

Item # 19

**City of Carson City
Agenda Report**

Date Submitted: April 21, 2010

Agenda Date Requested: May 6, 2010
Time Requested: 10 Minutes

To: Mayor and Supervisors
From: Public Works and Office of Business Development

Subject Title: Action to direct staff to investigate leasing, lease-purchase, or purchase of the former Fireside Building and property (APN's 004-215-07, 004-202-01 and 004-202-02) for a possible location for a Business Resource Center.

Staff Summary: This action provides for staff to investigate acquisition of the former Fireside Building and property for use by the City for locating a Business Resource Center which would be comprised of the offices of Planning, Building, Business License, and the Office of Business Development which is proposed to be combined with the aforementioned offices as part of consolidation of city government. Any costs would be supported from savings resulting from downsizing in the budget of the Office of Business Development.

Type of Action Requested: (check one)

- Resolution Ordinance
- Formal Action/Motion Other (Specify)

Does This Action Require A Business Impact Statement: Yes No

Recommended Board Action: I move to direct staff to investigate leasing, lease-purchase, or purchase of the former Fireside Building (APN 004-215-07, 004-202-01 and 004-202-02) for a possible location for a Business Resource Center.

Explanation for Recommended Board Action: The proposed business resource center will bring together under one roof our Permit Center, Planning Department, Business Development Department with the specific goal of providing easy access to our business assistance services. It is anticipated that the Nevada Small Business Development Center and various other economic development entities will assist with a line of business services focused on job creation, filling empty buildings and diversifying our local economy.

Applicable Statute, Code, Policy, Rule or Regulation: NA

Fiscal Impact: Approximately \$95,000 annually

Explanation of Impact: Offset of costs from budget reductions as a result of consolidation of offices and reduction in Business Development Office budget.

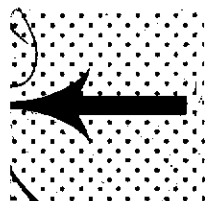
Funding Source: Redevelopment Funds.

Alternatives: NA

Supporting Material: Draft Business Plan for the Resource Center

Prepared By: Andrew Burnham, Public Works Director

[Signature]



Reviewed By:

[Signature]
(Business Development)

Date: 4/27/10

[Signature]
(City Manager)

Date: 4/27/10

[Signature]
(District Attorney)

Date: 4/27/10

[Signature]
(Finance Director)

Date: 4/27/10

Board Action Taken:

Motion: _____

1) _____

Aye/Nay

2) _____

(Vote Recorded By)



CARSON CITY OFFICE OF BUSINESS DEVELOPMENT

Business Resource Center

To: Larry Werner, City Manager and the Board of Supervisors
From: Joe McCarthy, Director
Re: Draft Business Planning for the Business Resource Center
Date: April 26, 2010

Advancing the Board's Goal for Economic Development

The Carson City Board of Supervisor's primary economic development goal remains "to work with the business community, small business entrepreneurs and the public to encourage business startups and business recruitment, expansion and retention." To accomplish this goal, the Board of Supervisors and the City Manager will bring to life, manage and financially sustain the Business Resource Center in the historic Fireside Building at 108 East Proctor, directly across the street from City Hall. This Resource Center will integrate local business support services in a convenient, one-stop, easy-to-use combination of City services and a full spectrum of assistance to help our local businesses prosper. The City service component of the Center will bring together, under one roof, the Planning Division and Development Engineering, and an easy-to-use Permit Center that provides business licensing and building compliance. The resource component of the Center will draw heavily on community-wide access to information resources, targeted business assistance services and economic development strategies intended to enhance job opportunities, stimulate new job creation and diversify our local economy.

Mission of the Business Resource Innovation Center: The Business Resource Center will have as its core mission to provide essential business information, regulatory requirements, business-planning tools, business-related programming and instruction. Key to a healthy economy is the City's commitment to making available an efficient level of customer service and effectiveness in its day-to-day operations.

The Various Ways that the Business Resource Center Comes to Life:

On the second floor, approximately 4,000 square feet, the business person will find a hub of essential City services manned by the staffs of the Permit Center:

- **Planning Division:** Coordinates long-range community development planning, land development assistance, zoning changes and variances and historic preservation initiatives. The planning and zoning permit applications include major project review (MPR), special use permits, sign permits and parcel and subdivision maps.
- **Community Development Block Grant (CDBG) Program:** The Planning Division administers the federally funded HUD program that oversees various projects that serve Carson City's low-to-moderate income population. Carson City annually receives approximately \$400,000 to allocate 65 percent to capital projects, 15 percent for public service projects and 20 percent for planning and administration.
- **Building Division:** Oversees building permit plan reviews, building inspections of construction projects consistent with codes and standards. Permit applications and approvals include residential and commercial projects.
- **Business License Division:** Processes applications and permits and provides general information and assistance with the City permitting processes including short-term special events permits and business licenses, home occupations and liquor licenses. This location provides customer convenience in close proximity to the Secretary of State's office, where customers must also file business license forms.
- **Development Engineering:** Reviews site civil engineering, grading plans, flood plain information, utility extension requirements for water, sewer, storm sewer, and reclaimed water, rights-of-way and easements, land division maps and infrastructure drawings. Permit applications include grading, and water and sewer connections.

The first floor, approximately 4,400 square feet, will focus primarily on:

- **Business Support & Technical Assistance:** Business related programming and instruction such as locating financial resources, marketing and business planning, addressing regulatory requirements, environmental, legal, insurance, accounting, real estate issues, customized research, on-line business portals, and barriers-to- entry.
- **Communication and Media Support:** The Center will integrate the resources associated with the Media Center at the Brewery Arts Center that serves as Carson Access TV/ BACTV and various local governments' public information needs.
- **Redevelopment programs:** The Redevelopment Authority has the responsibility to achieve the objectives of its redevelopment plans by

providing sufficient public infrastructure and public-private assistance programs that retain and expand business.

- **Collaborations:** The Center will work closely with potential partners such as :

- Nevada Small Business Development Center (NSBDC)
- Northern Nevada Development Authority (NNDAA)
- Western Nevada College (WNC)
- University of Nevada in Reno
- Carson City Area Chamber of Commerce
- Carson City Downtown Business Association
- Nevada Business Connections
- Commercial and Residential Broker community
- Builders Association of Western Nevada
- Carson City Manufacturers
- Carson City Arts and Culture Coalition

Business Planning at the Business Resource Innovation Center

- A critical mass of innovative businesses leads to local workers who become trained, skilled workers who move here from elsewhere and related businesses that spring up close by. More skilled labor then becomes available, the cluster of industries grows even more and we begin to benefit from an economy of scale.
- Carson City will be able to build its economy from the “inside out” and create an environment for small local companies to be the underlying, long-term source of our economy’s jobs and wealth.
- “Ideas drive companies and economies.” Communities throughout the nation and the world with the highest rate of successful startups and small businesses have the most vibrant economies in terms of producing jobs and wealth.
- **Competitive advantage:** Individuals, firms and places win when they recognize their competitive advantages:
 - A distinct advantage is what we already have in natural amenities. Compared to other larger cities in close proximity, we have less traffic, less air pollution, and little crime. Nowadays, many talented, educated people are making lifestyle choices by moving to rural or small city type settings for obvious quality of life reasons.
 - With technology today, boundaries have disappeared. Virtually any business in an urban setting can be geared to the Sierra Region, including Carson City.
 - Livable communities have quality affordable housing, good schools, trained workers, green space, cultural amenities, access to financing (community banks), and supportive expertise in starting and running businesses.

- Growing businesses need access to the latest business information and research services, a coordinated interface between strategic business counseling, dedicated business research assistance and internet support services. Startups, gazelles, second-stage companies and local feeder companies that are part of the supply chain all want to grow, have an external market and management capability and unique products and services to sell.

Goals of the Resource Innovation Center and of Business Incubation in General:

- Create a local culture that has a positive view of entrepreneurial activity, risk and innovation, new ideas and intellectual stimulation.
- Create clusters around our core business niches.
- Improve and leverage local assets and amenities.
- Invest in our people.
- Enrich our supply of equity capital and intellectual capital to support innovative entrepreneurial efforts.
- Tap technologies suitable to our region.
- Invest in 21st Century Infrastructure.
- Find and train workers with experience and expertise.
- Foster regional governance and regional partnerships.
- Ensure access to community assets such as cultural institutions, higher education, government programs, and business services providers.
- Reduce reliance on incentives or tax breaks, and instead, invest in the community, not just the company.
- Emphasize sophisticated corporate level tools and scientific principles that address business survival in uncertain times, such as:
 - i. database researching
 - ii. geographic information systems
 - iii. search engine optimization
 - iv. angel and venture capital solicitation
 - v. social network mapping to the business and entrepreneurial community

Key Questions

1. What are success factors?
 - How well will the concept be received by policy makers?
 - How well it is received by the community?
 - How well will it be supported by the business community?
 - How will the Center be managed as a successful enterprise?
 - How will the Center set the standard for the businesses it serves?
 - Will it provide an increase in survival rates of small businesses?

- Will there be a sufficient volume of companies benefitting from the program?
 - Will it create new jobs, how many?
 - Will it sufficiently serve the low-to-moderate income population?
 - Does the program lead to a climate of networking, collaboration and clustering?
 - Is there key management to administer and monitor the program?
 - Is the program located in a strategic and attractive location?
2. Have we listed all the economic policy needs?
- To create employment and wealth
 - To promote innovation
 - To grow industry clusters
 - To link with our institutional partners
3. What are the fundamentals of a successful program?
- Make it easy to comply with requirements associated with business creation.
 - Encourage entrepreneurship that is empowered by the City, not burdened by unnecessary "red-tape."
 - Generate wealth creation and ownership.
 - Foster commitment to community and service to others.

Appended to this plan is a one-page pro-forma operating budget. Here is a description of the budget and its implications:

- The key to developing this pro-forma has been estimating activity in all programmable space at the Fireside Building. While it is not an exact estimate of activity until design is completed, it does provide a basis for projecting revenues, expenses and critical uses.
- This pro-forma should be considered a "live" model, one that can be adjusted based on changing circumstances and assumptions. It is fundamentally a tool to help prepare for operation of this Business Resource Center
- Operating expenses relate to only the physical operation of the Business Resource Center, its fundamental operations, occupancy costs, basic office services and systems, and the annual debt service on the property, if the City elects to purchase the property. The pro-forma operating budget does not include individual budgeted expenses specific to the execution of the missions of the Office of Business Development, the Planning Division, the Building Division, Development Engineering and the Permit Center.

Evaluation Factors

Important tools in the economic development and community development toolkits are the measurement of the number of clients served, new job opportunities for area residents, creation

of higher wage jobs, master planning goals and objectives, better leveraged intellectual property from educational and research institutes, contributions to the growth and success of emerging technology businesses, and the generation of new tax revenues for Carson City. These factors will be developed to provide the long-term metrics against which to measure the success of the program.

Steps to Rollout:

- April 25, 2010, complete the Business Plan, including three-year operational budget.
- Conduct ongoing outreach with the business community and the potential partners to solicit feedback, advice and direction.
- May 6, 2010, BOS authorizes staff to proceed with process to either lease or purchase a suitable Downtown space to house the Business Resource Center
- May 10, 2010, begin negotiations
- May 20, 2010, Board of Supervisors approves the purchase or lease agreement
- July 1, 2010, close on the property
- July 15, 2010, occupy the property
- August 1, 2010, open the Business Resource Center

Growing Local Economies

**Free and Low-Cost
Information Resources for
Supporting Local
Entrepreneurs**

October 2008

A White Paper from **Growing Local Economies**

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Free and Low-Cost Information Resources for Supporting Local Entrepreneurs

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Free and Low-Cost Information Resources for Supporting Local Entrepreneurs

*Prepared by Christine Hamilton-Pennell, Growing Local Economies
Updated October 2008*

General Sites (Business Advice)

AllBusiness, <http://www.allbusiness.com/>, offers a number of short articles on all aspects of running a small business. You can find information on topics such as starting a business, incorporation, sales and marketing, accounting and finance, franchises, buying and selling a business, insurance, and Internet and technology. A variety of business forms and guides are available for purchase.

BizToolkit, <http://www.biztoolkit.org/>, is a free gateway to "the Web's best business information sources, as selected by the nation's top Business Information Experts at the James J. Hill Reference Library." The site includes business information tools, databases, and research resources that are keyed to the stages of business ownership, from exploring, to growing, to selling a business.

Business Week Online – Small Biz, <http://www.businessweek.com/smallbiz/index.html>, offers news and advice for entrepreneurs on topics such as marketing, sales, leadership, and technology. There are special "resource centers" on opening a franchise, comparing salaries, and purchasing health insurance and retirement plans.

Entrepreneur.com, <http://www.entrepreneur.com/>, has a vast array of resources on starting a business, buying a franchise, growing a home-based business, business opportunities, money and finance, sales and marketing, management, e-business, technology, and other topics.

EntrepreneurialConnection.com, <http://www.entrepreneurialconnection.com>, powered by the National Association of the Self-Employed, offers free weekly learning modules and trend alerts on topics vital to the success of the self-employed and micro-entrepreneurs (with less than 10 employees). Topics in the archives include creating a marketing plan, avoiding home business mistakes, selling to the feds, and succession planning. You can also subscribe to a free e-newsletter, Get Connected.

My Entre.Net, <http://www.myentre.net/index.php>, provided by the University of Northern Iowa Regional Business Center, is designed for small business owners. It offers specialized resources tailored to the profile of the business (provided as part of the required site registration process). One useful resource is a selection of dozens of general business research documents on topics such as pricing your product, marketing your business, avoiding patent and trademark problems, and developing an online presence.

My Own Business, <http://www.myownbusiness.org/>, is a free Internet course for anyone starting a business. It provides 12 lessons covering topics such as business communications, e-commerce and online marketing, international trade, small business marketing. The course textbook may be purchased for \$40.00.

Reference for Business, <http://www.referenceforbusiness.com/>, includes several helpful resources for entrepreneurs. The Encyclopedia of Small Business has more than 600 articles that provide detailed information about topics such as financial planning, market analysis, sales, business plans, tax planning, and human resource issues. Business Biographies offer biographical information on industry leaders worldwide. The Business Plans section is composed of "actual business plans written by entrepreneurs in North America who are seeking financing for their business." The site also includes the Encyclopedia of American Industries, a guide to more than 450 manufacturing industries

organized by SIC code, and over 500 essays about non-manufacturing and service industries. While some of the information is not current, it provides helpful background information.

SCORE, <http://www.score.org>, offers a host of resources for people starting, growing, financing or managing their business. One of the most valuable services offered is "Ask SCORE," a database of retired business people who will provide free business advice. You can specify an area of expertise, for example, manufacturing, advanced technology, disaster recovery, or financial services, and also qualify your search by state.

Small Business Administration (SBA), <http://www.sba.gov/>, provides information about the SBA's programs and loans. It also offers tips and resources through its Small Business Planner, and provides a set of tools and resources covering topics such as starting a business, marketing, laws and regulations, managing a business, and disaster recovery. The site's library offers more than 200 free publications, as well as forms, business magazine links, and frequently asked questions. The SBA's **Online Women's Business Center**, <http://www.sba.gov/aboutsba/sbaprograms/onlinewbc/index.html>, provides links to women's business ownership representatives in every SBA district office, a nationwide network of mentoring roundtables, and women's business centers.

Small Business Development Center (SBDC) National Information Center Clearinghouse, <http://sbdcnet.org/>, is a virtual library of resources for small businesses. It includes annotated links to websites containing forms and regulations for business start-ups, demographic information, company information, patent and trademark information, industry research, finance, small business trends, marketing, and many more topics. You can also access the SBDC Counselor Toolkit, which contains actual examples of business plans, marketing audits, finance matrices, and other resources. This site is a good place to start your search for information and resources.

Small Business Trends, <http://www.smallbiztrends.com/>, is "an award-winning comprehensive online publication for small business owners, entrepreneurs and the people who interact with them." The site features articles about trends driving the small business market, advice from well-known small business experts, a radio show (archived in podcasts), a free newsletter, forums for business owners, and a section of marketing tips.

Wall Street Journal—Small Business, <http://online.wsj.com/small-business>, includes how-to advice, news, and articles on topics such as marketing and sales, franchising, financing, running a business, and e-commerce. The site's Small Business Toolkit walks you through creating a mini business plan on line and offers a directory of free small and mid-sized business resources, searchable by state.

Business Plans

BPlans.com – The Business Planning Expert, <http://www.bplans.com/>, offers more than 100 free sample business plans that you can view online. It also features interactive calculators to determine cash flow, starting costs, conversion rate, and other figures to use in a business plan, and includes feature articles on topics such as starting a business, marketing and advertising, growing a business, and managing your e-business. The company's Business Plan Pro 2008 business planning software is available for purchase through the website.

Carnegie Library of Pittsburgh – Business Plans and Profile Index, <http://www.clpgh.org/subject/business/bplansindex.html>, lists types of small businesses and a corresponding sample business plan, profile or book about each type with sources provided after each entry.

SBA Business Plan Basics, <http://www.sba.gov/smallbusinessplanner/plan/index.html>, offers help in writing a business plan, including an outline of what should be included in the plan, and links to sample business plans for dozens of different types of businesses.

Small Business Development Center – Business Plans, <http://sbdcnnet.org/SBIC/bplans.php>, links to sites with specific business plans and other business planning tools and resources.

Small Business Plan Guide, <http://www.bizplanguide.com/>, was created by Robin Lasher, small business owner and Director of the Navarro College (Texas) SBDC. It addresses the challenge of locating current, accurate and relevant information that is necessary for completing a business plan. The website includes dozens of annotated links to useful online information in categories such as demographics, financial resources, franchises, marketing research, and trade shows.

Business, Demographic, and Economic Data

United States

EconData.Net, <http://www.econdata.net/>, is sponsored by the US Economic Development Administration as a service to regional data user. The site offers 1,000 annotated links to state and substate socioeconomic data sources, arranged by subject and provider, and indicating which sites charge for the data. For example, you can find sources for data on the nursing facility industry, state agricultural export activity, or employment and average hourly and annual wages for over 750 occupations.

Economic Indicators, <http://www.gpoaccess.gov/indicators/index.html>, is a monthly compilation of economic information on prices, wages, production, business activity, purchasing power, credit, money and Federal finance. Data is available from April 1995 forward.

Economic Statistics Briefing Room, <http://www.whitehouse.gov/fsbr/esbr.html>, provides links to economic information produced by a number of Federal agencies on employment, income, international trade, money, output, prices, production, and transportation.

Federal Communications Commission, <http://www.fcc.gov>, has a vast array of data and statistics on wireless and wireline communication services. For example, the **Industry Analysis and Technology Division**, <http://www.fcc.gov/wcb/iatd/>, conducts economic, financial, and statistical analyses of the common carrier telecommunications industry. Among the reports and statistics available are statistical trends in telephony, subscribership to high-speed services, financial information on local operating companies and interexchange carriers, statistics of communications common carriers, and data on international telecommunications service between U.S. points and international points. The **Wireless Telecommunications Bureau**, <http://wireless.fcc.gov/>, provides downloadable files for Universal Licensing System (ULS) radio services, updated weekly; federal regulations; licensee and consumer information, including a glossary of telecommunication terms; a list of wireless licensees; and free GIS licensing data (click on Geographic Data Extracts link on left side of page).

Federal Reserve Board Economic Research and Data, <http://www.federalreserve.gov/rnd.htm>, includes a section on current interest rate statistics, some of which are released almost daily, others monthly or quarterly. They include bank prime rates, foreign exchange rates, U.S. government securities rates, and conventional mortgage rates. Other regularly updated reports cover industrial production and capacity utilization, household finance, and bank structure data.

FedStats, <http://www.fedstats.gov/>, is a "gateway to statistics from over 100 U.S. Federal agencies." Links to statistics are organized by topic, by geography, and through a general search. A section called Map Stats provides statistical profiles of U.S. states, counties, cities, Congressional Districts, and Federal judicial districts. There are also links to published collections of statistics such as the Statistical Abstract of the United States and the State and Metropolitan Area Data Book. Other useful resources include a list of agencies that provide statistics and links to selected agency online databases.

FreeDemographics.com, <http://www.freedemographics.com>, offers a free subscription option to access U.S. Census data from 1980, 1990 and 2000. Users can create custom market analysis reports based on a number of selected demographic variables for any geography. The free service does not include projections beyond the 2000 census.

The Gallup Poll, <http://www.gallupoll.com/>, contains links to various polls, reports, trends and audits of public opinion conducted by The Gallup Organization. Users can search for poll analyses and questionnaires by keyword, for example, healthcare or global warming. Free information includes articles, graphs and charts, video clips, and specific questions on a variety of topics. You can subscribe to the full content of the site for \$95 a year.

National Center for Health Statistics, <http://www.cdc.gov/nchs/>, is the Federal Government's principal vital and health statistics agency. It includes healthcare industry trends as well as information about vital statistics and topics such as health insurance coverage.

National Federation of Independent Business (NFIB) Research Foundation, <http://www.nfib.com/page/researchFoundation>, is the research arm of the nonprofit small business advocacy organization with more than 600,000 members. NFIB produces the National Small Business Poll, a series of regularly published business survey reports based on data collected from national samples of small business employers. Eight business survey reports are produced annually. The website offers downloadable copies of recent survey reports, as well as the monthly *Small Business Economic Trends* and the Regulatory Impact Model Forecasts.

North American Industry Classification System (NAICS), <http://www.census.gov/epcd/www/naics.html>, contains a searchable list of 2002 NAICS codes (with links to definitions), as well as tables showing correspondence between NAICS 97 and SIC, and tables showing correspondence between NAICS 97 and NAICS 02. NAICS was developed jointly by the United States, Canada, and Mexico to provide new comparability in statistics about business activity across North America and has replaced the U.S. Standard Industrial Classification (SIC) system.

Salary.com, <http://www.salary.com/>, contains all kinds of information relating to compensation. While most of the content is available for a fee, there are several free "wizards." The Salary Wizard lists salary statistics for hundreds of positions by geographic location. The Cost-of-Living Wizard compares living-cost indexes and salary differentials between any combinations of 300-plus U.S. cities. It also reports the salary adjustment needed to maintain a particular standard of living, and what salary increase or decrease is likely given local market factors.

SBA Office of Advocacy, <http://www.sba.gov/advo/research/>, offers research studies and data on small businesses, finance, business owner demographics, regulation, exporting, and other topics. Among the dozens of downloadable reports is *The Small Business Economy*, an extensive annual report that provides information on small business' performance in the economy. You can also subscribe to a number of e-newsletters on small business research.

SBDCNet – Demographics, <http://sbdnet.org/SBIC/demographics.php>, provides annotated links to sources of statistics from the federal government, as well as sections on sources of data by U.S. geographical area and by subject, for example, computer use, crime statistics, and religious affiliation.

Social Statistics Briefing Room, <http://www.whitehouse.gov/fsbr/ssbr.html>, provides easy access to current Federal social statistics produced by a number of Federal agencies. The website includes crime, demographic, education, and health statistics.

StateMaster, <http://www.statemaster.com/index.php>, allows you to research and compare data on US states. Data has been compiled from various primary sources such as the US Census Bureau, the FBI, and the National Center for Educational Statistics. StateMaster “goes beyond the numbers to provide you with visualization technology like pie charts, maps, graphs and scatterplots.” The site also features thousands of map and flag images, state profiles, and correlations.

Statistical Resources on the Web, <http://www.lib.umich.edu/govdocs/stats.html>, from the University of Michigan Documents Center, is an annotated index to statistical websites and individual statistical publications arranged by dozens of subject categories. Among the more than 130 topics covered are agriculture, banking, business and industry, consumer expenditures, cost of living, demographics, economics, education, energy, environment, finance and currency, foreign trade, health, housing, labor, military, politics, science, sociology, transportation, and weather.

StatUSA, <http://www.stat-usa.gov/>, is a low-cost subscription service (around \$200/year) offered by the U.S. Department of Commerce. The site’s State of the Nation library contains files and data relating to the U.S. economy, including general economic indicators, employment data, information about the housing and construction industry, quarterly financial reports on manufacturing and retail, and monetary statistics. There is much useful information here, but the search interface leaves something to be desired.

U.S. Bureau of Economic Analysis (BEA), <http://www.bea.gov/index.htm>, offers information on such key issues as U.S. economic growth, regional economic development, and the position of the United States in the world economy. **BEA’s National Economic Accounts**, <http://www.bea.gov/National/Index.htm>, provides “a comprehensive view of U.S. production, consumption, investment, exports and imports, and income and saving. These statistics are best known by summary measures such as gross domestic product (GDP), corporate profits, personal income and spending, and personal saving.” Here you’ll find downloadable interactive tables providing figures for such things as U.S. motor vehicle output, compensation of employees by industry, and expenditures in the U.S. by nonresidents.

U.S. Bureau of Labor Statistics Data, <http://www.bls.gov/data/home.htm>, includes time-series data covering employment and unemployment, prices and living conditions, compensation and living conditions, productivity and technology, employment projections and regional resources.

U.S. Census Bureau Economic Programs, <http://www.census.gov/econ/www/>, provides economic statistics by geography, sector (e.g., construction, retail trade, and transportation), and frequency. The site includes the Survey of Business Owners, nonemployer statistics, local employment dynamics, and the Annual Survey of Manufactures. Another key data source is the Economic Census, <http://www.census.gov/econ/census02/>, which profiles American business every five years, from the national to the local level. The latest economic census reports are from 2002. You’ll also find statistics on county business patterns, e-commerce, foreign trade, monthly wholesale and retail trade, and many other economic topics.

USA Today Money, <http://www.usatoday.com/money/front.htm>, provides daily updates on domestic and world markets, treasury securities, commodities, currencies, key interest rates, and other economic indicators.

International

FAOSTAT, <http://faostat.fao.org/>, from the Food and Agriculture Organization of the United Nations, provides access to over 3 million time-series and cross sectional data relating to food and agriculture. The integrated set of databases covers 200 countries, 16 years, and more than 200 primary products and inputs. Major data categories include agricultural production, consumption, trade, prices and resources. Limited access to FAOSTAT records (up to 4,000) is available for free. There are also subscription options for unlimited access.

International Telecommunication Union, <http://www.itu.int/ITU-D/ict/statistics/>, offers free statistics such as telephone lines by country, broadband penetration by country, and telecommunications indicators. You can also download case studies by country and the executive summaries of some of ITU's publications.

NationMaster.com, <http://www.nationmaster.com/index.php>, allows you to graphically compare economic and demographic statistics among nations. Data is compiled from such sources as the CIA World Factbook, United Nations, World Health Organization, World Bank, World Resources Institute, UNESCO, UNICEF and OECD. The site features facts and figures on individual countries and regions as well as maps, flags of the world, a searchable encyclopedia, and time-series statistics on a variety of topics such as disasters, immigration, sports, and taxation.

Organization for Economic Cooperation and Development, <http://www.oecd.org>, issues demographic and economic reports on an ongoing basis for their 30 OECD member countries, as well as occasional reports for several non-member countries. These resources cover gross domestic product, international trade statistics, price statistics, economic projections, labor force statistics, and many more topics. The site also offers a free online version of the *OECD Factbook: Economic, Environmental and Social Statistics*, as well as information about a number of OECD databases, most of which are only available through a paid subscription. You can browse the site by topic, country or OECD department.

Statistical Sites on the World Wide Web, <http://www.bls.gov/bls/other.htm>, provides links to government statistical agencies in the United States and in several dozen countries around the world.

UK Statistics Authority, <http://www.statisticsauthority.gov.uk/>, provides a description of the U.K. Statistical System and links to the organizations in the public sector that produce official statistics.

United Nations Cyberschoolbus, <http://www.un.org/Pubs/CyberSchoolBus/>, has statistics about member states of the United Nations. The site's InfoNation section offers the ability to view and compare statistical data for the member states. Select up to seven countries for comparison, and then select statistics and other data fields to compare among the identified countries. Included are statistics on geography, economy, population, and social indicators.

UNdata, <http://data.un.org/>, is an internet-based data service provided by the United Nations Statistics Division (UNSD) of the Department of Economic and Social Affairs (DESA). It provides a single entry point for UN statistical databases covering a whole range of topics such as population, industry, energy, trade and national accounts. Research aids include country profiles, an advanced search feature, and glossaries. Currently, there are 14 databases, four table sets and six glossaries containing over 55 million data points.

Export/Trade and International Business Information

Doing Business in..., http://www.hlb.com/DBI_list.asp, is a set of around 60 booklets prepared by accounting giant HLB International for their staff and clients. Covering countries from Argentina to Vietnam, each booklet is designed to provide some general information to those contemplating doing business in that country. They are not intended to be comprehensive documents. Booklets include general information on the country and its population, investment factors, types of organizations, workforce regulations, and taxation regulations.

Export.gov, <http://www.export.gov/>, brings together resources from across the U.S. Government "to assist American businesses in planning their international sales strategies and succeeding in today's global marketplace." The site offers an Export Basics primer as well as international market research, trade leads from the U.S. Department of Commerce's Commercial Service, export finance information from Export-Import Bank and the Small Business Administration, and agricultural export assistance from USDA.

Federation of International Trade Associations, <http://fita.org/index.html>, maintains a Global Trade Portal, which is a source for international import export trade leads, events, and links to 8,000 international trade (export/import) related Websites. The website features country profiles for dozens of countries, each of which contains sections that cover general information, market access, practical information, economic indicators, market research, country risk, doing business, agriculture, taxes and accounting, labor market, media, and other useful links. Other resources on the site provide information about transportation and logistics, trade finance and currencies, trade law, and trade shows.

globalEDGE™, <http://globaledge.msu.edu/>, created by the Center for International Business Education and Research at Michigan State University, offers information on global business activities. A section of Country Insights provides current information on the business climate, news, history, political structure, economic landscape, and relevant statistical data for around 200 countries. The Industry Profiles section offers information, news, events, and statistical data for 20 broad industry sectors. The Resource Desk offers Market Potential Indicators for Emerging Markets, which ranks the market potential of 27 countries identified as an "Emerging Market" by *The Economist* magazine. Among the other useful resources are an annotated list of global, regional, and county-specific statistical data sources, and a list of international trade shows and events.

Market Research Library <http://digbig.com/4xmyx>, a service of the U.S. Commercial Service, offers more than 42,000 market research reports for all countries in the world. You must be a U.S. company, student, or researcher to access the Market Reports, and you must register with Export.gov. Reports cover industries ranging from the bottled water to aquaculture equipment, to the automotive aftermarket. These reports are also available through STAT-USA, <http://www.stat-usa.gov/>.

StatUSA, <http://www.stat-usa.gov/>, is a low-cost subscription service (around \$200/year) offered by the U.S. Department of Commerce. The GLOBUS & NTDB section of the website provides international trade resources, including the NTDB Global Trade Directory, Country Commercial Guides, International Market Insight (IMI) reports, agricultural market research, and Industry Sector Analysis reports, all organized by country. There is much useful information here, but the search interface leaves something to be desired. A separate subscription (\$300/year) is required to access

USA Trade *Online*, the official source for U.S. Export and Import Statistics. The database features current and cumulative export and import data on more than 18,000 export commodities and 24,000 import commodities worldwide up to the 10-digit level.

Trade Data Online, <http://www.ic.gc.ca/epic/site/tdo-dcd.nsf/en/Home>, is the best free source of trade statistics for Canada. The Web site provides customized reports on Canadian and U.S. trade in goods with more than 200 countries. Two types of reports can be created: by product or by industry. You can select criteria such as trade type (export, import, etc.), trader (Canada, U.S. or province), value, trading partner, time period, and product (by Harmonized System codes) or industry (by NAICS codes) and generate a graph or report including those elements. Data for these reports comes from Statistics Canada and the U.S. Census Bureau.

UN Comtrade, <http://comtrade.un.org/db/>, provides access to the United Nations Commodity Trade Statistics Database. Upon free registration, the user has access to one billion trade data records from 1962 forward. The search query has a set of drop-down boxes that allow the user to search for imports or exports of selected commodities during a specified period of time from one country to another; for example, you can find out about the import of bamboo products to the United States for 2007 from any country in the world.

U.S. International Trade Statistics, <http://www.census.gov/foreign-trade/www/>, provides a broad and comprehensive range of foreign trade statistics that are available on a monthly, annual, and historical basis. Statistics include quantities, values, shipping weights, methods of transportation (air or vessel), duties collected, unit prices, and market share.

World Trade Organization Statistics Database, <http://stat.wto.org/Home/WSDBHome.aspx?Language=E>, provides trade statistics covering WTO member nations. You can view a trade or tariff profile or create a custom data set by selecting from a series of data points, for example, the amount of merchandise trade for a specific commodity. These time series reports can be downloaded in a variety of formats, including Excel.

See also the entry above for Organization for Economic Cooperation and Development, <http://www.oecd.org>

Funding and Finance Resources

Business Finance.com, <http://www.businessfinance.com/>, allows you to search the funding criteria of over 4,000 sources for business loans, venture capital, equipment leasing, and commercial real estate financing. You can search by type of funding (e.g., working capital or equipment finance), or you can limit your search to funding sources for businesses already in existence for four months, for businesses just starting up, or for purchase of a business or franchise.

Fintel Scorecard, <http://www.fintel.us/products/BusinessScorecard.html>, is a free online tool that allows businesses to benchmark their financial performance against similar-sized firms in their industry. Businesses need only enter their SIC code, eight figures from financial statements, and the number of employees to see how their company ranks in its industry, based on nine core financial ratios. Click on an individual ratio name to read about ways to improve the firm's performance on that ratio.

National Association of the Self-Employed, <http://abcfinance.nase.org/abcfinance.asp>, is a professional association for the self-employed and micro businesses (up to ten employees). The

website offers a section on the ABCs of Finance that provides an overview of topics such as setting up a chart of accounts, inventory basics, financial ratios, and Small Business Administrations loans. You can also submit a finance question that will be answered by an “experienced consultant.”

SBA – Financial Assistance, <http://www.sba.gov/financing/>, provides information about raising capital for your business. It includes information about eligibility and preparation, SBA loans, contract surety bonds, equity capital, and special purpose loan programs.

Another website that offers in-depth help in locating or managing business finance is Entrepreneur.com – Money, <http://www.entrepreneur.com/money/index.html>.

Marketing Principles and Strategies

Business Owner’s Toolkit: Marketing Your Product, http://www.toolkit.com/small_business_guide/sbg.aspx?nid=P03_0101, is a free web-based resource designed to introduce the small business owner to some of the concepts and strategies that professional marketing experts in large companies use.

Duct Tape Marketing, <http://www.ducttapemarketing.com/>, offers a number of free small business marketing resources on topics such as developing a marketing plan, website marketing strategies, small business marketing blunders, and great referral strategies. The site hosts an award-winning blog that features posts from 22 small business experts.

MarketingSherpa, <http://www.marketingsherpa.com/index.html>, is a subscription service that offers a number of free reports and open access content on its site. You can also sign up for a free weekly case study in several different categories such as business-to-business marketing and email marketing.

Mplans.com, <http://www.mplans.com/>, contains a collection of more than a dozen free sample marketing plans. It also offers articles and advice for managing a business. “Mplans.com includes practical advice on planning, interactive tools, and a panel of experts who have answered more than 1,400 questions from people like you.” The website is a free resource owned and operated by Palo Alto Software, Inc., which also sells its marketing software through the site.

SBA – Market and Price, <http://www.sba.gov/smallbusinessplanner/manage/marketandprice/index.html>, has a helpful section on marketing basics that provides information about all aspects of marketing, including market research, marketing strategy, and targeted marketing. You’ll also find information about creating a marketing plan, a list of 100+ marketing ideas, a guide to email marketing, and a marketing FAQ.

Marketing and Competitor Lists

Several companies sell customized business and consumer marketing lists online. The same data can be used to create lists of competitors. InfoUSA offers pay-as-you-go options for business (B2B) and consumer (B2C) lists. A nonprofit version of their product, ReferenceUSA, is available through libraries, but offers a limited number of downloads per screen. Other commercial web-based companies include Zapdata (B2B only), and AccuLeads (B2B and B2C). These websites allow you to create marketing lists of businesses or consumers based on multiple criteria, usually downloadable in a variety of formats. You can figure roughly \$.10-\$.15 per lead for a standard mailing list; additional features (e.g., phone numbers, sales figures, and other parameters) will add to the fee.

You can also purchase direct marketing lists that have been compiled by a third party through services such as SRDS or List Finder. Direct marketing lists are especially helpful for specific targeted audiences, such as people who travel to the Caribbean, own toy poodles, or suffer from headaches.

AccuLeads, <http://www.acculeads.com/>, offers leads from more than 18 million businesses and 185 million households. The site also offers lists from real estate records, lists of new borrowers, and a list of affluent professionals. You can search the database for free and create customized lists based on a wide range of parameters. AccuLeads is often the least expensive alternative for generating lists, but they have a \$100.00 minimum order.

InfoUSA, <http://www.infousa.com/>, lists more than 14 million businesses and 210 million consumers in its database. You can create a customized list of businesses or residents based on dozens of categories such as geography, demographics, and sales figures. You can also purchase lists of new homeowners. Searching the database is free, but you can't obtain the cost of a particular list until you have completed a search.

ListFinder, <http://listfinder.directmag.com/market>, offers a searchable database of more than 50,000 direct mail lists. You can select the type of list you want (e.g., e-mail, postal mail, or telephone) and search by keyword. Summary information is provided for each list, with the option to pay for a subscription for more information or to contact a list broker. You can also send a message requesting information or a quote directly to the list manager. In addition, the site features articles about direct marketing, web marketing, direct mail legal and regulatory issues, and other topics.

Manta, www.manta.com, offers data from Dun & Bradstreet. You can do a free search for companies in a city or state, identify competitors or potential B2B customers, drill down a series of SIC categories for a specific type of business within an industry, or receive a profile of a company that includes contact name and title, annual sales, employees and more.

SRDS.com, <http://www.srds.com/>, is the granddaddy of direct marketing lists. It requires an annual subscription fee (around \$700) to search the database of over 60,000 domestic and international lists. The subscription includes the printed version of the list as well (which is cumbersome and difficult to use).

Superpages, <http://www.superpages.com/?SRC=insp>, uses local search directories to allow you to search by city/state or ZIP code and then by category or business name to find businesses within a 1 to 100 mile radius. Click on "near an address," enter an address, use the drop down box to select a distance and click the SEARCH button.

Zapdata.com, <http://www.zapdata.com/>, from Dun & Bradstreet, offers business-to-business marketing leads from their database of more than 14 million businesses. Selection criteria include location, number of employees, annual sales, SIC code, job function, and specialty data such as import/export flags or IT demand. Price is calculated based on the number of records in a list as well as individual parameters selected, and can range from \$.14 to more than \$2.00 per record. On the free side, Zapdata will allow you to view a list of up to 50 customers or competitors by name, city and state at no charge. You are not limited on the number of searches.

Market Research - General Sources

AllBusiness - Secondary vs. Primary Market Research,

<http://www.allbusiness.com/articles/salesmarketing/1286-26-1818.html>, explains the difference between secondary and primary research, and links to several short articles that provide information on conducting market research.

Market Research, Industry Research, Business Research,

<http://www.virtualpet.com/industry/howto/search.htm>, offers a step-by-step organized procedure to learn about an industry or a specific company. The author is a mechanical engineer, and the site is particularly helpful for those who want to launch a technical product in a new market.

Inc.com – Market Research, <http://www.inc.com/guides/marketing/24018.html>, has a collection of articles about market research, including low-budget suggestions for conducting your own market research.

Market Research – Secondary Research

Secondary research refers to data that already exists. Many government websites contain free or low-cost information about demographics and markets (see the section above on statistics). Generally speaking, there are no free sources of market research reports published by commercial firms such as Gartner, Frost & Sullivan, and Datamonitor. You can often find useful market information and research on industry and professional association websites.

BizMiner, <http://www.bizminer.com/index.asp>, offers moderately priced subscriptions (\$720/year + \$10/report) for access to more than 2.5 million online industry reports. These include marketing research profiles for 17,000 industries in 300 US market areas; financial analysis profiles; area demographic profiles; and business vitality measures for any US county, metro area or state.

MarketResearch.com, <http://www.marketresearch.com/>, is a searchable database of more than 160,000 market research reports covering all industry sectors, both domestic and international. The site offers free searching, abstracts, and tables of contents, but the actual reports are fee-based, often costing thousands of dollars. You can sometimes buy “by the slice” to get specific pieces of a report.

Mindbranch, <http://www.mindbranch.com/>, is similar to MarketResearch.com in that it aggregates syndicated and custom industry research (more than 90,000 market research reports) from 550 independent research firms through a searchable interface. Searching is free; the actual reports are fee-based. Description and table of contents are available for most reports, and purchased reports are downloadable in PDF format.

Market Research – Primary Research

There are hundreds, if not thousands, of market research firms that conduct primary research (e.g., surveys, focus groups, and interviews) on behalf of companies. If you want to conduct your own primary research, here are a few tools:

Conducting Focus Groups, http://ctb.ku.edu/tools/en/sub_section_main_1018.htm, is part of a set of tools for community development. This section provides information about when and how to use focus groups, including real world examples and a checklist that summarizes the key points.

Focus Group, http://en.wikipedia.org/wiki/Focus_group, offers a complete explanation of what focus groups are and when they are used. The article links to additional resources, including a handbook on focus group principles from the American Marketing Association.

Gathering Evidence – A Guide for Using Focus Groups, <http://www.cornwall.gov.uk/index.cfm?articleid=12635>, is a British government site that explains clearly what a focus group is and how to conduct an effective focus group.

SurveyMonkey.com, <http://www.surveymonkey.com/>, allows you to create professional online surveys, collect responses, and analyze results via the web. A basic subscription is free and includes all of the basic features of SurveyMonkey. Basic subscribers are limited to a total of 10 questions and 100 responses per survey. A professional subscription is \$19.95/month (or only \$200.00/year), and includes an unlimited number of surveys, and up to 1,000 responses per month. The service is straightforward and easy to use. There are numerous competitors for this service (e.g., Zoomerang, <http://www.zoomerang.com/>, Active Web Survey, <http://www.activewebsurvey.com/>, and ListenUp Survey, <http://search.constantcontact.com/survey/index.jsp>).

Company Information

Most in-depth company information is not available for free. Below are a number of websites that provide information for free or at low cost. Company websites are often a valuable source of information on all aspects of the company. You can usually find annual reports and other basic information about the company, as well as press releases about new products and developments, key personnel, and financial information.

10KWizard, <http://www.10kwizard.com>, is a fee-based service that provides expanded coverage and advanced search capabilities of the SEC's EDGAR (Electronic Data Gathering, Analysis and Retrieval) database. It allows you to perform keyword searches on up-to-the-minute SEC filings and set up alerts for companies you want to track. The database includes all 418 electronically filed forms, EDGAR Archives through 1994, pre-EDGAR Historical Index (listing) of all SEC filings to 1966, and foreign filers. Subscriptions start as low as \$230/year.

AnnualReports.com, <http://www.annualreports.com/default.aspx>, is a free directory of company annual reports. You can look for a company through five search criteria: alphabetically, by company name, by ticker symbol, by sector, or by industry. Once a company is found, the annual report can be viewed in either HTML or PDF format.

BizJournals.com, <http://www.bizjournals.com/>, offers recent news from more than 40 local business journals. You can search and view articles by topic, industry, or market location. When researching a particular company, this is a good place to view recent news articles about them.

EDGAR Company Search, <http://www.sec.gov/edgar/searchedgar/companysearch.html>, allows you to search the U.S. Securities and Exchange Commission (SEC) EDGAR database for company information, including real-time filings. All companies, foreign and domestic, are required to file registration statements, periodic reports, and other forms electronically through EDGAR. The website offers links to the complete list of filings available through EDGAR and provides instructions for searching the EDGAR database. Company filings are available from 1994.

High Beam, <http://www.highbeam.com>, is a low-cost search engine that allows you to search both its library of articles from leading business, industry, and general interest publications (more than 3,500 sources), or free sources on the Web, including search engines, news, discussion lists, business information and research Web sites. Business resources encompass both national and international sources, including more than 1,500 academic and trade journals. You can create a customized group of resources to search each time, or search by source type or topic. You can also create email alerts or RSS feeds for a particular search. Searching is free, but access to full-text articles requires a subscription, which is \$29.95/month or \$199.95/year. Note: you must sign up for a free seven-day trial to get information about the subscription fees.

Hoovers.com, <http://www.hoovers.com>, is a robust subscription database of company and industry information. Companies profiled by Hoover's are both public and private with revenues of \$5,000,000 and higher. On the free side, you can get a profile of a company or industry, including financial information and key personnel; view free industry video interviews with expert analysts and business leaders; and build an Excel list of the top 10 companies in a specific area.

LLRX.com – Business Filings Databases, <http://www.llrx.com/columns/roundup29.htm>, is a helpful compendium of annotated links by state to corporate and business filings available online. "All 50 states make some level of corporate and business filings available online. In a few instances only limited information (such as name availability) is retrievable. The majority of the states, however, use their Web presence to disseminate a range of public business records -- and most of them offer access at no charge."

New York Public Library – Searching for Company Information, <http://www.nypl.org/research/sibl/company/c2index.htm>, includes a free online course, "Prospecting for Business Information."

Thomas.net, <http://www.thomasnet.com>, is an industrial search engine that provides information on more than 650,000 manufacturers, suppliers, and service providers. You can search for product information by category or name; for example, glass bottles or fence posts. You can also search for company information by region or for the entire United States and Canada, and for information by brand name. Other options include millions of CAD drawings, a radius search from a specific location, and company certification information. The website is free.

You can also find quite a bit of useful information on companies and other economic data through state agencies. Most states collect information on corporations, sales tax revenues, demographics, wages and employment, licensed professionals, and other data that you can access via the Web, usually for free or a small fee.

Industry Information

Alacra Industry Spotlights, [http://www.alacrawiki.com/index.php?title=Alacra Industry Spotlights](http://www.alacrawiki.com/index.php?title=Alacra_Industry_Spotlights), provides a good starting place to gather industry information for more than 70 industries. The entry for each industry lists trade and industry associations, government websites, and other major sources of information about that industry. The industry information is global in scope.

Free Research, <http://www.free-research.com/overview.asp>, aggregates free market research reports and competitor information from public and private sources (free registration required to view or download the reports). The information covers 27 separate vertical markets, from Automotive to Travel, in the U.S. as well as most other countries around the world. Most reports are brief—from one

paragraph to several pages. It also covers the world's largest companies, providing annual reports, 10k's and investor presentations, the source of vital market and competitor information. It also lists the most significant trade associations across each of the 27 global industry sectors, and provides additional business information through country guides and market insight reports.

Industry Portals / Industry Hubs, <http://www.virtualpet.com/industry/mfg/mfg.htm>, provides links to major sources of information for more than 100 U.S. industries, from adhesives and sealants to the work boat industry. These sites often include industry news and statistics, as well as information about business-to-business commerce. A section at the end contains links to industry portals outside the US, including Canada, UK, Europe, and Asia.

Metrics 2.0, www.metrics2.com, is a site that uses publicly available data—research, surveys, stats, facts, figures, and forecasts—from thousands of authoritative sources to provide insights about business trends and markets. For example, you can find global broadband penetration numbers, trends in green business practices, consumer spending on gift cards, and trends in mobile social networking.

SBDCNET – National Information Clearinghouse: Industry, <http://sbdnet.org>, links to key websites, associations, and publications for about 40 major industries such as apparel, construction, and energy through the Industry Research menu on the Sitemap. This is a good place to start a search for industry information.

SpecialIssues.com, <http://www.specialissues.com/>, tracks “special issues” of trade and industry journals in dozens of industries. These publications include industry outlooks, overviews, or surveys; statistical issues; company ranking lists; buyers guides; salary surveys; product/industry focus issues; membership directories; who's who registers; tradeshow specials; etc. A link is included to the actual article or issue, when available on the web. Otherwise, you will need to obtain the issue through a library or obtain it for a fee from a document delivery service or the publisher. Annual subscription fees start at \$300 and include a monthly newsletter and access to reference help from site founder Trip Wycoff.

U.S. Bureau of Economic Analysis—Industry Economic Accounts, <http://www.bea.gov/Industry/Index.htm>, prepares and publishes a variety of economic statistics on industries. It offers gross domestic product by industry, input-output accounts, and three satellite accounts—research and development, transportation, and travel and tourism. The website offers a BEA Customer Guide that explains these statistics and how to use them. You can view the interactive tables online or download the Excel files.

U.S. Bureau of Labor Statistics—Industries at a Glance, <http://www.bls.gov/iag/home.htm>, consists of profiles of 12 industry supersectors such as construction, education and health services, financial activities, and wholesale and retail trade. Each profile contains a variety of facts about the supersector and links to additional statistics. In addition, you can browse industry subsector data alphabetically or by NAICS code.

U.S. Census Bureau—Economic Census, <http://www.census.gov/econ/census02/>, profiles American business every 5 years, from the national to the local level. The 2002 Economic Census covers nearly all of the U.S. economy—services-producing industries as well as goods-producing industries—in its basic collection of establishment statistics. Reports are based on 2002 NAICS categories. Several key statistics are tabulated for all industries covered in the Economic Census, including number of establishments (or companies), number of employees, payroll, and measure of output (sales, receipts, revenue, value of shipments, or value of construction work done). Other items vary by sector.

U.S. Census Bureau—Current Industrial Reports, <http://www.census.gov/cir/www/alpha.html>, provide monthly, quarterly, and annual measures of industrial activity. “The primary objective of the CIR program is to produce timely, accurate data on production and shipments of selected products. The data are used to satisfy economic policy needs and for market analysis, forecasting, and decision-making in the private sector. These surveys measure manufacturing activity in important commodity areas such as textiles and apparel, chemicals, primary metals, computer and electronic components, industrial equipment, aerospace equipment, and consumer goods.” You can browse the reports by subject title or NAICS subsector.

Valuation Resources—Industry Information Resources, <http://www.valuationresources.com/IndustryReport.htm>, is a free resource guide to industry resources and data for more than 400 industries. Individual pages for each industry list resources and data available from trade associations, industry publications, and research firms that provide industry overviews and cover issues, trends, and outlook, industry financial information and financial ratios, compensation and salary surveys, and business valuation resources.

You can also find useful industry statistics and trends on many trade and professional association websites.

People Information

Jigsaw, <http://jigsaw.com>, is an online directory of more than 8 million business contacts. Every contact in Jigsaw includes full name, title, postal address, email address and telephone number. You can often find people who are buried deep in an organization. It has safeguards built in to protect qualified names and email addresses, but you can get a name around 70% of the time.

ZoomInfo, <http://www.zoominfo.com>, is a search engine that finds, understands, and extracts the latest online information about people and companies and delivers it in concise and useful summaries. You can search for people by name and find their work history, education, and cached links to internet references on them. You can also find links to employees from the same company and link to the company’s profile, as well as search job openings on the company profile page.

J. BUDGET NARRATIVE (2 pages maximum). Include the estimated funds needed, LSTA, local match, and in-kind, to complete each activity. Include sufficient detail to justify all costs listed in the budget grid. Be sure it is clear how grant, in-kind and match funds will be spent.

Salaries/Wages/Benefits

LSTA \$34,840

- One (1) part-time professional librarian @ \$20 per hour, 25 hours per week, plus temporary employment services administrative fees
Existing library staff will need to be supplemented in order to provide service at the CCBRC. This part-time Librarian position will allow for extended coverage by a professional librarian.

In Kind \$37,825

- Library Director 100 hours @ \$66.27 = \$6,627
- Adult Services Librarian 250 hours @ \$40.84 = \$10,210
- Hispanic Services 200 hours @ \$23.20 = \$4,640
- Director, Office of Business Development 75 hours @ \$72.89 = \$5,466
- Deputy Director, Office of Business Development 100 hours @ \$47.65 = \$4,765
- Management Assistant, 100 hours @ 38.39 = \$3,839

All of the above persons will be staffing the facility, during its operating hours-one or more of these persons will be available for information, referrals, training and advice.

- Library Administrative Service Manager 50 hours @ \$45.56 = \$2,278
(Grant Management)

Equipment/Property

LSTA \$1,300

- One (1) HP Officejet Pro 8500 Premier All-in-one Copier/Printer/Fax – or equivalent (\$500)
- One (1) Optama EP1691 DLP Projector – or equivalent (\$800)

Local Funds \$5,966

- Two (2) Dell Vostro320 Computer Systems with Office 2007 – or equivalent (\$2,000)
- One (1) Dell Latitude E5400 laptop computer with Office 2007 – or equivalent (\$1,466)
- Office furnishings (\$1,000)
- Book shelves (\$1,500)

In Kind (\$7,000)

- Two (2) Computer Systems with Office 2007 – or equivalent (\$2,000)
- Office furnishings (\$5,000)

Contract Services

LSTA Funds \$14,000

- Seminars and training for target audience (\$10,000). These funds will be used to hire expert speakers for BRC sponsored seminars and training sessions on all aspects of business ownership.
- Staff training (\$4,000). These funds will be used to obtain training for library staff on how to provide excellent service in a business environment.

Library Materials

LSTA Funds \$19,860

- These funds will be used to build a collection of informational resources that address the needs of the target audience, including but not limited to a database, print and electronic reference material, print and electronic books that can be checked out of the BRC, and periodicals. This collection will be housed in or accessed from the BRC.

In Kind \$6,963

- Current Library resources available: *Reference USA; Nevada Business Directory; Harris Business Directory Nevada; Nevada Media Directory; Polk City Directory Carson City; Polk City Directory Reno; Editor & Publisher Market Guide; Business Forms On File and Economic Indicators.*

LSTA Funds \$30,000

- This money will fund the lease of office space in the heart of downtown Carson City. There are several properties under consideration. The Carson City Office of Business Development is researching the possibilities. Current lease rates are figured at \$2.00 per square foot per month x 12 months- a 2000 square foot facility is desired. (\$24,000) Utilities are estimated at \$500 per month x 12 months. (\$6,000)

Local Funds \$4,034

- DSL Internet (\$1,200)
- Polaris wireless network (\$2,350)
- Printing of brochures and/or other promotional materials (\$484)

In Kind \$4,000

- Printing (\$2,000) The Office of Business Development currently has printing budgets for special projects, brochures, business cards, etc.
- Office supplies (\$2,000) Current budgets from the Library and Office of Business Development for operating supplies.



Nevada State Library and Archives



INNOVATION - LSTA APPLICATION - 2010

(Rev 9-08)

| A. Cover Sheet | |
|--|--|
| 1. Applicant Library Name Carson City Library | 2. Principal Contact Person for this Grant Susan Antipa |
| 3. Address – Street, P.O. Box, Route 900 North Roop Street | 4. Telephone Area/Number 775-887-2244 |
| 5. City, State, Zip Carson City, NV 89701 | 6. E-mail address smantipa@clan.lib.nv.us |
| 7. Library Director/Administrator Sara Jones | 8. Telephone Area/Number 775-887-2244 ex1007 |
| 9. Address, Street, City, State, Zip 900 North Roop Street, Carson City, NV 89701 | |
| 10. Brief Project Title – descriptive of the project Capital City Business Resource Center | |
| 11. Federal LSTA funds requested \$ 100,000 | 12. Required match \$ 10,000 |
| 13. Total amount of grant \$165,788 | 14. Estimated number of people <u>directly</u> served by this project 8,243 |
| <p>B. INNOVATION ABSTRACT Give concise description of the project. What difference will this project make to improve behaviors, knowledge, skills, attitudes, life condition or status related to the identified need and why? Briefly summarize key proposed services. Limit text to the space below.</p> <p>The Carson City Library has a unique opportunity to collaborate with the Carson City Office of Business Development (OBD) and the Nevada Small Business Development Center (NSBDC) on a project that will fill an information need of the Carson City business community: a central location where entrepreneurs can obtain expert advice, professional training, and practical information.</p> <p>According to the Office of Business Development, people wanting to start or expand a business have a difficult time identifying and locating the agencies and services available to help them. With the local economy struggling and the unemployment rate around 12%, it is critical that every local business be given the opportunity to prosper. This project will establish the Capital City Business Resource Center (CCBRC) by consolidating services into one convenient location in downtown Carson City. The CCBRC will house a satellite branch of the Carson City Library; the Office of Business Development; and meeting space for counseling clients and hosting educational seminars. Library staff will provide information and refer clients to the appropriate agencies; the OBD and NSBDC staff will provide counseling; and all the partners will sponsor educational seminars related to starting and growing a successful business.</p> <p>This project will make it easier for local business owners to access the information and training they need to succeed. More businesses will survive and thrive, more jobs will be created, and the Carson City community will benefit.</p> | |

C. Describe the need or opportunity. (1 page maximum). Include a brief description of the target audience.

When people come to the Carson City Library seeking information on how they can turn their idea for a business into reality, they usually begin by asking how to get a federal grant to fund their venture. They haven't done any market research or a business plan and seem overwhelmed by the process. Library staff helps them find books, provides contact information for the Nevada Small Business Development Center, and sends them out the door to succeed or fail.

According to The Small Business Administration website (<http://web.sba.gov>), one third of new businesses with more than one employee fail within two years, half fail within five years. Since the global recession hit in 2008, many local businesses have failed. While it is difficult to estimate an exact number, in the region bankruptcies are up by 66% from 2008 to 2009. (2009, www.nvb.uscourts.gov). Businesses are struggling as evidenced in the dropping sales tax revenues, over a 24% decline in Nevada and averaging around a 15% decline for Carson City. In addition unemployment figures are at historically high levels. In Carson City and the surrounding counties, the unemployment rate is 11.7% or 3,500 people. (October 2009, www.nevadaworkforce.com). This is causing great economic stress on the local community. The recent economic downturn has impacted all sectors, reducing taxable sales, employment payroll and creating substantial commercial vacancies. Downsizing and closing businesses lead to higher unemployment and vacancies. All of these factors call out for more support and assistance to the business community.

There are local agencies and organizations dedicated to serving the business community, but they are difficult to identify and locate. As recovery from the recession begins, it is critical to the local economy that as many businesses as possible be established and thrive.

Two events have transpired that offer the Carson City Library a unique opportunity to help struggling business owners as well as stimulate the local economy. First, for the past five years, the library has worked with the Capital City Arts and Cultural Coalition and the Downtown Consortium to develop a plan that will revitalize the local economy. Both groups recognize that the library is a valuable asset to the community, so, when the first event took place on June 9, 2009, the staff of the Carson City Office Business Development (OBD) joined four library staff members and the president of the library board of trustees at an LSTA-sponsored workshop called "Building Public Partnerships." In her presentation, trainer Christine Hamilton-Pennell encouraged libraries to develop coalitions with local agencies and community-based organizations to address community concerns and engage in joint problem solving. As a direct result of the workshop, the library and the OBD forged a partnership that would integrate a satellite branch of the Carson City Library into the Carson City Office of Business Development, creating the Capital City Business Resource Center (CCBRC). The regional representative of the Nevada Small Business Development Center (NSBDC) was contacted and enthusiastically accepted an invitation to join the partnership. This merger would bring together in one location counseling and research services, information resources, and educational opportunities for entrepreneurs throughout the greater Carson City area.

Second, at the November 5, 2009, meeting of the Carson City Board of Supervisors a bold plan to redevelop eight acres of land in the heart of downtown Carson City was revealed. Again, the Carson City Library's active involvement with the community was evident. The proposed plan calls for a new Knowledge and Discovery Library (KDL) to be the anchor facility of the project, which would also include a business incubator. A central mission of the KDL will be to reinvigorate a commitment to the future of Carson City by investing in resources that support and grow business in the region. The CCBRC would be incorporated into the new library and planned business incubator. If a new facility is not available by the end of the grant cycle, interim private or public funding will be sought for the CCBRC. This grant would provide the funding to establish the Capital City Business Resource Center. The target audience for this grant proposal consists of entrepreneurs and businesses throughout the greater Carson City area. Some have a dream to start a business; some are struggling to stay in business; others need help expanding a successful enterprise.

D. Describe the implementation of the project. Use the timeline form in conjunction with this description.
(Maximum – 2 written pages plus the timeline)

April through June 2010

- Secure location: 2,000 square feet of office space in downtown Carson City.
- Purchase computers and other office equipment. Purchase furnishings and book shelves.
- Gather benchmark statistics and survey data to be used for the project evaluation.
- Recruit and hire a part-time professional librarian.
- Provide training for library personnel.
- Develop brochure and other promotional materials.
- Develop website of business reference resource, business e-books, and links to additional sources of information.

July 2010

- Move into facility.
- Set up library.
- Begin initial planning of workshops and seminars.
- Open the Capital City Business Resource Center for business.

August 2010 through April 2011

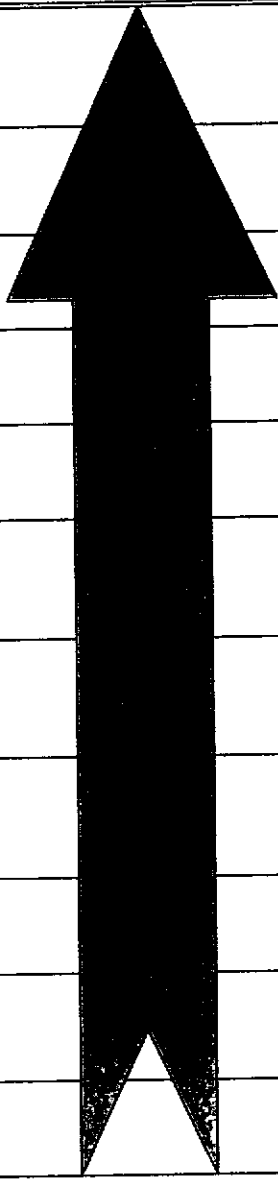
- Provide excellent information and referral services to the business communities of the greater Carson City area.
- Provide counseling to prospective and existing business owners.
- Provide educational workshops and seminars to prospective and existing business owners.
- Provide meeting space for the regional representative of the Nevada Small Business Development Center, SCORE volunteers, and other business-related agencies and organizations.
- Survey clients on the usefulness of the services and resources of the CCBRC.
- Gather statistics.

May 2011 through June 2011

- Continue to provide services.
- Compile survey and statistical data.
- Evaluate survey and statistical data.
- Write final report.

Timeline

| MONTHS | 4-6/ 10 | 7/10 | 8/10 | 9/0 | 10/10 | 11/10 | 12/10 | 1/11 | 2/11 | 3/11 | 4/11 | 5-6/ 11 |
|--|------------|------|------|-----|-------|-------|-------|------|------|------|------|------------|
| ACTIVITIES: | | | | | | | | | | | | |
| 1. Secure location: 2,500 square feet of office space in downtown Carson City/ Purchase computers and other office equipment. Purchase furnishings and book shelves/Gather benchmark statistics and survey data to be used for the project evaluation. | | | | | | | | | | | | |
| 2. Recruit and hire a part-time professional librarian / Provide training for library personnel/ Develop brochure and other promotional materials/Develop website | | | | | | | | | | | | |
| 3. Move into facility/ Set up library/ Begin initial planning of workshops and seminars/ Open the Capital City Business Resource Center for business. | | | | | | | | | | | | |
| 4. Provide: excellent information and referral services to the business communities of the greater Carson City area/ counseling to prospective and existing business /educational workshops and seminars to prospective and existing business owners/ Provide meeting space for the regional representative of the NSBDC, SCORE volunteers, and other business-related agencies and organizations. | | | | | | | | | | | | |
| 5. Survey clients on the usefulness of the services and resources of the CCBRC/ Gather statistics. | | | | | | | | | | | | |
| 6. Compile survey and statistical data/ Evaluate survey and statistical data/ Write final report | | | | | | | | | | | | |



Instructions: List activities described in the implementation section. Check off month(s) in which each activity will take place or use an arrow to indicate on-going activities for sequential months. If more space is needed, use copies of this form. This timeline is a sample— you may use your own design.

E. What are the benefits/changes for the target audience?

The target audience for the Capital City Business Resource Center (CCBRC) can be clearly defined. It consists of individuals, either speakers of English or Spanish, who want to start a new business; business owners who are looking for information and educational opportunities to solve specific problems or improve their management skills; and successful business owners who would like assistance expanding a business. The CCBRC will be located in downtown Carson City and will primarily serve Carson City businesses; however, library resources and agency services will be available to businesses in the surrounding counties. The regional representative of the Nevada Small Business Development Center serves Storey, Lyon, and Douglas Counties in addition to Carson City

The benefits to the target audience include

1. A central location for obtaining business-related information resources, counseling on establishing and managing a business, and referrals to additional agencies and organizations that serve the business community
2. Increased office and meeting space for agencies to provide counseling, seminars, and other educational programs to the business community
3. Increased quantity and quality of business-related information resources
4. Increased number of successful businesses, which will lead to a healthier local economy and improved business environment for all businesses

F. List elements of the library's master plan or needs assessment that support this project.

LSTA Goals 1 and 4: #1 The CCBRC will bring together in one location services and information that are currently scattered throughout Carson City. Electronic books and reference resources will be provided so entrepreneurs can access them any time from anyplace. # 4 Currently, the Carson City Library has a small collection of business materials. This project will increase the breadth and depth of the library's business information resources to better serve the business community.

Carson City Library Goals:

3 The Carson City Library will proactively seek, expand and maintain collaborations. This project grew out of a collaborative relationship between the library and the Carson City Office of Business Development. OBD staff accompanied library staff to an LSTA-sponsored workshop in June 2009 titled "Building Public Partnerships." Soon after, the Nevada Small Business Development Center signed on as a partner.

4 The Carson City Library will dramatically increase awareness of the library's resources and services. The central location and project partnerships of the CCBRC will bring added awareness of the services available from the Carson City Library to the business communities of the greater Carson City area.

6 The Carson City Library will provide the materials and resources the community needs and wants. The CCBRC will provide its target audience with materials and resources directly related to their need to start and grow their business. Materials and services will be extended to the Spanish-speaking community.

8 The Carson City Library will provide a place that improves and enhances the quality of life for everyone in Carson City and for every visitor to the Capital City. The success of the CCBRC will contribute to economic growth, more jobs, and a better quality of life for the residents of Carson City. A thriving economy will also provide visitors to the Capital City with a more enjoyable experience. This project also addresses two **goals of Carson City:** to have (#3) a vibrant, diverse and sustainable economy and to be (#9) a community where information is available to all.

G. Describe the measures that will be used to evaluate the project.

The indicators of success will be how well the CCBRC meets the needs of potential and existing business owners in the greater Carson City area; addresses the strategic goals of LSTA, the Carson City Library, and Carson City; and contributes to the economic health of the region.

Measurement of success:

- Establish benchmark numbers for such factors as clients served, new businesses established, meeting rooms available, seminars offered, and jobs created. Measure the increase/decrease.
Addresses Carson City Library goal number eight and Carson City goal number three
- Establish benchmark numbers for quantity and usage of business resources in all media and formats currently available at the Carson City Library. Measure the increase/decrease.
Addresses benefit number three, LSTA goals numbers one and four, Carson City Library goal number six, and Carson City goal number nine.
- Establish a benchmark number of partnerships involved in the CCBRC. Measure increase/decrease.
Addresses Carson City Library goal number three.
- Solicit survey information from the target audience to determine how well the CCBRC increased their knowledge of managing a business.
Addresses benefit numbers two and Carson City Library goal number six
- Solicit survey information to determine if the services they received at the CCBRC affected the success/failure of their business.
Addresses benefit number four, Carson City Library goal number eight, and Carson City goal number three.
- Solicit survey information from the target audience to determine if the CCBRC succeeded in gathering needed information resources, counseling, and educational opportunities conveniently into a central location.
Addresses benefit number one and Carson City Library goal number four.
- Solicit survey information from the project partners to determine if the CCBRC met their expectations and contributed to the goals of their agencies.
Addresses Carson City Library goal number three.

H. Who are the partners in this project?

Carson City Office of Business Development

The Carson City Office of Business Development (OBD) helps to diversify the city's economic base through attracting new businesses and retaining and expanding existing businesses. Staff also works with the Redevelopment Authority to promote the redevelopment of downtown and surrounding older commercial districts and by working with developers, property owners, and various business associations. The OBD has been integral in the development of the public, private partnership between the Carson City Nugget and Carson City to redevelop eight acres in the heart of downtown Carson City.

The Office of Business Development will move from its current location inside City Hall into the proposed Capital City Business Resource Center where it will be more visible to the public. The staff will offer advice and instruction to potential and existing business owners.

Nevada Small Business Development Center

The Nevada Small Business Development Center is a statewide business assistance outreach program of the University of Nevada, Reno, College of Business. The NSBDC's professional counseling services are available free of charge to small business owners and prospective small business owners. In addition the NSBCD offers and coordinates a wide range of workshops, seminars, and courses in cooperation with the public and private sector. Expert instruction ranges from introductory business management classes designed for start up businesses to advanced presentations aimed at assisting established companies. The NSBCD's Center for Regional Studies, is able to help a business select a location for operations, understand current market trends, and predict where the local economy is headed. Some of the data services offered are demographic and traffic analyses, data on employment and local firms, residential construction and proposed commercial development information, and custom market analyses. The NSBDC also offers free and confidential environmental and energy efficiency assistance through phone assistance, site visits, and seminars.

The NSBCD has a local representative who services Carson City and the surrounding counties. She will have space within the proposed CCBRC to meet with clients and offer educational seminars. She will also provide a link to the NSBCE at the University of Nevada, Reno where the business community can take advantage to its wide range of services.

Hop and Mae Adams Trust

The third partner in this project is the Hop and Mae Adams Trust, who is providing the \$10,000 cash match for the project. Hop and Mae Adams were the original founders of the Carson City Nugget. Mae was Hop's wife of many years. Hop and Mae Adams came to Nevada after gambling was banned in their home state of Idaho and bought the Casino on the mid 1950's after owning Casinos in southern Nevada.

One of the primary missions of the Hop and Mae Adams Trust is to support the youth of Carson City through educational opportunities that lead to jobs, so the trust will support the creation of the library as a center of learning and the business incubator as an entrepreneurial center. While the Nugget Economic Development project will take two or more years to build, this project will give it an important foundation to build on. The two new facilities, the planned Library and the Business and Technology incubator will take on all the activities of the Capital City Business Resource Center once their buildings are complete.

I. BUDGET Complete in combination with the Budget Narrative page. Innovation grants require a 10% cash match. NOTE: LSTA may not supplant local funds.

Complete the following chart: include amounts for LSTA and local funds allocated in support of the project. There is no requirement that LSTA funds be matched with local funds. However, both local funds and LSTA funds for this project will be considered during the evaluation of the budget. Local funds may include both existing and new budget items for direct expenditure on the project. For this purpose, existing or in-kind budget items may include such items as space, equipment, salaries, fringe benefits, supplies and other related costs.

| Budget Categories | LSTA Funds (nearest dollar) | Local Funds/ 10 % cash match | In-Kind | Total Costs |
|-------------------------|--------------------------------|---------------------------------|-----------------|-------------------|
| Salaries/Wages/Benefits | \$ 34,840 | \$0 | \$37,825 | \$72,665 |
| Travel | 0 | 0 | 0 | 0 |
| Equipment over \$5K | 0 | 0 | 0 | 0 |
| Equipment/Property | \$1,300 | \$5,966 | \$7,000 | \$14,266 |
| Contractual Services | \$14,000 | 0 | 0 | \$14,000 |
| Library Materials | \$19,860 | 0 | \$6,963 | \$26,823 |
| Other | \$30,000 | \$4,034 | \$4,000 | \$38,034 |
| TOTAL | \$ 100,000 | \$10,000 | \$55,788 | \$ 165,788 |

WE, THE UNDERSIGNED, CERTIFY that this project application will be the basis for the operation and administration of the project for which LSTA funds are requested. We will provide expenditure and other reports and will comply with such fiscal provisions as the Nevada State Library and Archives requires. *At least one copy of the application form must have original signatures.*

| | |
|--|-------------|
| Signature of President, Board of Trustees ▼ | Date Signed |
| Signature of Library Director/School Administrator ▼ | Date Signed |
| Signature of Project Director ▼ | Date Signed |



COMMERCIAL

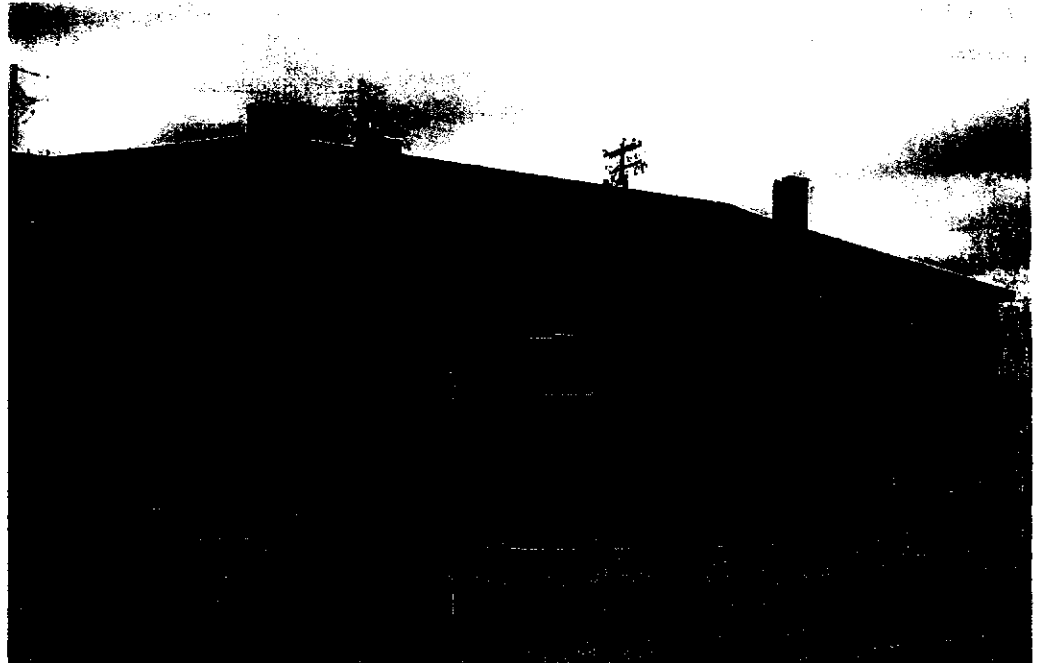
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Square Ft: 8,408 with a 1,140 sf Basement

APN#: **3 Parcels:** #004-215-07 & #004-202-01 & #004-202-02 respectively

Zoning: Commercial Down Town/Mixed Use

Location: **Prime!** Near Capitol in Downtown Carson City

Remodel year: 1999 - ADA Compliant with Elevator

Annual Taxes: Only \$2,960.11 annually

Special Features: Excellent location near the Capitol with direct access to Highway 395 & Flexible Zoning. Parking lot across the street *included in offering* (Parcels -01 & -02!) Building is 2-Story with dual bathrooms on both floors with office spaces and conference rooms. Separate Smoking Deck. Formerly occupied by Nevada Commission on Economic Development & fully compliant with elevator and handicap amenities. **PLENTY of PARKING ~ Don't miss out - Call NOW!**

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