 1) poor market conditions/economy, 31 percent; 2) high local property taxes, 29 percent; 3) high cost of energy, 25 percent; and 4) unfavorable financing terms, 23 percent. A local economic development program in the City should attempt, to the degree possible, to address these issues in order to improve the financial condition of businesses in the City.

Location of Respondents' Primary Banking Institutions

As shown in Table A-55, 26 respondents, or 49 percent of all respondents, use an Oconomowoc financial institution as their firm's primary financial institution. Fourteen respondents, or 26 percent, utilize a Milwaukee financial institution as their firm's primary financial institution. The remaining survey respondents use financial institutions located in the Wisconsin municipalities of Ixonia, Watertown, Hartland, North Lake, Waukesha, Brookfield, and Germantown; New York City, N. Y.; and Raleigh, N. C., as their primary financial institutions.

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Table A-55

LOCATION OF RESPONDENTS'
PRIMARY BANKING INSTITUTION

Response Category	All Respondents Number	Percent
Oconomowoc, Wisconsin.....	26	49.1
Milwaukee, Wisconsin......	14	26.4
Ixonia, Wisconsin.........	4	7.5
Watertown, Wisconsin......	1	1.9
Hartland, Wisconsin.......	1	1.9
North Lake, Wisconsin.....	1	1.9
Waukesha, Wisconsin.......	1	1.9
Brookfield, Wisconsin.....	2	3.8
Germantown, Wisconsin.....	1	1.9
New York, N. Y...........	1	1.9
Raleigh, N. C............	1	1.9
Total	53[a]	100.0[b]

[a]No response: 4.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Question 49.

Source: SEWRPC.

Key Business Issues

Table A-56 shows that economic conditions and economic development were the most significant business issues noted by the respondent firms. Ninety-seven responses, 65 percent of all responses, indicated that factors related to economic conditions and economic development were key issues. Twenty-nine responses, or 19 percent, indicated that internal and external business problems were key issues; 14 responses, or 9 percent, indicated that taxes and financing were key issues; and 10 responses, or 7 percent, indicated that labor costs and labor cooperation were key issues affecting business operations during the next five years.

Attitudes Toward the City and State as Places in Which to Do Business

The attitudes and perceptions of the survey respondents toward the City and State as places in which to operate a business are important because the City, as well as the State, needs to develop an image as good places in which to do business in order to retain existing, and attract new, employers. If the perceptions of the City and State are negative, a local economic development program would need to undertake activities that could help to improve those perceptions.

Table A-57 shows the respondents' perceptions of the City and State as places in which to operate a business. As shown in the table, it is noteworthy that 38 respondents, or 68 percent of all respondents, indicated that the City was excellent or above average as a place in which to operate a business. Only one respondent, or 2 percent, indicated that the City was a below average or a poor place in which to operate a business. The respondents' perception of operating a business in the State was somewhat different, however, with only 15 respondents, or 26 percent, indicating that the State was an excellent or an above average place in which to operate a business; 22 respondents, or 39 percent, indicated an average business environment; and 20 respondents, or 35 percent, indicated that the State was a below average or a poor place in which to operate a business.

Tables A-58 and A-59 show the positive characteristics identified by the respondents regarding the City and State as places in which to operate a business. The responses regarding the positive characteristics of both the City

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Table A-56

KEY ISSUES FACING RESPONDENT FIRMS DURING THE NEXT FIVE YEARS

Response Category	All Responses Number	All Responses Percent
Internal and External Business Issues		
Expansion of Existing Facilities and Services	8	5.3
Current Sales Levels	3	2.0
Availability of Raw Materials and Other Supplies	5	3.3
Impact of High Technology	3	2.0
Increased Transportation Costs	1	0.7
Marketability of Local Products	1	0.7
High Operating Costs	3	2.0
Availability of Land for Business Expansion	2	1.3
High Cost of Fringe Benefits	1	0.7
Quality of Business Services	1	0.7
Development of HMO's	1	0.7
Subtotal	29	19.3
Economic Conditions/Economic Development		
Business/Market Conditions	24	16.0
National Economy	20	13.3
Downtown Improvements/Marketability	5	3.3
Domestic Competition	9	6.0
State Governmental Regulations	7	4.7
Future Community Growth	11	7.3
Pressure From Special Interest Groups	1	0.7
High Interest Rates	9	6.0
Foreign Imports	4	2.7
City's Image	1	0.7
Federal Governmental Regulations	5	3.3
Lack of Government Sensitivity to Business' Needs	1	0.7
Subtotal	97	64.7
Labor Cost/Labor Cooperation		
High Labor Rates	4	2.7
Maintaining Quality Employees	6	4.0
Subtotal	10	6.7
Taxes/Financing		
Personal Income Taxes	5	3.3
Corporate Taxes	1	0.7
Real Estate Taxes	2	1.3
Local Taxes	1	0.7
Availability of Financing	5	3.3
Subtotal	14	9.3
Total	150[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers may not total because of rounding.

Note: Table corresponds to Question 50.

Source: SERWPC.

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Table A-57

RESPONDENTS' OPINION OF CITY OF OCONOMOWOC
AND THE STATE OF WISCONSIN
AS A PLACE TO OPERATE A BUSINESS

Response Category	City of Oconomowoc		State of Wisconsin	
	Number	Percent	Number	Percent
Excellent.........	8	14.3	8	14.0
Above Average.....	30	53.6	7	12.3
Average...........	17	30.4	22	38.6
Below Average.....	1	1.8	13	22.8
Poor..............	--	--	7	12.3
Total	56[a]	100.0[b]	57	100.0

[a]No response: 1.

[b]Numbers do not total because of rounding.

Note: Table corresponds to Questions 51 and 54.

Source: SEWRPC.

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Table A-58

PERCEIVED POSITIVE CHARACTERISTICS OF OPERATING A BUSINESS IN THE CITY OF OCONOMOWOC

Response Category	All Responses Number	All Responses Percent
Good Place To Do Business		
Good Geographic Location............	8	5.6
Hometown for Many Owners............	4	2.8
Accessibility of Transportation.....	5	3.5
Availability of Customers...........	1	0.7
Positive Community Attitudes........	7	4.9
Proximity to Markets................	5	3.5
Good Local Economy..................	9	6.3
City's Growth Potential.............	7	4.9
Governmental Cooperation............	9	6.3
Fair Local Taxes....................	1	0.7
Proximity to Metropolitan Areas.....	10	7.0
Improved Industrial Growth..........	1	0.7
Good Retail Sector Growth...........	1	0.7
Small Business Attitudes............	1	0.7
Redevelopment of Downtown...........	1	0.7
Subtotal	70	48.9
Quality Labor Force		
Good Quality Labor..................	18	12.6
Good Labor Relations................	1	0.7
Competitive Labor Rates.............	1	0.7
Subtotal	20	14.0
Good Living Environment/ High Quality of Life		
Small Town Atmosphere...............	28	19.6
Pleasing Environment................	2	1.4
Abundant Resources..................	7	4.9
Good Climate........................	1	0.7
High Incomes........................	3	2.1
Subtotal	41	28.7
Quality Public Services and Facilities		
Good Medical Facilities.............	1	0.7
Good Parking Conditions.............	2	1.4
Good Education......................	5	3.5
Good Public Services................	4	2.8
Subtotal	12	8.4
Total	143[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers may not total because of rounding.

Note: Table corresponds to Question 52.

Source: SEWRPC.

Table A-59

PERCEIVED POSITIVE CHARACTERISTICS OF OPERATING A BUSINESS IN THE STATE OF WISCONSIN

Response Category	All Responses Number	All Responses Percent
Good Place To Do Business		
Proximity to Raw Materials............	3	2.6
Government Encourages Responsible Regulations..............	2	1.7
Availability of Information Services for New Business............	4	3.4
Cooperative Government/ Public Officials....................	3	2.6
Good Geographic Location..............	2	1.7
Strong Personal Business Integrity....	1	0.9
Challenging Business Climate..........	1	0.9
Great Potential for Business Prosperity..................	1	0.9
Subtotal	17	14.7
Good Living Environment		
Pleasing Area for Family Living.......	12	10.3
Quality of Life......................	17	14.7
Climate..............................	5	4.3
Subtotal	34	29.3
Quality Labor Force		
Quality of Work Force.................	14	12.1
Availability of Professional Workers..	3	2.6
Good Work Ethics.....................	6	5.2
Subtotal	23	19.8
Quality Public Services and Facilities		
Good Educational System...............	16	13.8
Good Recreational Facilities..........	8	6.9
Abundant Resources...................	10	8.6
Good Roads...........................	5	4.3
Good Infrastructure..................	2	1.7
Good Health Facilities...............	1	0.9
Subtotal	42	36.2
Total	116[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers may not total because of rounding.

Note: Table corresponds to Question 55.
Source: SEWRPC.

and State were varied. As indicated in Table A-58, 49 percent of the responses indicated that factors related to the City as a good place in which to do business were a positive characteristic; 29 percent indicated that the good living environment and high quality of life contributed to the City's attractiveness as a place in which to operate a business; 14 percent indicated that the high-quality labor force was a positive characteristic; and 8 percent indicated that high-quality public services and facilities were an asset.

Table A-59 shows that 36 percent of all responses indicated that the State's high-quality public services and facilities were a positive characteristic, 29 percent of the responses indicated that the State's good living environment was a positive characteristic, 20 percent indicated that the State's high-quality labor force was a positive characteristic, and 15 percent indicated that the fact that the State is a good place in which to do business was positive characteristic.

Tables A-60 and A-61 show the most important negative characteristics indicated by the survey respondents regarding the City and State as places in which to operate a business. As indicated in Table A-60, 38 responses, or 39 percent of all responses, indicated that there was a poor attitude toward community development and government in the City; 19 responses, or 20 percent, indicated that the distance from suppliers and customers was a problem; and 15 responses, or 16 percent, indicated that public services and facilities were negative characteristics. It is noteworthy that 9 percent of the survey respondents perceived no negative characteristics regarding the City as a place in which to operate a business.

Table A-61 shows that 65 responses, or 50 percent of all responses, indicated that the tax structure in the State was an important negative characteristic; 44 responses, or 34 percent, indicated that attitudes toward business and development were a problem; six responses, or 5 percent, indicated that public services and facilities were a problem; and five responses, or 4 percent, indicated that labor problems were a negative characteristic of operating a business in the State of Wisconsin.

RBU2/r

Table A-60

PERCEIVED NEGATIVE CHARACTERISTICS OF
OPERATING A BUSINESS IN THE CITY OF OCONOMOWOC

Response Category	All Responses Number	All Responses Percent
No Perceived Negative Characteristics	9	9.3
Attitude Toward Community Development and Government		
Lack of Community Involvement	9	9.3
City's Lack of Aggressiveness in Pursuing New Growth and Development	9	9.3
Need for New Technology Oriented Development	1	1.0
Need to Diversify Community's Industrial Base	2	2.1
Declining Retail Sector/ Lack of Retailer Cooperation	2	2.1
Lack of Community Informational Services	1	1.0
Anti-Business Attitude of Local Government	5	5.2
Provincial Electorate	1	1.0
Local Tax Structure	8	8.2
Subtotal	38	39.2
Distance From Suppliers and Customers		
Poor Accessibility to Major Transportation Routes	7	7.2
Proximity to Metropolitan Areas	4	4.1
Poor Geographic Location	2	2.1
Long Distance From Metropolitan Areas	4	4.1
Long Distance From A Major International Airport	2	2.1
Subtotal	19	19.6
Public Services and Facilities		
Inconsistent Enforcement of City Zoning Regulations	2	2.1
Inadequate Off-Street Parking Facilities	2	2.1
Lack of Available Low-Cost Rental Housing	4	4.1
Inadequate Industrial Park	4	4.1
Lack of Nearby Shopping Centers	1	1.0
Increased Number of Ticketed Vehicles	1	1.0
Problem With Snow Removal	1	1.0
Subtotal	15	15.5
Other		
High State Income Taxes	2	2.1
Diverse Population	2	2.1
High Labor Costs	1	1.0
Inexperienced Labor	2	2.1
Lake Pollution Problem	1	1.0
Inadequate Media for Local Advertising	1	1.0
Climate	1	1.0
Regional Recession	1	1.0
Lack of Banking Facilities	4	4.1
High Operating Costs	1	1.0
Subtotal	16	16.5
Total	97[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers may not total because of rounding.

Note: Table corresponds to Question 53.

Source: SEWRPC.

RBU2/ff

Table A-61

PERCEIVED NEGATIVE CHARACTERISTICS OF
OPERATING A BUSINESS IN THE STATE OF WISCONSIN

Response Category	All Responses Number[a]	Percent[b]
Taxing Structure		
Overall Taxing Structure Is Poorly Designed	26	20.0
Corporate Taxes	8	6.2
Real Estate Property Taxes	3	2.3
Personal Income Taxes	16	12.3
Unemployment Compensation	7	5.4
Government Spending	2	1.5
State Welfare Programs	3	2.3
Subtotal	65	50.0
Attitudes Toward Business and Development		
Anti-Business Attitudes	18	13.8
Business Is Leaving Area for More Progressive States	3	2.3
Restrictive State Regulation on Business	9	6.9
Government Red Tape Involved in Programs	3	2.3
Poor Government Leadership Toward Change	6	4.6
Lack of Enthusiasm in the Business Community	2	1.5
Government's Response to Small Interest Groups	1	0.8
Poor Public Attitudes	1	0.8
Lack of Governmental Assistance	1	0.8
Subtotal	44	33.8
Labor Problems		
Labor Expectations of High Wages	3	2.3
Skilled Workers Are Leaving the Area	2	1.5
Subtotal	5	3.8
Public Services and Facilities		
High Utility and Service Costs	4	3.1
Poor High School Training	1	0.8
Secondary/Vocational Schools Do Not Provide Appropriate Training	1	0.8
Subtotal	6	4.6
Other		
Weather	9	6.9
High Costs of Rental Housing	1	0.8
Subtotal	10	7.7
Total	130[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers may not total because of rounding.

Note: Table corresponds to Question 56.

Source: SEWRPC.

Opinion of the City and State As Places in Which to Operate Business During the Next Five Years

Table A-62 shows the respondents' opinions regarding the City and the State as places in which to operate a business during the next five years. Overall, the respondents were more confident that the City would become a better place to operate a business than they were that the State would. As indicated in the table, 30 respondents, or 54 percent of all respondents, perceived that the City would become a better place in which to operate a business, while only 18 respondents, or 33 percent, perceived that the State would become a better place in which to operate a business.

Twenty-five respondents, or 45 percent of all respondents, perceived that the City would stay the same as a place in which to operate a business, while only one respondent, or 2 percent, believed it would become worse. In comparison, 29 respondents, or 53 percent, believed that the State would stay the same as a place in which to operate a business, while eight respondents, or 14 percent, believed that the State would become a worse place in which to operate a business.

Volunteer Participation in Local Economic Development

Community economic development program activities usually depend, to some degree, on community volunteers and, specifically, volunteers who are a part of the local business community. As a result, the survey asked respondents if they would be interested in serving on a volunteer committee whose goal is to improve economic conditions in the City of Oconomowoc. A total of 30 respondents, or 53 percent of all respondents, indicated they would be willing to assist in improving local economic conditions. Should the City decide to actually pursue an economic development program, an effort should be made to actively recruit those respondents who are interested in volunteer activities.

Actions That Should Be Taken by Economic Development Organizations in the City of Oconomowoc to Improve Economic Conditions

To be successful, a community economic development plan should include activities that local business persons consider important to improve economic conditions. For this reason, survey respondents were asked to indicate the types of action they thought should be taken by economic development organizations in the City to improve economic conditions. Table A-63 shows that 32 responses, or 42 percent of all responses, indicated that additional economic development planning and related activities should be undertaken; 18 responses, RBU2/cc

Table A-62

RESPONDENTS' OPINION OF THE CITY
OF OCONOMOWOC AND THE STATE OF WISCONSIN
AS A PLACE TO OPERATE A BUSINESS
DURING THE NEXT FIVE YEARS

	City of Oconomowoc		State of Wisconsin	
Response Category	Number	Percent	Number	Percent
Better...........	30	53.6	18	32.7
Stay the Same....	25	44.6	29	52.7
Worse............	1	1.8	8	14.5
Total	56[a]	100.0	55[b]	100.0[c]

[a]No response: 1.

[b]No response: 2.

[c]Numbers do not total because of rounding.

Note: Table corresponds to Questions 57 and 58.

Source: SEWRPC.

RBU2/dd

Table A-63

ACTIONS THAT SHOULD BE TAKEN BY ECONOMIC DEVELOPMENT ORGANIZATIONS IN THE CITY OF OCONOMOWOC TO IMPROVE ECONOMIC CONDITIONS

Response Category	All Responses	
	Number	Percent
Economic Development Related		
Planning and Development Activities		
Conduct Additional Surveys and Prepare Specific Plans and Strategies..........	6	7.9
Prepare a Detailed Market Survey................	1	1.3
Organize and Develop Industrial Lands and Encourage Existing Businesses to Expand.....	11	14.5
Establish A Task Force Armed With Incentives For Use in Attracting New Businesses............	11	14.5
Establish A More Diversified Industrial Base.....	2	2.6
Expand City Limits..............................	1	1.3
Subtotal	32	42.1
Provide Assistance to Existing Business		
Promote Existing Businesses......................	4	5.3
Conduct Workshops/Seminars on Sources of Business Financing................	2	2.6
Improve Financial Assistance Provided by Local Banks.........................	3	3.9
Establish Local Office for Providing Assistance to the Small Business Entrepreneur...	2	2.6
Visit Existing Businesses Regularly To Identify Their Problems and Needs............	7	9.2
Subtotal	18	23.7
Improve Downtown		
Attract More Consumer Goods Retailers Downtown (downtown has too many service-related businesses)................	1	1.3
Solve Downtown Parking Problems..................	2	2.6
Improve Downtown Traffic Patterns................	4	5.3
Improve Businesses and Facilities Downtown.......	3	3.9
Redevelop Parts of Downtown for Apartment Condominiums and Housing for the Elderly........	3	3.9
Subtotal	13	17.1
Provide Support, Organization, and Cooperation		
Promote Community Pride..........................	3	3.9
Improve Local Chamber of Commerce................	2	2.6
Educational System Does Not Support Job Training Efforts....................	1	1.3
Develop a More Coordinated Approach to Local Business Advertising............................	3	3.9
Subtotal	9	11.8
Other		
Work to Reduce Bureaucracy at the State Level....	1	1.3
Lobby At State for Fair Share Development........	1	1.3
Change Structure of City Common Council..........	2	2.6
Subtotal	4	5.3
Total	76[a]	100.0[b]

[a]Firm could indicate more than one response.

[b]Numbers may not total because of rounding

Note: Table corresponds to Question 60.

Source: SEWRPC.

or 24 percent, indicated that the City should provide additional assistance to existing businesses; 13 responses, or 17 percent, indicated that the City should implement additional improvements in the downtown area; nine responses, or 12 percent, indicated that there should be more support, organization, and cooperation regarding economic development activities in the City; and four responses, or 5 percent, indicated other actions that could be taken to improve the City's economy.

Final Comments or Suggestions

Finally, the survey asked respondents to indicate any comments or suggestions that they felt were relevant to economic development in the City of Oconomowoc. As shown in Table A-64, the respondents provided a wide range of responses to this question, and indicated many activities that could be implemented by the City to improve local economic conditions. A total of 24 responses identified activities that need to be considered by local government when designing a local economic development program. It is important to note that 14 responses indicated that the City is acting in a positive manner with regard to its current economic development activities.

SUMMARY AND CONCLUSIONS

This appendix has described the results of the City of Oconomowoc Industry Retention Survey that was conducted as a part of the development of an economic development program for the City. A total of 57 surveys were completed, or 87 percent of the total of 65 surveys distributed. The most important findings of the survey are presented below:

History and Current Status of Respondents

1. A total of 47 respondents, or 82 percent of all respondents, indicated the City of Oconomowoc was their firm's corporate headquarters. The relatively high percentage of firms having corporate headquarters in the City indicates that the survey respondents could be expected to take an active role in local economic development activities.

RBU2/ee

Table A-64

FINAL COMMENTS OR SUGGESTIONS FROM RESPONDENTS

Response Category	All Responses Number	All Responses Percent
Activities That Need to be Implemented By Local Government		
Government Should Identify the Needs of Existing Businesses................	2	4.3
Government Should Determine Actions to Attract New Business.................	4	8.7
City Needs Business to Spread Tax Burden.........	1	2.2
City Needs to Capitalize on Existing Resources...	1	2.2
Government Should Treat All Businesses Equitably.	2	4.3
City Needs To Diversify Industrial/Commercial Base......................	1	2.2
City Needs A Strategy for the Industrial Park....	1	2.2
Need to Coordinate Business/ City Economic Development Efforts...............	3	6.5
City Needs Progressive Growth....................	1	2.2
City Should Establish A Bureaucratic Expeditor to Coordinate the Efforts of Small Business Persons...............................	2	4.3
City Should Attract Industries That Benefit the Community......................	3	6.5
Encourage Economic Revitalization Downtown.......	2	4.3
Improve Local Off-Street Parking.................	1	2.2
Subtotal	24	52.2
Positive Comments		
City Is A Great Place to Live and Work...........	3	6.5
City Is Acting In a Positive Manner With Its Current Economic Development Efforts........	8	17.4
City Elected Officials Are Very Cooperative......	3	6.5
Subtotal	14	30.4
Other		
State Laws and State Taxes Hinder Business Development.....................	1	2.2
Democrats Are Running the State..................	1	2.2
Unions Are A Problem.............................	1	2.2
Firm Would Like a copy of Survey Results.........	1	2.2
Local Newspaper/Media Need to be involved in Promoting the City...........................	3	6.5
City Needs a Motel...............................	1	2.2
Subtotal	8	17.4
Total	46[a]	100.0[b]

[a]Firms could indicate more than one response.

[b]Numbers may not total because of rounding.

Note: Table corresponds to Question 61.

Source: SEWRPC.

2. A total of 47 respondents, or 82 percent of all respondents, indicated that they have been operating for more than five years and, therefore, are less likely to be susceptible to internal business problems that may lead to dissolution, than are firms that have been in business for less than five years.

3. Thirty-seven respondents, or 65 percent of all respondents, indicated that they originally began business operations in the City. In addition, 17 respondents, or 85 percent, that did not originally locate in the City were originally located within a 50-mile radius of the City.

4. Thirty-one respondents, or 54 percent of all respondents, indicated that their firm conducted operations at other locations. Of all branch locations identified by the respondent firms, 37, or 67 percent, are located within the City of Oconomowoc, the local area in the vicinity of the City of Oconomowoc, southern Wisconsin, or Wisconsin.

5. Fifteen respondents, or 31 percent of all respondents, indicated that they would have used a business incubator for their firm if one had been available to them when they established their business. In addition, nine respondents, or 21 percent, indicated they would be interested in using a business incubator if one were to become established in the City.

6. Of all the major difficulties the respondent firms indicated they had encountered during the original start-up of their business, securing adequate business financing, labor problems, and the development of sound marketing strategies represented 32 responses, or 30 percent; 20 responses, or 19 percent; and 18 responses, or 17 percent, of all responses, respectively.

7. While the respondent firms employed from one to 505 employees in 1985, 46 respondent firms, or 81 percent of all respondents, employed fewer than 100 workers, and 29 respondent firms, or 51 per-

cent, employed fewer than 20 workers. The size range of the respondent firms could be advantageous to employment growth in the City, since recent studies have shown that job growth in the State is concentrated in smaller firms, or firms with 100 or fewer employees, and in very small firms, or firms with 20 or fewer employees.

8. Twenty-four respondents, or 50 percent of all respondents, indicated that an average of 6.5 percent of their resources were utilized for research and development. Also, 13 manufacturing respondents, or 72 percent of all manufacturing respondents, indicated that an average of 7.9 percent of their resources were utilized for research and development.

9. Twenty-six respondents, or 50 percent of all respondents, purchased at least one-half of their primary materials, items for resale, or services within a 50-mile radius of the City of Oconomowoc. Of the respondent firms that purchased primary materials, items for resale, or services from firms located outside a 50-mile radius of the City, 44 responses, or 65 percent of all responses, indicated that materials were purchased from firms outside a 50-mile radius because the materials were not available within a 50-mile radius of the City of Oconomowoc.

Transportation Services

1. The respondent firms indicated that they are heavily dependent upon truck or car transportation for the transport of primary materials. When transporting primary materials, 50 respondents, or 96 percent of all respondents, utilized truck or car transportation. Also, the U. S. Postal Service and United Parcel Service were utilized in transporting primary materials by 20 respondents, 61 percent; and 32 respondents, 86 percent, respectively. Ten responses, or 37 percent of all responses, indicated that slow mail delivery service was a problem in transporting primary materials, components, or items for resale. Also, the relatively high price of truck transport service and untimely service and product damage associated with transporting materials by ship were identified as problems.

2. The survey respondents are also heavily dependent upon truck or car transportation for the transport of finished products, with 26 respondents, or 87 percent of all respondents, utilizing truck or car transportation to transport these products. Nineteen respondents, or 79 percent, also utilized United Parcel Service to transport finished products. There was no single dominant transportation problem indicated by the survey respondents regarding the transport of finished products.

Markets and Customers of Survey Respondents

1. Forty percent of all respondents indicated that the local market--the City of Oconomowoc and the area within a 15-mile radius of the City--was the most predominant market for their firm. The national market and the southern Wisconsin market were indicated by 19 percent and 18 percent of all survey respondents, respectively, as their major market area. The national market, however, was the most dominant market for manufacturing firms, with 41 percent of all manufacturing firms indicating that this is their firm's major market area. Twenty-one percent of all manufacturing respondents indicated that the Midwest region is their firm's major market area.

2. Twenty-two respondents, or 44 percent of all respondents, indicated that they currently supplied products to local governments; 16 respondents, or 33 percent, to state governments; and 20 respondents, or 40 percent, to the federal government. Also, 17 respondents, or 30 percent, and 11 manufacturing respondents, or 48 percent of all manufacturing respondents, indicated they would be interested in receiving additional information on supplying products to the government. Thirty-nine respondents, or 70 percent, indicated that they were not interested in securing government contracts. Of the reasons given regarding why firms were not interested in government contracts, 21 responses, or 72 percent, indicated that they were not interested in supplying products to the government either because they perceived that the government has no demand for their products or because they did not feel the question was applicable to their business.

3. Nine respondents, or 16 percent of all respondents, and eight manufacturing respondents, or 35 percent of all manufacturing respondents, were involved in product/service exporting programs outside the United States. Twelve respondents, or 23 percent, and eight manufacturing respondents, or 36 percent, were interested in additional information on product/service exporting.

Past and Future Business Expansions and Acquisitions

1. Thirty-seven respondents, or 65 percent of all respondents, indicated that their firm had expanded at least once during the 1980 to 1985 time period, a time period during which the State and nation experienced a severe economic recession. Of the total number of business expansions that occurred during the last five years, 40 expansions, or 74 percent, occurred in the City of Oconomowoc, and 14 expansions, or 26 percent, occurred in locations outside the City.

2. A total of 42 expansions involving additional square footage occurred during the 1980 to 1985 time period. These expansions resulted in a total of 620,050 additional square feet of building space, or an average expansion size of about 14,763 square feet per expansion project. Business expansions involving an increase in employment resulted in the addition of 1,034 employees, or an average of 36 employees per expansion project.

3. Six responses to a question regarding expansion projects in locations outside the City of Oconomowoc, or 55 percent of all responses, indicated that expansions occurred outside the City because of the proximity of the firm's product markets to the new location, or because of the availability of an existing building at the new location.

4. Forty-three respondents, or 75 percent of all respondents, indicated an excellent or above average business outlook for their firm during the 1985 to 1990 time period. Only two respondents, or 4 percent, indicated a below average or poor business outlook over the same

time period. Of the reasons given by the survey respondents for their generally positive business outlook, seven responses, or 18 percent of all responses, indicated the overall continued improvement of the nation's economy as a reason; and nine responses, or 23 percent, indicated the ability to effectively compete in the marketplace as a reason for the positive business outlook.

5. Twenty-six respondents, or 48 percent of all respondents, plan to expand their business operations during the next five years. Of the 26 respondent firms planning to expand, 20 firms intend to expand business operations within the next three years. The planned expansions are estimated to result in an additional 333,000 square feet of building area, an additional 213 new jobs, and additional machinery and equipment with an estimated value of $7,785,000.

6. When the respondents were asked if any of the firms they do business with had expressed an interest in relocating to the City of Oconomowoc, none of the respondents indicated such an interest by these firms.

7. Of the 20 respondent firms that indicated a planned expansion would take place in the City, five firms indicated that they anticipated problems in locating a site for the expansion. Some of the problems anticipated by the respondent firms in implementing their expansion project included conflicts with the City's zoning ordinance, the lack of available financing for the expansion, the inability to communicate effectively with city officials, overly restrictive government regulations, traffic congestion at the present site, onsite drainage problems at their existing locations, the lack of available sanitary sewer service, and the lack of available land for the expansion. A total of six respondent firms indicated that they plan to expand outside the City. The reasons indicated for expanding outside the City of Oconomowoc include: the lack of appropriate incentives for encouraging businesses to locate in the city industrial park; the lack of available land at their existing business sites; traffic congestion at their existing business site; the lack

of positive governmental leadership; the lack of respect for business development; lower taxes in other communities; distance from the firm's marketing area; availability of a work force at the new location; and the severe winter climate of southern Wisconsin.

8. Eight respondents, or 14 percent of all respondents, indicated they anticipated a decline in the firm's number of employees or product sales within the next three years.

9. Twenty-one respondents, or 38 percent of all respondents, indicated that at least one attempt had been made to purchase the firm during the past five-year period. The majority of these firms indicated that multiple attempts were made to purchase their firm over that same period. The relatively high level of business acquisition activity in the City of Oconomowoc is indicative of this activity across the country, and should be of concern owing to the potential for ownership of local firms by firms outside the community, and their resulting lack of concern for the local economy.

10. Of the factors indicated by the survey respondents as having a negative impact on their firm's future development, 27 respondents, or 48 percent of all respondents, indicated that domestic competition or poor market conditions are having the most important negative impact on future development. Other significant negative factors indicated were unfavorable tax structure, six respondents, or 11 percent; high interest rates, five respondents, or 9 percent; and state regulatory constraints, five respondents, or 9 percent.

11. Seventeen respondents, or 30 percent of all respondents, indicated that they had been contacted by persons outside the State of Wisconsin regarding moving their firm to a new location. The contacts were made by 18 states, as well as by the countries of Canada and Puerto Rico.

Human Resources

1. Existing jobs provided by the respondent firms are concentrated in the medium skill category, representing 48 percent of all jobs; and in the high skill category, representing 33 percent of all jobs. The skill level of the jobs that may be created by the respondent firms during the next five years represents a similar distribution, with 19 percent low skill, 46 percent medium skill, and 35 percent high skill jobs.

2. Only 6 percent of the responses to a question regarding employee problems indicated that respondent firms had a major problem with their employees, with 24 percent indicating a minor problem with employees. Significantly, 71 percent of all responses indicated that there were no employee problems.

3. The respondent firms perceived a problem in obtaining qualified workers were in the professional, technical, and managerial category--17 respondents, or 74 percent of all respondents; and in the machine trades category--nine respondents, or 41 percent.

4. The respondent firms indicated that the most significant labor force factor causing problems for their business was the high cost of unemployment compensation insurance, which was indicated by 42 respondents, or 74 percent of all respondents.

5. The employment training service utilized most frequently by the respondent firms was the Waukesha County Technical Institute (WCTI), with 25 respondents, or 49 percent of all respondents, indicating that they had used the service. Importantly, only one respondent firm utilized the Waukesha-Ozaukee-Washington (WOW) Consortium, Private Industry Council, for employment training services.

6. The methods most frequently utilized by the respondent firms to fill job vacancies were employee referrals and recommendations, 51 respondents, or 91 percent of all respondents; walk-ins, 42 respondents,

or 76 percent; and newspaper advertisements, 45 respondents, or 83 percent. Only three respondents, or 6 percent, utilized the Private Industry Council as a source for filling job vacancies.

Assessment of Government Services and Regulations

1. The only government service indicated by the respondent firms as causing a major problem was street maintenance and repair, indicated by five respondents, or 9 percent of all respondents. Also 13 respondents, or 24 percent, indicated that planning/zoning regulations were a minor problem; 11 respondents, or 20 percent, indicated that building codes were a minor problem; and nine respondents, or 16 percent, indicated that telephone service was a minor problem.

2. Regarding economic development programs, agencies, and committees, the respondent firms were most familiar with the Oconomowoc Area Chamber of Commerce, the U. S. Small Business Administration (SBA), the Southeastern Wisconsin Regional Planning Commission (SEWRPC), and the Waukesha County Technical Institute (WCTI)--Economic Development Director. The survey respondents were least familiar with the University of Wisconsin-Waukesha business outreach program; Forward Wisconsin, Inc.; the Wisconsin Strategic Development Commission; and the Wisconsin Bell economic development programs.

3. The respondents' perception of city officials and employees was better than their perception of county officials and employees. Twenty-seven respondents, or 49 percent of all respondents, rated city public officials' performance as excellent or above average, while 12 respondents, or 22 percent, indicated these responses for county officials. Similarly, 27 respondents, or 50 percent, perceived city employees' performance with regard to improving economic conditions as excellent or above average; while 13 respondents, or 24 percent, perceived county employees' performance as excellent or above average. These responses could be significant given Waukesha County's recent interest in undertaking economic development activities.

4. Overall, the responses regarding the quality of life in the City were somewhat encouraging, with 405 responses, or 58 percent of all responses, indicating either an excellent or above average rating for the quality-of-life factors listed. Also, 228 responses, or 33 percent, indicated an average rating, and 67 responses, or 10 percent, indicated a below average or poor rating for the quality-of-life factors listed. The majority of the below average or poor ratings were assigned to quality of shopping facilities, quality of radio and television, affordability of housing, and availability of housing.

Availability and Sources of Business Financing

1. Only four respondents, or 7 percent of all respondents, indicated that they had experienced problems in securing financing from an out-of-town financial institution; while 15 respondents, or 27 percent, indicated that they had experienced problems in securing financing from a local financial institution. The most significant problem indicated by the survey respondents in securing local financing was the limited lending capability of local banks.

2. Twenty-seven respondents, or 48 percent of all respondents, indicated that their firm anticipated seeking financial assistance during the next five years. The anticipated financial assistance would be utilized primarily for the construction of new buildings or building additions, the purchase of machinery or equipment, and working capital.

3. Regarding unconventional sources of business financing, the survey respondent firms were most familiar with the U. S. Small Business Administration (SBA), 36 respondents, or 68 percent of all respondents; and industrial revenue bonds, 35 respondents, or 65 percent. Respondent firms were least familiar with the Wisconsin Housing and Economic Development Authority, Small Enterprise Economic Development (SEED) program, 14 respondents, or 26 percent; the Wisconsin Department of Development, Community Development Block Grant (CDBG)

program, nine respondents, or 17 percent; and the Wisconsin Department of Development, Technology Development Fund, nine respondents, or 17 percent.

4. Of the factors indicated by the respondents as having a major effect on their firm's financial condition, the most significant factors indicated were high financing interest rates, 27 respondents, or 51 percent of all respondents; high state corporate income taxes, 23 respondents, or 45 percent; and high state personal income taxes, 22 respondents, or 42 percent. Other significant factors indicated by the respondents as affecting their firm's financial condition were poor market conditions/economy, high local property taxes, high energy costs, and unfavorable financing terms.

5. Twenty-six respondents, or 49 percent of all respondents, used an Oconomowoc financial institution as their firm's primary financial institution. Fourteen respondents, or 26 percent, utilized a Milwaukee financial institution as their firm's financial institution.

Overall Impressions

1. Of the factors that were indicated by the respondent firms as being key issues facing their firm's operation during the next five years, economic conditions and economic development were noted as the most important issues facing business operations during the next five years, with 97 responses, or 65 percent of all responses regarding such factors being indicated by the respondents.

2. A total of 38 respondents, or 68 percent of all respondents, indicated that the City was an excellent or above average place in which to operate a business; while only 15 respondents, or 26 percent, indicated that the State was an excellent or above average place in which to operate a business. Only one respondent firm indicated that the City was a below average or poor place in which to operate a business; while 20 respondents, or 35 percent, indicated that the State was a below average or poor place in which to operate a business.

3. The perceptions of the survey respondents regarding positive and negative characteristics of the City and the State as places in which to operate a business were varied. The most important positive characteristics indicated for the State included: 1) the quality of the State's public services and facilities, 42 responses, or 36 percent of all responses; 2) the State's good living environment, 34 responses, or 29 percent; and 3) the State's high-quality labor force, 23 responses, or 20 percent. The most important positive characteristics indicated for the City included: 1) factors related to the City being a good place in which to do business, 70 responses, or 49 percent of all responses; 2) the City's good living environment, 41 responses, or 29 percent; and 3) the City's high-quality labor force, 20 responses, or 14 percent.

4. Of all the negative characteristics indicated by the respondents regarding the State as a place in which to do business, 65 responses, or 50 percent of all responses, indicated that the tax structure in the State was an important negative characteristic. Also, 44 responses, or 34 percent, indicated that the negative attitudes of state officials toward business and development were a significant problem. Of the negative characteristics indicated by the respondents regarding the City as a place in which to do business, 38 responses, or 39 percent, were with regard to poor attitudes toward community development and government; and 19 responses, or 20 percent, indicated factors related to the distance of the City to suppliers and customers.

5. Thirty respondents, or 54 percent of all respondents, believed that the City would become a better place in which to operate a business during the next five years; while 18 respondents, or 33 percent, believed that the State would become a better place in which to operate a business during this same time period.

6. Thirty respondents, or 53 percent of all respondents, indicated that they would be willing to volunteer to assist in helping to improve local economic conditions in the City.

7. Of the ideas indicated by the respondents regarding actions that should be taken by economic development organizations in the City to improve economic conditions, 32 responses, or 42 percent of all responses, indicated actions to encourage local industry attraction and expansion; and 18 responses, or 24 percent, indicated actions to provide various forms of assistance to existing industry.

8. When the survey respondents were asked to provide final comments or suggestions at the conclusion of the survey interview, 24 responses, or 52 percent of all responses, were specific comments or suggestions related to activities that need to be implemented by local government; and 14 responses, or 30 percent, were positive comments about the City and its current economic development activities.

Appendix B

INDUSTRY ATTRACTION STUDY AND CONSUMER MARKET ANALYSIS

OVERVIEW OF THE INDUSTRY ATTRACTION STUDY

Traditionally, the attraction of new manufacturing firms to a community has been the single most important economic development activity of local economic development practitioners. While the attraction of manufacturing firms to a community remains an important local economic development activity, it is becoming increasingly evident that it is necessary for a community to work to retain its existing industries and to target its industry attraction activities to those industries whose locational requirements are compatible with the physical and socioeconomic characteristics of the community, as well as with the community's economic development goals. This targeted approach is sound in view of the need to promote the overall social as well as economic development of the community, and in view of the limited success which communities should expect in attracting new industry. Throughout the nation, approximately 1,500 manufacturing firms relocate annually, with approximately 50 percent of these firms relocating to areas that provide some natural resource required in the firm's manufacturing process. The remaining 750 relocations are subject to intense competition among approximately 15,000 states, cities, counties, private developers, and foreign governments.[1]

The purpose of this study is to identify those industries that an economic development program in the City of Oconomowoc could contact as part of a targeted industry attraction program. Accordingly, this appendix:

1. Identifies 53 manufacturing industries that have been identified as rapid growth industries by the Southeastern Wisconsin Regional Planning Commission.

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[1] Minnesota Department of Economic Development, Area Industrial Development: A Guide for Community Action.

2. Provides a priority ranking of the industries relative to the industry attraction criteria suggested by the City of Oconomowoc, Economic Plan Advisory Committee.

3. Summarizes the industry attraction activities of Forward Wisconsin, Inc., the State's business marketing corporation, and the Wisconsin Electric Power Company (WEPCo).

4. Recommends a list of industries to be included in a targeted industries program.

RAPID GROWTH INDUSTRIES

The historic performance of industries, as measured by increases in industry shipments,[2] is one criterion that can be utilized to identify growth industries. Industries showing high growth trends may be considered to be good prospects for firm expansions and the location of branch plants in new locations. This section identifies industries that have shown, and may be expected to continue to show, increases in industry shipments. The growth industries identified below should be considered by the City of Oconomowoc as good prospects for an industry attraction program.

The U. S. Department of Commerce, International Trade Administration, in its publication entitled 1985 U. S. Industrial Outlook, identifies 92 industries for which increases in industry shipments are forecast to surpass their peak year during the 1972 to 1982 time period. Fifty-three of these industries have been identified by the Commission staff as growth industries.[3]

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[2]Industry shipments refers to the total value of all products shipped by establishments classified in an industry.

[3]Targeted industries were selected through the following process: 1) rank ordering the initial list of 92 industries by the level of industry shipments from the peak year in the 1972 to 1982 time period to the forecast level of industry shipments in 1985, and selecting the upper three quartiles for further analysis; 2) selecting industries from the lower quartile of growth industries identified in step 1 that were in the upper quartile of growth firms for the 1982 to 1985 and 1984 to 1985 time periods; and 3) rank
(footnote continued on page 3)

Table B-1 lists the 53 targeted growth industries. A summary description of the targeted industries as provided in the Standard Industrial Classification Manual published by the U. S. Department of Commerce, Office of Federal Statistical Policy and Standards, is set forth below:

Semiconductors and Related Devices (SIC Code: 3674)
Establishments primarily engaged in manufacturing semiconductors and related solid state devices, such as semiconductor diodes and stacks, including rectifiers, integrated microcircuits, transistors, solar cells, and light sensing and emitting semiconductor devices.

Automotive Stampings (SIC Code: 3465)
Establishments primarily engaged in manufacturing automotive stampings, such as body parts, hubs, and trim.

Electronic Computing Equipment (SIC Code: 3573)
Establishments primarily engaged in manufacturing electronic computers and peripheral equipment and major logical components intended for use in electronic computer systems. Included are general-purpose electronic analog computers, electronic digital computers, and military, rugged, and special-purpose computers.

Space Vehicle Equipment, Not Elsewhere Classified (SIC Code: 3769)
Establishments primarily engaged in manufacturing guided missile and space vehicle parts and auxiliary equipment, not elsewhere classified. Research and development on guided missile and space vehicle parts and auxiliary equipment, not elsewhere classified, is also included in this industry.

X-ray Apparatus and Tubes (SIC Code: 3693)
Establishments primarily engaged in manufacturing radiographic x-ray, fluoroscopic x-ray, and therapeutic x-ray apparatus and tubes for medical, industrial, research, and control applications. This industry also includes

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(footnote continued from page 2)
ordering the industries identified in steps 1 and 2 by their estimated and forecast growth rate in the 1982 to 1985 time period, and selecting the upper three quartiles for the list of targeted growth industries.

JE17/e-3

Table B-1

INDUSTRIES WITH FORECAST 1985 SHIPMENTS THAT WILL EXCEED THE INDUSTRIES' PEAK SHIPMENTS DURING THE 1972 THROUGH 1982 TIME PERIOD, RANKED BY THEIR 1982 TO 1985 GROWTH RATE, AND MEASURED IN 1972 DOLLARS[a]

Industry	SIC Code	Rank
Semiconductors and Related Devices	3674	1
Automotive Stampings	3465	2
Electronic Computing Equipment	3573	3
Space Vehicle Equipment (not elsewhere classified)	3769	4
X-ray Apparatus and Tubes	3693	5
Industrial Organic Chemicals (not elsewhere classified)	2869	6
Aircraft	3721	7
Millwork	2431	8
Household Cooking Equipment	3631	9
Instruments to Measure Electricity	3825	10
Screw Machine Products	3451	11
Industrial Inorganic Chemicals (not elsewhere classified)	2819	12
Household Appliances (not elsewhere classified)	3639	13
Special Dies, Tools, and Jigs	3544	14
Prefabricated Metal Buildings	3448	15
Optical Instruments and Lenses	3832	16
Gypsum Products	3275	17
Pulpmills	2611	18
Adhesives and Sealants	2891	19
Electronic Connectors	3678	20
Softwood Veneer and Plywood	2436	21
Radio and Television Receiving Sets	3651	22
Paperboard Mills	2631	23
Paints and Allied Products	2851	24
Electronic Components (not elsewhere classified)	3679	25
Chemical Preparations (not elsewhere classified)	2899	26
Printing Ink	2893	27
Wood Pallets and Skids	2448	28
Dolls	3942	29
Radio and Television Communication Equipment	3662	30
Engineering and Scientific Instruments	3811	31
Greeting Card Publishing	2771	32
Natural and Processed Cheese	2022	33
Sanitary Paper Products	2647	34
Surgical and Medical Instruments	3841	35
Surgical Appliances and Supplies	3842	36
Office Machines (not elsewhere classified)	3579	37

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Table B-1 (continued)

Industry	SIC Code	Rank
Calculating and Accounting Machines	3574	38
Papermills, Except Building Paper	2621	39
Corrugated and Solid Fiber Boxes	2653	40
Sporting and Athletic Goods (not elsewhere classified)	3949	41
Plastics Materials and Resins	2821	42
Wood Preserving	2491	43
Guided Missles and Space Vehicles	3761	44
Miscellaneous Publishing	2741	45
Industrial Controls	3622	46
Medicinals and Botanicals	2833	47
Bottled and Canned Soft Drinks	2086	48
Commercial Printing	275A[b]	49
Lithographic Platemaking Services	2795	50
Telephone and Telegraph Apparatus	3661	51
Periodicals	2721	52
Measuring and Controlling Devices (not elsewhere classified)	3829	53

[a]Industry shipments refers to the total value of all products shipped by establishments classified in an industry.

[b]SIC Codes: 2751, 2752, 2754.

Source: U. S. Department of Commerce, International Trade Administration; and SEWRPC.

establishments primarily engaged in manufacturing electromedical and electrotherapeutic apparatus.

Industrial Organic Chemicals, Not Elsewhere Classified (SIC Code: 2869)

Establishments primarily engaged in manufacturing industrial organic chemicals, not elsewhere classified. Important products of this industry include: noncyclic organic chemicals, solvents, polyhydric alcohols, synthetic perfume and flavoring materials, rubber processing chemicals, plasticizers, synthetic tanning agents, and chemical warfare gases.

Aircraft (SIC Code: 3721)

Establishments primarily engaged in manufacturing or assembling complete aircraft. This industry also includes establishments primarily engaged in research and development on aircraft or in factory-type aircraft modification on a contract or fee basis.

Millwork (SIC Code: 2431)

Establishments primarily engaged in manufacturing fabricated millwork, including planing mills primarily engaged in producing millwork.

Household Cooking Equipment (SIC Code: 3631)

Establishments primarily engaged in manufacturing household cooking equipment, such as stoves, ranges, and ovens, including both electric and nonelectric types.

Instruments to Measure Electricity (SIC Code: 3825)

Establishments primarily engaged in manufacturing instruments for measuring the characteristics of electricity in electrical signals, such as voltmeters, ammeters, watt-meters, watt-hour meters, demand meters, and equipment for testing electrical characteristics of electrical, radio, and communication circuits and of internal combustion engines.

Screw Machine Products (SIC Code: 3451)

Establishments primarily engaged in manufacturing automatic or hand screw machine products from rod, bar, or tube stock of metal, fiber, plastics, or other material. The products of this industry consist of a wide variety of unassembled parts and are usually manufactured on a job or order basis.

Industrial Inorganic Chemicals, Not Elsewhere Classified (SIC Code: 2819)

Establishments primarily engaged in manufacturing industrial inorganic chemicals, not elsewhere classified. Important products of this industry include: inorganic salts and inorganic compounds, such as alums, calcium carbide, hydrogen peroxide, sodium silicate, ammonia compounds, etc.

Household Appliances, Not Elsewhere Classified (SIC Code: 3639)

Establishments primarily engaged in manufacturing household appliances, not elsewhere classified, such as water heaters, dishwashers, and food waste disposal units.

Special Dies, Tools, and Jigs (SIC Code: 3544)

Establishments commonly known as contract tool and die shops and primarily engaged in manufacturing, on a job or order basis, special tools and fixtures for use with machine tools, hammers, die casting machines, and presses.

Prefabricated Metal Buildings (SIC Code: 3448)

Establishments primarily engaged in manufacturing prefabricated and portable metal buildings and parts, and prefabricated exterior metal panels.

Optical Instruments and Lenses (SIC Code: 3832)

Establishments primarily engaged in manufacturing instruments that measure an optical property; apparatus, except photographic, that projects or magnifies, such as binoculars, prisms, and lenses; optical sighting and fire control equipment; and related analytical instruments.

Gypsum Products (SIC Code: 3275)

Establishments primarily engaged in manufacturing plaster, plasterboard, and other products composed of gypsum.

Pulpmills (SIC Code: 2611)

Establishments primarily engaged in manufacturing pulp from wood or from other materials such as rags, linters, wastepaper, and straw. Logging camps operated by pulpmills, and not separately reported, are also included in this industry.

Adhesives and Sealants (SIC Code: 2891)

Establishments primarily engaged in manufacturing industrial and household adhesives, glues, caulking compounds, sealants, and linoleum, tile, and rubber cements from vegetable, animal, or synthetic plastic materials, purchased or produced in the same establishment.

Electronic Connectors (SIC Code: 3678)

Establishments primarily engaged in manufacturing electronic connectors.

Softwood Veneer and Plywood (SIC Code: 2436)

Establishments primarily engaged in producing commercial softwood veneer and plywood.

Radio and Television Receiving Sets (SIC Code: 3651)

Establishments primarily engaged in manufacturing electronic equipment for home entertainment, including automotive radios and tape players. This industry also includes establishments primarily engaged in manufacturing public address systems and music distribution apparatus.

Paperboard Mills (SIC Code: 2631)

Establishments primarily engaged in manufacturing paperboard from wood pulp and other fibers, as well as converted paperboard products.

Paints and Allied Products (SIC Code: 2851)

Establishments primarily engaged in manufacturing paints; varnishes; lacquers; enamels and shellac; putties, wood fillers and sealers; paint and varnish removers; paint brush cleaners; and allied paint products.

Electronic Components, Not Elsewhere Classified (SIC Code: 3679)

Establishments primarily engaged in manufacturing electronic components, not elsewhere classified, such as receiving antennas, printed circuits, switches, and waveguides.

Chemical Preparations, Not Elsewhere Classified (SIC Code: 2899)

Establishments primarily engaged in manufacturing miscellaneous chemical preparations, not elsewhere classified, such as fatty acids, essential oils, gelatin, sizes, bluing, laundry sours, and writing and stamp pad inks; and industrial compounds, such as boiler and heat insulating compounds, metal-, oil-, and water-treating compounds, waterproofing compounds, and chemical supplies for foundries.

Printing Ink (SIC Code: 2893)

Establishments primarily engaged in manufacturing printing ink, gravure ink, screen process ink, and lithographic ink.

Wood Pallets and Skids (SIC Code: 2448)

Establishments primarily engaged in manufacturing wood and wood-metal combination pallets and skids.

Dolls (SIC Code: 3942)

Establishments primarily engaged in manufacturing dolls, doll parts, and doll clothing. Establishments primarily engaged in manufacturing stuffed toy animals are also included in this industry.

Radio and Television Communication Equipment (SIC Code: 3662)

Establishments primarily engaged in manufacturing: radio and television broadcasting equipment; electric communication equipment and parts, except telephone and telegraph; electronic field detection apparatus; light and heat emission operating apparatus; object detection apparatus and navigational electronic equipment; aircraft and missile control systems; and high energy particle accelerator systems and equipment.

Engineering and Scientific Instruments (SIC Code: 3811)

Establishments primarily engaged in manufacturing engineering, laboratory, and scientific instruments, including nautical, navigational, aeronautical, surveying, and drafting equipment, and instruments for laboratory work and scientific research.

Greeting Card Publishing (SIC Code: 2771)

Establishments primarily engaged in designing, publishing, and printing greeting cards for all occasions.

Natural and Processed Cheese (SIC Code: 2022)

Establishments primarily engaged in manufacturing all types of natural cheese, processed cheese, cheese foods, and cheese spreads.

Sanitary Paper Products (SIC Code: 2647)

Establishments primarily engaged in manufacturing, from purchased paper, sanitary paper products, such as facial tissues and handkerchiefs, table napkins, toilet paper, towels, disposable diapers, and sanitary napkins and tampons.

Surgical and Medical Instruments (SIC Code: 3841)

Establishments primarily engaged in manufacturing medical, surgical, ophthalmic, and veterinary instruments and apparatus.

Surgical Appliances and Supplies (SIC Code: 3842)

Establishments primarily engaged in manufacturing orthopedic, prosthetic, and surgical appliances and supplies, arch supports, and other foot appliances; fracture appliances, elastic hosiery, abdominal supporters, braces, and trusses; bandages; surgical gauze and dressings; sutures; adhesive tapes and medicated plasters; and personal safety appliances and equipment.

Office Machines, Not Elsewhere Classified (SIC Code: 3579)

Establishments primarily engaged in manufacturing office machines and devices, not elsewhere classified. Included are address labeling machines, binding machines, coin wrapping machines, duplicating machines, and paper cutters and trimmers.

Calculating and Accounting Machines (SIC Code: 3574)

Establishments primarily engaged in manufacturing desk calculators, adding and accounting machines, cash registers, and similar equipment.

Papermills, Except Building Paper (SIC Code: 2621)

Establishments primarily engaged in manufacturing paper from wood pulp and other fibers, and which may also manufacture converted paper products.

Corrugated and Solid Fiber Boxes (SIC Code: 2653)

Establishments primarily engaged in manufacturing corrugated and solid fiber boxes and related products from purchased paperboard or fiber stock. Important products from this industry include corrugated and solid fiberboard boxes, pads, partitions, display items, pallets, single face products, and corrugated sheets.

Sporting and Athletic Goods, Not Elsewhere Classified (SIC Code: 3949)

Establishments primarily engaged in manufacturing sporting and athletic goods, not elsewhere classified, such as fishing tackle; golf and tennis goods; baseball, football, basketball, and boxing equipment; roller skates and ice skates; gymnasium and playground equipment; billiard and pool table equipment; and bowling alleys and equipment.

Plastics Materials and Resins (SIC Code: 2821)

Establishments primarily engaged in manufacturing synthetic resins, plastic materials, and nonvulcanizable elastomers.

Wood Preserving (SIC Code: 2491)

Establishments primarily engaged in treating wood, sawed or planed in other establishments, with creosote or other preservatives to prevent decay and to protect against fire and insects.

Guided Missiles and Space Vehicles (SIC Code: 3761)

Establishments primarily engaged in manufacturing complete guided missiles and space vehicles. Research and development and other services on or for guided missiles and space vehicles are included in this industry.

Miscellaneous Publishing (SIC Code: 2741)

Establishments primarily engaged in miscellaneous publishing activities, not elsewhere classified. Products of this industry include: catalogs, guides, maps, and telephone directories.

Industrial Controls (SIC Code: 3622)

Establishments primarily engaged in manufacturing motor starters and controllers, control accessories, electronic controls, and other industrial controls.

Medicinals and Botanicals (SIC Code: 2833)

Establishments primarily engaged in manufacturing bulk organic and inorganic medicinal chemicals and their derivatives, and processing bulk botanical drugs and herbs.

Bottled and Canned Soft Drinks (SIC Code: 2086)

Establishments primarily engaged in manufacturing soft drinks and carbonated waters.

Commercial Printing (SIC Codes: 275A: 2751, 2752, 2754)

Establishments primarily engaged in letterpress and screen commercial or job printing, including flexographic; printing by the lithographic process; offset printing; photo-offset printing; photolithographing; and gravure printing.

Lithographic Platemaking Services (SIC Code: 2795)

Establishments primarily engaged in making lithographic plates and positives or negatives from which lithographic plates are made, and in related services.

Telephone and Telegraph Apparatus (SIC Code: 3661)

Establishments primarily engaged in manufacturing wire telephone and telegraph equipment, and parts especially designed for telephone and telegraph use. Important products of this industry include: telephone sets; telephone central office equipment; telegraph office equipment; and telewriters.

Periodicals (SIC Code: 2721)

Establishments primarily engaged in publishing periodicals, or in preparing, publishing, and printing periodicals, such as magazines, trade journals, statistical reports, and other periodicals.

Measuring and Controlling Devices, Not Elsewhere Classified (SIC Code: 3829)

Establishments primarily engaged in manufacturing measuring and controlling devices, not elsewhere classified, including testing instruments to determine the physical properties of materials, nuclear instruments, aircraft engine instruments, and liquid-in-glass and bimetal thermometers.

RANKING OF TARGETED INDUSTRIES

The importance of targeting an industry attraction program to those industries that are most likely to locate in the City of Oconomowoc has been noted. Although the industry attraction list provides the City with 53 targeted industries that could be the focus of an industry attraction program, the costs of contacting all of the firms in these industries could be prohibitive to the City. In addition, a number of the targeted industries' locational criteria may not be compatible with the locational characteristics of the City of Oconomowoc. Therefore, this section ranks the 53 targeted industries in accordance with a set of ranking criteria identified by the citizens' advisory committee. Table B-2 lists the criteria and the ranking points that were assigned to each of the 53 targeted industries.

The following steps were used to rank order the targeted industries: 1) a set of local industry attraction criteria were identified by the City's Economic Plan Advisory Committee; 2) weights ranging from one to 10 were assigned by the Committee to these criteria based on the perceived local importance of each of the criteria; and 3) the criteria were applied to the 53 targeted industries, with the total of the weights assigned to each of the criteria resulting in a rank order of the targeted industries.

The criteria used to rank order the targeted industries were identified by the Oconomowoc Economic Plan Advisory Committee, and were determined to reflect the City's economic development objectives at this time. The relative weights assigned to the criteria reflect the relative importance of each criterion as perceived by the Committee. Thus, the process reflects the collective, subjective judgment of the Committee regarding targeted industries that should be attracted to the City of Oconomowoc. These judgments may change over time. The information provided herein, however, can be used to develop a new rank order list of targeted industries as perceptions and conditions change by assigning new weights to each criterion.

Table B-2

CRITERIA AND RANKING POINTS IDENTIFIED BY THE OCONOMOWOC ECONOMIC PLAN ADVISORY COMMITTEE AND USED TO PRIORITIZE THE TARGETED INDUSTRIES FOR THE CITY OF OCONOMOWOC INDUSTRY ATTRACTION STUDY

Criteria	Ranking Points
Industry Exhibiting Growth in Midwestern U. S. Region...........	3/1
Industry Exhibiting Growth in Wisconsin..................	8/4
Industry With Location in Wisconsin or Illinois.............	5
Industry Classification Located in Southeastern Wisconsin............	10
Industry Exhibited a High Rate of Growth..................	8/4
Industry Identified As Likely Job Generator in Wisconsin...........	10
Industry Complements Existing Industry in City of Oconomowoc.......	5
Industry Has Fewer Than 100 Employees...................	5

Source: Oconomowoc Economic Plan Advisory Committee; and SEWRPC.

JE0021/DD

Explanation of the Ranking Criteria

Tables B-3 through B-10 set forth the industry attraction criteria identified by the Oconomowoc Economic Plan Advisory Committee, as well as the data and information used in assigning weights to those criteria. Table B-11 presents the final ranking of the industries for use in a targeted industry attraction program in the City.

Ranking Criterion One: Growth in Targeted Industry Establishments in the Midwestern United States Region During the 1977 Through 1982 Time Period: The growth of an industry in the Midwest region is an important consideration in an industry attraction program, since firms have historically chosen to expand or establish new branch locations near their existing location. Table B-3 identifies the total number of targeted industry establishments in the Midwest in 1977 and 1982 and the percentage change in the number of targeted industry establishments from 1977 to 1982. A weight of one or three points was assigned to those industries showing growth from 1977 to 1982, reflecting the perceived importance of this criterion relative to the other criteria in the industry attraction study. Targeted industry establishments that had a rate of growth that was greater than the median rate of growth for those targeted industries with positive growth rates from 1977 to 1982 received three points, and establishments that grew at a rate that was less than the median rate received one point.

Ranking Criterion Two: Growth in Targeted Industry Establishments in Wisconsin During the 1977 to 1982 Time Period: The Oconomowoc Economic Plan Advisory Committee believed that identification as a growth industry in Wisconsin should be another important consideration in rank ordering targeted industries for an industry attraction program. Table B-4 identifies the total number of targeted industry establishments in Wisconsin in 1977 and 1982 and the percentage change in the number of industry establishments from 1977 to 1982. A weight of four or eight points was assigned to those industries showing growth from 1977 to 1982, reflecting the perceived importance of this criterion relative to the other criteria in the industry attraction study. Targeted industry establishments that had a rate of growth that was greater than the median rate of growth for those targeted industries with positive growth rates from 1977 to 1982 received eight points, and establishments that grew at a rate that was less than the median rate received four points.

Table B-3

RANKING CRITERION ONE: GROWTH IN TARGETED INDUSTRY ESTABLISHMENTS IN THE MIDWESTERN UNITED STATES REGION[a] DURING THE 1977 THROUGH 1982 TIME PERIOD

Industry	SIC Code	Total Establishments 1977	Total Establishments 1982	Change 1977 to 1982[b] Number	Change 1977 to 1982[b] Percent	Ranking Points
Electronic Computing Equipment	3573	96	166	70	72.9	3
Industrial Inorganic Chemicals (not elsewhere classified)	2819	82	122	40	48.8	3
Prefabricated Metal Buildings	3448	62	79	17	27.4	3
Gypsum Products	3275	16	19	3	18.8	3
Adhesives and Sealants	2891	134	171	37	27.6	3
Electronic Connectors	3678	18	22	4	22.2	3
Softwood Veneer and Plywood	2436	0	10	10	1,000.0	3
Electronic Components (not elsewhere classified)	3679	372	522	150	40.3	3
Wood Pallets and Skids	2448	313	417	104	33.2	3
Greeting Card Publishing	277[c]	19	28	9	47.4	3
Surgical and Medical Instruments	3841	125	148	23	18.4	3
Surgical Appliances and Supplies	3842	227	260	33	14.5	3
Calculating and Accounting Machines	3574	11	20	9	81.8	3
Wood Preserving	2491	42	62	20	47.6	3
Industrial Controls	3622	193	262	69	35.8	3
Medicinals and Botanicals	2833	20	32	12	60.0	3
Lithographic Platemaking Services	2795	123	193	70	57.0	3
Semiconductors and Related Devices	3674	66	69	3	4.5	1
Automotive Stampings	3465	419	474	55	13.2	1
X-ray Apparatus and Tubes	3693	41	45	4	9.8	1
Industrial Organic Chemicals (not elsewhere classified)	2869	95	103	8	8.4	1
Aircraft (Aircraft and Parts)	372[c]	164	183	19	11.6	1
Millwork	2431	374	380	6	1.6	1
Instruments to Measure Electricity	3825	125	141	16	11.4	1
Special Dies, Tools, and Jigs	3544	3,394	3,396	2	0.1	1
Paperboard Mills	263[c]	60	62	2	3.3	1
Paints and Allied Products	285[c]	361	339	-22	6.1	1

-continued-

Table B-3 (continued)

Industry	SIC Code	Total Establishments 1977	1982	Change 1977 to 1982[b] Number	Percent	Ranking Points
Radio and Television Communication Equipment............	3662	263	284	21	8.0	1
Engineering and Scientific Instruments..................	381[c]	133	135	2	1.5	1
Sanitary Paper Products.................................	2647	30	33	3	10.0	1
Commercial Printing.....................................	275A[d]	4,631	5,240	609	13.2	1
Telephone and Telegraph Apparatus.......................	3661	45	47	2	4.4	1
Measuring and Controlling Devices (not elsewhere classified)............................	3829	130	132	2	1.5	1
Space Vehicle Equipment (not elsewhere classified) (Guided Missiles, Space Vehicles, Parts)...............	376[c]	10	7	-3	-30.0	--
Household Cooking Equipment.............................	3631	23	17	6	-26.1	--
Screw Machine Products..................................	3451	793	788	-5	-0.6	--
Household Appliances (not elsewhere classified)..........	3639	25	25	0	0.0	--
Optical Instruments and Lenses..........................	383[c]	70	67	3	-4.3	--
Pulpmills...	261[c]	9	9	0	0.0	--
Radio and Television Receiving Sets.....................	3651	108	79	29	-26.8	--
Chemical Preparations (not elsewhere classified).........	2899	359	344	-15	-4.2	--
Printing Ink..	2893	124	115	-9	-7.3	--
Dolls (Toys and Sporting Goods).........................	394[c]	517	471	46	-8.9	--
Natural and Processed Cheese............................	2022	469	395	-71	-15.8	--
Office Machines (not elsewhere classified)..............	3579	53	43	-10	-18.9	--
Papermills, Except Building Paper.......................	262[c]	98	90	-8	-8.2	--
Corrugated and Solid Fiber Boxes........................	2653	408	408	0	0.0	--
Sporting and Athletic Goods (not elsewhere classified)...	3949	351	302	-49	-14.0	--
Plastics Materials and Resins...........................	2821	114	104	-10	-8.8	--
Guided Missles and Space Vehicles (Guided Missiles, Space Vehicles, Parts)...............	376[c]	10	7	-3	-30.0	--
Miscellaneous Publishing................................	274[c]	386	334	-52	-13.5	--
Bottled and Canned Soft Drinks..........................	2086	384	290	-94	-24.5	--
Periodicals...	272[c]	493	484	-9	-1.8	--

[a]The Midwestern region comprises the following states: Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin.

[b]Targeted industries that had a rate of growth that was at or above the median growth rate of 14.5 percent for those industries showing growth during the 1977 to 1982 time period received three points, and those industries showing a rate of growth that was below the median growth rate received one point.

[c]Information on this SIC category was available at the three-digit level only.

[d]SIC Codes: 2751, 2752, 2754.

Source: U. S. Bureau of the Census and SEWRPC.

Table B-4

RANKING CRITERION TWO: GROWTH IN TARGETED INDUSTRY
ESTABLISHMENTS IN WISCONSIN DURING THE 1977 THROUGH 1982 TIME PERIOD

Industry	SIC Code	Total Establishments 1977	Total Establishments 1982	Change 1977 to 1982[a] Number	Change 1977 to 1982[a] Percent	Ranking Points
Semiconductors and Related Devices	3674	6	10	4	66.7	8
Automotive Stampings	3465	6	11	5	83.3	8
Electronic Computing Equipment	3573	8	12	4	50.0	8
Industrial Organic Chemicals (not elsewhere classified)	2869	8	14	6	75.0	8
Millwork	2431	66	86	20	30.3	8
Instruments to Measure Electricity	3825	9	13	4	44.4	8
Industrial Inorganic Chemicals (not elsewhere classified)	2819	0	8	8	800.0	8
Prefabricated Metal Buildings	3448	5	7	2	40.0	8
Optical Instruments and Lenses	383[b]	0	6	6	600.0	8
Wood Pallets and Skids	2448	47	61	14	29.8	8
Office Machines (not elsewhere classified)	3579	1	3	2	200.0	8
Wood Preserving	2491	5	8	3	60.0	8
Industrial Controls	3622	29	41	12	41.4	8
Medicinals and Botanicals	2833	1	4	3	300.0	8
Lithographic Platemaking Services	2795	9	17	8	88.9	8
Aircraft (Aircraft and Parts)	372[b]	7	8	1	14.3	4
Screw Machine Products	3451	58	61	3	5.2	4
Special Dies, Tools, and Jigs	3544	247	249	2	0.8	4
Paperboard Mills	263[b]	7	8	1	14.3	4
Electronic Components (not elsewhere classified)	3679	29	31	2	6.9	4
Chemical Preparations (not elsewhere classified)	2899	30	33	3	10.0	4
Printing Ink	2893	14	15	1	7.1	4
Radio and Television Communication Equipment	3662	20	24	4	20.0	4
Engineering and Scientific Instruments	381[b]	12	15	3	25.0	4
Sanitary Paper Products	2647	18	19	1	5.6	4
Surgical and Medical Instruments	3841	10	12	2	20.0	4
Corrugated and Solid Fiber Boxes	2653	36	44	8	22.2	4

-continued-

Table B-4 (continued)

Industry	SIC Code	Total Establishments 1977	1982	Change 1977 to 1982[a] Number	Percent	Ranking Points
Sporting and Athletic Goods (not elsewhere classified).....	3949	63	66	3	4.8	4
Commercial Printing....................................	275A[c]	513	571	58	11.3	4
Telephone and Telegraph Apparatus.........................	3661	5	6	1	20.0	4
Space Vehicle Equipment (not elsewhere classified) (Guided Missiles, Space Vehicles, Parts).................	376[b]	0	0	0	0.0	--
X-ray Apparatus and Tubes................................	3693	11	9	-2	-18.2	--
Household Cooking Equipment..............................	3631	3	1	-2	-66.7	--
Household Appliances (not elsewhere classified)...........	3639	7	5	-2	-28.6	--
Gypsum Products...	3275	0	0	0	0.0	--
Pulpmills...	261[b]	6	5	-1	-16.7	--
Adhesives and Sealants..................................	2891	10	6	-4	-40.0	--
Electronic Connectors	3678	1	1	0	0.0	--
Softwood Veneer and Plywood..............................	2436	0	0	0	0.0	--
Radio and Television Receiving Sets.......................	3651	5	4	-1	-20.0	--
Paints and Allied Products...............................	285[b]	33	33	0	0.0	--
Dolls (Toys and Sporting Goods)..........................	394[b]	83	79	-4	-4.8	--
Greeting Card Publishing.................................	277[b]	0	0	0	0.0	--
Natural and Processed Cheese.............................	2022	365	304	-61	-16.7	--
Surgical Appliances and Supplies..........................	3842	25	24	-1	-4.0	--
Calculating and Accounting Machines.......................	3574	1	1	0	0.0	--
Papermills, Except Building Paper.........................	262[b]	41	38	-3	-7.3	--
Plastics Materials and Resins.............................	2821	10	7	-3	-30.0	--
Guided Missles and Space Vehicles (Guided Missiles, Space Vehicles, Parts).................	376[b]	0	0	0	0.0	--
Miscellaneous Publishing.................................	274[b]	44	42	-2	-4.5	--
Bottled and Canned Soft Drinks............................	2086	78	55	-23	-29.5	--
Periodicals...	272[b]	58	58	0	0.0	--
Measuring and Controlling Devices (not elsewhere classified)..............................	3829	13	10	-3	-23.1	--

[a]Targeted industries that had a rate of growth that was at or above the median growth rate of 29.8 percent for those industries showing growth during the 1977 to 1982 time period received eight points, and those industries showing a rate of growth that was below the median growth rate received four points.

[b]Information in this SIC category was available at the three-digit level only.

[c]SIC Codes: 2751, 2752, 2754.

Source: U. S. Bureau of the Census and SEWRPC.

Ranking Criterion Three: Targeted Industries With Primary Locations in the States of Wisconsin or Illinois in 1982: The City of Oconomowoc may be expected to exhibit industrial location characteristics that are similar to those of other communities in the State of Wisconsin. In addition, owing to the proximity of the City to the highly urbanized northeastern Illinois region, the City may be expected to attract industries located in northeastern Illinois that are expanding and establishing new branch locations. Therefore, the Oconomowoc Economic Plan Advisory Committee indicated that targeted industries showing establishments located primarily in the States of Wisconsin or Illinois should be considered as one of the attraction criteria. Table B-5 indicates the primary locations of targeted industries being considered for the City's industry attraction program. As indicated in Table B-5, the targeted industries with primary locations in the State of Wisconsin or the State of Illinois were assigned five points in the ranking system, indicating this criterion's importance relative to the other criteria in the ranking system.

Ranking Criterion Four: Targeted Industry Classification Located in Southeastern Wisconsin in 1985: Another way to identify the industries that should be included in an industry attraction program is to examine the targeted industries that are currently located in nearby communities. The rationale for this criterion is that other establishments in these industries should also find the community to be an appropriate place in which to locate. Table B-6 lists those targeted industries that are currently located in southeastern Wisconsin--defined as the Counties of Dodge, Jefferson, Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha. As indicated in Table B-6, targeted industries were awarded 10 points in the ranking system, or the maximum number of points, if the total number of industrial establishments located in southeastern Wisconsin was greater than the median number of establishments.

Ranking Criterion Five: Targeted Industry Has Exhibited a High Rate of Growth: The Oconomowoc Economic Plan Advisory Committee believed that industries exhibiting a high rate of growth should be given consideration in rank ordering targeted industries for an industry attraction program. Table B-7 lists the

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Table B-5

RANKING CRITERION THREE: TARGETED INDUSTRIES WITH PRIMARY LOCATION IN THE STATES OF WISCONSIN OR ILLINOIS IN 1982

Industry	SIC Code	Percent of U. S. Establishments		Ranking[a] Points
		Wisconsin	Illinois	
X-ray Apparatus and Tubes....................	3693	4.6	6.2	5
Household Cooking Equipment..................	3631	0.0	12.2	5
Screw Machine Products.......................	3451	3.6	14.0	5
Household Appliances (not elsewhere classified)..................	3639	6.2	6.2	5
Special Dies, Tools, and Jigs................	3544	3.7	10.1	5
Pulpmills....................................	2611	9.3	0.0	5
Adhesives and Sealants.......................	2891	2.5	7.7	5
Electronic Connectors........................	3678	0.0	7.2	5
Radio and Television Receiving Sets..........	3651	0.4	7.6	5
Paints and Allied Products...................	2851	2.6	8.2	5
Chemical Preparations (not elsewhere classified)..................	2899	2.2	7.9	5
Printing Ink.................................	2893	3.2	10.2	5
Greeting Card Publishing.....................	2771	0.0	9.3	5
Natural and Processed Cheese.................	2022	46.6	4.3	5
Sanitary Paper Products......................	2647	13.1	5.1	5
Surgical and Medical Instruments.............	3841	1.0	5.7	5
Office Machines (not elsewhere classified)..................	3579	1.3	11.2	5
Calculating and Accounting Machines..........	3574	2.9	5.7	5
Papermills, Except Building Paper............	2621	11.9	1.3	5
Corrugated and Solid Fiber Boxes.............	2653	3.0	7.7	5
Plastics Materials and Resins................	2821	0.9	6.6	5
Miscellaneous Publishing.....................	2741	2.4	5.3	5
Industrial Controls..........................	3622	4.7	7.6	5
Medicinals and Botanicals....................	2833	2.2	5.3	5
Commercial Printing..........................	275A[b]	2.1	6.1	5
Lithographic Platemaking Services............	2795	2.5	9.4	5
Telephone and Telegraph Apparatus............	3661	1.8	9.6	5
Periodicals..................................	2721	2.2	6.5	5
Measuring and Controlling Devices (not elsewhere classified)..................	3829	2.2	5.3	5
Semiconductors and Related Devices...........	3674	1.6	1.8	--
Automotive Stampings.........................	3465	1.7	4.2	--
Electronic Computing Equipment...............	3573	0.6	1.5	--

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Table B-5 (continued)

Industry	SIC Code	Percent of U. S. Establishments: Wisconsin	Percent of U. S. Establishments: Illinois	Ranking Points[a]
Space Vehicle Equipment (not elsewhere classified)	3769	0.0	0.0	--
Industrial Organic Chemicals (not elsewhere classified)	2869	2.3	4.7	--
Aircraft	3721	0.0	0.0	--
Millwork	2431	3.8	3.4	--
Instruments to Measure Electricity	3825	1.7	4.3	--
Industrial Inorganic Chemicals (not elsewhere classified)	2819	0.0	4.6	--
Prefabricated Metal Buildings	3448	1.4	4.8	--
Optical Instruments and Lenses	3832	1.1	4.9	--
Gypsum Products	3275	0.0	0.0	--
Softwood Veneer and Plywood	2436	0.0	0.0	--
Paperboard Mills	2631	2.7	3.2	--
Electronic Components (not elsewhere classified)	3679	1.1	4.6	--
Wood Pallets and Skids	2448	4.2	4.0	--
Dolls	3942	0.0	0.0	--
Radio and Television Communication Equipment	3662	1.2	4.3	--
Engineering and Scientific Instruments	3811	1.9	4.9	--
Surgical Appliances and Supplies	3842	2.3	4.2	--
Sporting and Athletic Goods (not elsewhere classified)	3949	4.6	4.6	--
Wood Preserving	2491	2.1	2.1	--
Guided Missles and Space Vehicles	3761	0.0	0.0	--
Bottled and Canned Soft Drinks	2086	3.6	4.2	--

[a] Ranking points were awarded if the States of Wisconsin or Illinois included 5 percent or more of all U. S. establishments.

[b] SIC Codes: 2751, 2752, 2754.

Source: U. S. Bureau of the Census and SEWRPC.

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Table B-6

RANKING CRITERION FOUR: TARGETED INDUSTRY CLASSIFICATION LOCATED IN SOUTHEASTERN WISCONSIN IN 1985[a]

Industry	SIC Code	Number of Industry Establishments Located In Southeastern Wisconsin	Ranking Points[b]
Electronic Computing Equipment	3573	10	10
X-ray Apparatus and Tubes	3693	8	10
Industrial Organic Chemicals (not elsewhere classified)	2869	10	10
Millwork	2431	25	10
Screw Machine Products	3451	64	10
Special Dies, Tools, and Jigs	3544	238	10
Prefabricated Metal Buildings	3448	7	10
Adhesives and Sealants	2891	8	10
Paints and Allied Products	2851	14	10
Electronic Components (not elsewhere classified)	3679	28	10
Chemical Preparations (not elsewhere classified)	2899	20	10
Printing Ink	2893	8	10
Wood Pallets and Skids	2448	19	10
Radio and Television Communication Equipment	3662	15	10
Natural and Processed Cheese	2022	17	10
Surgical and Medical Instruments	3841	7	10
Surgical Appliances and Supplies	3842	16	10
Corrugated and Solid Fiber Boxes	2653	27	10
Sporting and Athletic Goods (not elsewhere classified)	3949	29	10
Plastics Materials and Resins	2821	8	10
Miscellaneous Publishing	2741	25	10
Industrial Controls	3622	27	10
Bottled and Canned Soft Drinks	2086	13	10
Commercial Printing	275A[c]	313	10
Lithographic Platemaking Services	2795	16	10
Periodicals	2721	43	10
Semiconductors and Related Devices	3674	3	--
Automotive Stampings	3465	4	--
Space Vehicle Equipment (not elsewhere classified)	3769	0	--
Aircraft	3721	0	--

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Table B-6 (continued)

Industry	SIC Code	Number of Industry Establishments Located In Southeastern Wisconsin	Ranking Points[b]
Household Cooking Equipment	3631	2	--
Instruments to Measure Electricity	3825	6	--
Industrial Inorganic Chemicals (not elsewhere classified)	2819	4	--
Household Appliances (not elsewhere classified)	3639	3	--
Optical Instruments and Lenses	3832	1	--
Gypsum Products	3275	2	--
Pulpmills	2611	0	--
Electronic Connectors	3678	0	--
Softwood Veneer and Plywood	2436	0	--
Radio and Television Receiving Sets	3651	3	--
Paperboard Mills	2631	1	--
Dolls	3942	1	--
Engineering and Scientific Instruments	3811	3	--
Greeting Card Publishing	2771	0	--
Sanitary Paper Products	2647	2	--
Office Machines (not elsewhere classified)	3579	0	--
Calculating and Accounting Machines	3574	1	--
Papermills, Except Building Paper	2621	0	--
Wood Preserving	2491	1	--
Guided Missiles and Space Vehicles	3761	0	--
Medicinals and Botanicals	2833	3	--
Telephone and Telegraph Apparatus	3661	6	--
Measuring and Controlling Devices (not elsewhere classified)	3829	4	--

[a]Southeastern Wisconsin comprises the Counties of Dodge, Jefferson, Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.

[b]Targeted industries were awarded 10 points if the total number of establishments located in southeastern Wisconsin was greater than six, or the median number of establishments for all targeted industries.

[c]SIC Codes: 2751, 2752, 2754.

Source: Wisconsin Department of Industry, Labor and Human Relations; and SEWRPC.

Table B-7

RANKING CRITERION FIVE: TARGETED INDUSTRY HAS EXHIBITED A HIGH RATE OF GROWTH

Industry	SIC Code	Industry Has Exhibited A High Rate of Growth		Ranking Points[a]
		Yes	No	
Semiconductors and Related Devices	3674	X	--	8
Automotive Stampings	3465	X	--	8
Electronic Computing Equipment	3573	X	--	8
Space Vehicle Equipment (not elsewhere classified)	3769	X	--	8
X-ray Apparatus and Tubes	3693	X	--	8
Aircraft	3721	X	--	8
Instruments to Measure Electricity	3825	X	--	8
Optical Instruments and Lenses	3832	X	--	8
Pulpmills	2611	X	--	8
Electronic Connectors	3678	X	--	8
Electronic Components (not elsewhere classified)	3679	X	--	8
Wood Pallets and Skids	2448	X	--	8
Radio and Television Communication Equipment	3662	X	--	8
Engineering and Scientific Instruments	3811	X	--	4
Household Cooking Equipment	3631	X	--	4
Paints and Allied Products	2851	X	--	4
Printing Ink	2893	X	--	4
Greeting Card Publishing	2771	X	--	4
Natural and Processed Cheese	2022	X	--	4
Sanitary Paper Products	2647	X	--	4
Surgical and Medical Instruments	3841	X	--	4
Surgical Appliances and Supplies	3842	X	--	4
Office Machines (not elsewhere classified)	3579	X	--	4
Calculating and Accounting Machines	3574	X	--	4
Papermills, Except Building Paper	2621	X	--	4
Sporting and Athletic Goods (not elsewhere classified)	3949	X	--	4
Miscellaneous Publishing	2741	X	--	4
Industrial Organic Chemicals (not elsewhere classified)	2869	--	X	--
Millwork	2431	--	X	--
Screw Machine Products	3451	--	X	--

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Table B-7 (continued)

Industry	SIC Code	Industry Has Exhibited A High Rate of Growth: Yes	Industry Has Exhibited A High Rate of Growth: No	Ranking Points[a]
Industrial Inorganic Chemicals (not elsewhere classified)	2819	--	X	--
Household Appliances (not elsewhere classified)	3639	--	X	--
Special Dies, Tools, and Jigs	3544	--	X	--
Prefabricated Metal Buildings	3448	--	X	--
Gypsum Products	3275	--	X	--
Adhesives and Sealants	2891	--	X	--
Softwood Veneer and Plywood	2436	--	X	--
Radio and Television Receiving Sets	3651	--	X	--
Paperboard Mills	2631	--	X	--
Chemical Preparations (not elsewhere classified)	2899	--	X	--
Dolls	3942	--	X	--
Corrugated and Solid Fiber Boxes	2653	--	X	--
Plastics Materials and Resins	2821	--	X	--
Wood Preserving	2491	--	X	--
Guided Missiles and Space Vehicles	3761	--	X	--
Industrial Controls	3622	--	X	--
Medicinals and Botanicals	2833	--	X	--
Bottled and Canned Soft Drinks	2086	--	X	--
Commercial Printing	275A[b]	--	X	--
Lithographic Platemaking Services	2795	--	X	--
Telephone and Telegraph Apparatus	3661	--	X	--
Periodicals	2721	--	X	--
Measuring and Controlling Devices (not elsewhere classified)	3829	--	X	--

[a]Those industries that were in the upper quartile of firms showing a difference between the level of industry shipments during the peak year in the 1972 to 1982 time period and the forecast level of industry shipments in 1985, as identified in Table B-1, were awarded eight points, and such firms that were in the second quartile were awarded four points.

[b]SIC Codes: 2751, 2752, 2754.

Source: U. S. Department of Commerce, International Trade Administration; and SEWRPC.

targeted industries that have exhibited a high rate of growth. A weight of four or eight points was assigned to the targeted industry establishments that were identified as having had a high rate of growth, indicating this criterion's importance relative to the other criteria in the priority industry attraction study. The targeted industry establishments that were in the upper quartile of firms showing a difference between the level of industry shipments during the peak year in the 1972 to 1982 time period and the forecast level of industry shipments in 1985 received eight points; and targeted industry establishments that had a rate of growth that was in the second quartile of firms showing a difference between industry shipments during the peak year in the 1972 to 1982 time period and the forecast level of industry shipments in 1985 received four points.

Ranking Criterion Six: Targeted Industry Establishments Identified by the Wisconsin Strategic Development Commission as Likely Job Generators in Wisconsin: The Wisconsin Strategic Development Commission, a gubernatorial study committee, was established to examine the State's economy and to bring together public and private sector leaders to create a strategic plan for improving economic development in the State of Wisconsin. In August 1985, the Strategic Development Commission issued The Final Report, which presents the Commission's strategic plan for the State and identifies 77 industries in Wisconsin that are "likely job generators" for the long-term future. Table B-8 lists those targeted industries that were identified as part of the Oconomowoc industry attraction study that coincide with the industries identified by the Wisconsin Strategic Development Commission as "likely job generators" in Wisconsin. As indicated in Table B-8, targeted industries that coincide with industries identified as "likely job generators" were awarded 10 points in the ranking system, or the maximum number of points, indicating this criterion's importance relative to the other criteria in the ranking system.

Ranking Criterion Seven: Targeted Industries That Complement Existing Industries in the City of Oconomowoc in 1985: The Oconomowoc Economic Plan Advisory Committee believed that locational factors that are important to a particular industry are probably important to similar types of industry. The rationale for this criterion is that industrial firms that are similar to one another may be able to utilize the same suppliers and/or customers. Table B-9 lists those targeted industries that are similar to those industries that are

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Table B-8

RANKING CRITERION SIX: TARGETED INDUSTRY ESTABLISHMENTS IDENTIFIED BY THE WISCONSIN STRATEGIC DEVELOPMENT COMMISSION AS LIKELY JOB GENERATORS IN WISCONSIN

Industry	SIC Code	Likely Job Generator[a] Yes	No	Ranking Points
Semiconductors and Related Devices	3674	X	--	10
Electronic Computing Equipment	3573	X	--	10
X-ray Apparatus and Tubes	3693	X	--	10
Aircraft	3721	X	--	10
Millwork	2431	X	--	10
Industrial Inorganic Chemicals (not elsewhere classified)	2819	X	--	10
Special Dies, Tools, and Jigs	3544	X	--	10
Optical Instruments and Lenses	3832	X	--	10
Adhesives and Sealants	2891	X	--	10
Electronic Connectors	3678	X	--	10
Softwood Veneer and Plywood	2436	X	--	10
Electronic Components (not elsewhere classified)	3679	X	--	10
Chemical Preparations (not elsewhere classified)	2899	X	--	10
Printing Ink	2893	X	--	10
Radio and Television Communication Equipment	3662	X	--	10
Office Machines (not elsewhere classified)	3579	X	--	10
Calculating and Accounting Machines	3574	X	--	10
Miscellaneous Publishing	2741	X	--	10
Commercial Printing	275A[b]	X	--	10
Telephone and Telegraph Apparatus	3661	X	--	10
Periodicals	2721	X	--	10
Automotive Stampings	3465	--	X	--
Space Vehicle Equipment (not elsewhere classified)	3769	--	X	--
Industrial Organic Chemicals (not elsewhere classified)	2869	--	X	--
Household Cooking Equipment	3631	--	X	--
Instruments to Measure Electricity	3825	--	X	--
Screw Machine Products	3451	--	X	--
Household Appliances (not elsewhere classified)	3639	--	X	--
Prefabricated Metal Buildings	3448	--	X	--
Gypsum Products	3275	--	X	--

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Table B-8 (continued)

Industry	SIC Code	Likely Job Generator[a] Yes	Likely Job Generator[a] No	Ranking Points
Pulpmills	2611	--	X	--
Radio and Television Receiving Sets	3651	--	X	--
Paperboard Mills	2631	--	X	--
Paints and Allied Products	2851	--	X	--
Wood Pallets and Skids	2448	--	X	--
Dolls	3942	--	X	--
Engineering and Scientific Instruments	3811	--	X	--
Greeting Card Publishing	2771	--	X	--
Natural and Processed Cheese	2022	--	X	--
Sanitary Paper Products	2647	--	X	--
Surgical and Medical Instruments	3841	--	X	--
Surgical Appliances and Supplies	3842	--	X	--
Papermills, Except Building Paper	2621	--	X	--
Corrugated and Solid Fiber Boxes	2653	--	X	--
Sporting and Athletic Goods (not elsewhere classified)	3949	--	X	--
Plastics Materials and Resins	2821	--	X	--
Wood Preserving	2491	--	X	--
Guided Missiles and Space Vehicles	3761	--	X	--
Industrial Controls	3622	--	X	--
Medicinals and Botanicals	2833	--	X	--
Bottled and Canned Soft Drinks	2086	--	X	--
Lithographic Platemaking Services	2795	--	X	--
Measuring and Controlling Devices (not elsewhere classified)	3829	--	X	--

[a]The Wisconsin Strategic Development Commission identified three-digit SIC Codes only.
[b]SIC Codes: 2751, 2752, 2754.

Source: Wisconsin Strategic Development Commission and SEWRPC.

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Table B-9

RANKING CRITERION SEVEN: TARGETED INDUSTRIES THAT
COMPLEMENT EXISTING INDUSTRIES IN THE CITY OF OCONOMOWOC IN 1985

Industry	SIC Code	Classification Industry Is Located in City of Oconomowoc		Points
		Yes	No	
Automotive Stampings	3465	X	--	5
Instruments to Measure Electricity	3825	X	--	5
Screw Machine Products	3451	X	--	5
Special Dies, Tools, and Jigs	3544	X	--	5
Prefabricated Metal Buildings	3448	X	--	5
Natural and Processed Cheese	2022	X	--	5
Sanitary Paper Products	2647	X	--	5
Surgical and Medical Instruments	3841	X	--	5
Surgical Appliances and Supplies	3842	X	--	5
Commercial Printing	275A[a]	X	--	5
Measuring and Controlling Devices (not elsewhere classified)	3829	X	--	5
Semiconductors and Related Devices	3674	--	X	--
Electronic Computing Equipment	3573	--	X	--
Space Vehicle Equipment (not elsewhere classified)	3769	--	X	--
X-ray Apparatus and Tubes	3693	--	X	--
Industrial Organic Chemicals (not elsewhere classified)	2869	--	X	--
Aircraft	3721	--	X	--
Millwork	2431	--	X	--
Household Cooking Equipment	3631	--	X	--
Industrial Inorganic Chemicals (not elsewhere classified)	2819	--	X	--
Household Appliances (not elsewhere classified)	3639	--	X	--
Optical Instruments and Lenses	3832	--	X	--
Gypsum Products	3275	--	X	--
Pulpmills	2611	--	X	--
Adhesives and Sealants	2891	--	X	--
Electronic Connectors	3678	--	X	--
Softwood Veneer and Plywood	2436	--	X	--
Radio and Television Receiving Sets	3651	--	X	--
Paperboard Mills	2631	--	X	--
Paints and Allied Products	2851	--	X	--

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Table B-9 (continued)

Industry	SIC Code	Classification Industry Is Located in City of Oconomowoc: Yes	No	Points
Electronic Components (not elsewhere classified)	3679	--	X	--
Chemical Preparations (not elsewhere classified)	2899	--	X	--
Printing Ink	2893	--	X	--
Wood Pallets and Skids	2448	--	X	--
Dolls	3942	--	X	--
Radio and Television Communication Equipment	3662	--	X	--
Engineering and Scientific Instruments	3811	--	X	--
Greeting Card Publishing	2771	--	X	--
Office Machines (not elsewhere classified)	3579	--	X	--
Calculating and Accounting Machines	3574	--	X	--
Papermills, Except Building Paper	2621	--	X	--
Corrugated and Solid Fiber Boxes	2653	--	X	--
Sporting and Athletic Goods (not elsewhere classified)	3949	--	X	--
Plastics Materials and Resins	2821	--	X	--
Wood Preserving	2491	--	X	--
Guided Missiles and Space Vehicles	3761	--	X	--
Miscellaneous Publishing	2741	--	X	--
Industrial Controls	3622	--	X	--
Medicinals and Botanicals	2833	--	X	--
Bottled and Canned Soft Drinks	2086	--	X	--
Lithographic Platemaking Services	2795	--	X	--
Telephone and Telegraph Apparatus	3661	--	X	--
Periodicals	2721	--	X	--

[a]SIC Codes: 2751, 2752, 2754

Source: Wisconsin Department of Industry, Labor and Human Relations; Classified Directory of Wisconsin Manufacturers: 1985; and SEWRPC.

currently located in the City of Oconomowoc. As indicated in Table B-9, targeted industries that had an industrial establishment that was located in the City of Oconomowoc were awarded five points in the ranking system, indicating this criterion's importance relative to the other criteria in the ranking system.

Ranking Criterion Eight: Targeted Industry Establishments in United States With Fewer than 100 Employees in 1982: The size of an industrial establishment is an important consideration in an industry attraction program. The Oconomowoc Economic Plan Advisory Committee indicated that the attraction of small and medium-size establishments, as measured by total employment, to the City of Oconomowoc was an important criterion. This criterion was considered important for three reasons: 1) the majority of existing city employers are relatively small in comparision to establishments located in larger cities, and, therefore, the attraction of smaller establishments would help to retain the existing character of the City's industrial base and of the City itself; 2) the attraction of smaller establishments would help to assure the availability of needed labor for the new industry given the location of the City and the size of its labor force; and 3) industrial establishments with fewer than 100 employees generated 77 percent of the net new jobs in Wisconsin from 1969 to 1976, as reported in The Job Generation Process in Wisconsin: 1969-1981, Wisconsin Department of Development. Table B-10 indicates the total number of establishments in each of the targeted industries, as well as the total number and percentage of establishments with fewer than 100 employees. A weight of five was assigned to those targeted industries whose percentage of total industry establishments with fewer than 100 employees was at or above the median percentage for all targeted industries.

Results of the Targeted Industry Ranking Process

Table B-11 sets forth the results of the ranking of the targeted industries for the priority industry attraction program. As indicated in Table B-11, the total points for each targeted industry range from 40 points for the special dies, tools, and jigs industry, electronic components industry, and commercial printing industry, industries that would be appropriate to target in an industrial attraction program for the City, to 0 points for the guided missiles and space vehicles industry, an industry that would be inappropriate to target in an attraction program.

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Table B-10

RANKING CRITERION EIGHT: TARGETED INDUSTRY
ESTABLISHMENTS IN UNITED STATES WITH FEWER THAN 100 EMPLOYEES IN 1982

Industry	SIC Code	Total Number of Establishments	Establishments With Fewer Than 100 Employees in 1982[a] Number	Percent	Points
Millwork	2431	2,121	2,027	95.6	5
Screw Machine Products	3451	1,674	1,618	96.6	5
Special Dies, Tools, and Jigs	3544	6,994	6,883	98.4	5
Prefabricated Metal Buildings	3448	477	417	87.4	5
Optical Instruments and Lenses	3832	544	461	84.7	5
Adhesives and Sealants	2891	645	612	94.9	5
Radio and Television Receiving Sets	3651	417	340	81.5	5
Paints and Allied Products	2851	1,379	1,253	90.9	5
Electronic Components (not elsewhere classified)	3679	3,373	2,925	86.7	5
Chemical Preparations (not elsewhere classified)	2899	1,309	1,224	93.5	5
Printing Ink	2893	458	442	96.5	5
Wood Pallets and Skids	2448	1,469	1,460	99.4	5
Dolls	3942	204	186	91.2	5
Engineering and Scientific Instruments	3811	851	741	87.1	5
Greeting Card Publishing	2771	144	117	81.2	5
Natural and Processed Cheese	2022	668	594	88.9	5
Surgical and Medical Instruments	3841	816	684	83.8	5
Surgical Appliances and Supplies	3842	1,228	1,096	89.2	5
Sporting and Athletic Goods (not elsewhere classified)	3949	1,403	1,269	90.4	5
Wood Preserving	2491	468	456	97.4	5
Miscellaneous Publishing	2741	1,803	1,719	95.3	5
Industrial Controls	3622	834	705	84.5	5
Medicinals and Botanicals	2833	205	172	83.9	5
Commercial Printing	275A[b]	25,231	24,590	97.5	5
Lithographic Platemaking Services	2795	692	667	96.4	5
Periodicals	2721	2,860	2,722	95.2	5
Measuring and Controlling Devices (not elsewhere classified)	3829	668	589	88.2	5
Semiconductors and Related Devices	3674	776	584	75.3	--
Automotive Stampings	3465	610	474	77.7	--
Electronic Computing Equipment	3573	1,543	1,145	74.2	--

-continued-

Table B-10 (continued)

Industry	SIC Code	Total Number of Establishments	Establishments With Fewer Than 100 Employees in 1982[a] Number	Percent	Points
Space Vehicle Equipment (not elsewhere classified)	3769	45	29	64.4	--
X-ray Apparatus and Tubes	3693	212	127	59.9	--
Industrial Organic Chemicals (not elsewhere classified)	2869	582	405	69.6	--
Aircraft	3721	158	97	61.4	--
Household Cooking Equipment	3631	72	33	45.8	--
Instruments to Measure Electricity	3825	718	566	78.8	--
Industrial Inorganic Chemicals (not elsewhere classified)	2819	622	500	80.4	--
Household Appliances (not elsewhere classified)	3639	83	58	69.9	--
Gypsum Products	3275	124	87	70.2	--
Pulpmills	2611	71	41	57.7	--
Electronic Connectors	3678	150	77	51.3	--
Softwood Veneer and Plywood	2436	223	107	48.0	--
Paperboard Mills	2631	257	118	45.9	--
Radio and Television Communication Equipment	3662	2,059	1,521	73.9	--
Sanitary Paper Products	2647	131	57	43.5	--
Office Machines (not elsewhere classified)	3579	194	123	63.4	--
Calculating and Accounting Machines	3574	66	39	59.1	--
Papermills, Except Building Paper	2621	350	134	38.3	--
Corrugated and Solid Fiber Boxes	2653	1,432	1,031	72.0	--
Plastics Materials and Resins	2821	518	378	73.0	--
Guided Missiles and Space Vehicles	3761	29	2	6.9	--
Bottled and Canned Soft Drinks	2086	1,547	1,222	79.0	--
Telephone and Telegraph Apparatus	3661	305	181	59.3	--

[a]Targeted industries whose percentage of total industry establishments with fewer than 100 employees was at or above the median percentage of 81.2 received five points.

[b]SIC Codes: 2751, 2752, 2754.

Source: U. S. Bureau of the Census and SEWRPC.

Table B-11

TOTAL RANKING OF TARGETED INDUSTRIES FOR AN INDUSTRY ATTRACTION PROGRAM IN THE CITY OF OCONOMOWOC

Industry	SIC Code	Industry Exhibiting Growth in Midwestern U. S. Region	Industry Exhibiting Growth in Wisconsin	Industry With Location in Wisconsin or Illinois	Industry Classification in Southeastern Wisconsin	Industry Exhibited A High Rate of Growth	Industry Identified as Likely Job Generator in Wisconsin	Industry Complements Existing Industry in City of Oconomowoc	Industry With Fewer Than 100 Employees	Total
Special Dies, Tools, and Jigs..	3544	1	4	5	10	--	10	5	5	40
Electronic Components (not elsewhere classified).........	3679	3	4	--	10	8	10	--	5	40
Commercial Printing............	275A[a,b]	1	4	5	10	--	10	5	5	40
Electronic Computing Equipment...........	3573	3	8	--	10	8	10	--	--	39
Printing Ink..................	2893[b]	--	4	5	10	4	10	--	5	38
Surgical and Medical Instruments...........	3841	3	4	5	10	4	--	5	5	36
X-ray Apparatus and Tubes......	3693	1	--	5	10	8	10	--	--	34
Millwork.......................	2431	1	8	--	10	--	10	--	5	34
Wood Pallets and Skids.........	2448	3	8	--	10	8	--	--	5	34
Chemical Preparations (not elsewhere classified)....	2899[b]	--	4	5	10	--	10	--	5	34
Miscellaneous Publishing.......	2741	--	--	5	10	4	10	--	5	34
Radio and Television Communication Equipment.......	3662	1	4	--	10	8	10	--	--	33
Adhesives and Sealants.........	2891	3	--	5	10	--	10	--	5	33
Prefabricated Metal Buildings..	3448	3	8	--	10	--	--	5	5	31
Optical Instruments and Lenses....................	3832	--	8	--	--	8	10	--	5	31
Industrial Controls............	3622	3	8	5	10	--	--	--	5	31
Lithographic Platemaking Services..........	2795	3	8	5	10	--	--	--	5	31
Periodicals....................	2721	--	--	5	10	--	10	--	5	30
Screw Machine Products.........	3451	--	4	5	10	--	--	5	5	29
Natural and Processed Cheese...	2022	--	--	5	10	4	--	5	5	29
Semiconductors and Related Devices..............	3674	1	8	--	--	8	10	--	--	27
Surgical Appliances and Supplies.................	3842	3	--	--	10	4	--	5	5	27
Office Machines (not elsewhere classified).........	3579	--	8	5	--	4	10	--	--	27
Electronic Connectors..........	3678	3	--	5	--	8	10	--	--	26

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Table B-11 (continued)

Industry	SIC Code	Industry Exhibiting Growth in Midwestern U. S. Region	Industry Exhibiting Growth in Wisconsin	Industry With Location in Wisconsin or Illinois	Industry Classification in Southeastern Wisconsin	Industry Exhibited A High Rate of Growth	Industry Identified as Likely Job Generator in Wisconsin	Industry Complements Existing Industry in City of Oconomowoc	Industry With Fewer Than 100 Employees	Total
Paints and Allied Products.....	2851	1	--	5	10	4	--	--	5	25
Aircraft.......................	3721[c]	1	4	--	--	8	10	--	--	23
Sporting and Athletic Goods (not elsewhere classified)....	3949	--	4	--	10	4	--	--	5	23
Automotive Stampings...........	3465	1	8	--	--	8	--	5	--	22
Instruments to Measure Electricity...........	3825	1	8	--	--	8	--	5	--	22
Calculating and Accounting Machines...........	3574	3	--	5	--	4	10	--	--	22
Industrial Inorganic Chemicals (not elsewhere classified)....	2819	3	8	--	--	--	10	--	--	21
Medicinals and Botanicals......	2833	3	8	5	--	--	--	--	5	21
Telephone and Telegraph Apparatus...........	3661	1	4	5	--	--	10	--	--	20
Industrial Organic Chemicals (not elsewhere classified)....	2869	1	8	--	10	--	--	--	--	19
Sanitary Paper Products........	2647	1	4	5	--	4	--	5	--	19
Corrugated and Solid Fiber Boxes.............	2653	--	4	5	10	--	--	--	--	19
Greeting Card Publishing.......	2771	3	--	5	--	4	--	--	5	17
Wood Preserving................	2491	3	8	--	--	--	--	--	5	16
Measuring and Controlling Devices (not elsewhere classified)....	3829	1	--	5	--	--	--	5	5	16
Plastics Materials and Resins..	2821	--	--	5	10	--	--	--	--	15
Engineering and Scientific Instruments........	3811	1	4	--	--	4	--	--	5	14
Pulpmills......................	2611[c]	--	--	5	--	8	--	--	--	13
Softwood Veneer and Plywood....	2436	3	--	--	--	--	10	--	--	13
Radio and Television Receiving Sets................	3651	--	--	5	--	--	--	--	5	10
Bottled and Canned Soft Drinks............	2086	--	--	--	10	--	--	--	--	10
Household Cooking Equipment....	3631	--	--	5	--	4	--	--	--	9
Papermills, Except Building Paper................	2621[c]	--	--	5	--	4	--	--	--	9
Space Vehicle Equipment (not elsewhere classified).....	3769[c]	--	--	--	--	8	--	--	--	8
Household Appliances (not elsewhere classified).....	3639	--	--	5	--	--	--	--	--	5
Paperboard Mills...............	2631[c]	1	4	--	--	--	--	--	--	5

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Table B-11 (continued)

Industry	SIC Code	Industry Exhibiting Growth in Midwestern U. S. Region	Industry Exhibiting Growth in Wisconsin	Industry With Location in Wisconsin or Illinois	Industry Classification in Southeastern Wisconsin	Industry Exhibited A High Rate of Growth	Industry Identified as Likely Job Generator in Wisconsin	Industry Complements Existing Industry in City of Oconomowoc	Industry With Fewer Than 100 Employees	Total
Dolls...........................	3942	--	--	--	--	--	--	--	5	5
Gypsum Products.................	3275	3	--	--	--	--	--	--	--	3
Guided Missles and Space Vehicles............	3761c	--	--	--	--	--	--	--	--	0

[a]SIC codes 2751, 2752, and 2754.

[b]This industry has the potential to have a negative impact on the local environment.

[c]This industry has locational requirements that would not be compatible with the Oconomowoc area.

Source: SEWRPC.

The targeted industries listed in Table B-11 can be classified into three priority categories: the industries that should receive highest priority in an industry attraction program, or those industries receiving from 34 to 40 points in the priority ranking system; the industries that should receive medium priority in an industry attraction program, or those industries receiving from 29 to 33 points in the priority ranking system; and the industries that should have low priority in an industry attraction program, or those industries receiving 27 points or less in the priority ranking system.

The Oconomowoc Economic Plan Advisory Committee indicated that those industry establishments that have the potential for generating hazardous waste, wastewater requiring specialized treatments, and/or air emissions requiring specialized treatments, as well as industries that would be aesthetically unappealing to the residents of the City, should be excluded from the City's targeted industries program. Accordingly, those targeted industries that received the highest priority in the ranking system were examined to determine if the manufacturing process that these industries are engaged in could have a negative impact on the local environment. The U.S. Department of Commerce, International Trade Administration, and the individual trade associations that promote these high priority-ranked industries were contacted to determine the impact of federal environmental laws on these industries, as well as the need for these industries to engage in specialized handling or treatment of wastes, discharges, and emissions.

The following industries in the high priority ranking exhibited the potential for negatively impacting the local environment: printing ink, commercial printing, and chemical preparations (not elsewhere classified). The printing ink industry manufactures gravure inks, which are utilized by the commercial printing industry in the gravure printing process. The gravure process is used for high-quality catalogs and magazines with long production runs, as well as for labels and wrappers and selected advertising materials. Gravure inks are regulated as a hazardous waste by the U.S. Environmental Protection Agency. Chemical preparations (not elsewhere classified) includes industries that manufacture a wide variety of chemicals, some of which are regulated as hazardous wastes. In addition, the Oconomowoc Economic Plan Advisory Committee determined that the wood pallets and skids industry typically includes industries that would not be aesthetically appealing to residents of the City.

In addition, six of the targeted industries identified in this study would be inappropriate to include in an industry attraction program because of their unusual locational requirements such as proximity to raw materials, components, or supplies; area required for plant location; and natural resource needs. These industries include: aircraft; pulpmills; papermills, except building paper; paperboard mills; space vehicle equipment (not elsewhere classified); and guided missles and space vehicles.

INDUSTRY ATTRACTION ACTIVITIES IN SOUTHEASTERN WISCONSIN

Forward Wisconsin, Inc., is a new marketing corporation that was formed by the Wisconsin Legislature to "retain and enhance existing Wisconsin business and industry and attract and assist business and industry to move to Wisconsin from other states or countries."[4] Forward Wisconsin is funded through a combination of public and private sector donations and is governed by a Board of Directors that includes representatives of state government, utilities, banks, educational institutions, legal firms, and key businesses.

Forward Wisconsin has developed a targeted industries program that identifies firms that have the potential for locating in Wisconsin and are economic base-oriented, or primarily involved in exporting activities. Economic base firms export products or services to other states or countries and enhance the local economy by bringing outside dollars into the state, thereby creating new jobs and improving income opportunities for state residents. Of the economic base industries identified, Forward Wisconsin is giving priority in its marketing program to industries that are growing nationally, are projected to be fast growth industries in the future, have shown good performance in Wisconsin and the Midwest, and have locational requirements that correspond with the unique assets of the State.

At the present time, Forward Wisconsin is conducting a direct mail program to selected industry establishments in its high-priority categories. Industry establishments that are being contacted include: 1) miscellaneous plastics

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[4] Marketing Plan, Forward Wisconsin, Inc., July 12, 1984, p. 10.

products (SIC Code: 3079); 2) insurance carriers (SIC Code: 63); 3) lumber and wood products (SIC Code: 24); 4) electronic computing equipment (SIC Code: 3573); 5) commercial printing (SIC Code: 275); 6) chemicals and allied products (SIC Code: 28); and 7) food and kindred products (SIC Code: 20).

Other industries included in the Forward Wisconsin targeted industries program, but not singled out at this time for their direct mail program, include: 1) industrial controls (SIC Code: 3622); 2) x-ray apparatus and tubes (SIC Code: 3693); 3) medical instruments and supplies (SIC Code: 384); and 4) computer and data processing services (SIC Code: 737).

The Wisconsin Electric Power Company (WEPCo) recently began a major industrial development program--the "I-94 Connection"--to promote the IH 94 corridor in southeastern Wisconsin from the Wisconsin-Illinois border to the City of Milwaukee, and from the City of Milwaukee to Madison, Wisconsin. The purpose of the "I-94 Connection" is to encourage the growth and diversification of existing industries in southeastern Wisconsin by promoting the unique resources of the Region. The "I-94 Connection" is also concentrating on the attraction of industry to the Region, as well as in helping entrepreneurs create new industries, with an emphasis on automated manufacturing, biomedical technology, and agrigenetics.

In the Summer of 1985, WEPCo, in cooperation with the Milwaukee Metropolitan Association of Commerce (MMAC), initiated a direct mail program to industry establishments in medical instruments and supplies (SIC Code: 384) and miscellaneous plastics products (SIC Code: 3079). WEPCo is coordinating this direct mail program with Forward Wisconsin to avoid any duplication of effort.

The high-priority industries of Forward Wisconsin's targeted industries program and WEPCo's "IH-94 Connection" coincide, in part, with the targeted growth industries identified in this study. Eight of the industries selected by Forward Wisconsin and WEPCo coincide with this study's high priority-ranked industries: commercial printing; electronic computing equipment; printing ink; surgical and medical instruments; x-ray apparatus and tubes; millwork; wood pallets and skids; and chemical preparations (not elsewhere classified). Three of the industries selected coincide with this study's medium priority-ranked industries: adhesives and sealants; industrial controls; and natural and processed cheese.

Additionally, the Oconomowoc Economic Plan Advisory Committee recommended that industries in automated manufacturing, biotechnology, agrigenetics, and food and kindred products be included in the targeted industry attraction program. The City of Oconomowoc should work closely with Forward Wisconsin and WEPCo to identify those new industries that can be classified as high technology, i.e., automated manufacturing, biotechnology, and agrigenetics. Many of the establishments in these industries are in the early stages of development and, as a result, are difficult to identify. However, economic development staff from these agencies are in the process of developing mailing lists for these high technology industries through trade show contacts and advertisements in trade journals.

Furthermore, industrial establishments in dairy products (SIC Code: 202), preserved fruits and vegetables (SIC Code: 203), and bakery products (SIC Code: 205) should be examined by the City of Oconomowoc to determine if they would complement the existing industrial establishments in the City that manufacture these food products. The strong agricultural base in southern Wisconsin provides a readily available resource for the food industry to utilize in its manufacturing process.

RECOMMENDED TARGETED INDUSTRIES PROGRAM

The industry attraction study presented herein has provided an analysis of a targeted industries program for the City of Oconomowoc. It is recommended that the City contact those high-priority industries identified in Table B-11 that would not negatively affect the local environment, and those additional industries identified by the Oconomowoc Economic Plan Advisory Committee as being desirable industries for an industry attraction program in the City. Table B-12 lists those industry establishments that the City of Oconomowoc should contact as part of a targeted industries program.

Information regarding the names, addresses, and telephone numbers of specific manufacturing establishments with the SIC codes indicated above is available

Table B-12

INDUSTRIES RECOMMENDED FOR A TARGETED INDUSTRY ATTRACTION PROGRAM IN THE CITY OF OCONOMOWOC

High-Priority Industries Identified in the Industry Attraction Program	SIC Code
Special Dies, Tools, and Jigs	3544
Electronic Components (not elsewhere classified)	3679
Commercial Printing	2751,2752[a]
Electronic Computing Equipment	3573
Surgical and Medical Instruments	3841
X-ray Apparatus and Tubes	3693
Millwork	2431
Miscellaneous Publishing	2741

Additional Industries Recommended by the Oconomowoc Economic Plan Advisory Committee	SIC Code
Automated Manufacturing....................	None
Biotechnology..............................	None
Agrigenetics...............................	None
Dairy Products.............................	202
Preserved Fruits and Vegetables............	203
Bakery Products............................	205

[a]Gravure Printing (SIC Code 2754) has been excluded.

Source: Oconomowoc Economic Plan Advisory Committee and SEWRPC.

in printed form by state for each state in the nation. The publications setting forth this information range in price from $15.00 to $125.00 and can be ordered from Manufacturing News, Inc., 4 E. Huron Street, Chicago, Illinois, 60611, telephone: (312) 337-1084.

SUMMARY AND CONCLUSIONS

This appendix has identified a number of targeted industries that an economic development program in the City of Oconomowoc could contact as a part of an industry attraction program. While the attraction of manufacturing firms to a community remains an important local economic development activity, it is becoming increasingly evident that it is necessary for a community to work to retain its existing industries and to target its industry attraction activities to those industries whose locational requirements are compatible with the physical and socioeconomic characteristics of the community, as well as compatible with the community's economic development goals.

The targeted industries that are recommended to be contacted in an industry attraction program for the City were identified as part of this study. The Southeastern Wisconsin Regional Planning Commission (SEWRPC) staff identified 53 targeted growth industries that the City could contact as part of the industry attraction program. In 1985, these targeted industries are expected to surpass their peak shipments of the 1972 to 1982 time period. Should this occur, these 53 industries will have recovered completely from any decline in industry shipments suffered during the recent national economic recession and, accordingly, will resume their long-term growth pattern. Consequently, these targeted industries should be considered to be good prospects for firm expansions and the location of branch plants in new locations. The 53 targeted industries are identified in Table B-1.

The targeted industries all have the potential for growth. However, it is important to consider locational characteristics in identifying industries for an attraction program, and to target the community's efforts at a selected few industries to improve the likelihood of locating a particular firm. Consequently, the City's Economic Plan Advisory Committee identified eight industry attraction criteria and assigned a weight to each one. These weighted criteria were utilized in prioritizing the list of targeted industries. The ranking of targeted industries for an industry attraction program resulted in three categories--high, medium, and low--of industries that can be contacted by the City. These targeted industries are listed in Table B-11. The selected industry attraction criteria and the weighting of those criteria reflect the collective, subjective judgment of the Economic Plan Advisory Committee. These judgments may change over time. The information provided herein, however, can be used to develop a new rank order list of targeted industries as perceptions and conditions change by assigning new weights to each criteria.

In addition, the targeted industries programs of Forward Wisconsin, Inc., and of the Wisconsin Electric Power Company (WEPCo) "IH-94 Connection" were examined to expand the scope of this study, and the Oconomowoc Economic Plan Advisory Committee recommended other industries to be included in an industry attraction program. Many of the targeted industries identified by the SEWRPC staff correspond to those identified in the industry attraction programs of Forward Wisconsin and WEPCo. The Economic Plan Advisory Committee recommended that the City of Oconomowoc industry attraction program include both the high priority-ranked industries identified in this study and the additional industries that have been identified. Table B-12 presents a list of industries recommended for the City's targeted industries program.

CONSUMER MARKET ANALYSIS

The creation of new manufacturing jobs has been the traditional focus of economic development activities throughout southeastern Wisconsin, as well as the United States. As a result, communities interested in improving their local economies have usually attempted to attract new manufacturing establishments to the community. It is important to consider, however, that a local economy consists of many different types of industries and that a concentration of employment in any one type of industry may be disadvantageous to the community. In addition to new manufacturing jobs, local economic development efforts should promote the growth of jobs in any enterprises that bring a flow of purchasing power into the community and find the community a particularly good place in which to do business.

Across the country, new jobs in the goods-producing industries (manufacturing, mining, construction) have not increased as fast as new jobs in the service-producing industries (transportation; communication; public utilities; wholesale and retail trade; finance, insurance, and real estate; and services.) This structural change in the U.S. economy is set forth in an article entitled "Service-Producing Sector: National Trends and Common Perceptions," by Dr. Ayse Somersan, University of Wisconsin-Extension. Dr. Somersan indicates that the goods-producing sector of the U.S. economy employed 38 percent of the total labor force in 1959, and only 28 percent of the labor force in 1981. At the same time, the share of total employment in the service-producing sector of the economy increased from 62 percent in 1959 to 72 percent in 1981.

The consumer market analysis presented herein focuses on the retail trade and service industry portion of the service-producing sector. These industries are particularly important to the City of Oconomowoc economy because of the large percentage of jobs in this area, along with the potential that exists for new job creation. In particular, the retail goods and services provided by City of Oconomowoc industries need to be analyzed to determine the types of new commercial activities that may be possible, as well as to determine the changes that have been occurring over time in the local trade area.

In addition, the way in which local retail goods and services are made available to consumers necessitates a better understanding of local market conditions. Over the past two decades, regional shopping malls have been increasing their share of the retail and service industry market and displacing central business district and other local shopping facilities. A study by the Urban Land Institute, <u>Revitalizing Downtown Retailing: Trends and Opportunities</u>, has shown that, in 1960, shopping malls accounted for 600 million square feet of gross leasable floor area and approximately 14 percent of all retail sales. By 1980, shopping malls accounted for 3 billion square feet of gross leasable floor area and approximately 40 percent of all retail sales. The impact of these changes are important to the City of Oconomowoc because of its proximity to the regional shopping malls in the Milwaukee metropolitan area.

The consumer market analysis presented herein utilizes a set of analytical methods to identify general trends in those retail trade and service industries that are growing in the City of Oconomowoc, as compared to those sectors that exhibit either a steady or declining growth pattern. The market analysis utilizes current secondary data available from state and federal agencies and provides valuable information on trends in the local economy. However, it does not present information on consumer perceptions and preferences, a necessary ingredient of a comprehensive consumer market study. Accordingly, it is recommended that a consumer survey be conducted in the spring of 1986 to collect information on the perceptions and preferences of local consumers in the City of Oconomowoc. A consumer survey, together with the market analysis included herein, will provide local business persons and local economic development practitioners with valuable information on ways to enhance and improve retail trade and service industry operations in the City.

The industry activities that are a part of this analysis include all of the retail trade industries and a sampling of the service industries. These industries are listed below, together with a summary description of each industry as provided in the Standard Industrial Classification Manual published by the U.S. Department of Commerce, Office of Federal Statistical Policy and Standards.

Building Materials, Hardware, and Garden Supplies (SIC Code: 52)

Retail establishments primarily engaged in selling lumber and other building materials, paint, glass, wallpaper, hardware, nursery stock, lawn and garden supplies, and mobile homes.

General Merchandise Stores (SIC Code: 53)

Retail stores which sell a number of lines of merchandise, such as dry goods, apparel and accessories, furniture and home furnishings, small wares, hardware, and food.

Food Stores (SIC Code: 54)

Retail stores primarily engaged in selling food for home preparation and consumption.

Automotive Dealers (SIC Code: 55)

Retail dealers selling new and used automobiles, boats, recreational and utility trailers, motorcycles, and new automobile parts and accessories.

Gasoline Service Stations (SIC Code: 554)

Retail establishments primarily engaged in selling gasoline and lubricating oils, and which may sell other merchandise or perform minor repair work.

Apparel and Accessory Stores (SIC Code: 56)

Retail stores primarily engaged in selling new clothing, shoes, hats, underwear, and related articles for personal wear and adornment, and furriers and custom tailors carrying stocks of materials.

Furniture and Home Furnishings Stores (SIC Code: 57)

Retail stores selling goods used for furnishing the home, such as furniture, floor coverings, draperies, glass and chinaware, domestic stoves, refrigerators, and other household electrical and gas appliances.

Eating and Drinking Places (SIC Code: 58)

Retail establishments selling prepared foods and drinks for consumption on the premises, and also lunch counters and refreshment stands selling prepared foods and drinks for immediate consumption.

Miscellaneous Retail Stores (SIC Code: 59)

Retail stores, such as liquor stores, used merchandise stores, mail order and catalog retailers, fuel and ice dealers, miscellaneous shopping goods stores (sporting goods, books, jewelry, camera and photographic supplies, etc.), and other retail stores (florists, tobacconists, and other specialty shops).

Drug and Proprietary Stores (SIC Code: 591)

Retail establishments engaged in the sale of prescription drugs and patent medicines, and which may carry a number of related lines such as cosmetics, toiletries, tobacco, and novelty merchandise.

Hotels and Other Lodging Places (SIC Code: 70)

Commercial and institutional establishments engaged in furnishing lodging, or lodging and meals, and camping space and camping facilities on a fee basis.

Automotive Repair, Services, and Garages (SIC Code: 75)

Establishments primarily engaged in furnishing automotive repair, rental, leasing, and parking services to the general public.

Amusement and Recreation Services, Including Motion Pictures (SIC Codes: 78 and 79)

Establishments primarily engaged in providing amusement or entertainment on payment of a fee or admission charge, such as dance halls, studios, and schools; bowling alleys; commercial sports; public golf courses; amusement parks; membership sports and recreation clubs; and production, distribution, and exhibition of motion pictures.

Legal Services (SIC Code: 81)

Establishments engaged in offering legal advice or legal services.

STUDY METHOD

The consumer market analysis examines retail trade and service industry activity through a variety of study methods that include: 1) trade area capture; 2) pull factors; 3) potential sales volume; and 4) location quotients. As previously indicated, the market analysis will provide an overview of the changes that have occurred in the above-mentioned industries over time, as well as a general indication of the strength of these industries in the City.

Trade Area Capture

Trade area capture is a method of describing the number of customers that local retail trade and service industries have attracted for the purchase of goods and services. The calculation of trade area capture incorporates income and expenditure data and assumes that local buying habits are similar to those for the state. Specifically, trade area capture estimates the number of customers attracted to a community by local retail trade and service industries by dividing actual local retail trade or service industry sales by the state per capita expenditures in these industries, adjusted by a per capita income ratio between the municipality and the state.

Table B-13 presents 1977 and 1982 trade area capture data for specific retail trade and service industries in the City of Oconomowoc, together with the actual retail trade and service industry sales for each of these industries. As shown in Table B-13, the retail trade and service industries that showed a decline in actual sales during the 1977 to 1982 time period included: Auto Repair, Services, and Garages, and Legal Services, which lost 8 and 4 percent of sales, respectively. Table B-13 also shows that drug and proprietary stores had the largest increase in total actual sales, 304 percent between 1977 and 1982. Food stores and gasoline service stations also showed a substantial increase in total actual sales--114 percent and 138 percent, respectively. While these increases in total actual sales show a moderate to significant increase in revenue monies received by local businesses, these figures are unadjusted for inflation and do not reflect the number of customers served.

Trade area capture, as mentioned previously, utilizes total actual sales by industry sector and adjusts those figures for inflation and the rate at which consumers are spending money in the state by taking into account the influence of statewide consumer buying habits and relative local income. Trade area capture represents consumer equivalents by industry sector, or the number of retail trade and service industry customers served. By comparing trade area capture over a five-year time period, a determination can be made as to how effective industry establishments in the City of Oconomowoc have been in attracting customers.

The population of the City of Oconomowoc was reported in the 1980 U.S. Census to be about 9,909 persons. In order to show an ability to draw customers from beyond the boundaries of the City, thereby demonstrating a strong retail trade and service industry market, the trade area capture for local businesses should be substantially larger than the city population.

The following identifies the trade area capture for specific industries in 1977 and 1982, as well as the percentage change in industry trade area capture during the 1977 to 1982 time period.

LU37B/ee

Table B-13

TRADE AREA CAPTURE AND PULL FACTORS FOR RETAIL TRADE AND SERVICE BUSINESSES WITHIN THE CITY OF OCONOMOWOC: 1977 AND 1982

Business	SIC Code	1977 Actual Sales (000's)	1977 Trade Area Capture[a]	1977 Pull Factor[b]	1982 Actual Sales (000's)	1982 Trade Area Capture[a]	1982 Pull Factor[b]	Percent Change 1977-1982 Actual Sales	Percent Change 1977-1982 Trade Area Capture	Percent Change 1977-1982 Pull Factor
Retail Trade										
Building Materials, Hardware, and Garden Supplies............	52	$ 8,483	31,422	3.17	$ 10,683	31,652	3.19	25.9	0.7	0.6
General Merchandise Stores..	53	1,935	3,589	0.36	2,913[3]	3,662	0.37	50.5	2.0	2.8
Food Stores.................	54	15,793	18,643	1.88	33,840	22,896	2.31	114.3	22.8	22.9
Automotive Dealers..........	55	15,934	18,915	1.91	24,895	21,972	2.22	56.2	16.2	16.2
Gasoline Service Stations...	554	5,835	17,462	1.76	13,879	19,922	2.01	137.9	14.1	14.2
Apparel and Accessory Stores...........	56	4,292	27,915	2.82	4,660	16,958	1.71	8.6	-39.2	-39.4
Furniture and Home Furnishings Stores....	57	1,635	8,957	0.90	1,735	6,245	0.63	6.1	-30.3	-30.0
Eating and Drinking Places..	58	7,079	17,912	1.81	10,300	14,402	1.45	45.5	-19.6	-19.9
Miscellaneous Retail Stores..............	59	5,964	15,605	1.57	7,455[c]	10,316	1.04	25.0	-33.9	-33.8
Drug and Proprietary Stores.....................	591	1,127	10,568	1.07	4,556	25,291	2.55	304.3	139.3	138.3
Total Retail Trade	--	$66,386	16,379	1.65	$115,969	17,541	1.77	74.7	7.1	7.3
Service Industry										
Hotels and Other Lodging Places.............	70	$ 3,492[c]	48,812	4.93	$ 6,251[c]	$48,997	4.94	79.0	0.4	0.2
Auto Repair, Services, and Garages................	75	505	5,408	0.55	464	2,978	0.30	-8.1	-44.9	-45.4
Amusement and Recreation Services........ Including Motion Pictures..	78 79	993	14,147	1.43	1,737	14,220	1.44	74.9	0.5	0.7
Legal Services...............	81	719	9,686	0.98	693	4,676	0.47	-3.6	-51.7	-52.0
Total Service Industries[d]	--	$ 9,966	15,371	1.55	$ 24,716	12,571	1.27	148.0	-18.2	-18.1

[a]Trade area capture computed for establishments with a payroll.

[b]Pull factors were computed using a 1980 population of 9,909.

[c]Sales in this business sector were estimated.

[d]Includes industries not identified in this table.

Source: U. S. Bureau of the Census; Wisconsin Department of Administration; Wisconsin Department of Revenue; and SEWRPC.

Trade Area Capture, 1977: The industries that showed a larger 1977 trade area capture than could be expected in the City of Oconomowoc include:

1. Hotels and other lodging places: 48,812 customers,
2. Building materials, hardware, and garden supplies: 31,422 customers,
3. Apparel and accessory stores: 27,915 customers,
4. Automotive dealers: 18,915 customers,
5. Food stores: 18,643 customers,
6. Eating and drinking places: 17,912 customers,
7. Gasoline service stations: 17,462 customers,
8. Miscellaneous retail stores: 15,605 customers,
9. Amusement and recreation services: 14,147 customers, and
10. Drug and proprietary stores: 10,568 customers.

The industries that showed an equivalent or smaller trade area capture than could be expected in the City of Oconomowoc include:

1. Legal services: 9,686 customers,
2. Furniture and home furnishings stores: 8,957 customers,
3. Auto repair, services, and garages: 5,408 customers, and
4. General merchandise stores: 3,589 customers.

Trade Area Capture, 1982: The industries that showed a larger 1982 trade area capture than could be expected in the City of Oconomowoc include:

1. Hotels and other lodging places: 48,997 customers,
2. Building materials, hardware, and garden supplies: 31,652 customers,
3. Drug and proprietary stores: 25,291 customers,
4. Food stores: 22,896 customers,
5. Automotive dealers: 21,972 customers,
6. Gasoline service stations: 19,922 customers,
7. Apparel and accessory stores: 16,958 customers,
8. Eating and drinking places: 14,402 customers,
9. Amusement and recreation services: 14,220 customers, and
10. Miscellaneous retail stores: 10,316 customers.

The industries that showed an equivalent or smaller 1982 trade area capture than could be expected in the City of Oconomowoc include:

1. Furniture and home furnishings stores: 6,245 customers,
2. Legal services: 4,676 customers,
3. General merchandise stores: 3,662 customers, and
4. Auto repair, services, and garages: 2,978 customers.

Trade Area Capture, 1977 to 1982: While the absolute trade area capture data for 1977 and 1982 are important, a comparison in trade area capture for specific industries over the five-year time period is also significant. Industries that showed a percentage increase or remained constant in trade area capture during the 1977 to 1982 time period include:

1. Drug and proprietary stores: 139 percent,
2. Food stores: 23 percent,
3. Automotive dealers: 16 percent,
4. Gasoline service stations: 14 percent,
5. General merchandise stores: 2 percent,
6. Building materials, hardware, and garden supplies: 1 percent,
7. Hotels and other lodging places: 0 percent, and
8. Amusement and recreation services: 0 percent.

Industries that showed a decline in trade area capture during the 1977 to 1982 time period include:

1. Legal services: -52 percent,
2. Auto repair, services, and garages: -45 percent,
3. Apparel and accessory stores: -39 percent,
4. Miscellaneous retail stores: -34 percent,
5. Furniture and home furnishings stores: -30 percent, and
6. Eating and drinking places: -20 percent.

Pull Factors

Table B-13 also lists "pull factors" for each of the retail trade and service industries under study in the City of Oconomowoc. The pull factor is a measure that is similar to trade area capture in that it indicates how effectively businesses in the community are attracting customers from outside their boundaries. However, the pull factor actually provides a number that indicates the degree to which an industry is attracting customers from outside the City in comparison to other industries. Specifically, pull factors are calculated by dividing trade area capture by the City's 1980 population. A pull factor greater than 1.0 indicates that the City is attracting customers from neighboring areas and that nonresidents, such as tourists, may be playing a significant role in the sale of goods and services. A pull factor of less than 1.0 indicates that the industry is not attracting the customers that could be expected based upon the City's population.

Industries With a 1977 Pull Factor of 1.0 or More: The City of Oconomowoc industries that showed a 1977 pull factor of 1.0 or more include:

1. Hotels and other lodging places: 4.93,
2. Building materials, hardware, and garden supplies: 3.17,
3. Apparel and accessory stores: 2.82,
4. Automotive dealers: 1.91,
5. Food stores: 1.88,
6. Eating and drinking places: 1.81,
7. Gasoline service stations: 1.76,
8. Miscellaneous retail stores: 1.57,
9. Amusement and recreation services: 1.43, and
10. Drug and proprietary stores: 1.07.

Industries With a 1977 Pull Factor of Less than 1.0: The City of Oconomowoc industries that showed a 1977 pull factor of less than 1.0 include:

1. Legal services: 0.98,
2. Furniture and home furnishings stores: 0.90,
3. Auto repair, services, and garages: 0.55, and
4. General merchandise stores: 0.36.

Industries With a 1982 Pull Factor of 1.0 or More: The City of Oconomowoc industries that showed a 1982 pull factor of 1.0 or more include:

1. Hotels and other lodging places: 4.94,
2. Building materials, hardware, and garden supplies: 3.19,
3. Drug and proprietary stores: 2.55,
4. Food stores: 2.31,
5. Automotive dealers: 2.22,
6. Gasoline service stations: 2.01,
7. Apparel and accessory stores: 1.71,
8. Eating and drinking places: 1.45,
9. Amusement and recreation services: 1.44, and
10. Miscellaneous retail stores: 1.04.

Industries With a 1982 Pull Factor of Less than 1.0: The City of Oconomowoc industries that showed a 1982 pull factor of less than 1.0 include:

1. Furniture and home furnishings stores: 0.63,
2. Legal services: 0.47,
3. General merchandise stores: 0.37, and
4. Auto repair, services, and garages: 0.30.

Pull Factors, 1977 to 1982: Absolute pull factor data for 1977 and 1982 are important because of the comparisons that can be made between industries. In addition, a comparison for specific industries over the five-year time period of this study is also significant. Industries that showed a percentage increase or remained constant in pull factors, during the 1977 to 1982 time period include:

1. Drug and proprietary stores: 138 percent,
2. Food stores: 23 percent,
3. Automotive dealers: 16 percent,
4. Gasoline service stations: 14 percent,
5. General merchandise stores: 3 percent,
6. Building materials, hardware, and garden supplies: 1 percent,

7. Amusement and recreation services: 1 percent, and
8. Hotels and other lodging places: 0 percent.

Industries that showed a decline in pull factors during the 1977 to 1982 time period include:

1. Legal services: -52 percent,
2. Auto repair, services, and garages: -45 percent,
3. Apparel and accessory stores: -39 percent,
4. Miscellaneous retail stores: -34 percent,
5. Furniture and home furnishings stores: -30 percent, and
6. Eating and drinking places: -20 percent.

Potential Sales Captured

Table B-14 identifies the percentage of potential sales that were captured by retail trade and service industries within the City of Oconomowoc in 1977 and 1982. Actual sales and potential sales for each of the industries are also included. Actual sales represents the gross sales reported by retail trade and service industry establishments in the City, while potential sales refers to the volume of sales that could be expected based upon the trade area population. Specifically, potential sales were calculated by multiplying the City of Oconomowoc trade area population by the state per capita expenditures adjusted by a per capita income ratio between the municipality and the state for the years 1977 and 1982. Trade area population for the City of Oconomowoc was calculated using Reilly's Law of Retail Gravitation[5] and was estimated to be 24,223 in 1977 and 25,374 in 1982. Potential sales captured of greater than 100 percent indicate that industry establishments in the City are exceeding their potential for the sale of goods and services and, thereby, exhibit a strong consumer market. Potential sales captured of less than 100 percent

[5] Reilly's Law of Retail Gravitation defines the size and shape of a community's trade area and the maximum distance that customers will travel to shop in a particular community. A formula is used to define the trade area that divides the distance between the municipality being studied and neighboring municipalities by a population ratio, which adjusts for the differences in population between the municipalities.

indicate that the community is losing sales of goods and services and that industry establishments in the City exhibit a weak consumer market.

As shown in Table B-14, only three industry sectors realized their potential sales during 1977: hotels and other lodging places, 202 percent; building materials, hardware, and garden supplies, 130 percent; and apparel and accessory stores, 115 percent. The following industry sectors all captured less than one-half of their potential sales in 1977: drug and proprietary stores, 44 percent; legal services, 40 percent; furniture and home furnishings stores, 37 percent; auto repair, services, and garages, 22 percent; and general merchandise stores, 15 percent.

During 1982, hotels and other lodging places captured 193 percent of its potential sales, and building materials, hardware, and garden supplies captured 125 percent of its potential sales, but both industry sectors lost 4 percent of their potential sales over the 1977 to 1982 time period. Drug and proprietary stores increased its potential sales captured to 100 percent. The following industry sectors all captured less than one-half of their potential sales in 1982: miscellaneous retail stores, 41 percent; furniture and home furnishings stores, 25 percent; legal services, 18 percent; general merchandise stores, 14 percent; and auto repair, services, and garages, 12 percent.

Four industry sectors increased their potential sales captured between 1977 and 1982: drug and proprietary stores, 129 percent; food stores, 17 percent; automotive dealers, 11 percent; and gasoline service stations, 9 percent. The potential sales captured in all other industry sectors declined from 1977 to 1982. Apparel and accessory stores experienced the most dramatic decrease in potential sales during this time period, with a percentage point change of -42 and losing 48 percent in potential sales captured from 1977 to 1982.

Location Quotients

Location quotients provide a measure of a community's specialization in particular retail trade and service industries, and identify the extent to which local customers are spending monies in nonlocal markets. Specifically, location quotients are calculated by dividing the percent local employment by the

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Table B-14

PERCENTAGE OF POTENTIAL SALES CAPTURED BY RETAIL TRADE AND SERVICE BUSINESSES WITHIN CITY OF OCONOMOWOC: 1977 AND 1982

Business	SIC Code	1977 Actual Sales (000's)	1977 Potential Sales (000's)	1977 Percent Potential Sales Captured	1982 Actual Sales (000's)	1982 Potential Sales (000's)	1982 Percent Potential Sales Captured	Percent Point Change 1977-1982
Retail Trade								
Building Materials, Hardware, and Garden Supplies	52	$ 8,483	$ 6,539	129.7	$ 10,683	$ 8,564	124.7	-3.9
General Merchandise Stores	53	1,935	13,059	14.8	2,913[a]	20,181	14.4	-2.7
Food Stores	54	15,793	20,520	77.0	33,840	37,503	90.2	17.1
Automotive Dealers	55	15,934	20,406	78.1	24,895	28,750	86.6	10.9
Gasoline Service Stations	554	5,835	8,094	72.1	13,879	17,677	78.5	8.9
Apparel and Accessory Stores	56	4,292	3,724	115.2	4,660	6,973	66.8	-42.0
Furniture and Home Furnishings Stores	57	1,635	4,422	37.0	1,735	7,050	24.6	-33.5
Eating and Drinking Places	58	7,079	9,573	74.0	10,300	18,147	56.8	-23.2
Miscellaneous Retail Stores	59	5,964	9,258	64.4	7,455[a]	18,336	40.7	-36.8
Drug and Proprietary Stores	591	1,127	2,583	43.6	4,556	4,571	99.7	128.7
Total Retail Trade	--	$66,386	$98,178	67.6	$115,969	$167,751	69.1	2.2
Service Industry								
Hotels and Other Lodging Places	70	$ 3,492[a]	$ 1,733	201.5	$ 6,251[a]	$ 3,237	193.1	-4.2
Auto Repair, Services, and Garages	75	505	2,262	22.3	464	3,954	11.7	-47.5
Amusement and Recreation Services	78	993	1,700	58.4	1,737	3,099	56.0	-4.1
Including Motion Pictures	79							
Legal Services	81	719	1,798	40.0	693	3,760	18.4	-54.0
Total Service Industries[b]	--	$ 9,966	$15,705	63.5	$ 24,716	$ 49,888	49.5	-22.0

[a]Sales in this business sector were estimated.

[b]Includes industries not identified in this table.

Source: U. S. Bureau of the Census; Wisconsin Department of Administration; Wisconsin Department of Revenue; and SEWRPC.

percent national employment in various industry sectors. A location quotient of less than 1.0 indicates that the particular industry sector may be satisfying local needs, but that gaps exist in the local economy. A location quotient of greater than 1.0 indicates that the community is specialized in that area and that the particular industry sector is probably bringing in revenue from outside the community.

Table B-15 shows location quotients for the various industries under study in Waukesha County in 1982. This information was compiled to provide a countywide perspective on trends identified in Tables B-13 and B-14.

As indicated in Table B-15, the following retail trade and service industries show location quotients of greater than 1.0, and, therefore, indicate a degree of specialization: amusement and recreation services, 1.21; building materials, hardware, and garden supplies, 1.16; gasoline service stations, 1.06; and general merchandise stores, 1.02. Industry sectors showing a lower degree of specialization include: drug and proprietary stores, 0.96; automotive dealers, 0.94; eating and drinking places, 0.89; hotels and other lodging places, 0.87; furniture and home furnishings stores, 0.82; food stores, 0.82; and miscellaneous retail stores, 0.78. Finally, business sectors showing a very low degree of specialization include: apparel and accessory stores, 0.59; auto repair, services, and garages, 0.56; and legal services, 0.38.

SUMMARY AND CONCLUSIONS

The market analysis presented herein provided an examination of specific retail trade and service industries in the City of Oconomowoc. This examination identified general trends in the City's economy. The results of this analysis are presented below.

Building Materials, Hardware, and Garden Supplies (SIC Code: 52)

The building materials, hardware, and garden supplies industry demonstrated an ability to attract customers and capture potential sales within the City of Oconomowoc and the surrounding trade area. This sector had the second largest trade area capture and percent of potential sales captured in 1982 of the

Table B-15

LOCATION QUOTIENTS FOR WAUKESHA COUNTY AND THE UNITED STATES: 1982

Business	Sic Code	Employment: 1982				Location Quotient
		Waukesha County		United States		
		Number	Percent[a]	Number	Percent[a]	
Retail Trade						
Building Materials, Hardware, and Garden Supplies...........	52	852	0.80	512,033	0.69	1.16
General Merchandise Stores...............	53	2,780	2.60	1,892,391	2.55	1.02
Food Stores..............................	54	2,776	2.60	2,365,475	3.18	0.82
Automotive Dealers.......................	55	1,428	1.34	1,061,688	1.43	0.94
Gasoline Service Stations................	554	926	0.87	607,988	0.82	1.06
Apparel and Accessory Stores.............	56	748[b]	0.74[c]	942,071[b]	1.26[c]	0.59
Furniture and Home Furnishings Stores....	57	643	0.60	540,910	0.73	0.82
Eating and Drinking Places...............	58	5,961	5.58	4,644,166	6.25	0.89
Miscellaneous Retail Stores..............	59	1,625	1.52	1,450,744	1.95	0.78
Drug and Proprietary Stores..............	591	693	0.65	504,689	0.68	0.96
Total Retail Trade	--	19,310	18.06	15,280,312	20.57	0.88
Service Industry						
Hotels and Other Lodging Places..........	70	1,411	1.32	1,131,278	1.52	0.87
Auto Repair, Services, and Garages.......	75	463	0.43	571,290	0.77	0.56
Amusement and Recreation Services........	79[d]	1,319	1.23	758,805	1.02	1.21
Legal Services...........................	81	316	0.30	581,263	0.78	0.38
Total Service Industries[e]	--	23,988	22.44	18,581,939	25.01	0.90

[a]Percents calculated using total employees for Waukesha County (106,896) and United States (74,297,252) in 1982.

[b]1981 employment.

[c]Percent calculated using total employees for Waukesha County (101,629) and United States (74,848,771) in 1981.

[d]Motion Pictures (SIC Code: 78) are excluded in this analysis because of data suppression.

[e]Includes industries not identified in this table.

Source: U. S. Bureau of the Census and SEWRPC.

industry sectors studied. In addition, building materials, hardware, and garden supplies showed stability over the 1977 to 1982 time period with a relatively constant level of activity. The location quotient analysis indicated that this industry is also strong throughout Waukesha County.

General Merchandise Stores (SIC Code: 53)

The general merchandise stores industry had one of the weakest showings of all industries in this analysis. This industry had a trade area capture and pull factor in 1982 that equalled only 37 percent of the City's 1980 population, while capturing only 14 percent of the industry sector's potential sales. This industry showed a relatively constant trade area capture and percent of potential sales captured during the 1977 to 1982 time period. Importantly, the location quotient analysis indicated that throughout Waukesha County general merchandise stores are a substantial part of the local economy, and, as a result, this consumer need is being met by establishments located throughout Waukesha County, as well as by establishments in Milwaukee County.

Food Stores (SIC Code: 54)

The food stores industry was relatively strong in the City of Oconomowoc and demonstrated an ability to attract customers from the City of Oconomowoc and the surrounding trade area, and captured the majority of its potential sales in 1982. In addition, this industry showed growth in trade area capture and percent of potential sales captured during the 1977 to 1982 time period. The location quotient analysis indicated that the City of Oconomowoc market is similar to Waukesha County's for this industry. It is important to indicate, however, that this industry is currently experiencing a high degree of competition, expecially in the area of discount food stores.

Automotive Dealers (SIC Code: 55) and
Gasoline Service Stations (SIC Code: 554)

The automotive dealers and gasoline service station industries were relatively strong in the City of Oconomowoc, with a trade area capture and percent potential sales captured that demonstrated competitiveness in the marketplace. In addition, these industries grew at a modest rate from 1977 to 1982. The location quotient analysis indicated that the automotive dealers and gasoline service stations industries were competitive throughout Waukesha County.

Apparel and Accessory Stores (SIC Code: 56)

The apparel and accessory stores industry demonstrated an ability to attract customers into the City of Oconomowoc, but captured only two-thirds of its potential sales in 1982. In addition, this industry showed a substantial decline in trade area capture and percent of potential sales captured during the 1977 to 1982 time period. The location quotient analysis indicated that this industry is weak throughout Waukesha County, and, therefore, a consumer market may exist for new establishments in this industry.

Furniture and Home Furnishings Stores (SIC Code: 57)

The furniture and home furnishings stores industry demonstrated an inability to attract customers from the City of Oconomowoc and the surrounding trade area and captured only one-quarter of its potential sales in 1982. In addition, the industry showed a substantial decline in trade area capture and percent of potential sales captured during the 1977 to 1982 time period. The location quotient analysis indicated that this industry is much stronger in other parts of Waukesha County, and, therefore, consumer needs are being met, in part, by stores in communities in proximity to the City of Oconomowoc.

Eating and Drinking Places (SIC Code: 58)

The eating and drinking places industry demonstrated an ability to attract customers from the City of Oconomowoc and the surrounding trade area, but captured only about one-half of its potential sales in 1982. In addition, the industry had a modest decline in trade area capture and percent of potential sales captured during the 1977 to 1982 time period. The location quotient analysis indicated that this industry is competitive throughout Waukesha County. Given the recent improvements to the downtown area, and the proximity of the Olympia Resort and Spa to the City, additional establishments in this industry may be successful in the City.

Miscellaneous Retail Stores (SIC Code: 59)

The miscellaneous retail stores industry demonstrated an ability to attract customers from the City of Oconomowoc and the surrounding trade area, but captured less than one-half of its potential sales in 1982. In addition, the industry showed a substantial decline in trade area capture and percent of potential sales captured during the 1977 to 1982 time period. The location quotient analysis indicated that this industry is much stronger in other parts of Waukesha County. However, new businesses in this industry may be successful if they can identify local consumer goods that are in demand, or a unique type of retail good that would appeal to consumers.

Drug and Proprietary Stores (SIC Code: 591)

The drug and proprietary stores industry demonstrated an ability to attract customers from the City of Oconomowoc and the surrounding trade area and captured the majority of its potential sales in 1982. In addition, this industry showed the largest increase in trade area capture and percent of potential sales captured during the 1977 to 1982 time period of all the industries studied. The larger percent of older adults in the City's population may in part affect the success of this industry, as well as any new establishments that may be oriented to an older adult population. The location quotient analysis indicated that this industry is strong throughout Waukesha County.

Hotels and Other Lodging Places (SIC Code: 70)

The hotels and other lodging places industry had the largest trade area capture and percent of potential sales captured of all industry sectors included in this analysis. In addition, this industry sector showed a relatively constant trade area capture and percent of potential sales captured during the 1977 to 1982 time period. The substantial trade area capture and percent of potential sales captured shows the ability of this industry to attract tourists and other nonresidents to the City and provides the City with an opportunity to attract some of these individuals into the central business district and surrounding areas to purchase retail goods and services. The location quotient analysis indicated that the hotels and other lodging places industry is also strong throughout Waukesha County.

Auto Repair, Services, and Garages (SIC Code: 75)

The auto repair, services, and garages industry demonstrated an inability to attract customers from the City of Oconomowoc and the surrounding trade area and captured only 12 percent of its potential sales in 1982. In addition, there was a substantial decline in trade area capture and percent of potential sales captured during the 1977 to 1982 time period. The location quotient analysis indicated that the auto repair, services, and garages industry is also weak throughout Waukesha County, and, as a result, the majority of this consumer need is being met by industry establishments located outside Waukesha County and by automotive dealers who are performing this type of service.

Amusement and Recreation Services, Including Motion Pictures (SIC Codes: 78 and 79)

The amusement and recreation services industry demonstrated an ability to attract customers from the City of Oconomowoc and the surrounding trade area, but captured only about one-half of its potential sales in 1982. In addition, this industry showed stability during the 1977 to 1982 time period with a relatively constant level of activity. The location quotient analysis indicated that the amusement and recreation services industry is strong throughout Waukesha County. Across the country, persons are spending a larger percentage of their time seeking recreation-type services. This pursuit, as well as the recreation services available at the Olympia Resort and Spa, may provide an opportunity for new business establishments in the City.

Legal Services (SIC Code: 81)

The legal services industry demonstrated an inability to attract customers from the City of Oconomowoc and the surrounding trade area, and captured only 18 percent of its potential sales in 1982. In addition, this industry showed a substantial decline in trade area capture and percent of potential sales captured during the 1977 to 1982 time period. The location quotient analysis indicated that the legal services industry is very weak throughout Waukehsa County and, as a result, the majority of this consumer need is being met by industry establishments located outside Waukesha County.

Closing Remarks

The preceding analysis describes the market conditions for various retail trade and service industries in the City of Oconomowoc during the 1977 and 1982 time period. In 1977, the U.S. economy was still growing at a steady rate and inflation was moderate. By 1982, however, the recession which began in 1980 had severely impacted the growth of the U.S. economy. The retail trade and service industries, while less severely impacted by a downturn in the economy than most other industries, such as manufacturing and construction, still could be expected to show sales declines. A comparison of the performance of retail trade and service industries over this time period is useful because it represents, perhaps, the best and worst economic conditions of the past decade.

As presented in Table B-16, the retail trade and service industries analyzed herein can be placed into one of three categories: 1) growth industries; 2) industries with a limited market; and 3) industries that lost sales during the five-year period.

The industries classified as exhibiting growth in Table B-16 include: building materials, hardware, and garden supplies; food stores; automotive dealers; gasoline service stations; drug and proprietary stores; and hotels and other lodging places. The analysis conducted as a part of this study showed that these industries were competitive during the 1977 to 1982 time period and could, based upon this historical growth, be expected to continue showing growth. Food stores, gasoline service stations, and drug and proprietary stores are industry establishments that provide convenience goods or merchandise that is purchased and consumed on a somewhat daily basis. Establishments in these industries have a stable market and usually serve individuals in the nearby community. Building materials, hardware, and garden supplies and automotive dealers represent industries that provide comparison goods or merchandise that is subject to longer term consumption. Establishments in these sectors have a more competitive market and will be more directly affected by industry establishments located in nearby communities.

The industries classified as having a limited market in Table B-16 include: general merchandise stores and auto repair, services, and garages. These industries showed limited sales in 1977 and a lack of growth during the 1977 to 1982 time period. To a degree, it can be assumed that the majority of the consumer purchases in these industries are being made throughout Waukesha and surrounding counties, and it is unlikely that sales in these industries could be expanded in the City of Oconomowoc.

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Table B-16

STATUS OF RETAIL TRADE AND SERVICE
SECTORS IN THE CITY OF OCONOMOWOC: 1977-1982

Status	SIC Code
Growth Industries	
Building Materials, Hardware, and Garden Supplies	52
Food Stores	54
Automotive Dealers	55
Gasoline Service Stations	554
Drug and Proprietary Stores	591
Hotels and Other Lodging Places	70
Industries With a Limited Market	
General Merchandise Stores	53
Auto Repair, Services, and Garages	75
Industries That Lost Sales During the Time Period	
Apparel and Accessory Stores	56
Furniture and Home Furnishings Stores	57
Eating and Drinking Places	58
Miscellaneous Retail Stores	59
Amusement and Recreation Services, Including Motion Pictures	78, 79
Legal Services	81

Source: SEWRPC.

The industries classified as having lost sales during the five-year period include: apparel and accessory stores; furniture and home furnishings stores; eating and drinking places; miscellaneous retail stores; amusement and recreation services; and legal services. These industries' lack of trade area capture could be interpreted as an indication of a potential market for new industry establishments. However, the decline in sales in these industries during the 1977 to 1982 time period indicates that new business ventures in these industries could be unsuccessful. Currently, local consumers of these goods and services have established shopping and consumption patterns throughout Waukesha County, as well as other nearby counties, including the populous Milwaukee County. Therefore, business persons contemplating business ventures in these industries should conduct a detailed analysis of the potential for a successful business in these industries, and should prepare a detailed business plan.