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Community Income and Expenditures Model Implementation Manual

How to Get the Information You Need to Create and Maintain Local Community Wealth:

A Self-Guided Handbook for Communities

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URBAN AFFAIRS PROGRAMS

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Introduction

All Economics is Local

Former Speaker of the House Tip O'Neill used to say that "All politics is local." He meant that those things that most impact people happen in their own communities. O'Neill's aphorism holds true for economics as well. National declines in unemployment do little to soothe the pain of a community that just had a major employer close its doors. Further, the impacts of such an event often have a multitude of consequences, few of them healthy. Indeed, economics is local, too.

Vast economic changes have transformed virtually every local economy over the past quarter century. Midwestern states have been most severely impacted, strewn with communities in which factories and supporting institutions have laid off many people, or have closed altogether. The results for local residents are often as confusing as they are devastating.

Nowhere has global industrialization yielded harsher consequences than in Michigan. Local economies that flourished for decades find themselves today in great distress, needing to focus its scarce resources dedicated to economic development with great care.

Recovery from economic upheaval requires a plan. Simply identifying the source of economic dysfunction is an inadequate response to the threats to economic vitality that loom over many Michigan communities. To be successful in an attempt to overcome serious economic setbacks, communities must adopt long-term, comprehensive economic development strategies that focus on sustainability of economic vitality.

Leaky Communities Need A Strategic Plan For Economic Revival

History has shown that the success of community based economic development efforts can be achieved by effectively responding to local development needs, setting realistic expectations and goals, and building community consensus to achieve these goals.

The failure to accurately measure the condition of a local economy dooms most economic redevelopment efforts to failure. Local areas have different strengths and weaknesses that require unique approaches to achieving satisfactory economic performance. The degree of economic strength in a community in large measure determines the proper strategy for economic development, and understanding those strengths and weaknesses allows us to most effectively use scarce resources.

Retaining local economic wealth is an important aspect of building community capital. Tracking the progress of economies at that scale masks the economic challenges and opportunities at the local or neighborhood level. Without knowing how money flows into and out of the local economy, it is difficult keep it there.

What is the Community Income and Expenditures Model (CIEM)?

The Community Income and Expenditures Model (CIEM) is a community economic development tool dedicated to arming communities with the information required to develop effective development strategies and policies. It is a tool to measure asset flows and economic leakage in communities.

CIEM was developed from the belief that low-income communities remain poor for reasons other than having a lack of accumulated wealth:

- The problem is not just that low-income communities have too little income, rather, the problem is that a substantial amount of money enters the neighborhoods then quickly leaves due to non-local purchases, non-local hiring, and non-local ownership of homes and businesses.

- The problem is intensified by the lack of commercial institutions (e.g., businesses, financial, etc.) that are located within poor communities and responsive to their needs. Dollars circulating outside of the community do not contribute to local economic wealth.

CIEM helps identify these missed opportunities for increasing local economic wealth. To do this, CIEM uses a community-based survey to gather information about the spending patterns of consumers, businesses, non-profit organizations, and government agencies within the community.

The CIEM survey assesses four major features of the economy:

- How much income is received by individuals and organizations within the community?

- How much of this income originates from within the community?

- How much money is spent within the community by individuals and organizations within the community?

- How much of this money is spent within the community?

What are the goals of CIEM?

CIEM involves the community in an analysis of their own economy. The process provides education and opportunity to empower local residents and increase the linkages between people in the community. It is comprehensive and flexible, allowing for the examination of the economic behavior of a variety of economic entities, including the local household, business, non-profit, and government sectors in the local economy.

The goal of CIEM is to help economically distressed communities take more control over their lives and their economy in order to build upon their economic strengths and capacities. It hopes to accomplish this goal through three specific objectives:

Learning: The project is designed to foster economic literacy so those community members are empowered to make economic decisions for their own well being.

Community: The project seeks to build a sense of community by encouraging residents and community leaders from the business, non-profit, and government sectors, to work together toward a common goal of community improvement.

Diagnosis: CIEM is designed to identify opportunities for local economic growth by understanding leaks in the economy.

Why is CIEM needed in a community?

Communities in economic distress not only have fewer economic resources, but the remaining resources are depleted much more quickly than communities with healthy economies. When some of the following problems are observed in the community, it can signal the need to examine the local economy for leakages:

- High unemployment
- Deteriorating housing stock
- Plant closings or business shut downs
- Population loss
- Low home ownership
- High percentage of residents living in poverty
- High amount of absentee landlords

How does CIEM compare to other economic development strategies?

Although the CIEM is unique in its implementation, it is not in its design. The design of the CIEM is an adaptation of the classic input-output model used to analyze national economies. It is also similar to the Community Accounting Matrix (CAM) and the Needs, Capacities, & Assets Model (NCAM).

Like other models, CIEM provides a database complementary to several analysis procedures becoming popular in economic development such as sector analysis, network market development, and flexible manufacturing networks.

The community-based implementation technique provides CIEM significant advantages over other models:

- <u>CIEM is more comprehensive.</u> Unlike traditional economic development strategies that focus on individual firms, CIEM focuses on the entire community and it describes the interrelationships between sectors. This information is critical for policy-making strategies.
- <u>CIEM involves community members.</u> Data gathering depends from the beginning on a fairly large core group of community volunteers, who assist throughout the implementation. Others depend upon economic analysis experts.
- <u>CIEM fosters economic literacy.</u> By involving people from the community in the process, CIEM helps people to understand the systemic impacts of their household or organizational purchasing decisions upon the local economy.
- <u>CIEM is more user-friendly and cost-effective.</u> The CIEM "do-it-yourself" manual makes it possible for communities to conduct economic analyses without having to hire expert analysts.

- CIEM addresses the issue of wealth distribution. The CIEM analysis focuses on how money is distributed through the community, not just on how much money is coming into and out of the community.

- CIEM is grounded in the principles of community development. CIEM is a unique economic development strategy because it applies the principles of community development to economic development.

What are the principles guiding CIEM?

CIEM adheres to the principles of community development established by the Community Development Society. Persons participating in the CIEM process are expected to do the following:

- Promote active and representative citizen participation so that community members can meaningfully influence economic decisions that affect their lives;

- Engage community members in problem diagnosis so that those affected may adequately understand the causes of their economic condition;

- Help community leaders understand the economic, social, political, environmental, and psychological impacts associated with alternative courses of action;

- Assist community members in designing and implementing a strategy to solve agreed-upon problems by emphasizing shared leadership and active citizen participation in that process

- Disengage from any effort that is likely to adversely affect the disadvantaged segments of a community

- Actively work to increase leadership capacity, skills, confidence, and aspirations of all participants involved in the community development process.

What is the role of the community in CIEM?

The CIEM implicitly assumes the following elements:

- The community rather than some smaller economic entity (firm or household) or larger economic entity (nation, state, and region) is viewed as the body which makes and implements decision.

- The community's initiative, leadership and collective action, rather than externally imposed mandates, is a source of change.

- The community can use both internal and external resources to achieve change, drawing on its own strengths and capacities and looking beyond its boundaries for supplemental resources.

- The participation of citizens within the community should be inclusive as possible. All citizens should be given an opportunity and encouraged to participate. The model assumes a democratic political system in which people express their preferences openly.

What information can we get from this project?

The intent of this model is to create a knowledge base to help a community better understand the nature of their asset flows. Past research and practice has shown that communities who engage in the process of discovering their own wealth are better equipped to improve their economic condition.

At the conclusion of the project, communities will be able to identify:

- Sizes of each local economic sector in contributing to community wealth
- Most under-represented business sectors
- Major purchases made outside of the community
- Opportunities to improve the economic linkages between residents, businesses, non-profit agencies, and government offices.
- Potential purchasing power of the sectors
- Potential areas of development within the community
- Areas of economic vulnerability to leakage of community wealth.

Example data from other communities

Here are examples of what previous communities who have used the CIEM process have discovered about their local economy:

- North Lansing residents (population 16,999) spent $22 million on groceries, with 84% of expenditures made outside of the neighborhood in 1993.
- Non-profit agencies in Southwest Detroit (population 38,000 residents, 150 agencies) had a total of $19 million dollars of annual expenditures in 1995.
- Businesses in the Hillman school district (rural northeast Michigan) bought an estimated $69 million dollars of wholesale goods, with nearly 100% of these purchases being spent non-locally.
- 41% of Lansing city government (non-payroll) expenditures totaling $62 million dollars were made within the city in 1993.

What are the focused strategies that may be employed directly as a result of CIEM?

There are four main non-mutually exclusive strategies that can be developed using information from the model:

- Strategies to increase local procurement from local sources;
- Strategies to increase local hiring from local sources;
- Strategies to help local businesses and organizations compete more effectively outside of the local community;
- Strategies to develop new businesses and organizations

What are other indirect outcomes of CIEM that we might expect?

- Strengthened local citizen participation, so that those affected can meaningfully participate in their solutions
- The creation of a sense of local ownership, which gives residents financial security, a stake in the neighborhood, and more control over their economic fortunes
- The definition and establishment of local reinvestment strategies to aid the community's wealth retention and continued development.
- Investment in infrastructure that enhances the neighborhood's physical conditions and fosters increased economic activity
- Enhanced local purchasing networks, which keeps money flowing within the neighborhood, between businesses and creating jobs.
- Strengthened purchasing power, with income high enough and cost low enough, to keep the neighborhood affordable. (revised from Working Neighborhoods: Taking Charge of Your Local Economy, The Neighborhood Works, Chicago, IL, 1985).

Can CIEM be implemented in my community?

If your community can answer "Yes" to most of these questions, you will probably be successful in implementing the CIEM in your community:

Does your community have a well-defined boundary?

Do people within this boundary have a sense of community?

Are there organizations who can mobilize a broad spectrum of community members (residents, leaders, business owners, etc.)?

Is there sufficient cooperation among these people and organizations to prevent the project from stalling or being unsuccessful?

Does the community have both residential and commercial/industrial areas?

Is there a local organization willing to sponsor a CIEM study?

What do local sponsors need to do to implement CIEM?

An essential element of this project is local involvement and ownership. A local resident or community group may sponsor the project. This individual or group should work to develop broad-based support from groups within the community.

> There are many examples of these groups. This group can be a formal or informal organization from the non-profit, government, business, or residential sectors. Examples of these groups are neighborhood associations, community development organizations, faith-based organizations, chambers of commerce, business associations, mayors' offices, county government offices, etc.

The sponsoring individual or group should be able to implement the CIEM and report findings without limitations due to political constraints or conflicts of interest.

What resources of time and money are needed to implement CIEM?

Significant financial and time resources are needed to design and implement a CIEM project. Financial requirements include the costs of conducting surveys or interviews, access to telephone banks, computers, and printing costs. Depending on the methods used to collect survey data and the size of the community, the costs for these expenses can range from $500 to $5000.

The sponsor will also need to support a project coordinator 's time. During this nine-month project, a central coordinator is essential for maintaining the flow of the project. This expense can be minimized if the coordinator is a volunteer or a staff person from a host organization. The coordinator should expect to work on the CIEM 5 to 10 hours per week, more if the size of the additional volunteer pool is less than 10-25 people.

It is helpful to have this coordinator identified as early as possible to conduct the preliminary work outlined in the next chapter.

What are limitations of CIEM?

The information provided by the CIEM is valuable because it provides the data required by most development models that focus on strategies from housing to job creation. The CIEM can identify underdeveloped business sectors, purchasing power, and purchasing patterns that are first steps toward business development strategies.

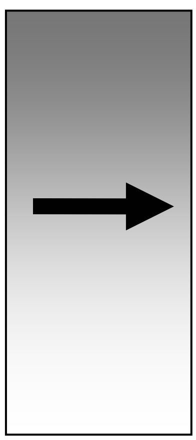
However, CIEM analysis should not be used in place of a traditional market analysis. While the CIEM project can identify which businesses might be successful, it cannot be used to determine where it should be located, or whether a business might compete effectively. Furthermore, the data generated from this project should be considered as estimates that provide a generalized view of the community economy, rather than exact figures.

Nevertheless, the CIEM project can be extremely useful in creating an accurate portrayal of the local economy, its' size, and opportunities for growth.

How to use this manual

At least one person, the project coordinator, should read through this manual to get an overview of the steps involved with the project. The handbook is written as a step-by-step guide through the process of creating a core volunteer organization, collecting and analyzing data, and using this data to build strategies for economic growth through new community partnerships.

At some points in this manual, a menu of options will be provided for some steps. You should select the option that fits your situation the best depending on the resources available to you. Some options require more time and expertise than others do and will provide the most detailed or reliable information. However, you can choose the simpler options if necessary. The difficulty of the options will be depicted as follows:



The most detailed or reliable method is indicated by the dark shading

The recommended method is indicated by the arrow.

The time/resource saving method is indicated by the light shading

Recommended methods are described in greatest detail in the manual. The other options are provided to give you alternative techniques, but will not be described in great detail.

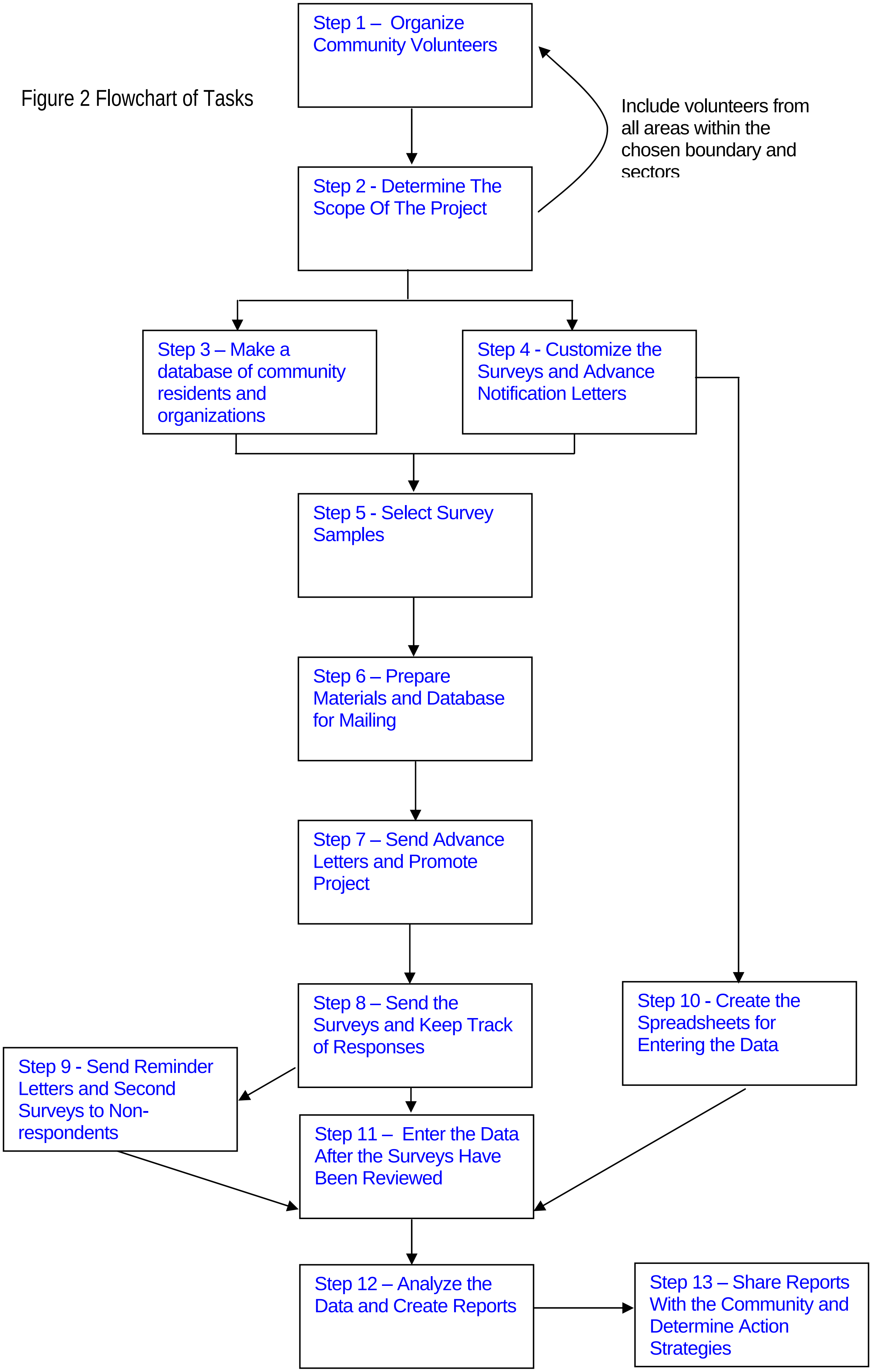
What is the Timeline for this Project?

The flowchart on the following page gives an overview of how the steps are organized for the CIEM. The suggested timeline for these steps is presented below. Obviously, the time requirements of these steps can be modified.

Figure 1 Project Timeline

Step #	Month to Complete Project Steps											
	1	2	3	4	5	6	7	8	9	10	11	12
1 – Organize Community Volunteers	X											
2 – Determine project scope		X										
3 – Make community database		X	X									
4 – Customize the surveys		X	X									
5 – Select survey sample				X								
6 – Prepare materials for mailing				X								
7 – Send advance letters and promote project					X							
8 – Send and Track surveys						X	X	X	X	X		
9 – Send reminders and 2nd surveys								X	X			
10 – Create data entry spreadsheet				X	X	X						
11 – Review and enter data							X	X	X	X		
12 – Analyze the data and create reports								X	X	X	X	
13 – Share reports with community												X

Figure 2 Flowchart of Tasks



Month 1

Step 1 – Organize Community Volunteers

The CIEM process relies on the time and effort of volunteers. Many people will be needed to gather information from the community. Ideally, people from different parts of the community work together to build linkages between different organizations. Such cooperation and networking during the design phase will lay the foundation for implementing strategies at the end of the project.

Determine an Organizational Structure

There are many ways a community might organize to complete this project. The ideal organizational structure depends upon the scope of the project. Our experience leads us to believe that a project coordinator (or co-coordinators) to oversee the project works best. The core group of volunteers can meet in its entirety, or it can divide into task-based subgroups. Additional volunteers with specialized skills may also be needed to help out with specific tasks for short periods of time. Here are the steps for organizing in this manner.

Select a Project Coordinator or Co-coordinators

Project coordinators oversee the completion of the CIEM project. Depending on available funds, this can be a paid or volunteer position. The position may require anywhere from 5 to 15 hours per week for 5 to 9 months, depending on the scope of the project and how tasks are delegated.

> Tip: Some organizations can provide in-kind time for their staff to work on this project. A local high school, college or university could also offer an internship for this position. Finding a qualified project coordinator is the key to a successful CIEM project.

The project coordinator must ensure the completion of the following tasks, **either by direct involvement or delegating them to the core group of volunteers**:

- Schedule meetings of the core group
- Type and copy survey instrument(s) and cover letters
- Prepare address labels, envelopes, postage, and other mailing supplies
- Track return and completion of surveys
- Respond to questions of survey respondents if they call
- Enter survey data into spreadsheet
- Conduct data analysis and prepare reports

Assemble a core group

The first step in assembling a broad-based core group of volunteers is to identify stakeholders in the community. Stakeholders are people with a direct interest in the outcome of the study, and may include:

- Citizens who live in the area
- Business owners who operate businesses in the area
- People who work in the community
- Local government officials who are located or offer services in the area; and
- Leaders and members of faith-based or community-based organizations located in the area.

The second step is to inform and invite community members to participate. Here are some ways to present information to get people involved:

- Have informal conversations with people you see regularly
- Present information at meetings of community or business groups
- Invite groups of stakeholders to a meeting for a special presentation

Get volunteers to help with specific tasks

Some tasks may be performed by an ad hoc group of volunteers. These people may not come to all the core group meetings, but can add their skills and time to assist the core group. People can volunteer their time or expertise to help with the following tasks:

- Develop a logo for all project materials
- Type surveys using word processor or desktop publishing
- Data entry and/or data analysis using spreadsheet software
- Assist with mailings (stuffing and addressing envelopes, etc.) or hand deliver surveys
- Provide access to mailing lists or community data (e.g., librarian, historian, realtor, municipal clerk, tax assessor, postal worker)
- Provide access to special populations (e.g., leaders of non-profit organizations, civic leaders, business leaders, citizen leaders, high school teachers, etc.) who can help to generate support for the project and provide volunteers if needed.

Checklist for assembling volunteers:

- ❑ Have a project coordinator to oversee the volunteers
- ❑ Include at least a dozen community leaders in the core group.
- ❑ Remember that there are many kinds of leaders, not just the ones who have formal visible leadership positions. Invite different types of people to reflect all parts of the community.
- ❑ Make sure the core group of volunteers are representative of all parts of the community (e.g., ethnically, geographically, and from households, businesses, non-profits, and government agencies)
- ❑ Select core group members who live or work within the community boundaries.
- ❑ Organize the core group according to your needs.
    - ❑ The core group can work as one unit or subdivide into subgroups depending on your needs.
    - ❑ They can be divided according to specific tasks to be completed (e.g., getting the mailing lists, customizing surveys, mailing press releases, etc.).
    - ❑ If you are surveying multiple sectors in your community, you may wish to have subgroups to work on each sector.(e.g., some work on household survey, others work on business/non-profit survey, others gather data from government agencies).
- ❑ Include short-term volunteers to provide the skills you need that are not in the core group.

Tip: The boundary area to be studied should include stakeholders from that geographical area. Later, when the full groups of stakeholders are together, the boundary area may change, and additional stakeholders may need to be identified.

Step 2 - Determine The Scope Of The Project

Decision 1: Select the Community Boundary for the Study Area

The boundary area will determine who you send surveys to, and it will determine what expenditures will be defined as “inside” or “outside” the community. Everything that is spent within the boundary area (by people and organizations within the boundary area) will be considered “inside” expenditures. Everything that is purchased (by people and organizations within the boundary area) outside of the boundary area will be considered “outside” expenditures. Therefore, it is important to consider what your group views as the boundary area of your community so you can define local and non-local purchases accordingly.

Review maps to consider the types of boundaries that exist in your area

It is often helpful to use various maps of the general community to discuss the possible geographical boundaries for the study area. These maps should show the different boundaries such as the following:

- zip codes
- school districts
- census tracts
- block groups
- counties
- cities or places according to census designations
- 3-digit telephone areas

Tip: It is easier to use a single unit, such as a zip code, rather than having to collect and sum the information for several units, such as census tracts.

Evaluate boundary areas based on these criteria:

- SENSE OF COMMUNITY - The boundary should generally encompass a community that defines itself as belonging together. A sense of shared community is useful for getting people involved.

- DIVERSITY OF SECTORS – The CIEM project describes each community economy as having 4 sectors. These four sectors are the following: (1) Households (2) Business Establishments (3) Non-Profit Establishments and (4) Public Owned Establishments. A good boundary size would include a mix of residents and various establishments.

- SIZE OF SECTORS --The boundary must be large enough to include residents and businesses, but it must be small enough (e.g., under 40,000 people) to make it possible to conduct effective interventions once you collect your data and make recommendations. The ideal boundary size would be small enough to allow you to send a survey to every business, non-profit, and public establishment within the boundary, and to 400 randomly selected households.

- BUDGET CONSTRAINTS – Under ideal circumstances you would be able to send one survey to every business, non-profit organization, and public agency within your boundary and to 400 randomly selected households. To be able to examine all parts of the community economy you may wish to keep your boundary area small enough to afford to send surveys to all the organizations. Otherwise, you may be limited to surveying fewer sectors of your community, or selecting just the largest establishments in each sector.

- AVAILABILITY OF ADDRESS LISTS - Address lists for the people and organizations within the boundary area must be assembled. Therefore, you may want to consider what kinds of address lists exist in your area and choose a boundary that will lend itself to collecting this information.

- COMPATABILTY WITH DATA SOURCES – You may wish to compare your findings with existing census data or other studies done in your area. This is a good reason to choose boundaries that are similar to those used by the census bureau or other agencies.

- RESPONSIBILITIES FOR IMPLEMENTING STRATEGIES – Think about what boundary area best represents the community of people who will take ownership for keeping more money within the boundary area. People within the boundary area need to see themselves as a group with shared interests who will work together to implement strategies as a result of CIEM findings.

Tip: Keep in mind that you will be sending surveys to LOCATIONS not people. Your database should have addresses of places where people live, regardless of whether it is owned or rented. A tax assessor's list is the best type of list to use for the household survey because it will have a listing of property addresses rather than people.

By using lists that are based on individual names (e.g., voter registration, marketing lists) you will have more than one name per household on your list and you could end up sending duplicate surveys to a household. Furthermore, you may be neglecting renters and non-voters if you use lists of names of people who vote or who own homes.

Once you get a list of property addresses, you will address your survey to "Household residents" at (property address). This will ensure that the renter, rather than the property owner (who may live out of town), will receive the survey if the home is not owner-occupied.

Recommendations for densely populated urban areas:

In densely populated urban areas, the easiest boundary to use is a zip code area. The second choice is usually an aggregation of geographically contiguous census tracts.

Recommendations for sparsely populated rural areas:

In sparsely populated rural areas, the easiest boundaries to use may be a zip code or city name. Other options are school districts or counties.

If the zip code area has too few people and business establishments, a collection of geographically contiguous zip codes can be used. Counties are often the most appropriate levels, although it may be more difficult to gather address information from a phone directory by county, rather than city or zip code. A last choice may be a group of geographically contiguous census tracts.

Tip: Once you have determined boundaries, make sure your group members are representative of the geographical area. It is important to have adequate representation from the residential, business, non-profit, and government sectors of this geographical area.

Decision 2: Determine what parts of the community to survey

Sectors of the Community

One of the unique aspects of the CIEM strategy is that it encourages people to examine the community as a whole when assessing the community economic development needs. CIEM allows you to analyze all of your sectors (groups) at once.

Within the CIEM project we think of the community economy as having 4 sectors. These four sectors are the following:

1) Households (people who reside in the community)

2) Business Establishments

3) Non-Profit Establishments

4) Government or Public Establishments (all publicly owned establishments, e.g., schools, police, utilities, city/township/county offices, social security administration, etc.)

Examine your sectors and your resources

Estimate about how many addresses are in each of these four sectors for your given boundary area. You can choose to conduct a full or community analysis or a sector analysis depending on time and financial constraints.

As noted earlier, it is preferable to keep your boundary area small enough to be able to send a survey to each establishment within the business, non-profit, and government sectors and to a random sample of 400 households. Alternatively, if your boundary area is large, you may have to limit your survey to households and one or two of the most important sectors or establishments in your community. (The most important sectors or establishments are usually the ones that generate the most revenue or employ the most people.) This will be helpful information, but may not be representative of the whole area.

Full Community Analysis

For the purpose of this study, we describe each community as having three (3) economic sectors. These sectors include the following:

1) Household (people who reside in the community)

2) Business (companies located in the community)

3) Non-Profit (organizations located in the community)

4) Government (local, state, and federal branches of government located in the community)

A comprehensive analysis of each sector will result in the best assessment of your local economy.

Partial Community Analysis

If there are inadequate times or financial resources to conduct a comprehensive analysis, it may be preferable to focus on those <u>sectors</u> that have the largest economic impact on the community. This may be the sector that employs the most people in the community, or it may be the sector that has the largest volume of dollars to spend.

The largest sectors are different in each community. In some communities the businesses or industries might be the most important establishments. In other communities that are oriented toward human services the non-profit sector might be the largest employers. In other communities it may be the government sector that is the largest employer because of the size of the public schools or a special establishment such as a prison.

Instead of focusing on specific <u>sectors</u>, you may choose to select specific <u>establishments</u> (within or across sectors) because they are the largest employers and/or has the largest volume of dollars to spend. (See “purposive sampling” in Step 5).

Decision 3: Determine how many people and organizations to collect information from

The goal is to select a group of respondents who represent the sector(s) you are surveying. This can be done in several ways, using different methods for each sector as is appropriate. See Step 5 for more details on these methods.

Full Census of the Sector

1st choice if the sector is small

A full census of a sector, in which all citizens or establishments in that sector are surveyed, makes sense if some of your sectors are very small. On the other hand, If you have large sectors you will probably wish to select a representative sample of addresses to collect information from. This will save you time and money in survey costs.

Random Sampling

2nd choice for household sector

This is the most reliable form of sampling. You can easily do it if you can put your address list in a spreadsheet or database that has a random number generator.

Almost Random Sampling

This is almost as reliable as random sampling. It is easier to use than random sampling if there are paper records of address lists instead of computerized lists.

Purposive Sampling

2nd choice for business, non-profit, and public sectors

This is a targeted strategy to select targeted respondents, usually the largest employers. This is often a good second choice for business/non-profit and government sectors, especially if you have trouble getting a good response rate the first time around. An average size is of between 10 and 30 of the largest employers in a community. This strategy makes sense as a starting point if there is reason to believe that organizations and businesses will be reluctant to respond to the survey. By selecting fewer respondents, more resources can be devoted toward getting full information from several organizations. The information will be less representative of the whole community, but it can give a good picture of part of the economy.

Convenience Sampling

This method allows project volunteers to collect information from people through existing social networks and business groups by passing out surveys to people they know. This method can be highly unreliable, and is not likely to be very representative of the entire community. It may be a useful method if the community has not yet formed a cohesive identity, as support is often low for a survey sent out by a little-known organization.

Decision 4: Determine the method to use to collect the Information

There are different ways to collect survey data, each of which take a different amount of time and financial resources. The type of survey determines the work plan timeline. Those strategies that require the least time and resources are listed first.

Mailed Survey

The least time-consuming way to collect information is through a mailed survey that individuals complete themselves and return in a postage-paid envelope. While mailed surveys are easiest way to collect information, they also tend to have the lowest rate of return and reliability compared to telephone interviews or face to face interviews.

Mailed Survey with Follow-up Reminders and 2nd Surveys

Increased response rates with a mailed survey can be achieved if reminder letters and a second copy of the survey are sent to anyone who does not respond to the first mailing within a few weeks. If you have volunteers available you may wish to make follow-up phone calls to non-respondents before mailing the second survey.

Personal Delivery of Survey

Personal contact with respondents may increase people's willingness to complete surveys, but unless the sample size is small, this takes a lot more time. Instead of initially mailing the survey, you can hand deliver the surveys and include pre-paid return envelopes so respondents can complete the survey in private and return it confidentially. If you do this, you will need to train volunteers on how to explain the purpose of the survey and the procedure for returning it, and how to assure respondents that it will be confidential. You will need to keep track of which surveys have been given to which volunteers and when they delivered it. You will also have to monitor the volunteers to make sure the surveys are actually delivered in time. Appendix K provides sample materials for communities wishing to use volunteers to hand deliver surveys.

Phone interviews or Personal Interviews

You can choose to set up appointments to conduct personal interviews however, people may be reluctant to provide private financial information to another individual. If you choose to do this, remember that the sample surveys are designed to be read, not spoken, so you will have to modify the surveys. You will also have to train numerous volunteers in how to set up appointments and conduct the interviews.

Collect data and existing records from organizations

Individuals and businesses will probably be unwilling to provide access to their financial records. However, you can access financial information from government agencies. This will increase your accuracy and response rate, but you will need someone who can format and analyze the electronic data you request. You will need 2 pieces of information from each agency: 1) A list of vendor expenditures with dollar amount spent and some address information about each vendor so you can classify the expenditure as inside or outside the community and 2) A list of employee salary and fringe expenses with information to allow a classification of the employee as inside or outside the community.

Months 2 to 3

Step 3 – Make a database of community residents and organizations

What is this information used for?

In order to contact people and businesses to participate in the survey, you will need to find out who is in the community and where they are located. Keep this information in a spreadsheet or database program and put each sector in a separate file because these lists will be used to do the following:

1. Select a sample to contact about the survey – (See Step 5)

2. Create mailing labels for sending surveys – (See Step 6)

3. Keep track of which surveys have been returned and completed – (See Step 8)

4. Estimate the amount of total dollars in your community based on the number and type of households and organizations located within your boundary – (See Appendix L for example spreadsheet)

Estimating The flow of money in your community

1. To estimate household income you can download the spreadsheet ..\Sample Materials\Estimating consumer expenditures.xls

   a. To look at the most recent estimates of consumer expenditures by region, age, income, or household size go to http://www.bls.gov .

   b. By finding out how many people you have in your community that fit in each of these categories (www.census.gov), you can estimate consumer expenditures for the number of people in your area.

   c. To multiply the number of people in your area times the average expenditures you can use the spreadsheet ..\Sample Materials\Estimating consumer expenditures.xls

2. To estimate establishment income you can download the spreadsheet ..\Sample Materials\Estimating business and nonprofit expenditures.xls

   a. To look at the most recent estimates of expenditures for establishment types within a county go to http://fisher.lib.Virginia.EDU/cbp/. This can help you determine how much money is being spent by non-profit and businesses located in your area.

   b. To estimate expenditures for businesses and nonprofits in your area, using national averages, you can use the spreadsheet ..\Sample Materials\Estimating business and nonprofit expenditures.xls

The Importance of Confidentiality

A confidential survey means that it is possible to keep track of who has completed the survey, but that team members agree not to use the list to find out how people answer surveys. No one will match survey answers with anyone's name or organization.

An anonymous survey means that you do not keep track of whom turns in surveys and it is not even possible to match answers to individuals or businesses.

As you compile these lists, remember that confidentiality is an important trust between the survey team and the community members who will be participating in the surveys. Although it is possible to cross-reference these address lists with the returned surveys, everyone on the team should agree to keep the survey information separate from these address listings so that no one can match survey answers to an individual or organization.

To ensure confidentiality, limit the number of people who have access to the numbers assigned to the names or addresses in the databases (See Step 6).

Households

Collect Contact Information

- Get a complete listing of all the residential addresses within your boundary area. This includes all properties where people live, regardless of whether it is rented or owned.
- Because you will be mailing to households, rather than individuals, it is best to get a list of property addresses rather than names. If you use a list of names you will have to eliminate duplicate names at the same mailing address.

Sources for this information:

- Tax Assessor's lists - This is the most complete listing because it will contain addresses for all residential properties that are owned or rented.
- Postal lists - This information is generally available for zip code areas and may be fairly reliable. However, it will be more costly than other resources because you must purchase the information from a database supplier such as Dun & Bradstreet (http://www.dbisna.com/ or 1-800-932-0025), Moody, Info USA (800-321-0869).
- Phone directories - This may be out of date and will exclude residents without phones. This is available on CD-ROM for roughly $100 from a software vendor. However, this will not include residents who do not have telephone service.
- Voter registration lists - This will exclude individuals who have not registered.
- Local Fire & Police maps – Local libraries, fire, or police offices will probably have detailed maps of your area that lists addresses in every block of your city, and designates each address as a residence or a business. These maps are not always up-to-date so you may need to double check the addresses in person or send out extra surveys to compensate for all surveys returned due to bad addresses. If your boundary area is a collection of smaller units, such as census tracts or block groups, this may be the easiest way to collect an address list.

Example database for households

Below is an example spreadsheet or database template used to keep track of households:
(NOTE: Name and telephone are for your records only and **should not** be printed on mailing labels):

Figure 3 Example Address Database for Households

Name	Street Address	City	State	Zipcode	Phone number
Anna Rodriguez	123 Main St	Anytown	MI	12345	555-9000
Tyrone Brown	87 Oak Ave	Anytown	MI	12345	555-6389
Chris Smith	456 Highway 6	Anytown	MI	12345	555-2814

Businesses & Non-Profit Organizations

Collect Contact Information

Get a listing of all business and non-profit establishments within the community boundary. This list should contain the following information:

<u>For mailing the survey:</u>

- Name of company or agency
- LOCAL mailing address (not address of corporate headquarters located elsewhere)

<u>For follow-up contact after survey is mailed (if needed):</u>

- Telephone number and contact person's name if possible

<u>For selecting the largest establishments to receive survey (if needed):</u>

- Volume of sales/revenue or number of employees

<u>For analysis described in next chapter</u>

- Nature of establishment (For-profit or Not-for-profit or Government)
- Type of establishment by Standard Industry Classification (SIC)

Sources for this information:

CD-ROM or internet telephone directory

- CD-ROM phone directories cost approximately $100 and can be found at many businesses that sell computer software. A local library may also have the current CD-ROM phone directory. Using included software, you can easily download the information about all the establishments within a particular zip-code or city. These directories contain all the required information except the IRS profit status of an establishment, which must be determined individually. Some of this information is also available using the "Yellow Pages" sections of various World Wide Web search engines, such as Yahoo or AltaVista. To search for all the businesses in an area, enter an asterisk "*" in the business category, then select the zip code or city name you want to search. Use the business descriptions you can infer an SIC code.

Local directories

- The library, chamber of commerce, or other local business or human service organization may have recently compiled an address listing of local agencies. If you have enough information about these establishments, you can use your own judgment to classify these places by appropriate SIC codes. A listing of these codes is provided in Appendix D.

Commercial & Government database suppliers

- The information listed above is also available for purchase from commercial database suppliers such as Dun & Bradstreet (http://www.dbisna.com/ or 1-800-932-0025), Moody, Info USA (800-321-0869) and the US Census Bureau. For a fee they can provide you with zip code level information in a paper format and in a format that can be used in a spreadsheet program. Local tax assessors may have electronic databases available to the public.

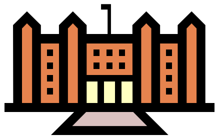
Example database for businesses/nonprofits

Here is an example spreadsheet or database to keep track of businesses and non-profit organizations:

[You will need to add columns for 1) sales volume and/or 2) number of employees if you are going to compare sizes and only select the largest organizations to collect information from.]

Figure 4 Example Address Database for Establishments

Company	Contact	Bus. Or NP	SIC	Street Address	City	State	Zipcode	(Telephone number)
Tom's grocery	Tom Arnold, Owner	B	5410	123 Main St	Anytown	MI	12345	555-9000
Lily's trucking	Lily Tomlinson, Proprietor	NP	4210	87 Oak Ave	Anytown	MI	12345	555-6389
Midtown clinic	Dr. Joe Martin, Executive Director	NP	8010	456 Highway 6	Anytown	MI	12345	555-2814



Government Agencies

For many communities, government agencies (e.g., public schools, hospitals, etc.) are a substantial portion of the community economy, so it is important to consider obtaining data from them. You can do this by sending a survey to the agency directly, or by requesting data that you will analyze yourself. For both options you will need to collect address and contact information for the government agencies.

Survey the Government Agencies

The first option is to include government agencies in your survey of businesses and non-profit organizations. A staff person may be able to complete the survey and provide the same type of data as you are requesting from businesses and non-profits. The data would be summarized in the categories you request. Follow the same instructions as you would for the business and non-profit survey.

Request Government Agency Data for your Own Analysis

The second option is to request access to the raw data and conduct the summary calculations yourself. This section briefly describes how you can collect information from these agencies, and what types of information you are looking for. This task is devoted almost entirely to collecting, formatting, and analyzing computer data from multiple sources, and thus is ideal for delegation to a person or team skilled in spreadsheet software use. The steps are outlined next:

Collect Contact Information

Create a complete address and telephone listing of all government agencies within the community boundary identified for the study. This includes government offices at all levels (federal, state, county, city, township, etc.) that are geographically located within your community boundary. This list should contain the following information:

- Name of agency
- Full mailing address
- Nature of establishment (Federal, State, Local government)
- Telephone number (for follow-up if needed)
- Contact person's name if possible (for follow-up if needed)
- Volume of annual expenditures or number of employees (for selecting largest if needed)

Request Vendor and Employee Expenditure Information

Because it may take a while for government agencies to fulfill your request for this public information, consider requesting this information at this stage. It may take time to locate the person who will be able to provide you with this information. Request the information as an electronic file if possible.

From each of these government offices (or the 5 or 10 largest agencies) request the following information:

- A list of all employee expenditures for the past year broken down by employees living inside the boundary versus employees living outside the boundary area.

- A list of all vendor expenditures for the past year broken down by vendors located from inside the boundary versus vendors residing outside the boundary area.

- Be sure the address gives enough information to identify whether or not the person is in the designated boundary. City name or zip code may be enough information if your boundary is that large. If your boundary is a neighborhood within a city or zip code you will need street addresses if you are allowed this confidential information.

Example database for government agency employee expenditures

This is an example of the spreadsheet or report to request from the government agency. You may have to complete the last column ("within boundary?") on your own as you review the address. If the agency cannot give you an address, request that they provide the determination of whether the employee is in the boundary or not.

It is also helpful to get information about what types of jobs are held by local residents compared to non-local residents. This can help you examine what types of jobs are not being held by local residents. From this you can identify possible education or training needs for the local labor pool.

Figure 5 Example Database for Government Agencies' Employee Expenditures

EMPLOYEE EXPENDITURES FOR PUBLIC SCHOOL				
#	Employee address	Job type	Wages & Fringes	Within Boundary?
1	175 Main Hwy, Citytown, 48000	Teacher	$25000	Yes
2	48 Ranch Road, Outtatown, 48009	Administrator	$40000	No
3	1800 Elm St, Citytown, 48000	Clerical	$22000	Yes

Example database for government agency vendor expenditures

This is an example of the spreadsheet or report to request from the government agency. You may have to complete the last column ("within boundary?") on your own as you review the address. If the agency cannot give you an address, request that they provide the determination of whether the vendor is in the boundary or not. It is helpful to know what products or services are being purchased so you can identify types of goods and services that are not being purchased locally. However, that information may not be available.

Figure 6 Example Database for Government Agencies' Vendor Expenditures

VENDOR EXPENDITURES FOR CITY HALL				
#	Vendor address	What was purchased? (If available)	Amount	Within Boundary?
1	225 Main Hwy, Citytown, 48000	Office supplies	$1200	Yes
2	800 Grove Road, Outtatown, 48009	Accounting services	$1575	No
3	1911 Ash St, Citytown, 48000	Property maintenance	$965	Yes

Summarizing Vendor and Employee Expenditure Information

Your end goal is to summarize the data you have received from each agency. (Some agencies may be willing to provide the summary data for you so that you do not have to do the computations yourself.) Here are the summary statistics that are needed:

Employee Expenditures

1) How much did your agency spend on employees (wages and fringes) last year?

2) What percent of that expenditure went to employees living within the boundary?

3) What is the average wage of employees living within the boundary versus outside of the boundary?

4) What types of jobs are most often held by employees living within the boundary versus outside of the boundary?

Vendor Expenditures

5) How much did your agency spend last year on vendor (non-employee) expenditures?

6) What percent of this expenditure was spent on vendors living within the boundary?

7) What types of products and services are most often purchased from vendors living within the boundary versus outside of the boundary?

Months 2 to 3

Step 4 - Customize the Surveys and Advance Notification Letters

Customize the Sample Surveys

Appendices A and B are sample surveys with recommended questions for households and businesses/non-profits, respectively. You will need to modify the surveys to fit your community.

Replace blanks with community information

Bracketed [ ] questions must be replaced with specific information. Examples include [your community name], [survey date], etc.

Select expenditure categories you want to use in the survey

Because the questions about income and expenditures are the main component of this survey, you will need to choose the best types of categories to use. The remainder of this chapter will guide you through this process.

Delete questions that are not useful to your community

You need to keep all the questions that ask about income or expenditures so you can compute the results of the study. However, the other questions regarding attitudes and perceptions in the community are optional. It is helpful to keep the survey short so that people will want to fill it out. Include a limited number of these attitude questions in your survey, unless it is an issue that people will be highly motivated to answer questions about.

Add/modify questions that are important to your community if desired

You may wish to modify some of the community attitude questions in the sample survey to reflect the issues pressing in your community. You may also wish to add additional questions that relate to current community conditions, attitudes, or development. Be sure to state the questions in a way that is neutral and does not reflect bias on either side of the issue. See Appendix C for tips on adding questions.

Choose the type of expenditure categories that best reflects your community's expenditures

The sample survey lists categories of expenditure items from past surveys used with CIEM. The expenditure categories were customized for an individual community. Change expenditure categories to reflect the type of purchases people make in the project boundary.

Business and Non-profit Survey

The expenditure items for the businesses and non-profits (see Question #8 in the business/non-profit survey) are fairly standard, but more detailed expenditure categories could be included. However, experience suggests that the simpler the survey, the more completed surveys will be returned.

Household Survey

The expenditure items for the households (see Question #11 in the household survey) are examples of categories designed by another community. Each community will select expenditure categories that match the type of expenditures made by residents.

The Bureau of Labor Statistics (BLS) Consumer Expenditure Survey (http://www.bls.gov or Appendix L) is a good starting point for choosing which expenditure categories to use. The BLS site also indicates how much money an average household spends on a variety of goods and services. Major categories (e.g., Food) as well as detailed subcategories (e.g., meats, dairy, etc.) are listed. This information is also available for regions (e.g., Midwest) and for select metropolitan areas (e.g., Detroit).

Tip: We recommend that communities use the main categories listed in the BLS consumer expenditure survey and customized subcategories if possible to allow for comparisons with other communities and to compare to regional BLS data to corroborate your local data..

Choose the level of detail you need in the expenditure categories

Sample household survey questions about the economy focus on very detailed categories (e.g, gasoline & motor oil, medical supplies). Feel free to make these categories more broad or more detailed according to the economic particulars of the community.

Detailed Expenditure Categories

Selecting the proper level of detail in expenditure categories is critical to discovering where the major spending leaks are in the community. Major leaks can come from many people purchasing at least small amounts goods or services elsewhere, or a few people spending large amounts on goods or services elsewhere. With this in mind, the level of detail in expenditure categories must provide enough information to detect significant leaks.

Note the following detailed categories of two summary categories of Transportation and Health Care:

Figure 7 Example of Detailed Expenditure Categories

TRANSPORTATION	$ spent last year	% bought locally
1. Vehicle purchase/payments		
2. Gasoline and motor oil		
3. Maintenance, parts, tires, towing		
4. Public transportation		
HEALTH CARE	$ spent last year	% bought locally
5. Health insurance		
6. Home health care		
7. Doctor, Dentist, etc.		
8. Drugs		
9. Chiropractic		
10. Medical supplies		

Summary Expenditure Categories

Using only summary categories will simplify the survey. It would make the data entry and analysis quicker, but it would also result in less specific information about expenditures, which can be useful in assessing areas for potential growth.

Figure 8 Example of Summary Expenditure Categories

	$ spent last year	% bought locally
1. TRANSPORTATION		
2. HEALTH CARE		

Combination of Detailed and Summary Expenditure Categories

You may also wish to use a combination of these approaches and collect detailed information in some categories and summary information in other categories. The main goal is to customize the survey for your own economy, gathering information about expenditure areas that are most applicable to your area:

Figure 9 Example of Combined Detail &Summary Expenditure Categories

TRANSPORTATION	$ spent last year	% bought locally
1. Vehicle purchase/payments		
2. Gasoline and motor oil		
3. Maintenance, parts, tires, towing		
4. Public transportation		
5. HEALTH CARE		

Tip: You can customize the column categories depending on the needs and attitudes of your own communities. The example above shows two categories, “Dollars spent last year” and “Percent bought locally.” You can also use categories such as “Dollars spent INSIDE last year” and “Dollars spent OUTSIDE last year” if you believe dollars will be easier to report than percentages. You may also wish to ask people to report their expenditures for last month instead of last year. Communities have successfully used different approaches based on the local preferences. (See below)

Figure 10 Example of Expenditure Categories using Different Response Sets

	$ spent **inside** the community last month	$ spent **outside** the community last month
1. TRANSPORTATION		
2. HEALTH CARE		

Make sure the survey is realistic for your resources

How long will the data entry take?

Someone who is familiar with the computer mouse and keyboard operations can probably enter data for 10 to 15 questions per minute (600 to 900 per hour) with some practice. This can vary depending on the skill level of the person and how complex the survey is. The following formula offers a general idea of how much time the data entry will take:

Figure 11 Steps to estimating data entry costs

Steps		Answers	
A.	Number of potential answers a person could give on a survey:	______	
B.	Number of completed surveys expected: (This is roughly 30 to 50% of the number you mail.)	______	
C.	Total number of responses:	______	=A x B
D.	Number of answers entered per hour: (An experienced typist can enter 600 to 900 per hour.)	______	
E.	Total estimated time (in hours) for data entry:	______	=C / D

How long will the data analysis take?

It takes time to calculate the results, compute averages, frequencies and other statistics, and create reports and graphs to summarize the data. This process can last as long as the data entry phase, depending on the skill of the person analyzing the data. You will also want to allow time to create the reports and presentations that will be shared with the community.

Create the Data Entry Spreadsheets

Once the survey instruments are completed, a spreadsheet for tabulating the answers from the returned surveys must be developed. Since spreadsheets must match the surveys, it is best to wait until after all the final changes have been made on the surveys to start it.

It will be extremely helpful to have someone start creating these data entry spreadsheets templates as soon as the surveys are completely customized. Then the spreadsheets will be ready for when the surveys start being returned. This will help the data entry phase to move much more quickly. Step 10 describes the steps for creating this spreadsheet.

Tip: It is best to design the survey with the data entry spreadsheet in mind. You want the survey to be easy for people to answer, and you also want it easy to enter answers into the spreadsheet. Refer to Appendix C for tips.

Step 5 - Select Survey Samples

How many surveys do we need?

For the survey results to be meaningful, it is recommended that you have at least 100 surveys, but preferably 400, returned from each sector that you randomly sample and as many as possible from the remaining samples.

It is also best if surveys are returned from people and organizations that are representative or typical of the community, so it is important to do adequate follow-up with people or establishments who do not return their survey. This is why promotion and community support is so important in this project! You really need cooperation from the community and survey respondents to make this project most successful.

Why are so few surveys needed?

Most social scientists consider a sample size of 100 adequate[1], although 400 is desired, when you have a random sample from a population that is large. The accuracy level with an adequate sample size is good enough to provide general estimates of the economic flows in your community. To significantly reduce the error rate would take much more time and money to do a larger survey. That level of precision is not necessary for this study.

By selecting a random sample, you can assume that you are getting a fairly accurate picture of the average profile. This principle of random surveying illustrates how election forecasters are able to predict outcomes of national elections with a small rate of error by contacting a random sample of only 2,000 to 3,000 people from across the United States.

How many surveys should we distribute?

The response rates for this type of mailed survey are between 30 and 50%. That means about 30 to 50% of your original surveys will be returned. Therefore, you will need to mail 300 to 400 surveys for every 100 surveys you want returned. It is good to select at least 400 household addresses to receive your survey.

For the organization survey (business, non-profit, government) survey it will be best to send surveys to a comprehensive list of all establishments, unless you have chosen to conduct a partial community analysis (See Step 2).

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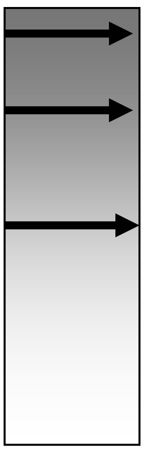
[1] Singleton, R., Jr., Straits, B. C., Straits, M. M., McAllister, R. J. (1988). Approaches to social research. New York: Oxford University Press.

How do I select respondents?

You can select a group of respondents who represent a sector in several ways. You may choose different selection methods for each sector. For example, small communities have used a random sample for the household survey (since there were over 2,000 people in the area) and a full census of the organizations (since there were less than 300 total businesses and non-profit establishments in the area).

The diagram below shows which options are discussed in this chapter. The most difficult but reliable methods are listed first. More detail on each method is provided after this overview list:



Full Census of the Community – Only if your sectors are small (400 or less)

Random Sampling – If you have software with a random number generator

Almost Random Sampling - ***Useful for all sectors***

Purposive Sampling- ***A good second choice for business/non-profit and government sectors, especially if you have trouble getting a good response rate the first time around or cannot survey all of them.***

Convenience Sampling - *Not very reliable, but useful if your community is not cohesive*

Full Census of the Community

In a small community it is not difficult to send surveys to everyone in the community or particular sector. If you have more than 400 addresses for a particular sector (e.g., households or businesses), it will be much easier to select a sample of addresses than trying to collect data from everyone. There are different types of sampling methods to choose from below.

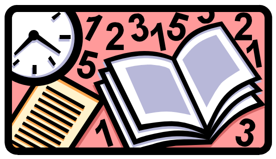
Random Sampling

The most reliable form of sampling is random sampling, which dramatically increases the probability of getting a results that represent those of the entire community. To get a random sample of each sector (household, business/non-profit) a complete list of all valid addresses in that sector must be compiled. Separate listings for households and businesses/non-profits are necessary.

Steps for drawing a random sample:

1. Put the addresses into a computer database
2. Add a number field to the database.
3. Number the addresses consecutively in this field. Be sure the numbers are values rather than formulas.
4. Decide how many surveys you will need to send out in order to get the amount you want. (Example: 300)
5. Use the random number generator (supplied with software or with your calculator) to select the needed number of surveys (e.g., 300) at random.
6. Create a new computer database address list that has only the selected addresses. (Do not delete the database with all the addresses. Keep the original database in case you need to come back and select more names. For instance, this may happen if you have a large number of surveys returned due to bad addresses.)
7. In the new database, renumber the addresses consecutively. Number the household addresses beginning with 10001. Number the business/non-profit addresses beginning with 50001.

Almost Random Sampling



This procedure is similar to random sampling. The difference is that in this process, the addresses are not listed in random order, nor are they selected randomly from the group.

Steps for Almost Random Sampling:

1. Put the addresses into a computer database or review a printout list manually.

Count the number of addresses that are on your list. (Example: 3,000)

Decide how many surveys you will need to send out in order to get the amount you want. (Example: 300)

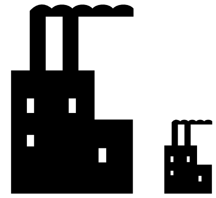
Divide the total number of addresses (Example: 3,000) by the number of surveys you will mail (Example: 300) to determine the interval you will use. In this example, the interval is ten. (Example: 3,000 / 300 = 10, so 10 = nth interval)

Using your interval number, select every *nth interval* (Example: every 10th) address on your list. (Note: If you start at a random spot in your list, this is considered random. You can use a random number generator to get a random number between 1 and your interval number *n.*

Create a new computer database address list that has only those addresses you have selected. (Do not delete the database with all the addresses. Keep the original database in case you need to come back and select more names. For instance, this may happen if you have a large number of surveys returned due to bad addresses.)

In the new database, renumber the addresses consecutively. Number the household addresses beginning with 10001. Number the business/non-profit addresses beginning with 50001.

Purposive Sampling



This method is distinctly non-random. It allows the selection of addresses that are the most important, based on some predetermined criteria. For example, only the largest firms (e.g., hires the most people, has the largest revenue) might be targeted. This method is least useful for the household sector, but is often very appropriate for the business/non-profit, and government sectors.

Convenience Sampling

This is the simplest form of sampling because you give surveys to people that are easily accessible. It may provide the benefit of getting a higher rate of completed surveys returned since you can hand deliver surveys to people you know through your community organizations. However, it may make your results more biased because the surveys are probably not given to a representative group of individuals or organizations.

Convenience sampling can be done by distributing household surveys at community meetings, through volunteer organizations, at faith-based groups, at grocery stores or libraries, or other places where community residents will gather. Likewise, business/non-profit surveys could be distributed to non-profit directors and business owners at community business meetings such as Kiwanis, Rotary, Exchange Club, Lions, or other places where the local executives gather.

Month 4

Step 6 – Prepare Materials and Database for Mailing

Have a logo ready to use on your materials

A logo is useful for identifying this project as a community-wide effort that goes beyond the boundaries of any particular organization. It provides a unifying theme for your letters, envelopes, and surveys. This logo will build a recognizable identity for the project so people will know to pay attention to mailed materials if they see the logo.

Order Letterhead if Necessary

You will probably want to have your logo on the advance notice letters and the letter accompanying the surveys. This logo can be photocopied onto regular paper or you can order special stationery with the logo on it at a higher cost..

If you order stationery, order at least three time the number of surveys you will be sending. You can use letterhead for the advance notice letters, the first survey, and the second survey sent to those who did not respond to the first survey. Also keep in mind that some of the first advance notice letters will be returned due to bad addresses.

Order Envelopes for the Advance Notice Letters if Necessary

Purchase business size envelopes to mail the announcement letters. Have the logo printed on the envelope if possible. Put a return address on the envelope where you want undeliverable mail returned to so you can remove this name from the survey sample.

Order at least twice the number of surveys you will be sending. You can use these envelopes twice. You will use it for mailing the advance notice letters and for sending out reminder letters to anyone who has not completed the survey.

Prepare Press Releases

To increase community awareness of the project and its purpose, it is helpful to garner media attention for your cause. Local media can help to increase the return rate of surveys because people will be more interested in being involved with the development of strategies and recommendations as a part of this project. Prepare a one page informational sheet describing the importance and value of the survey to the community, its beginning and end dates, and who to contact for more information. Sample press releases are provided in Appendix I. Find an address listing of newspaper, radio and TV contacts for your community, and mail or fax a press release when the data collection process begins.

Organize your database

Include only the selected sample

By now you have already selected samples from the household and organizational sectors to receive your survey. Each sector requires a separate database file. These files should only have entries for only the people/organizations selected in your sample. Create a separate new file that is different from the original database that had information about all the people and organizations in the community, but don't get rid of the original files yet!

Add a new field/column for the survey number to keep track of surveys

If you haven't already done so, add a new field (or column) that is for the SURVEY NUMBER in each of the sample databases. Each survey needs a unique number to match it with the proper person/organization. To make sure the surveys are confidential, use only the survey number, not the person/organization name to identify the survey.

Assign survey numbers to each person/organization

Each person/organization to have a different number so that no two surveys (even from different sectors) will have the same numbers. Number the person/organization entries consecutively beginning with the following numbers, if you haven't already done so:

Household sector:	10001 and up
Business/non-profit sector:	50001 and up

Create mailing labels

Most database software allows the easy creation of mailing labels. The following fields/columns of information should be included on the mailing label:

HOUSEHOLD LABEL:

[Survey number]
Community Residents at
[Address]
[City, State, Zip]

BUSINESS/ NON-PROFIT/ GOVERNMENT LABEL:

[Survey number]
[Contact person name]
[Organization]
[Address]
[City, State, Zip

Prepare and Copy Pre-Survey Announcement Letters of Support

Prepare a letter to send to your everyone who will be receiving a survey. This letter will tell your survey sample that they will be receiving a survey in a week and it will tell them why they should participate in the project. The purpose and importance of the project should be clearly stated.

Create a different letter for each type of survey you will be sending. For instance, you could send one type of letter addressed to community residents who will be receiving the household survey. Another type of letter could be addressed to community leaders who will be receiving the organizational survey for businesses, non-profits, and/or government agencies. You may wish to have an influential "spokesperson" from the community write each of these letter to show that they support this project. The spokesperson should be someone who is respected by the group receiving the letter. See Appendix F for sample copies.

Prepare and Copy Survey Introduction Letters to Accompany the Surveys

Prepare an introductory letter to send with each survey. Separate letters for residents and the business/non-profit owners will be necessary. The letters should explain to each group why completing the survey will be in their interest. The letters should explain the importance of the survey, when the survey will arrive, who to contact if there are questions, and any other important details about the survey. Be sure to tell people the due date for the return of the surveys and any other important instructions. The chair or members of the core group should sign these letters. See Appendix G for sample copies.

Print or Photocopy Surveys

Photocopy the surveys using a different color (at least for the cover) for each sector if possible. Some communities have custom-printed their surveys in booklet form, using a stock cover.

Be sure to print enough surveys at one time to reduce printing costs, or to take advantage of bulk discounts for photocopying. Print enough extras for any follow-up mailings you wish to send to people who did not complete the survey after the first mailing.

Purchase Pre-Printed Return Envelopes for Surveys

You can save a lot of time and add professionalism to your survey if you are able to purchase pre-printed envelopes for respondents to use when returning their surveys. Have the envelopes pre-printed with 1) Your logo if available, 2) the return address where you want the surveys delivered, and 3) the "postage-paid" emblem if your organization has this option to do this. Consult your local post office for details on pre-paid postage.

As you decide where the surveys should be delivered to, consider locations that will provide survey respondents with the greatest level of comfort and assurance that confidentiality will be maintained. It should also be a place where the surveys can be safely stored and easily delivered to the data entry location.

Purchase Postage to Affix to Return Envelopes if Needed

If you are not able to order pre-printed envelopes, you will need to hand stamp the return address on each envelope and affix the proper postage. Remember to consider the weight of the survey and envelope before determining how much postage to affix.

You could also request that survey respondents provide their own postage but this may reduce the number of surveys you receive back. People are much more likely to return the surveys if they do not have to pay for postage or address the envelopes.

Purchase The Right Size of Survey Mailing Envelopes

Be sure the survey, instruction letter, and return envelopes will fit in the mailing envelope. Remember to include a return address on the outside in addition to postage.

Schedule time with Volunteers to help stuff envelopes!

Schedule a day to have people help stuff envelopes for the advance notices and to stuff surveys into envelopes. Mail the surveys approximately one week after sending the advance notices.

Step 7 – Send Advance Letters and Promote Project

Tell the local media about your survey

Mail or fax the press releases to local newspapers, radio, and TV stations. Have someone on the project team designated to answer calls or do interviews if requested.

Mail the advance notice letters to the survey sample

Print one set of the mailing labels for each sector. Be sure the labels have the survey ID number on them and that the return address is where you want the letters returned to if the addresses are undeliverable. Apply the labels to the envelopes and enclose the appropriate advance notice letter for (e.g., for households or businesses/non-profits).

Add a new field to the database for the tracking bad addresses

Add a new field (or column) that is for ADDRESS VALIDATION In each of your database files for your sector samples. For each person or organization in your database, add a code to indicate whether each address is valid or invalid. For instance, you might want to use "B" to indicate that an entry in your database has a "bad address." (If you can get a corrected address you can remove the "B" from their record.) When you are ready to print address labels you can select all records that do not have a "B" in the "Address Validation" field.

Keep track of advance notice letters returned

Collect letters that have been returned undeliverable. Remove these names from the mailing list to save time or money mailing surveys to these addresses. Match the survey ID number with the matching entry in the database.

If you get many letters returned, you may want to randomly select additional addresses from your original database to replace these invalid entries.

Months 6 to 10

Step 8 – Send the Surveys and Keep Track of Responses

Send the Surveys (Mail 1 week after sending the advance notice letters)

Print a new set of mailing labels for the surveys

Print a new set of mailing labels for each sector. Remember to select only those addresses that were not returned due to a bad address. Be sure to include the survey ID number on the mailing labels, and put the corresponding survey in the envelope.

Number the surveys

Within each sector number the surveys consecutively, beginning with the first number that appears in the database (e.g., 10001) and ending with the last number that appears in the database. This will serve as a check to make sure there are no duplicate numbered surveys. Don't worry if there are some surveys numbered that are for bad addresses. They can be removed in the next step.

Stuff the envelopes with numbered surveys

Apply the mailing label to the large mailing envelope. In that large envelope, add a postage-paid envelope and include a numbered survey that corresponds with the number on the mailing label. BE SURE THE SURVEY ID ON THE MAILING LABEL AND THE SURVEY MATCH EXACTLY.

Tip: It is EXTREMELY helpful to keep the mailing labels, the surveys, and the stuffed envelopes in numerical order. If you run into problems while you are stuffing envelopes, it is much easier to locate items to verify or correct problems.

Keep Track of Surveys That are Completed and Returned

Add a new field/column for the tracking survey completion in the database

Add a field (or column) to the sample database for SURVEY COMPLETION to the sample databases for each sector. This is where returned surveys are tracked.

Examples include codes such as ""C" for "Completed" and "R" for "Refused." The 'C' would indicate that the survey was completed and returned; while an 'R' would indicate that the survey was returned unanswered. An empty field would indicate an un-returned survey.

Check in the Surveys and Update the database

When a survey is returned it should be dated and "checked-in."

1) On the front cover of the survey, write the date it was returned

2) Review the survey answers to make sure all the answers are clear for the data entry person. If there are discrepancies, use a red pen to show what information you want the data entry person to record. See Step 11 for answers to common problems.

3) In the Database, type the appropriate code in the SURVEY COMPLETION column to show that the survey has been returned for that person or organization.

4) When the survey has been appropriately "Checked In" to the database, you should put your initials on the front cover.

Months 8 to 9

Step 9 - Send Reminder Letters and Second Surveys to Non-respondents

Mail Reminder Letters

About 2 weeks after the first surveys are mailed, send out reminder letters or postcards to the individuals or organizations who have not yet returned their surveys. The letters should remind people about the purpose and importance of the confidential survey and thank them if they have already participated.

Instruct them where to get a new copy of the survey, if they have lost the original survey. If people pick up new surveys REMEMBER TO PUT THE ORIGINAL SURVEY ID NUMBER on each duplicate survey. Appendix H shows examples of reminders sent in the past, along with notes sent to people who requested duplicate copies of the surveys.

Mail Second Surveys

About 2 weeks after the reminder letters are mailed, send a second survey to those individuals and organizations who have not yet returned their surveys. Be sure the follow-up surveys have the original survey ID number written on them.

Do selective phone follow-up as needed

If you have low responses from organizations, you may wish to conduct follow-up telephone calls to key employers in the area. Contact the owner or manager and explain the importance of the CONFIDENTIAL survey and ask to make an appointment with the appropriate person to interview them. Ask for responses to the full survey, but focus on mainly getting responses about the organizational expenditures.

Set an end date for collecting the last surveys

Surveys tend to trickle in for a time, so setting a cutoff date for the last day surveys will be used is helpful to bring closure to the project. One or two months after the second surveys are mailed is sufficient time to collect surveys from the majority of people who will participate. You can complete the data entry while surveys are being returned. Data collection and entry usually is finished 2 weeks after the cutoff date for survey returns.

Step 10 - Create the Spreadsheets for Entering the Data

Create the spreadsheets to enter your data

You will need a separate spreadsheet for each type of survey (e.g., one for household one for business/nonprofit/government).

You will need to create a spreadsheet that will allow you to enter the data from the survey questions. The answers for a survey will go DOWN the column. Each row will contain the answers for one question from all the surveys.

Add Headings

Row headings must be added to match the questions on the survey. The first row should have the heading for the Survey ID number. The ID number is on the front cover of each survey. In this example, each survey respondent has information in one column.

Label rows with the question numbers. Some questions have more than one part, so you will need a separate column for each part (e.g., Question 6-A, 6-B, 6-C, etc.). You may also wish to have an additional column to describe briefly the content of the question.

Figure 12 Sample Data Entry Headings

QUESTION DESCRIPTION	**QUESTION #**	**1st survey**	**2nd survey**	**3rd survey**
(On front cover)	Survey ID #			
Length of residence	Question 1			
Age	Question 2			
Gender	Question 3			
Business type	Question 4			
Position in business	Question 5			
Food $ dollars spent	Question 6-1-A			
Food % spent local	Question 6-1-B			
Housing $ dollars spent	Question 6-2-A			
Housing % spent local	Question 6-2-B			

TIP: Please note that it is much easier to conduct the data analysis if the questions are listed down the column, rather than across the row as demonstrated above. However, many of the surveys have had more questions than spreadsheets have columns! Please be sure to check this option out in your own spreadsheet before beginning.

Add data entry formulas

If possible, this is the best time to include formulas to help analyze the data to avoid a time crunch when surveys are straggling in and people are anxious for the final report . The only downside to adding these formulas early is that they might get in the way while the person is doing the data entry. This can be minimized by "hiding" and "protecting" the formulas, so the data entry typist will not be bothered by extra rows. .

See Appendix M for a detailed explanation of how to enter formulas using a spreadsheet.

Format the Spreadsheet

Format the rows so that when data are entered, the values will appear in the same format as the survey. Format rows to appear as dollars, percents, or regular numbers to correspond with the survey. This will make it easier to verify that data is entered correctly to match the answers on the surveys.

Protect Cells That Should Not Be Typed Over

Protect all cells containing labeling and formulas. This includes any of the cells around the edges that contain the question number, question description, or formulas.

Pretest the Spreadsheet

Have someone fill out a test survey. Enter the numbers from this test survey into the spreadsheet. This will help to detect any errors before they become a serious problem. It will also help get an estimate of how long it will take to enter data from each survey.

Step 11 – Enter the Data After the Surveys Have Been Reviewed

Cleaning the Data

After a completed survey is received, and the database is updated to show that it has been returned, the survey must be reviewed and "cleaned-up." Someone should be assigned the task of reviewing the surveys to "clean up" any answers that may be confusing. Someone familiar with the project should do this part, especially if the data is entered by people who are not familiar with the survey.

The person cleaning the data should make his/her changes with a colored pen. If more than one person is cleaning the data, each person should use a different color pen to identify who to ask about the changes they have made. The surveys should be initialed by the person reviewing the survey.

What should I do if more than on answer is circled?

When more than one answer is given, it is usually best to take the first answer provided. However, in some cases an average of the two numbers may be used.

For example, in question 5 below, you may wish to choose "1" since it is first, or you may choose "2" which is an average of the two numbers circled. (For attitude questions in the household survey you might find more than one answer is circled if people in the household had different views on the question. In this case you could take the average response between the two numbers.)

However, in question 7, it would not make sense to take an average of the numbers, because the numbers do not relate to each other arithmetically. The numbers are just assigned to represent categories. Therefore, it would be best to choose "1" for since it is circled first.

Figure 13 Example - Fixing Survey with More than one Answer Circled

	Very satisfied	Somewhat satisfied	Not satisfied
Q5. How satisfied are you with access to clients for your business? *(circle one)*	1	2	3

Q7. **Please indicate the legal type of your business.** *(circle one)*

1 Non-incorporated Sole Proprietorship
2 Non-incorporated Partnership
3 Non-incorporated Limited Partnership
4 Incorporated "S" Corporation
5 Incorporated Corporation

When should a blank answer be changed to zero?

In the sections where people are asked to list their expenditures, they will often leave blanks. Sometimes this means they do not spend anything in that category. Other times it means they do not know the answer, so they leave it blank. See the following examples:

Figure 14 Example - Survey (#20001) with Blank Answers that Should be Changed to Zeros

Question 6 **Expenditure Category**	**A.** **Average spent per month**	**B. Approximate % Purchased Locally** *(circle one amount per line)*						
		None	Very Little	Some	Half	Most	Almost All	All
1. Housing	$	0%	10%	30%	50%	70%	90%	100%
2. Food	$ *250*	0%	10%	30%	50%	70%	90%	100%
3. Transportation	$ *300*	0%	10%	30%	50%	70%	90%	100%
4. Household Supplies	$	0%	10%	30%	50%	70%	90%	100%
5. Healthcare	$	0%	10%	30%	50%	70%	90%	100%
6. Clothing	$ *300*	0%	10%	30%	50%	70%	90%	100%
7. Entertainment	$	0%	10%	30%	50%	70%	90%	100%

The household in the above survey appears to spend money on Food, Transportation, and Clothing but not any of the other expenditure categories. Because the respondent filled out complete information for lines 2, 3, and 6, we can assume that they left the other lines blank because they did not have expenditures in those areas.

If a household does not purchase anything from a particular category, it is not possible for them to have any local expenditure on that category. Therefore, circles “0%” for the percent spent locally on these sectors, and enter “0” for total dollars spent.

This means that columns A and B should be changed from blanks to zeros for Housing, Household Supplies, Healthcare, and Entertainment.

Figure 15 Example - Survey (#20002) with Blank Answers that Should be Left Blank

Question 1 **Expenditure Category**	**A.** **Average spent per month**	**B.** **Approximate % Purchased Locally** *(circle one amount per line)*						
		None	Very Little	Some	Half	Most	Almost All	All
1. Housing	$ 750	0%	10%	30%	50%	70%	90%	100%
2. Food	$ 250	0%	10%	30%	50%	70%	90%	100%
3. Transportation	$ 1000	0%	10%	30%	50%	70%	90%	100%
4. Household Supplies	$ 400	0%	10%	30%	50%	70%	90%	100%
5. Healthcare	$ 100	0%	10%	30%	50%	70%	90%	100%
6. Clothing	$ 500	0%	10%	30%	50%	70%	90%	100%
7. Entertainment	$	0%	10%	30%	50%	70%	90%	100%

For survey number 20002 there are three places that are blank and they should remain blank because the information is incomplete.

The first place is in the row for Housing. This household reported having $750 in average monthly Housing expenditures. However, the respondent does not seem to know how much is spent locally, otherwise s/he would have circled a percentage as was done on the other lines. Therefore, the percentage (column B) must be left blank.

The second place is in the row for Healthcare. This person says the household has $100 in average monthly expenses for Healthcare. Once again, the respondent does not know how much is spent locally, otherwise s/he would have circled a percentage as was done on the other lines. Therefore, the percentage (column B) must be left blank.

The third place is in the dollar amount for Entertainment expenditures. This person knows that no Entertainment expenditures are made locally, but does not have an estimate for the total amount of money spent on Entertainment. The amount might be zero, but it is probably larger. Since its meaning cannot be determined, it must be left blank also.

Basic Rule for Dealing with Blank Information

If survey respondents leave questions blank, you will generally have to leave them blank when you enter the data. The main exception will be in the survey areas that ask people to report dollar information. If you can figure out that a blank space actually means $0.00 or 0%, then you can change the blank to zero. Here is a summary of how to decide this:

Figure 16 Decision Table for Dealing with Blank Answers in the Expenditure Questions

		Column A **(Dollars spent)**	
		Blank	Not Blank
Column B (**Percent spent locally)**	Blank	Change blanks to zeros in both columns	Leave column B empty
	Not Blank	Leave column A empty	Does not apply

Tip: The key rule to remember is that when both columns are left blank, change the blanks to zeros. If only one column is blank, leave it blank.

Enter the Data

Once the spreadsheet has been modified to match the surveys, and any of the answers that might not be clear on the surveys have been cleaned, it is time to enter data from surveys into the spreadsheet.

Type the answers down the column, making sure the survey question number corresponds to the question number in the spreadsheet. See Appendix M for a sample exercise in entering data and analyzing results using these two sample surveys.

Periodically review your data entry to compare how accurate it is with the written survey. It may also be helpful to keep track of how much time it takes to enter each survey. This will help you to plan how long it will take to finish entering the surveys.

Tip: If several people are doing the data entry, it is best to have individuals work on the same sector surveys instead of switching them back and forth to different sector surveys.

Months 8 to 11

Step 12 – Analyze the Data

Data needed to create an economic profile of your community

One of the main goals of CIEM is to create a profile of the economic sectors you surveyed within your community. From the income and expenditure questions within your surveys, the main things you will want to compute for each sector are the following:

- Average amount that a survey respondent spends inside the community on each expenditure item
- Average amount that a survey respondent spends outside the community on each expenditure item
- Average amount of income received from local sources by each survey respondent
- Average amount of income received from non-local sources by each survey respondent

Calculating the Information to create an economic profile of your community

The basic method for using these averages above to create an economic profile for your community is shown below. Each of the averages computed in the previous step will be multiplied by the total number of households (for the household survey) or establishments (for the business, non-profit, government survey) that you identified in Step 3 of this manual.

Average dollar amount	x	Number of households or establishments in the community	=	Total community dollars

Repeat these steps for household income, establishment income, and every expenditure category within the household and establishment surveys. By doing this, you will have estimates of how much income the community generates and how much of this is generated from local and non-local sources.

You will also have estimates of how much money the community spends inside and outside the community on each survey expenditure item. The total amount spent by all households and establishments in the community can be added up to estimate the total size of the local economy. These numbers are usually very surprising to communities.

For more help analyzing these and other questions in the survey

To summarize other information that you included in the survey you can refer to Appendix N for examples and instructions on how to compute averages, frequencies, and charts.

Month 12

Step 13 – Share Reports With the Community and Determine Action Strategies

Prepare a detailed written report summarizing results for each question

Prepare a preliminary report showing the results for each question in the survey. The report should list each question and show the summary statistics including averages, totals, and frequencies as appropriate according to Appendix N.

It may be very helpful to present some of the data using use color bar charts or pie graphs to illustrate frequencies and percentages. Package the material so that it is visually appealing, and can be distributed upon request to others outside the core group.

Have members of the core group to thoroughly review the written report to check for errors and to determine which information should be highlighted for shorter presentations to community groups.

Prepare short visual presentations for the community

To facilitate discussion of the results within the community, create a short presentation using charts or bar graphs which are easy to read on an overhead projector or in handouts. Since surveys are customized by each community, you will need to decide what information is most critical to present in your community and each group. It is suggested that at a minimum you create bar charts showing the following information:

1) Expenditures with total inside and outside spending in order of largest amount spent outside of the community to smallest amount spent outside of the community

2) Numbers of employees are being hired from inside and outside of the community, broken down by industry type or job type if there are a large number of survey respondents from each industry or job type.

3) Priorities for growth desired by survey respondents

4) Priorities for job growth desired by survey respondents

5) Consumer preferences reported by survey respondents

6) Summary of positive and negative perceptions of the community and how these are similar or different between sectors

Invite multiple stakeholders from the community to attend a public presentation

Shared vision

It is important to have community support for the type of economic strategies that you will pursue, therefore it is critical to have input from multiple community stakeholders before engaging in any strategies. Because one key goal of this project is to build linkages between people, this is an important opportunity to bring people together to discuss the future of their shared community.

Community representation

To insure adequate representation from the community, the core group should invite all community stakeholders to public presentation of the report. Announcements should be made through press releases, newsletters, mailings, and word of mouth to inform people of the presentation date and how to get a copy of the printed report. Presentations can be made in public meetings, town hall forums, other public venues where people from all different parts of the community can gather to discuss what the summary results mean for the community.

Tip: Announce that you will have something like cookies and punch at your meeting if you are able to do so. Food helps to increase attendance and foster an atmosphere for open discussion. Some communities have even chose to make this public event a celebration of the local community and have incorporated this presentation into a festival-like atmosphere

Mixed groups

Make a list of all different types of community stakeholders to target for attendance. It will be very important to have a wide cross-section of people attending the meeting to provide different perspectives on issues of economic growth and community development. For instance, schools and businesses have a stake in student training and school-to-work initiatives, although they may have different needs and perspectives. By providing them a forum to work together to address local economic growth, they can develop solutions in a partnership that will help to foster local employee development. This is an important tool for developing strategies for retaining local resources!

Targeted follow-up presentations

Although it is most desirable to have all stakeholders present at the community meeting, it may be necessary to make presentations to multiplied targeted audiences for additional follow-up. In addition to the public meeting, communities may want to target specific groups such as business organizations, civic groups, chambers of commerce, local government, schools, employment and training organizations, and non-profit membership organizations. The presentations can be conducted during specially arranged public meetings or as part of a group's regular meeting schedule.

Tip: At every presentation be sure to have people sign in and provide their name, address, and telephone information at these meetings so they can be involved in future efforts.

Brainstorm with Stakeholders to Evaluate and Prioritize Strategies

There are several issues to discuss with community members after presenting your short overview of the charts. To facilitate open discussion on these critical issues you may wish to divide community members into teams to complete the worksheet in Appendix P and then report back to the main group. If necessary, have each team complete the worksheet for a different portion of the expenditures you measured in the survey.

After each group discusses the following questions and rates their responses on the worksheet, have a group facilitator record group results on flip charts or blackboard. For instance, on one flip chart page the facilitator can record all the expenditures that were rated as large. On another flip chart the facilitator can record all the expenditures which were rated as being largely consistent with the growth desired for the area. Have the facilitator continue this for all the categories that expenditures were rated on and display each flip chart page in the room. Ask group members to prioritize strategies based on these results.

Here are some instructions for rating the expenditures on these issues that each team should discuss using the worksheet in Appendix P.

What industry type is represented by this expenditure?

To determine the quality and quantity of jobs created in addressing the leakage, you must determine what type of industry is represented in the expenditure that is leaking. For instance, a leakage in clothing would be a part of the retail industry. If you need help determining what types of establishments belong to each industry code, refer to Appendix D.

How many jobs of which type would be created by addressing the leakage?

Based on the sector that would contain the jobs, you can determine the quality and quantity of the jobs created and whether these meet the needs of the local labor pool. Appendix Q provides average employee wages and average number of employees for each major SIC code classification for establishments in Michigan. If you want more detail, you can examine the county business patterns for your area at http://fisher.lib.Virginia.EDU/cbp/.

The worksheet in Appendix P summarizes the data from Appendix Q into small, medium, and large for each of the sectors. However, you may need to adjust the category ratings if you use data for your own county. Based on the provided in the worksheet in Appendix P you would rate the quality and quantity of jobs as low for the Agricultural sector. For jobs in the retail sector the quality of jobs would be rated low, but the number of jobs would be rated medium.

Are these types of jobs the kind that are needed in the area?

It is important to discuss the types of jobs created to determine whether this meets the needs of the local labor pool. This is information is important to discuss at the community meetings because community members priorities for economic growth as consumers may be different than their economic growth desired as employees. For instance, community members will often desire increased growth in retail (e.g., clothing and shoe stores) and service (e.g., restaurants) sectors to meet their needs. However, these sectors often produce low paying jobs. It would be important to discuss whether the community has a need for such entry-level jobs and whether there is also a need for jobs that provide a higher income. It is also important to consider whether the desired job growth builds on the existing skills of the employees or whether additional training will be needed to make sure that the local labor force can compete for the new jobs.

How large is the leakage relative to all the other leakages?

Rate each of the expenditures on how large the leakage is compared to the other leakages on all the surveys. Consider which leakages are likely to have the largest impact on the overall local economy. Also examine which leakages are largest within each survey.

Does the community view this as a significant leakage?

Regardless of how large the leakage is compared to other surveys, is it large enough to consider addressing? Is this an expenditure area that survey respondents reported that they would like to have available locally?

How would quality of life and desires for growth be impacted by addressing the leakage?

It is important to consider which leakages could be addressed without compromising the quality of life in the area or undesirable growth. Some communities desire more tourism while other communities do not. Some communities favor industrial growth because of the jobs created while other communities do not favor industrial growth because of concerns about traffic or pollution. It is important to understand the community's desires for growth before proceeding with any of the strategies which may negatively affect the quality of life desired. Therefore this is an important reason to involve the community in a discussion to determine which economic strategies to pursue.

Which strategies are supportive of the local economy and do not create other leaks?

It is important to consider what strategies can address leaks or consumer desires without creating additional leakages. Communities often report that their residents desire to have their consumer needs met by the larger stores and franchises (e.g, Walmart, Meijers, Target, etc). However, it is important for communities to consider the potential negative impact on the local community before determining that this strategy is appropriate for them.

Attracting establishments from outside the area may promote non-local ownership of establishments. This can be detrimental since locally owned establishments are more likely to purchase their goods and services from the local area than are non-locally owned establishments. This may be especially true of some franchises that require franchisees to purchase items from a designated corporate source or to have their building built using corporate designated building companies outside of the area. In addition, some of the larger businesses may compete with smaller locally owned establishments.

Therefore, instead of trying to attract businesses from the outside, it may be better for the local economy to support local entrepreneurs to encourage them to expand or create locally owned establishments to capture non-local purchases whenever possible

How can we build on the perceived strengths of the community?

In addition to completing the worksheet in Appendix P, provide community members with an overview of the survey regarding community attitudes. Examine which issues are rated as both problematic and positive. Celebrate the positive aspects of the community and brainstorm how to build on these positive aspects to promote community and economic growth. Identify issues that respondents prioritized as important to address to improve the quality of life in the community and strengthen the local economy. Also identify any perceptions of the community that are different between surveys.

These may be areas where communication between sectors can be strengthened. Identify what types of growth priorities the community has and what type of jobs are desired in the area.

How do we act on these priorities?

After you have prioritized the areas for economic growth, ask people to join an action team(s) to address next steps since it will probably be difficult to complete this task in the first community meeting. The action teams can use the list of strategies to address leakages (See Appendix J) to begin brainstorming. The group can discuss which of these strategies are appropriate to use in response to the leakages. Here are some examples:

For instance, the group may wish to identify ways to support local entrepreneurs to expand or create needed businesses. In doing this, the group may need to have meetings with entrepreneurs to find out what barriers exist to expending or developing businesses. Then they can determine how the community can provide support through the development of such things as business incubators or start-up loans to meet the needs of local entrepreneurs.

The action team may also wish to address ways that local businesses can compete more efficiently through purchasing cooperatives. They could consider whether the development of purchasing cooperatives could help local businesses retain more money by reducing their costs by buying goods in bulk with other local businesses.

The action team may also wish to work in cooperation with local employers to explore how to increase local hiring. They can explore what type of training is needed to support the development of the local work force to meet the needs of the businesses.

The action team may also wish to work with local government officials to determine if there is a need or willingness to change vendor bidding practices to give some preferential treatment to local vendors. For example, some communities have opted to automatically take the bid of local vendors as long as their bids do not exceed 15% of the lowest bid by a non-local vendor.

Caution: Remember that this survey is not a replacement for a thorough market analysis. Before beginning any business venture, entrepreneurs should consult local small business development centers or market analysts to determine the feasibility of their business in a particular location.

Appendices

Appendix A Household Survey Questions

Insert your project/community logo here

A Survey of Households in [Community]

[Date]

Sponsored by

[Community Supporters]

IMPORTANT INSTRUCTIONS

Your household is one of [how many?] [selected/randomly selected] for this survey, all within the [Community] boundaries. Your answers to these questions will help in understanding the economy of [Community]. This information will be used by people in [Community], and by policy-makers and organizations interested in the future of this community.

- **Your answers will be kept completely confidential.** The number on the front of the survey is to keep track of returns and make sure that only official surveys are counted.
- **An adult who is familiar with your household's income and spending** should fill out this survey.
- **Please try to answer all questions.** Filling out the survey is entirely voluntary, but complete responses will make the survey most useful.
- **If you have questions or need assistance** please call [project coordinator] at [phone number and address]
- **The survey** will take approximately [how many?] minutes to complete.
- **When you are finished**, please seal the survey in the envelope that came with it and mail to:

[Address where survey should be mailed to]

No postage is required.

✓Give alternate instructions for non-mailed survey

SECTION I: YOUR COMMUNITY AND HOUSEHOLD. This survey is for residents of [Community]. This area includes [explain boundaries – provide map if possible]. These questions ask about living in [Community]. As with all questions, your responses will be kept confidential.

Please note: Local purchases means **[Community] only** (not [nearby cities]).

Q-1. How long have you lived inside [Community]?

________ years

Q-2. How many people are in your household?

________ people

Q-3. How many people in your household receive income?

________ people

Q-4. What kind of payment is made for the place you live in [Community]?
(circle one number)

1 No payments, fully owned
2 Rent
3 Land contract
4 Mortgage payments

SECTION II: HOUSEHOLD EXPENDITURES

To understand how money comes into and goes out of [Community], we need to ask questions about each household's spending for the past year [xxxx]. As with all of the questions in this survey, your answers to these questions will be kept confidential.

✓Keep Q.5A and B! This is essential for the survey. See handbook for how to change categories. Please refer to the Consumer Expenditure Survey by the Bureau of Labor Statistics www.bls.com(or the Appendix) to see the types of expenditures that are commonly made by households.

Think about the amount of money your entire household spends on the expenditures

Q-5A. On average, about how much money does your household spend each MONTH on these items listed below?

Q-5B. On average, about how much of ←this money is spent on goods or services purchased from people or establishments located within [Community]?

listed below.

Expenditure Category	**Average amount spent per MONTH**	**Approximate % Purchased Locally** *(circle one amount per line)*						
		None	Very Little	Some	Half	Most	Almost All	All
FOOD AND ALCOHOLIC BEVERAGES								
Groceries	$	0%	10%	30%	50%	70%	90%	100%
Meat	$	0%	10%	30%	50%	70%	90%	100%
Restaurant/Fast Food	$	0%	10%	30%	50%	70%	90%	100%
Alcoholic beverages	$	0%	10%	30%	50%	70%	90%	100%
UTILITIES, FUELS, AND PUBLIC UTILITIES								
Natural gas	$	0%	10%	30%	50%	70%	90%	100%
Propane gas	$	0%	10%	30%	50%	70%	90%	100%
Fuel oil and any other fuels	$	0%	10%	30%	50%	70%	90%	100%
Firewood	$	0%	10%	30%	50%	70%	90%	100%
Electricity	$	0%	10%	30%	50%	70%	90%	100%
Long distance telephone service	$	0%	10%	30%	50%	70%	90%	100%
Local telephone service	$	0%	10%	30%	50%	70%	90%	100%
Water and other public services	$	0%	10%	30%	50%	70%	90%	100%
APPAREL AND SERVICES								
Clothing (all ages)	$	0%	10%	30%	50%	70%	90%	100%
Shoes and shoe repair	$	0%	10%	30%	50%	70%	90%	100%
Other (jewelry, alterations, repair, sewing materials)	$	0%	10%	30%	50%	70%	90%	100%

A. On average, about how much money does your household spend each MONTH on these items listed below?

B. On average, about how much of ←this money is spent on goods or services purchased from people or establishments located within

Expenditure Category	**Average amount spent per MONTH**	**Approximate % Purchased Locally** *(circle one amount per line)*						
		None	Very Little	Some	Half	Most	Almost All	All
HOUSEHOLD OPERATIONS								
Personal services (child/elder day care)	$	0%	10%	30%	50%	70%	90%	100%
Textiles, linens, sheets, draperies	$	0%	10%	30%	50%	70%	90%	100%
Furniture	$	0%	10%	30%	50%	70%	90%	100%
Floor coverings	$	0%	10%	30%	50%	70%	90%	100%
Major appliances (stove, refrigerator)	$	0%	10%	30%	50%	70%	90%	100%
Small appliances	$	0%	10%	30%	50%	70%	90%	100%
Hardware/lumber	$	0%	10%	30%	50%	70%	90%	100%
Other (tools, luggage, computers)	$	0%	10%	30%	50%	70%	90%	100%
TRANSPORTATION								
Vehicle purchase/payments	$	0%	10%	30%	50%	70%	90%	100%
Gasoline and motor oil	$	0%	10%	30%	50%	70%	90%	100%
Maintenance, parts, tires, towing	$	0%	10%	30%	50%	70%	90%	100%
Public transportation	$	0%	10%	30%	50%	70%	90%	100%
HEALTH CARE								
Health insurance	$	0%	10%	30%	50%	70%	90%	100%
Home health care	$	0%	10%	30%	50%	70%	90%	100%
Doctor, Dentist, etc.	$	0%	10%	30%	50%	70%	90%	100%
Drugs (prescription and over the counter)	$	0%	10%	30%	50%	70%	90%	100%
Chiropractic	$	0%	10%	30%	50%	70%	90%	100%
Medical supplies	$	0%	10%	30%	50%	70%	90%	100%
PERSONAL CARE PRODUCTS & SERVICES								
Beauty shop/barber shop	$	0%	10%	30%	50%	70%	90%	100%
Tanning/nails/pedicure	$	0%	10%	30%	50%	70%	90%	100%
PERSONAL INSURANCE AND PENSIONS								
Life & other insurance	$	0%	10%	30%	50%	70%	90%	100%
Pensions	$	0%	10%	30%	50%	70%	90%	100%
Personal property insurance	$	0%	10%	30%	50%	70%	90%	100%

A. On average, about how much money does your household spend each MONTH on these items listed below?

B. On average, about how much of ←this money is spent on goods or services purchased from people or establishments located within

Expenditure Category	**Average amount spent per MONTH**	**Approximate % Purchased Locally** *(circle one amount per line)*						
		None	Very Little	Some	Half	Most	Almost All	All
HOUSEHOLD SERVICES								
Housekeeping	$	0%	10%	30%	50%	70%	90%	100%
Lawn & garden	$	0%	10%	30%	50%	70%	90%	100%
Water softening service	$	0%	10%	30%	50%	70%	90%	100%
Dry cleaning	$	0%	10%	30%	50%	70%	90%	100%
Termite and pest control	$	0%	10%	30%	50%	70%	90%	100%
Moving and storage	$	0%	10%	30%	50%	70%	90%	100%
Seasonal security	$	0%	10%	30%	50%	70%	90%	100%
Appliance repair	$	0%	10%	30%	50%	70%	90%	100%
Furniture repair and upholstery	$	0%	10%	30%	50%	70%	90%	100%
Repair/rental of tools and equipment	$	0%	10%	30%	50%	70%	90%	100%
Appliance rental	$	0%	10%	30%	50%	70%	90%	100%
Office equipment rental	$	0%	10%	30%	50%	70%	90%	100%
Repair of household equipment	$	0%	10%	30%	50%	70%	90%	100%
Personal computer repair	$	0%	10%	30%	50%	70%	90%	100%
Rental/install kitchen appliances	$	0%	10%	30%	50%	70%	90%	100%
Plumbing, heating, electrical	$	0%	10%	30%	50%	70%	90%	100%
Carpentry/remodeling	$	0%	10%	30%	50%	70%	90%	100%
Dock removal and installation	$	0%	10%	30%	50%	70%	90%	100%
Excavating/trenching and septic installation	$	0%	10%	30%	50%	70%	90%	100%
Well drilling	$	0%	10%	30%	50%	70%	90%	100%
Septic cleaning	$	0%	10%	30%	50%	70%	90%	100%
Garbage collection	$	0%	10%	30%	50%	70%	90%	100%
Snowplowing	$	0%	10%	30%	50%	70%	90%	100%
Chimney sweep	$	0%	10%	30%	50%	70%	90%	100%

A. On average, about how much money does your household spend each MONTH on these items listed below?

B. On average, about how much of ←this money is spent on goods or services purchased from people or establishments located within

Expenditure Category	**Average amount spent per MONTH**	**Approximate % Purchased Locally** *(circle one amount per line)*						
		None	Very Little	Some	Half	Most	Almost All	All
HOUSING								
Mortgage & interest	$	0%	10%	30%	50%	70%	90%	100%
Property taxes	$	0%	10%	30%	50%	70%	90%	100%
Insurance	$	0%	10%	30%	50%	70%	90%	100%
Rent payments	$	0%	10%	30%	50%	70%	90%	100%
ENTERTAINMENT/HOBBIES								
Hunting/fishing (guns, apparel, poles, lures, etc.)	$	0%	10%	30%	50%	70%	90%	100%
Boat purchase, repairs, storage	$	0%	10%	30%	50%	70%	90%	100%
Snowmobile purchase, repairs, storage	$	0%	10%	30%	50%	70%	90%	100%
Four wheeler purchase, repairs, storage	$	0%	10%	30%	50%	70%	90%	100%
Video rental	$	0%	10%	30%	50%	70%	90%	100%
Movie theater	$	0%	10%	30%	50%	70%	90%	100%
Bingo	$	0%	10%	30%	50%	70%	90%	100%
Roller-skating	$	0%	10%	30%	50%	70%	90%	100%
Little league & school sports	$	0%	10%	30%	50%	70%	90%	100%
Lottery tickets	$	0%	10%	30%	50%	70%	90%	100%
MISCELLANEOUS								
Housekeeping supplies	$	0%	10%	30%	50%	70%	90%	100%
Household furnishings and equipment	$	0%	10%	30%	50%	70%	90%	100%
Reading materials	$	0%	10%	30%	50%	70%	90%	100%
Education expenses	$	0%	10%	30%	50%	70%	90%	100%
Tobacco & smoking supplies	$	0%	10%	30%	50%	70%	90%	100%
Contributions/Donations	$	0%	10%	30%	50%	70%	90%	100%
Greeting cards/gifts	$	0%	10%	30%	50%	70%	90%	100%
Garden supplies, seeds, bird feeders, etc.	$	0%	10%	30%	50%	70%	90%	100%
Chainsaws & repair	$	0%	10%	30%	50%	70%	90%	100%
OTHER:	$	0%	10%	30%	50%	70%	90%	100%

SECTION III: HOUSEHOLD INCOME

To understand how money comes into and goes out of [Community], we need to ask questions about each household's income for the past year [xxxx]. As with all of the questions in this survey, your answers to these questions will be kept confidential.

Q-6. Which category below best describes your household's total income before taxes from for last year [xxxx]?
(circle one number)

1	Less than $5,000
2	$5,000 to $9,999
3	$10,000 to $14,999
4	$15,000 to $19,999
5	$20,000 to $29,000
6	$30,000 to $39,999
7	$40,000 to $49,000
8	$50,000 to $75,000
9	Over $75,000

✓Keep this question! These census income categories may be useful for your data analysis. Households from different income categories have different spending patterns.

Approximate total household income if known $_______________

SECTION IV: GROWTH IN [COMMUNITY]

Q-7. What businesses or services would you like to see available in the [Community] business community?

SECTION IV: GROWTH IN [COMMUNITY]

The next questions ask how community members feel about growth, opportunities, and problems in [community]. As with all of the questions in this survey, your answers to these questions will be kept confidential.

Q-8. Please indicate how much you agree or disagree with the following types of growth for [Community]?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Tourism	1	2	3	4	5
2. Light manufacturing	1	2	3	4	5
3. Non-profit	1	2	3	4	5
4. Small business	1	2	3	4	5
5. Prisons	1	2	3	4	5
6. No growth	1	2	3	4	5

Q-9. How much are these issues a problem in the [Community] area?

	Not a problem	Small problem	Medium problem	Big problem
1. Air pollution	1	2	3	4
2. Closing of businesses	1	2	3	4
3. Crime	1	2	3	4
4. Empty buildings	1	2	3	4
5. Groundwater contamination	1	2	3	4
6. Hazardous waste	1	2	3	4
7. Illegal dumping	1	2	3	4
8. Lack of jobs for adults	1	2	3	4
9. Lack of jobs for youths	1	2	3	4
10. Noise from traffic and industry	1	2	3	4
11. Potholes and street disrepair	1	2	3	4
12. Truck traffic	1	2	3	4
13. Unsightly or unsuitable business operations	1	2	3	4
14. Water pollution	1	2	3	4
15. Limited health care	1	2	3	4
16. Limited housing	1	2	3	4
17. Seasonal population shifts	1	2	3	4
18. Other: ___________________	1	2	3	4

Q-10. Please indicate how much you agree or disagree with each of these statements about doing business in the [Community] area.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	A good range of business services are available in the [Community] area.	1	2	3	4	5
2.	If we can find what we need here, our household prefers to buy in the [Community] area.	1	2	3	4	5
3.	Most businesses in the [Community] area take their customers for granted.	1	2	3	4	5
4.	Poor service is a common problem in the [Community] area.	1	2	3	4	5
5.	The [Community] area should do whatever is necessary to remain hospitable to industry.	1	2	3	4	5
6.	Neighborhoods and business districts have to rely on each other to build the [Community] area.	1	2	3	4	5

SECTION V: BACKGROUND

In order to find out how different kinds of residents feel about different issues, we would appreciate your answers to some optional background questions. As with all information in this survey, your answers to the following questions will be kept confidential.

Q11. What is your age?

________ years

Q12. Are you:

1 Male
2 Female

Q13. What is the highest level of education you completed?

1 Less than high school
2 High school graduate
3 Some college, technical or Associates degree
4 Bachelor's degree
5 Master's degree
6 Ph.D. or equivalent

When you are finished, please seal the survey in the envelope that came with it and mail it. No postage is required.

Thank you for your time and effort!

Appendix B – Business and Non-profit Survey Questions

Insert your project/community logo here

Survey of Businesses and Non-Profit Organizations in [Community]

[Date]

Sponsored by
[Community Supporters]

IMPORTANT DIRECTIONS

This establishment is one of [how many?] that have been [selected/randomly selected] for a survey of businesses and non-profit organizations within the boundary of the [Community]. Your answers to these questions will help in understanding the economy of our community. This information will be used by people in [Community], and by policy-makers and organizations interested in the future of the community.

1) **Your answers will be kept completely confidential.** The number on the front of the survey is to keep track of returns and make sure only official surveys are counted.

2) **Please try to answer all questions.** Filling out the survey is entirely voluntary, but complete responses make the survey most useful.

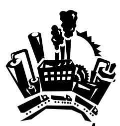
3) **If you have questions or problems**, please call [project coordinator] at [phone number and address].

4) **This survey will take** approximately [how many?] for businesses to complete and [how many minutes for non-profit organizations (who do not need to fill out the last several pages).

✓Give alternate instructions for non-mailed survey

5) **When you are finished**, please seal the survey in the envelope that came with it and mail to:
[address where survey should be sent]

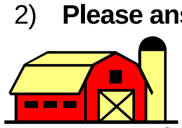
No postage is required.



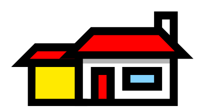
Special instructions for Businesses

1) **The owner, CEO, or most senior manager operating the business located at this address should fill out this survey**. Please do not forward this to corporate headquarters. It is preferred to have input from the local level, even if this results in less complete information.

2) **Please answer questions for the business at THIS LOCATION.** If there are two or more distinctly different businesses at this location, please call for additional surveys.



Special instructions for Farms/Home Based Businesses



1) **In this survey, please answer questions for only your business income and expenses. Keep your household income and expenses separate.** That information is recorded in a separate type of survey for households which you may be selected to participate in.

Special instructions for Non-Profit Organizations

1) **The director or most senior manager operating the organization located at this address should fill out this survey**. Please do not forward this survey to the headquarters if this is a local chapter of a larger organization. It is preferred to have input from the local level, even if this results in less complete information.

2) **Please answer questions for the non-profit organization at THIS LOCATION.** If there are two or more distinctly different non-profit organizations at this location, please call for additional surveys.

SECTION I: BACKGROUND OF THIS ESTABLISHMENT. *This survey is for businesses and non-profit organizations located in the [Community] area.*

Please note: Local purchases means [Community] only (nearby cities0).

Q-1. Is your organization a business or non-profit establishment?
(circle one)
1 Business
2 Non-profit organization

Q-2. How many years has this establishment been in operation?

_____ years

Q-3. How many years has this establishment been located within the [Community] area?

_____ years

Q-4. Please provide a brief description of your establishment's primary service or line of business:

____

PLEASE ANSWER THESE QUESTIONS

FOR BUSINESSES ONLY

Q-5. What is your position? *(circle one)*
1 Director or Senior administrator
2 Bookkeeper or financial officer
3 Other: ___________________

Q-6. Please indicate the legal type of your business. *(circle one)*
1 Non-incorporated Sole Proprietorship
2 Non-incorporated Partnership
3 Non-incorporated Limited Partnership
4 Incorporated "S" Corporation
5 Incorporated Corporation

FOR NON-PROFITS ONLY

Q-5. What is your position? *(circle one)*
4 Owner
5 Manager or CEO
6 Bookkeeper or financial officer
7 Other: ___________________

Q-6. Please indicate the legal type of your organization. *(circle one)*
6 501(c)3
7 501(c)4
8 Other: ___________________

FOR BUSINESSES ONLY

Q-7. Please indicate the category that BEST describes your establishment at this location: *(circle one)*

1 Agriculture or landscaping supply or service
2 Forestry products
3 Building construction
4 Heavy construction (roads, bridges, sewers, etc.)
5 Specialized building trades (electrical, plumbing, plastering, etc.)
6 Manufacturing
7 Printing, publishing, advertising or communications
8 Freight transport, shipping, or warehousing
9 Wholesale food or beverage
10 Other wholesale trade
11 Restaurant, bar, catering, or other retail prepared food
12 Food store, grocery, pharmacy, or convenience store
13 Furniture, appliances, or other home furnishings
14 Cars or other retail machinery, vehicles, or related supplies
15 Other retail (clothing, sports, gifts, floral, etc.)
16 Banking, insurance, real estate or financial service
17 Laundry, barber, beauty shop, or other personal service
18 Gas station, car, diesel, machine, or other repairs
19 Health, medical, social or educational service
20 Legal, accounting, architecture, engineering, or other professional service
21 Association or membership service organization
22 Other:______________________

Please continue answering all questions now.

FOR NON-PROFITS ONLY

Q7. Please indicate the category that BEST describes your establishment at this location: *(circle one)*

23 Advocacy, civil rights
24 Arts, culture, humanities
25 Adult or convalescent care
26 Child care
27 Civic improvement
28 Community development
29 Education and related services
30 Employment services
31 Environment
32 Food, nutrition
33 Health care
34 Human services
35 Housing
36 Labor organization or representation
37 Legal aid, consumer protection
38 Mental health
39 Recreation, sports
40 Technical assistance
41 Other: _____________

Please continue answering all questions now.

Please continue answering all questions, regardless of whether your organization is a business or a non-profit establishment.

✓To determine which categories are best to use for your community, find out how many establishments (and which type) are in your community. Consult a source, such as the County Business Patterns (http://www.census.gov/epcd) to find out how many establishments you have for each Standard Industrial Classification code.

SECTION II: EXPENDITURES. *To identify potential opportunities for economic growth in [Community], we need to ask questions about your expenses for the past fiscal year [date]. As with all of the questions in this survey, your answers will be kept confidential.*

Think about the amount of money your entire organization spends on the expenditures listed

Q-8A. On average, about how much money does your organization spend each MONTH on these items listed below?	**Q-8B**. On average, about how much of ←this money is spent on goods or services purchased from people or establishments located within Hillman?

below.

		Approximate % Purchased Locally *(circle one amount per line)*						
		None	Very Little	Some	Half	Most	Almost All	All
Costs of Materials & Services from:								
1. Agriculture/Farming	$	0%	10%	30%	50%	70%	90%	100%
2. Forestry	$	0%	10%	30%	50%	70%	90%	100%
3. Fishing	$	0%	10%	30%	50%	70%	90%	100%
4. Wholesalers	$	0%	10%	30%	50%	70%	90%	100%
5. Retailers	$	0%	10%	30%	50%	70%	90%	100%
6. Manufacturers	$	0%	10%	30%	50%	70%	90%	100%
7. Transporters/Trucking	$	0%	10%	30%	50%	70%	90%	100%
Employee/ Stockholder Expenses:								
8. Wages & Salaries	$	0%	10%	30%	50%	70%	90%	100%
9. Dividends	$	0%	10%	30%	50%	70%	90%	100%
10.Proprietors Income	$	0%	10%	30%	50%	70%	90%	100%
11.Profits and Retained Earnings	$	0%	10%	30%	50%	70%	90%	100%
Operating Expenses:								
12.Supplies	$	0%	10%	30%	50%	70%	90%	100%
13.Utilities	$	0%	10%	30%	50%	70%	90%	100%
14.Business Services	$	0%	10%	30%	50%	70%	90%	100%
15.Facilities/Property Maintenance	$	0%	10%	30%	50%	70%	90%	100%
Financial Services								
16.Principle and Interest on loans	$	0%	10%	30%	50%	70%	90%	100%
17.Insurance	$	0%	10%	30%	50%	70%	90%	100%
18.Real estate cash purchases	$	0%	10%	30%	50%	70%	90%	100%
Government Payments								
19.Taxes	$	0%	10%	30%	50%	70%	90%	100%
20.Fees, charges, licenses, etc.	$	0%	10%	30%	50%	70%	90%	100%
Other								
21.Charitable/Religious contrib.	$	0%	10%	30%	50%	70%	90%	100%
22.Other : ________________	$	0%	10%	30%	50%	70%	90%	100%
23.TOTAL EXPENDITURES	$							

✓Keep this question! It is essential for calculating the dollar flows in an out of your community.

SECTION III: LAST YEAR'S REVENUES. *To identify potential business opportunities in [Community], we need to ask questions about your income sources for the past fiscal year 1997. As with all of the questions in this survey, your answers will be kept confidential.*

Q-9. Think about the amount of money your organization earned from the different sources listed below.

Q-9A. Approximately how much money did your organization earn from the different sources listed below?

Q-9B. Approximately what percent of ← this income was received from establishments or people located within [Community]?

Sources of Revenue for last fiscal year	**Total Income Received last year**	**Approximate % from Local sources** *(circle one amount per line)*						
		None	Very Little	Some	Half	Most	Almost All	All
REVENUE								
1. Gross Sales Revenue	$	0%	10%	30%	50%	70%	90%	100%
2. Net Rental Income	$	0%	10%	30%	50%	70%	90%	100%
3. Interest and Dividends	$	0%	10%	30%	50%	70%	90%	100%
4. Sales of Capital Assets	$	0%	10%	30%	50%	70%	90%	100%
5. Sales of Stock	$	0%	10%	30%	50%	70%	90%	100%
6. Donations/grants/gifts/fundraising	$	0%	10%	30%	50%	70%	90%	100%
7. Member dues	$	0%	10%	30%	50%	70%	90%	100%
8. In kind contributions	$	0%	10%	30%	50%	70%	90%	100%
9. Loans	$	0%	10%	30%	50%	70%	90%	100%
10. All other sources	$	0%	10%	30%	50%	70%	90%	100%
11. TOTAL REVENUES	$							

✓You can modify this question, but you will at least need to know the TOTAL REVENUES for the establishment.

SECTION IV: EMPLOYEES

Q-10. How many people does your establishment currently employ (including yourself) and how many are residents of the [Community] area?

		How many?	Residents?
1.	Full-time employees (40 or more hours)	________	________
2.	Part-time employees (less than 40 hours)	________	________
3.	Temporary, full- or part-time	________	________
4.	Independent contractors	________	________
5.	Unpaid family members	________	________
6.	TOTAL EMPLOYEES, in full-time equivalents (FTEs)	________	________

All the questions in sections 4-7 (IV-VII), are optional. These are examples of questions other communities have used. You should select only the questions that are most useful to you. It is best to keep the survey short and simple.

Q-11. Does your establishment provide health insurance for regular full-time employees?

1 No
2 Yes

Q-12. How many of your establishments' employees are in each of the following categories?

		Regular Full-time	Part-time or other
1	Unskilled labor	________	________
2	Clerical	________	________
3	Sales	________	________
4	Services	________	________
5	Technical or skilled labor	________	________
6	Managerial	________	________
7	Scientists and engineers	________	________
8	Other professionals	________	________

Q-13. Comparing [Community] to other areas in [surrounding community], how do you rate the [Community] work force on each of these aspects?

		Poor	Fair	Good	Excellent
1.	Employability skills (i.e., attitude, attendance, dependability, etc.)	1	2	3	4
2.	General education	1	2	3	4
3.	Willingness to work	1	2	3	4
4.	Job skills	1	2	3	4
5.	Labor cost	1	2	3	4
6.	Local job training programs	1	2	3	4
7.	Job placement services	1	2	3	4
8.	Other:__________________	1	2	3	4

Q-14. How likely is your organization to do each of these in the next year?

		Not at all likely	Some-what likely	Very likely	Almost certain
1.	Increase your total number of employees	1	2	3	4
2.	Hire unskilled, entry level employees	1	2	3	4
3.	Hire skilled or trained employees	1	2	3	4
4.	Hire youths for summer employment	1	2	3	4
5.	Train employees on-site for higher skilled jobs	1	2	3	4
6.	Pay for off-site training for employees	1	2	3	4
7.	Participate in a school-to-work program	1	2	3	4

Q-15. How often do you use each of these methods to find new employees?

		Never	Seldom	Some-times	Often
1.	Post signs at your business	1	2	3	4
2.	Advertise in local newspaper or magazine	1	2	3	4
3.	Advertise in trade journal or similar publication	1	2	3	4
4.	Recruit from local high schools or colleges	1	2	3	4
5.	Job placement services	1	2	3	4
6.	Contact through family, friends, or associates	1	2	3	4
7.	Other:________________________________	1	2	3	4

Q-16. Approximately how much does your organization pay each month for mortgage or rental?
$ ________________ per month

Q-17. Where is your landlord or mortgage holder located?

1 [Community]
2 [area surrounding community]
3 [state]
4 Elsewhere in the United States

SECTION V: BACKGROUND. ***In order to find out how different kinds of people in business and non-profit feel about different issues, we would appreciate your answers to some optional background questions. As with all information in this survey, your answers to the following questions will be kept confidential.***

Q18. What is your age?

________ years

Q19. Are you:

1 Male
2 Female

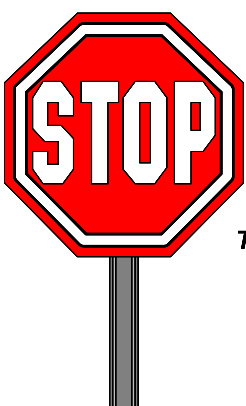
Q20. What is the highest level of education <u>you</u> completed?

1 Less than high school
2 High school graduate
3 Some college, technical or Associates degree
4 Bachelor's degree
5 Master's degree
6 Ph.D. or equivalent

Q21. Where do you live?
1 [Community] area
2 [surrounding area]
3 [state]

Q22. How far do you travel from your home to your place of work here?

________ miles



If your establishment is a NON-PROFIT ORGANIZATION, please stop here.
When you are finished, please seal the survey in the envelope that came with it and mail it. in the envelope provided No postage is required.

Thank you for your time and effort!

If your establishment is a BUSINESS, please continue

SECTION VI: THE BUSINESS CLIMATE OF THE [COMMUNITY] AREA

Q-23. Comparing the [Community] area to other areas of [surrounding area], how do you rate the [Community] area on each of these aspects of business climate?

		Poor	Fair	Good	Excellen t
1.	Access to clients for your business	1	2	3	4
2.	Access to suppliers for your business	1	2	3	4
3.	Business regulations	1	2	3	4
4.	Financial services	1	2	3	4
5.	Parking	1	2	3	4
6.	Planning for economic development	1	2	3	4
7.	Police protection	1	2	3	4
8.	Quality of life for employees	1	2	3	4
9.	Solid waste disposal	1	2	3	4
10.	Streets and highways	1	2	3	4
11.	Support from other local governments	1	2	3	4
12.	Support from local residents	1	2	3	4
13.	Support from local government	1	2	3	4
14.	Utilities	1	2	3	4
15.	Water and Sewer	1	2	3	4
16.	Other: ________________________	1	2	3	4

Q-24. Considering aspects listed (1 through 16), what is the BEST aspect of the [Community] area?

Number: ________

Q-25. Considering aspects listed (1 through 16), what would you most like to improve in the [Community] area?

Number: ________

Q-26. How much are these issues a problem in the [Community] area?

		Not a problem	Small problem	Medium problem	Big problem
1.	Air pollution	1	2	3	4
2.	Closing of businesses	1	2	3	4
3.	Crime	1	2	3	4
4.	Empty buildings	1	2	3	4
5.	Groundwater contamination	1	2	3	4
6.	Hazardous waste	1	2	3	4
7.	Illegal dumping	1	2	3	4
8.	Lack of jobs for adults	1	2	3	4
9.	Lack of jobs for youths	1	2	3	4
10.	Noise from traffic and industry	1	2	3	4
11.	Potholes and street disrepair	1	2	3	4
12.	Truck traffic	1	2	3	4
13.	Unsightly or unsuitable business operations	1	2	3	4
14.	Water pollution	1	2	3	4
15.	Limited health care	1	2	3	4
16.	Limited housing	1	2	3	4
17.	Seasonal population shifts	1	2	3	4

Q-27. Please indicate how much you agree or disagree with each of these statements about doing business in the [Community] area.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	A good range of business services are available in the [Community] area.	1	2	3	4	5
2.	If we can find what we need here, our business prefers to buy in the [Community] area.	1	2	3	4	5
3.	Most businesses in the [Community] area take their customers for granted.	1	2	3	4	5
4.	Poor service is a common problem in the [Community] area.	1	2	3	4	5
5.	We prefer to hire local residents whenever possible.	1	2	3	4	5
6.	It is hard to find local employees with basic work skills.	1	2	3	4	5
7.	We would provide better service if we could find better employees.	1	2	3	4	5
8.	The [Community] area should do whatever is necessary to remain hospitable to industry.	1	2	3	4	5
9.	Neighborhoods and business districts have to rely on each other to build the [Community] area.	1	2	3	4	5

Q-28. Where does your business receive the majority of its sales revenue from?
(circle one)

1 Within the [Community] area
2 Elsewhere in [surrounding area]
3 Elsewhere in [state]
4 Elsewhere in the United States
5 Outside of the United States

SECTION VII: YOUR BUSINESS'S FUTURE IN [COMMUNITY]

Q-29. How important is the [existence/creation] of these items to your continuing business operations in the [Community] area?

		Not important	Somewhat important	Important	Very Important
1.	Freeways	1	2	3	4
2.	Railroads	1	2	3	4
3.	Port facilities	1	2	3	4
4.	Airports	1	2	3	4
5.	The Empowerment Zone	1	2	3	4
6.	Implementation of the [state] Environmental Response Act (P. A. 307A)	1	2	3	4
7.	Other: ____________________	1	2	3	4

Q-30. The following have been identified as ways that business can contribute to community development. Considering the priorities and possibilities for your business, how likely is your business (or you) to do each of these in the next few years?

		Not at all likely	Somewhat likely	Very likely	Almost certain
1.	Increase employment of local residents	1	2	3	4
2.	Expand customer service (longer hours, etc.)	1	2	3	4
3.	Increase purchases from local businesses	1	2	3	4
4.	Improve appearance of buildings or properties	1	2	3	4
5.	Join marketing efforts with other local businesses	1	2	3	4
6.	Become more active in community leadership roles	1	2	3	4
7.	Assist with business skill development in local schools	1	2	3	4

Q-31. Business, government, and individuals have identified different strategies for business development in the [Community] area. What priorities would you give to each of these strategies?

		Not a priority	Low priority	Moderate priority	High priority
1.	Business incubation center	1	2	3	4
2.	Community development bank	1	2	3	4
3.	Entrepreneurship development	1	2	3	4
4.	Low interest loans for business expansion or improvement	1	2	3	4
5.	Publicly supported venture financing company	1	2	3	4
6.	Research and development	1	2	3	4
7.	Small business assistance center	1	2	3	4
8.	Tourism promotion	1	2	3	4
9.	Other: ______________________	1	2	3	4

Q-32. Has a pollution, waste, or contamination problem prevented the expansion or sale of your business?

1 No
2 Yes

Q-33. If things remain essentially as they are in the [Community] area, how likely is it that you will still be in business in the [Community] area in 5 years?

1 Not at all likely
2 Somewhat likely
3 Very likely
4 Almost certain

Q34. If you decided to stop doing business in the [Community] area, where would you be most likely to move your business?

1 Another place in the county
2 Outside of the county
3 Outside of [surrounding area]
4 Outside of [state]
5 Nowhere: my current business would not continue

When you are finished, please seal the survey in the envelope that came with it and mail it. in the envelope provided No postage is required.

Thank you for your time and effort!

Appendix C Tips for developing your survey

Background information for developing the survey

What questions have other communities included?

Examples of surveys used in other communities are included in the Appendix . You will notice a mix of questions regarding how people spend their money, where they get their money from, and what their attitudes are toward many issues in the community. You must decide which questions and how many are most appropriate for your community.

What general category of questions are important to include?

To complete the main analysis for CIEM, the only information you really need is #1 and #2. The others are optional but may be important for your community:

1) Amount of money coming into the community

2) Percent of money coming into the community that is spent locally

3) Community attitudes regarding the economic climate

   Questions regarding community attitudes are optional, although some of the attitude questions may be very important for your community. (E.g., "What kinds of businesses or services would you like in your community.")

4) Current local issues

   Communities often include questions about issues that are most pressing in the community. (e.g., pollution, zoning, racism, traffic, etc.) If these questions are included in the survey, it may help people to take more interest in filling out the survey because people generally like to report their opinions on matters that affect them. However, you don't want to add too many questions that will make the survey too long.

How many questions should be included?

1) Keep the survey as short as possible so that people are more likely to complete the survey.

2) Include only as many questions as you think you have time/resources to complete the data entry and data analysis portion.

What order should the questions appear in the survey?

1) Don't put the most difficult questions first, otherwise people might get scared off by the survey.

2) Include some easy questions first, such as those that ask people to identify characteristics about themselves or their household (e.g., age, gender, education, household size) or their organization (e.g., business type, years in business, etc.)

3) Don't put the most important information last. If people stop filling out the survey part way, at least you might get some information from the beginning part that is most important to you.

What Typeface or Font should we use?

Select a typeface and font that is easy to read. Garamond or Times New Roman are good typeface choices. Use at least 10 or 12 pitch fonts. Use upper and lowercase lettering. Do not use all capitals unless it is for a heading.

Tips for Improving Your Questions

Avoid questions that are too specific

Do not include questions that are so specific that answering them would reveal the identity of the respondent. For instance, if you only have one grocery store in your boundary area and they circled number "7" below, the survey would not be anonymous since you would know which business is answering the survey. To fix this problem, you might choose to include grocery stores with the restaurant category to make it broader.

Q-8. Please indicate the category that BEST describes your establishment at this location: *(circle one)*

1 Construction
2 Manufacturing
3 Printing, publishing, advertising or communications
4 Freight transport, shipping, or warehousing
5 Wholesale trade
6 Restaurant, bar, catering, or other retail prepared food
7 Food store, grocery,
8 Furniture, appliances, or other home furnishings
9 Cars or other retail machinery, vehicles, or related supplies
10 Other retail (clothing, sports, gifts, floral, etc.)
11 Banking, insurance, real estate or financial service
12 Laundry, barber, beauty shop, or other personal service
13 Gas station, car, diesel, machine, or other repairs
14 Health, medical, social or educational service
15 Legal, accounting, architecture, engineering, or other professional service
16 Association or membership service organization
17 Other:______________________

Avoid "fill in the blank" questions when you know what answers you want

It is very difficult to record and analyze fill-in-the-blank answers. It may also make it difficult for people to know what types of answers you are looking for. If you have certain types of answers you are looking for, it is best to provide general categories for people to choose from.

EXAMPLE OF BAD QUESTION FORMAT
Q-14 Where do you live? ________________________.

EXAMPLE OF BETTER QUESTION FORMAT
Q-14 Where do you live?
1 City name
2 Township name
3 County name

Use "fill-in-the-blank" questions only when you are discovering new information

When you want people to brainstorm ideas without limiting their choices, fill-in-the-blank questions are appropriate. This is especially true when you are in the most early stages of trying to discover information. Once you get a sense of the general answers people provide, you can ask them more specific questions later.

Decide whether your community is in the early stages of getting the information, or whether you have enough first hand knowledge to suggest categories that might be relevant for most people.

For example, once you ask the question 11 below, you may find out that many people would like more places for entertainment. In a follow-up survey you can ask them to rate which types of entertainment they desire most, using the categories that were mentioned in the blanks.

ASKING THE BROAD QUESTION IN THE FIRST SURVEY

Q-11. What businesses or services would you like to see available in your town?

____

____

____

ASKING THE QUESTION IN A LATER FOLLOW-UP SURVEY

Q-11 How strongly would you desire the following types of businesses or services in your town?

	Strongly	Moderately	Not at all
1. Fast food restaurants	3	2	1
2. Sit-down restaurants	3	2	1
3. Video stores	3	2	1
4. Movie theaters	3	2	1
5. Other	3	2	1

Avoid questions with more than one answer

Here is an example of a question that is easy for people to answer, but difficult for data entry because of the possibility of multiple answers:

EXAMPLE OF BAD QUESTION FORMAT

Q-12. Which types of growth do you prefer for your town? (circle all that apply)

1 Tourism
2 Light manufacturing
3 Non-profit
4 Small business
5 Prisons
6 No growth

Here is a better way to ask this question. It will be simpler for the data entry. It eliminates having multiple answers by making the question into subparts:

EXAMPLE OF GOOD QUESTION FORMAT

Q-12. Please indicate how much you agree or disagree with the following types of growth for Hillman? (Circle yes or no for each question)

		NO	YES	
1.	Tourism	1	2	
2.	Light manufacturing		1	2
3.	Non-profit		1	2
4.	Small business		1	2
5.	Prisons		1	2
6.	No growth		1	2

Use numbers to represent answers

Here is an example of a question that is easy for people to answer, but difficult for data entry because you cannot type check marks in the spreadsheet and will have to replace checks with numbers on each survey by hand:

EXAMPLE OF BAD QUESTION FORMAT

Q-12. Please indicate how much you agree or disagree with the following types of growth for Hillman? (Check yes or no for each question)

		NO	YES		
1.	Tourism			___	___
2.	Light manufacturing			___	___
3.	Non-profit			___	___
4.	Small business			___	___
5.	Prisons			___	___
6.	No growth			___	___

Here is a better way to ask this question. It will be simpler for the data entry because it has numbers that you can type into the spreadsheet to designate answers:

EXAMPLE OF GOOD QUESTION FORMAT

Q-12. Please indicate how much you agree or disagree with the following types of growth for Hillman? (Circle yes or no for each question)

		NO	YES
1.	Tourism	1	2
2.	Light manufacturing	1	2
3.	Non-profit	1	2
4.	Small business	1	2
5.	Prisons	1	2
6.	No growth	1	2

Appendix D– Codes for Industries

1987 Standard Industrial Classification (SIC) Major Groups (2-digit)

Information Source: (http://www.census.gov/epcd/www/naicstab.htm)

Agriculture, forestry, and fisheries

Code	1987 U.S. SIC Description
01	Agricultural production- crops
02	Agricultural production- livestock
07	Agricultural services
08	Forestry
09	Fishing, hunting, and trapping

Mineral Industries

Code	1987 U.S. SIC Description
10	Metal mining
12	Coal mining
13	Oil and gas extraction
14	Nonmetallic minerals, except fuels

Construction Industries

Code	1987 U.S. SIC Description
15	General building contractors
16	Heavy construction contractors
17	Special trade contractors

Manufacturing

Code	1987 U.S. SIC Description
20	Food and kindred products
21	Tobacco manufactures
22	Textile mill products
23	Apparel and other textile products
24	Lumber and wood products
25	Furniture and fixtures
26	Paper and allied products
27	Printing and publishing
28	Chemicals and allied products
29	Petroleum and coal products
30	Rubber and miscellaneous plastics products
31	Leather and leather products
32	Stone, clay, glass, and concrete products
33	Primary metal industries
34	Fabricated metal products
35	Industrial machinery and equipment
36	Electrical and electronic equipment
37	Transportation equipment
38	Instruments and related products
39	Miscellaneous manufacturing industries

Transportation, Communication, and Utilities

Code	1987 U.S. SIC Description
41	Local and interurban passenger transit
42	Motor freight transportation and warehousing
43	U.S. Postal Service
44	Water transportation
45	Transportation by air
46	Pipelines, except natural gas
47	Transportation services
48	Communications
49	Electric, gas, and sanitary services

Wholesale Trade

Code	1987 U.S. SIC Description
50	Wholesale trade--durable goods
51	Wholesale trade--nondurable goods

Retail Trade

Code	1987 U.S. SIC Description
52	Building materials, hardware, garden supply, & mobile
53	General merchandise stores
54	Food stores
55	Automotive dealers and gasoline service stations
56	Apparel and accessory stores
57	Furniture, home furnishings and equipment stores
58	Eating and drinking places
59	Miscellaneous retail

Finance, Insurance, and Real Estate

Code	1987 U.S. SIC Description
60	Depository institutions
61	Nondepository credit institutions
62	Security, commodity brokers, and services
63	Insurance carriers
64	Insurance agents, brokers, and service
65	Real estate
67	Holding and other investment offices

Service Industries

Code	1987 U.S. SIC Description
70	Hotels, rooming houses, camps, and other lodging places
72	Personal services
73	Business services
75	Automotive repair, services, and parking
76	Miscellaneous repair services
78	Motion pictures
79	Amusement and recreational services
80	Health services
81	Legal services
82	Educational services
83	Social services
84	Museums, art galleries, botanical & zoological garden
86	Membership organizations
87	Engineering and management services
88	Private households
89	Miscellaneous services

Public Administration

Code	1987 U.S. SIC Description
91	Executive, legislative, and general government
92	Justice, public order, and safety
93	Finance, taxation, and monetary policy
94	Administration of human resources
95	Environmental quality and housing
96	Administration of economic programs
97	National security and international affairs

SIC Codes Replaced with NAICS Codes in 1997 – See following pages

1997 North American Industry Classification System (NAICS): Sectors and Subsectors

Information Source: (http://www.census.gov/main/www/img/cbh.gif)

Agriculture, Forestry, Fishing and Hunting

Code	1997 NAICS Description
111	Crop Production
112	Animal Production
113	Forestry and Logging
114	Fishing, Hunting and Trapping
115	Support Activities for Agriculture and Forestry

Mining

Code	1997 NAICS Description
211	Oil and Gas Extraction
212	Mining (except Oil and Gas)
213	Support Activities for Mining

Utilities

Code	1997 NAICS Description
221	Utilities

Construction

Code	1997 NAICS Description
233	Building, Developing, and General Contracting
234	Heavy Construction
235	Special Trade Contractors

Manufacturing

Code	1997 NAICS Description
311	Food Manufacturing
312	Beverage and Tobacco Product Manufacturing
313	Textile Mills
314	Textile Product Mills
315	Apparel Manufacturing
316	Leather and Allied Product Manufacturing
321	Wood Product Manufacturing
322	Paper Manufacturing
323	Printing and Related Support Activities
324	Petroleum and Coal Products Manufacturing
325	Chemical Manufacturing
326	Plastics and Rubber Products Manufacturing
327	Nonmetallic Mineral Product Manufacturing
331	Primary Metal Manufacturing
332	Fabricated Metal Product Manufacturing
333	Machinery Manufacturing
334	Computer and Electronic Product Manufacturing
335	Electrical Equipment, Appliance, and Component Manufacturing
336	Transportation Equipment Manufacturing
337	Furniture and Related Product Manufacturing
339	Miscellaneous Manufacturing

Wholesale Trade

Code	1997 NAICS Description
421	Wholesale Trade, Durable Goods
422	Wholesale Trade, Nondurable Goods

Retail Trade

Code	1997 NAICS Description
441	Motor Vehicle and Parts Dealers
442	Furniture and Home Furnishings Stores
443	Electronics and Appliance Stores
444	Building Material and Garden Equipment and Supplies Dealers
445	Food and Beverage Stores
446	Health and Personal Care Stores
447	Gasoline Stations
448	Clothing and Clothing Accessories Stores
451	Sporting Goods, Hobby, Book, and Music Stores
452	General Merchandise Stores
453	Miscellaneous Store Retailers
454	Nonstore Retailers

Transportation and Warehousing

Code	1997 NAICS Description
481	Air Transportation
482	Rail Transportation
483	Water Transportation
484	Truck Transportation
485	Transit and Ground Passenger Transportation
486	Pipeline Transportation
487	Scenic and Sightseeing Transportation
488	Support Activities for Transportation
491	Postal Service
492	Couriers and Messengers
493	Warehousing and Storage

Information

Code	1997 NAICS Description
511	Publishing Industries
512	Motion Picture and Sound Recording Industries
513	Broadcasting and Telecommunications
514	Information Services and Data Processing Services

Finance and Insurance

Code	1997 NAICS Description
521	Monetary Authorities - Central Bank
522	Credit Intermediation and Related Activities
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities
524	Insurance Carriers and Related Activities
525	Funds, Trusts, and Other Financial Vehicles

Real Estate and Rental and Leasing

Code	1997 NAICS Description
531	Real Estate
532	Rental and Leasing Services
533	Lessors of Nonfinancial Intangible Assets (except Copyright)

Professional, Scientific, and Technical Services

Code	1997 NAICS Description
541	Professional, Scientific, and Technical Services

Management of Companies and Enterprises

Code	1997 NAICS Description
551	Management of Companies and Enterprises

Administrative and Support and Waste Management and Remediation Services

Code	1997 NAICS Description
561	Administrative and Support Services
562	Waste Management and Remediation Services

Educational Services

Code	1997 NAICS Description
611	Educational Services

Health Care and Social Assistance

Code	1997 NAICS Description
621	Ambulatory Health Care Services
622	Hospitals
623	Nursing and Residential Care Facilities
624	Social Assistance

Arts, Entertainment, and Recreation

Code	1997 NAICS Description
711	Performing Arts, Spectator Sports, and Related Industries
712	Museums, Historical Sites, and Similar Institutions
713	Amusement, Gambling, and Recreation Industries

Accommodation and Food Services

Code	1997 NAICS Description
721	Accommodation
722	Food Services and Drinking Places

Other Services (except Public Administration)

Code	1997 NAICS Description
811	Repair and Maintenance
812	Personal and Laundry Services
813	Religious, Grantmaking, Civic, Professional, and Similar
814	Private Households

Public Administration

Code	1997 NAICS Description
921	Executive, Legislative, and Other General Government Supp
922	Justice, Public Order, and Safety Activities
923	Administration of Human Resource Programs
924	Administration of Environmental Quality Programs
925	Administration of Housing Programs, Urban Planning, and C
926	Administration of Economic Programs
927	Space Research and Technology
928	National Security and International Affairs

Appendix E – Sample County and Business Pattern Data

Example of County Business Pattern Data

1995 County Business Patterns for Barry, MI

Contact: cbp@census.gov or 301-457-2580

SIC	Industry	Number of Employees	Annual Payroll	Establishments by Employment Size-Class Total	1 to 19	20 to 99	100 to 499	> 499
	TOTAL	**9,698**	**$218,370,000**	**827**	**752**	**61**	**12**	**2**
07--	**AGRICULTURAL SERVICES, FORESTRY, AND FISHING**	**65**	**$1,248,000**	**22**	**21**	**1**	**0**	**0**
15--	**CONSTRUCTION**	**763**	**$19,018,000**	**109**	**106**	**2**	**1**	**0**
20--	**MANUFACTURING**	**3,250**	**$105,388,000**	**69**	**53**	**8**	**6**	**2**
40--	**TRANSPORTATION AND PUBLIC UTILITIES**	**214**	**$6,930,000**	**35**	**32**	**3**	**0**	**0**
50--	**WHOLESALE TRADE**	**233**	**$5,709,000**	**35**	**32**	**3**	**0**	**0**
52--	**RETAIL TRADE**	**2,425**	**$27,494,000**	**213**	**185**	**26**	**2**	**0**
60--	**FINANCE, INSURANCE, AND REAL ESTATE**	**635**	**$16,075,000**	**46**	**42**	**3**	**1**	**0**
70--	**SERVICES**	**2,062**	**$36,043,000**	**266**	**249**	**15**	**2**	**0**
99--	**UNCLASSIFIED ESTABLISHMENTS**	**51**	**$465,000**	**32**	**32**	**0**	**0**	**0**

County business patterns for your area is available at http://fisher.lib.Virginia.EDU/cbp/

Appendix F – Sample Letters Sent Before the Survey

Figure 17 Sample letter mailed to survey sample announcing project

CIEM

Community Income & Expenditures Model
A Southwest Detroit Collaborative

May 3, 1996

Dear Southwest Detroit Community Resident:

Residents of this community have a lot of economic spending power. Did you know that the 39,000 residents of the 48209 zip code earn over $193 million dollars in wages and self-employment earnings? Did you know that another $40 million dollars comes into this community from social security income, public assistance and retirement income each year? Economic decisions are made every day of where to spend that money? How much is spent here in Southwest Detroit?

A questionnaire about where you spend money will be mailed to your house in the next week. We are surveying 600 <u>randomly</u> chosen households in the 48209 zip code to gather data on resident income and expenditures.

Your response to this questionnaire is important! Your household has been randomly selected to receive this questionnaire. Only selected households are being asked to participate so it is important that you return this questionnaire. All questionnaires will be returned to Michigan State University unopened. All answers will be kept confidential.

Sincerely,

Kathy Wendler
Executive Director, Southwest Detroit Business Association

Our Mission is to generate information for use by Southwest Detroit nonprofits, schools, businesses and residents to identify opportunities to create jobs, attract investors, secure capital and build partnerships to improve the quality of life in our community.

Figure 18 Letter of support from city councilwoman mailed before survey

City of Detroit

CITY COUNCIL

ALBERTA TINSLEY-WILLIAMS
COUNCIL MEMBER

May 14, 1996

Dear Friend:

Greetings! I was recently in Southwest Detroit speaking to a group of community leaders about a local effort to encourage job development and local shopping. I practice as well as advocate supporting local neighborhood-based businesses. Spending our dollars in neighborhood businesses and empowering community non-profits facilitates self-determination. *Each of us* can contribute to the growth and well-being of our community.

To this end, I am encouraging you to participate in this effort by the Southwest Detroit Business Association and other local organizations to strengthen the economy in Southwest Detroit. Specifically, I urge you to complete the attached survey.

The information from this survey will generate information to be used by Southwest Detroit residents, businesses and non-profit organizations to improve the quality of life, attract businesses, secure capital and create jobs within this community. The survey asks for information about products and services you purchase daily. Your answers will help in the efforts to bring new stores, industries and families to Southwest Detroit.

Your response is important! SDBA assures that your answers will be kept confidential. Again, I encourage you to be a part of this effort.

Harambee! (Let's Pull Together!)

Alberta

Alberta Tinsley-Williams
Detroit City Council

1340 City-County Building, Detroit, Michigan 48226
(313) 224-1645 FAX: (313) 224-1787

Figure 19

Appendix G – Sample Letters Mailed With Survey

Figure 20 Letter mailed with Business survey in Southwest Detroit

CIEM

Community Income & Expenditures Model
A Southwest Detroit Collaborative

July 15, 1996

Dear Business Owner:

As chairman of the SDBA I am pleased to invite you to contribute to an exciting project being undertaken in Southwest Detroit. All businesses in the zip code area 48209 are being asked to fill out the enclosed survey as part of the Community Income and Expenditures Model (C.I.E.M.).

The Community Income and Expenditure model is a project prepared by Michigan State University in conjunction with Southwest Detroit Business Association, Comerica Bank and New Detroit, Inc. The survey aims to find the flow of dollars into and outside of the community. Knowing more about the actual expenditures of different sectors of our economy will inform our efforts to stop the leakage of dollars from the community. Specifically, it will identify opportunities to create links among businesses in southwest Detroit. The C.I.E.M team has already surveyed non-profit organizations and households in the 48209 zip code.

Please participate by answering the confidential survey which will be sealed as soon as you finish, and which will only be seen by the university students who will input information into their computers. We will see the results in a report that will not reveal the source of any information.

With the information we gather from this survey, we hope to improve the business environment in southwest Detroit, and so improve the quality of life of the people living here. With businesses, non-profit organizations and residents working together, we can build our own future in southwest Detroit.

If you have any questions about the survey or the C.I.E.M. project, please call Kauser Razvi or Margaret Garry at the Southwest Detroit Business Association, 842-0986.

Sincerely,

Alan P Wood

Alan P. Wood
Dan Wood Plumbing and Heating

Our Mission is to generate information for use by Southwest Detroit nonprofit, schools, businesses and residents to identify opportunities to create jobs, attract investors, secure capital and build partnerships to improve the quality of life in our community.

Figure 21 Letter mailed with Household survey in Southwest Detroit

CIEM

Community Income & Expenditures Model
A Southwest Detroit Collaborative

May 21, 1996

Dear Neighbors:

I want to get the word out about the income survey form that is in this envelope.

The Community Income and Expenditures Model (CIEM) is the project that has prepared the survey. I have been meeting with other neighborhood residents and the Michigan State University team, helping to fine tune the questions to get the clearest picture of what is happening to money brought into, earned inside, and leaking out of 48209.

We believe that knowing more about the actual dollar amounts will give us leverage when we talk to businesses about opening up in Southwest Detroit. More importantly, when we can look at the numbers and see how much money we are spending in other people's communities, we will see how much money never touches another hand in our own neighborhood. It will be easier to show the business people here what they have to gain by catering to our needs and choices. We will be able to demand the quality of goods and service that we are paying others for.

Please participate by answering the confidential survey which will be sealed as soon as you finish and only be seen by university staff who will input information into their computers. We will see the results in a report that will not reveal the source of any information.

We are looking for an increase in local business openings (that could mean some jobs) but surely an increased effort to spend as much of our money as possible right here at home. Let's build our own future in Southwest Detroit.

If you have any questions about this survey or the CIEM project, please call Kauser Razvi or Margaret Garry at the Southwest Detroit Business Association, 842-0986.

Sincerely,

A. Muqita Abdulqadir

A. Muquita Abdulqadir
Community Resident

Our Mission is to generate information for use by Southwest Detroit nonprofits, schools, businesses and residents to identify opportunities to create jobs, attract investors, secure capital and build partnerships to improve the quality of life in our community.

Figure 22 Letter mailed with Business survey in Hillman

Hillman Township
P. O. Box 25
Hillman, Michigan 49746
(517) 742-3096
Fax: (517) 742-4590

May 28, 1998

Dear Community Businessperson:

Recently you received a short letter indicating that you were randomly chosen to receive a survey. The enclosed survey will assist community leaders to better study the trends and needs of the area citizenry, and with your cooperation, I am sure your information will be worthwhile to us. Remember, this is a **confidential survey** and will not be distributed individually, but as a total picture of the Hillman community. Your participation is **voluntary** and you are not required to fill out this survey. We do hope you will take time to participate in this project.

Upon looking at the survey, it may seem that it will be very time consuming. We have tried to make it as easy as possible, but there are some areas where it will take time to think of a percentage or amount spent on certain items. We do hope that you will take the time necessary to review the questions and answer each one as accurately as possible. We are trying to evaluate what is needed in our community, so less dollars leave the Hillman area.

If there are a few questions you feel that you cannot answer, just move on to the next question or section. However, the more information obtained from the select few who have received this survey will definitely assist us in future planning. We are not going to guarantee more businesses, more jobs, etc., but we can assist future business interests with the information received from each of you.

Once the survey is completed, please return it in the enclosed envelope. Your cooperation is very important, so please take the time to answer as many questions as possible. Thank you for your assistance. If there are any questions that we may try to help answer, please call the village office (742-4751) or the township office (742-3096). Upon review of the data received from you and others, we would be happy to discuss the results which will hopefully be available towards the end of summer.

Sincerely,

Daryl W. Peterson   David J. Post

Daryl W. Peterson, Co-Chair
Hillman Township Supervisor

David J. Post, Co-Chair
Village Manager

Figure 23 Letter mailed with Household survey in Hillman

Hillman Township
P. O. Box 25
Hillman, Michigan 49746
(517) 742-3096
Fax: (517) 742-4590

May 28, 1998

Dear Community Member:

Recently you received a short letter indicating that you were randomly chosen to receive a survey. The enclosed survey will assist community leaders to better study the trends and needs of the area citizenry, and with your cooperation, I am sure your information will be worthwhile to us. Remember, this is a **confidential survey** and will not be distributed individually, but as a total picture of the Hillman community. Your participation is **voluntary** and you are not required to fill out this survey. We do hope you will take time to participate in this project.

Upon looking at the survey, it may seem that it will be very time consuming. We have tried to make it as easy as possible, but there are some areas where it will take time to think of a percentage or amount spent on certain items. We do hope that you will take the time necessary to review the questions and answer each one as accurately as possible. We are trying to evaluate what is needed in our community, so less dollars leave the Hillman area.

If there are a few questions you feel that you cannot answer, just move on to the next question or section. However, the more information obtained from the select few who have received this survey will definitely assist us in future planning. We are not going to guarantee more businesses, more jobs, etc., but we can assist future business interests with the information received from each of you.

Once the survey is completed in the next couple of weeks, please return it in the enclosed envelope. Your cooperation is very important, so please take the time to answer as many questions as possible. Thank you for your assistance. If there are any questions that we may try to help answer, please call the township office (742-3096) or the village offices (742-4751). Upon review of the data received from you and others, we would be happy to discuss the results which will hopefully be available towards the end of summer.

Sincerely,

Daryl W. Peterson — David J. Post

Daryl W. Peterson, Co-Chair
Hillman Township Supervisor

David J. Post, Co-Chair
Village Manager

Appendix H – Sample Letters and Postcards Sent As Reminders to Fill Out the Surveys or Send Duplicate Surveys

Figure 24 Sample reminder postcards

August 8, 1996

If you have not already returned the confidential questionnaire that was mailed to your firm within the last few weeks, please take a few minutes to do so. If you have already returned it, we thank you for your participation.

As part of the strategy to build stronger businesses and a prosperous community, we need to understand the issues and factors that you feel are important to your firm's growth.

We also need to know about the goods and services that you buy and sell. This same spending pattern information collected from households, nonprofit organizations, and other local businesses, will be used by community members to develop strategies for local economic development. Your participation is welcome.

Working together, we can build our own future in southwest Detroit. Please join our efforts by completing this survey.

If you need a replacement questionnaire, have questions, or would like to be involved further, please contact Kauser Razvi or Margaret Garry at the Southwest Detroit Business Association, 842-0986.

Sincerely,
CIEM Community Work Group

Let's build our own future in Southwest Detroit

Please complete and return your Community Income & Expenditures survey!
We believe knowing the actual dollar amounts of spending by our community will:

- Give us leverage in talking to new businesses about opening here
- Show us how much we are spending in other communities that never touches another hand in Southwest Detroit
- Show businesses here what they have to gain by catering to local needs and choices

Your responses are a **valuable** contribution. This survey is part of a project to figure out how to create more economic activity in Southwest Detroit based on local ideas and behavior. For more information, call Margaret Garry or Kauser Razvi at the Southwest Detroit Business Association, 842-0986.

If you returned your completed survey, THANK YOU!

Please complete & return your survey!

Figure 25 Sample reminder postcard template (front)

Information on local economy helps us get stronger

We are learning concrete information about the local economy <u>with your help</u>. If you already returned your completed survey, THANK YOU!

If not, please complete and return your Community Income & Expenditures survey.

Your responses are a valuable contribution to local economic development in Southwest Detroit. For more information, call Margaret Garry at the Southwest Detroit Business Association, 842-0986.

CIEM

Community Income&Expenditures Model
A Southwest Detroit Collaborative

Our Mission is to generate information for use by Southwest Detroit nonprofits, schools, businesses and residents to identify opportunities to create jobs, attract investors, secure capital and build partnerships to improve the quality of life in our community.

Please complete & return your survey!

Information on local economy helps us get stronger

We are learning concrete information about the local economy <u>with your help</u>. If you already returned your completed survey, THANK YOU!

If not, please complete and return your Community Income & Expenditures survey.

Your responses are a valuable contribution to local economic development in Southwest Detroit. For more information, call Margaret Garry at the Southwest Detroit Business Association, 842-0986.

CIEM

Community Income&Expenditures Model
A Southwest Detroit Collaborative

Our Mission is to generate information for use by Southwest Detroit nonprofits, schools, businesses and residents to identify opportunities to create jobs, attract investors, secure capital and build partnerships to improve the quality of life in our community.

Please complete & return your survey!

Figure 26 Sample reminder postcard template (back)

Survey Return
Michigan State University
Community Economic Development Program
1801 West Main Street
Lansing, MI 48915

CIEM
Community Income and Expenditures Model
A Southwest Detroit Collaborative

Survey Return
Michigan State University
Community Economic Development Program
1801 West Main Street
Lansing, MI, 48915

CIEM
Community Income and Expenditures Model
A Southwest Detroit Collaborative

Figure 27 Reminder letter mailed in Hillman

Hillman Township
P. O. Box 25
Hillman, Michigan 49746
(517) 742-3096
Fax: (517) 742-4590

July 16, 1998

Dear Community Member:

About a month ago, you received a L.E.$.$. survey in a brown envelope. Once you reviewed it, you may have thought about it for a while, then forgot to return it for a variety of reasons.

If you returned the survey already, we are sorry for this inconvenience of having more mail. We only know that well over 100 surveys have been returned, but do not know particular people.

If you have not returned the survey, we are requesting that this survey be returned by the end of July so that we can review the results and continue to make the Hillman area a better place to live, enjoy, relax, or vacation. Our community is growing rapidly, and hopefully proper plans can be intelligently made for that growth, but the public--you--need to assist us in this endeavor.

This survey is confidential--your survey will not be used for any other purposes except for the information requested. Once is it combined with the other surveys returned, it will be destroyed. We definitely wish for your cooperation.

So pardon us if this letter does not pertain to you, and again thank you for your prompt participation. If you have questions, please call the village office (742-4751) or the township office (742-3096).

Sincerely,

Daryl W. Peterson

Daryl W. Peterson, Co-Chair
Hillman Township Supervisor

David J. Post

David J. Post, Co-Chair
Hillman Village Manager

Figure 28 Postcard mailed with duplicate surveys requested

Here is the duplicate questionnaire you requested!

Thank you for your interest in the economic well-being of the businesses and people in our community.

Please complete this questionnaire and return it in the postage-paid envelope as soon as possible. The results of these questionnaires will be presented in the near future. If you have questions or want to be informed of the presentation of the results, please call Kauser Razvi or Margaret Garry at the Southwest Detroit Business Association, 842-0986.

Sincerely,
The Community Income and Expenditures Working Group

Here is the duplicate questionnaire you requested!

Thank you for your interest in the economic well-being of the businesses and people in our community.

Please complete this questionnaire and return it in the postage-paid envelope as soon as possible. The results of these questionnaires will be presented in the near future. If you have questions or want to be informed of the presentation of the results, please call Kauser Razvi or Margaret Garry at the Southwest Detroit Business Association, 842-0986.

Sincerely,
The Community Income and Expenditures Working Group

Appendix I – Sample Materials for "Getting the Word Out" (Before and After the Survey)

Figure 29 Press release announcing project in Southwest Detroit

NO[redacted]-07-1995 16:41 FROM TO MSU URBAN AFF P.02

SD
BA

Southwest Detroit Business Association
7752 W. Vernor Hwy. • Detroit, Michigan 48209
Phone: 313-842-0986 Fax. 313-842-6350

Information Release for:
The Community Income and Expenditures Model

November 7, 1995

What happens to all the money that is (or is not) being spent in Southwest Detroit? What would happen if community residents and local businesses bought more goods and services from Southwest Detroit businesses rather than from other areas? The Southwest Detroit Business Association is investigating our local economy to understand the major flows of money into, around, and out of the Southwest Detroit community. Using the "Community Income and Expenditures Model" from Michigan State University, community stakeholders from various backgrounds are developing a better understanding of the different economic interests within the local economy. The Working Group includes individuals from the residential, business, faith-based, nonprofit, and banking sectors of the community. The Southwest Detroit Community Income and Expenditures Model will be completed by May 16 and will provide a picture of the local economy that can help community groups, businesses, and residents identify present and future opportunities for locally-based community economic development.

Right now, SDBA is holding a series of Working Group meetings to discuss these important economic development issues. What are your ideas for improving the economic well-being of this community? If you would like to volunteer for either the Working Group or to help this community-based process in any step of the way, call the Southwest Detroit Business Association at (313) 842-0986

Figure 30 Flyer announcing project in Northwest Lansing

ANNOUNCING...

THE COMMUNITY INCOME AND EXPENDITURES MODEL

"DISCOVERING STRATEGIES FOR CHANGE"

The Center for Urban Affairs/Community & Economic Development at Michigan State University is sponsoring a series of meetings to discuss the findings of the Community Income and Expenditures Model, a method in which communities can effectively analyze income flow and improve their economic situations. A dialogue between various organizations such as community groups, churches and businesses will take place to analyze the findings and begin to formulate solutions to the community's most pressing needs.

PLACE: TURNER DODGE MANSION, 100 E. NORTH ST.
TIME : 7:00-9:00 P.M.
DATES: MARCH 21 AND 28

For more information contact: John Melcher 353-9555

MSU is an affirmative-action/equal opportunity institution

Figure 31 Newspaper clipping announcing project in Southwest Detroit

EL Central March 14 1996 Page 7

NUEVAS IMAGENES

It seems like we were just celebrating the new year and we are already preparing for the spring! My, how time flies. The years go by, the babies grow up, and new people move in...the neighborhood seems to be going through plenty of changes as well.

We have the new Mexicantown Bakery located on W. Vernor in front of Clark Park. As a result, this lovely bakery owned by the Hernandez family, has sparked interest in several small business owners to open up coffee shops a la Starbucks.

Maria Elena Rodriguez

Feature Writer

Not only that, there is word that Southwest Detroit Business Association also known as SDBA is conducting a survey in the neighborhood.

First of all, let me share with you that I do not like surveys.

However, I have always felt that Southwest Detroit merits some great shopping areas: There are a lot of people in this neighborhood that have very good taste and healthy incomes to match.

We do have a thriving business strip on W. Vernor Hwy. with several restaurants, grocery, hardware and furniture stores to mention a few... however, we could use more. As the community continues to grow so do our needs.

The banks are doing well, and new offices are opening up on W. Vernor. But, wouldn't it be wonderful to have a movie theater in our neighborhood? We could easily host premieres of Latino themed films like "Mi Familia".

It is frustrating however, to have to wait until the evening or weekend to purchase an elegant pair of designer shoes, outfit or a unique gift; simply, because your lunch doesn't allow you to drive further than five miles to shop.

Wouldn't it be great to see a full-service bridal salon that also caters to Quinceañeras, bautizos & primeras comuniones? I would. How about a fabric store, maybe a Jo-Ann's or Minnesota Fabrics?

Well folks, it takes some time and effort to convince the retailers that 48209 is an area to invest in. Why let the dollars slip away?

It's a great feeling to give back to the neighborhood that employs you. But if you can't find what you like...well, you have no option but to shop elsewhere. Here's where the survey comes into place.

We are certainly in a prime spot for some serious revitalization. That spells more businesses sprouting up in Southwest Detroit.

This will not happen until we have the accurate information required. Which brings me back to my least favorite pastime...answering surveys. Yet, this survey is one I don't mind.

If it means improving the quality of life in Southwest Detroit, by all means I feel its worth it. Of, course, the changes will not happen overnight...but I will tell you that there is an optimistic feeling n the air. El Comal restaurant is about to open on W. Vernor in the Mexicantown area. A few businesses opened on Bagley Avenue, and more are scheduled to open. So we are on a roll, however, it cannot continue without your help.

The survey, called the Community Income and Expenditures Model will be used to improve the economic base in Detroit, attract new businesses and give residents a sense of how they can help their own neighborhoods. This survey is being sponsored by Southwest Detroit Business Association and Michigan State University.

The changes will continue to take place in the neighborhood, and now we have the opportunity to have input in the economic development. So, don't hesitate in participating!

The first introductory CIEM Meeting is scheduled for Thursday, March 21, at 5:30 p.m. on 7824 W. Fort Street at All Saints Parish.

For more information on this important survey, feel free to call Margaret Garry SDBA project manager. Her telephone number is 313-842-0986, 9-5 weekdays. Till next issue...have a wonderful day!

Figure 32 Newspaper clipping announcing project in Hillman

nd Region

THE ALPENA NEWS, Friday, October 31, 1997, 3A

Proposed survey would show Hillman the money

By MARY BRAY
News Staff Writer

HILLMAN – Do dollars flow into Hillman, but leak away when businesses and residents spend their money outside the area?

How much money that comes into the community stays, and how much is spent elsewhere was the subject of a presentation Thursday by three individuals from Michigan State University.

Meliss a Huber, Community Income and Expenditure Model program leader; Rex LaMore, state director of the MSU Community and Economic Development Program; and Sam Carter, a professor in MSU's College of Business's marketing department presented the Community Income and Expenditures Model.

Huber, LaMore and Carter discussed with community leaders whether they would like to become involved in a survey to identify where the money in Hillman comes from and where it goes.

LaMore compared Hillman to a leaky bucket with money flowing into it from a well, but running out through the leaks.

The challenge is to increase the overall wealth of the community, said LaMore, "but envision trying to fill a bucket with leaks."

The Income and Expenditures Model helps identify the leaks so businesses, nonprofit organizations and residents can capture the dollars leaving them for local use.

"The smarter we are about making decisions, presumably, the better these decisions will be," said LaMore.

In one community where a similar survey was done, local government revised their policy of always accepting the lowest bid on a project, he said.

Local governmental leaders realized that if a bid was higher but came from a local company, the money would turn over in the community instead of going out of the area. The government revised their bid policy to give extra weight to local companies' bids.

Carter displayed two charts that showed how much more money a community realizes if 50 percent of its income is spent locally compared to 20 percent.

Based on $10,000, a 20-percent local spending rate yields $12,496 in five purchases. A 50-percent local spending rate yields $19,375 in five purchases.

"The model isn't a magic wand," said Carter. "The model is based on the premise that knowledge is power."

The purpose is to make people aware of how each dollar spent – whether in or out of the community – makes an impact. When people see where their money is going, they might create a better alternative to keep the money in the community.

He emphasized that the model's objective was to provide information, not to solve the "leaky bucket" problem. But the community could use the data when it looks for ways to improve the area.

Huber explained the nuts and bolts of the survey. She said local volunteers will conduct the survey, and the MSU people will analyze the data.

The MSU people chose Hillman for this program through the Northeast Michigan Council of Governments.

Jan Kellogg, NEMCOG Economic and Community Development specialist, suggested Hillman because some of the large communities in NEMCOG's eight county region receive more attention and money.

She also said that Hillman appears to have an active staff willing to work on the project.

The project won't incur any out-of-pocket expenses, except time involved, for the village or township. The program is supported by MSU and the U.S. Department of Commerce.

If Hillman participates, the MSU people will use the information as a self-guide for other communities to follow.

Figure 33 Newspaper clipping announcing project in Hillman

January 27, 1998 THE ALPENA NEWS

to improve on this year's

ived a resolution from ommunity College con- the board on its excel-

l to send Nordin to the Association of Schools d-winter conference.

aigns

ruth is often the victim of advertising through ads t, mislead and even lie,"

iar officials said the pro- be voluntary for candi- d will use a group of committees of senior ppointed by Brady. The :es will investigate all :s of campaign activities of the source, he said. noted that under current les, judges often cannot :mselves when attacked. hold judges to a higher of conduct than we do :s for other office," he

Survey would track where the money comes, goes in Hillman

By MARY BRAY
News Staff Writer

For a community to create more income for its residents, it helps to keep as much money as possible in the community.

Residents don't always realize how much money they spend outside their own community, often for products that are available locally, although perhaps at a higher price.

This Thursday, Hillman residents will have the opportunity to hear about participating in a confidential survey to track where the money in Hillman comes from and where it goes. The meeting will take place at 7 p.m. at the community center.

Individuals from Michigan State University, including Melissa Huber, Community Income and Expenditure Model program leader, will discuss the purpose and information collection procedure of the survey, and will provide information from other communities to demonstrate the value of the survey.

Residents of all ages, business owners, and those who work in non-profit organizations within the Hillman Community Schools district are asked to attend the meeting.

"It's for the people who have an economic stake in that school district area," Huber said.

The confidential survey is aimed at collecting information on where people spend their money, how much they spend, and what they would like to be able to buy in the Hillman that they can't purchase now.

"It's an opportunity to track the flow of money in and out of Hillman," Huber said.

Huber said the survey can be done through the mail or personal interviews.

"It would be up to the people involved to decide which method is best for them," she said.

There is more to the project than just tracking the flow of money in Hillman. From the information Huber expects to gather, experts can identify possible business opportunities that could succeed in Hillman.

Huber said in other communities people were surprised to learn the amount of wealth in their community, and by the number of dollars spent outside the community.

Buying a product or service locally might cost more than shopping in a bigger community, however, money spent locally turns into income for more than one person, Huber said. Buying locally adds to the economic well-being of a community because the more money circulates, the more wealth it creates.

News Photo by Lynn Herman

nski could save your life. Szymanski was recently honored by r saving the life of a two-month-old baby.

d for saving baby's life

ihe instructed the mother the baby's airway and

for the day."

As a matter of fact, she had the

Setback for prosecution

DETROIT (AP) — In a setback for prosecutors, a judge ruled Monday that jurors in the retrial of a former police officer in a motorist's beating death won't be allowed to convict him for failing to defend the victim.

A jury pool of 200 is planned for the new murder trial of Walter Budzyn in the 1992 death of Malice Green, who was repeatedly bludgeoned with police flashlights. It is set to begin Feb. 10.

Budzyn spent four years in a federal prison in Texas before the Michigan Supreme Court last July overturned his second-degree murder conviction on grounds of jury bias.

His partner, Larry Nevers, was freed after a federal judge overturned his conviction Dec. 30 on the same grounds. His retrial has not been scheduled.

On Monday, Wayne County Circuit Judge Thomas E. Jackson rejected the prosecution's request that jurors also have a choice of convicting Budzyn of a lesser offense of failing to protect Green from other officers.

Prosecutors argued that jurors might not be convinced Budzyn struck the fatal blows but still might about what their evidence shows," Henning said.

Jackson still could instruct the jurors to consider involuntary manslaughter on the basis that Budzyn was "grossly negligent."

Manslaughter carries a maximum sentence of 15 years in prison. Second-degree murder carries a possible life sentence.

In the 1993 trial, witnesses testified Budzyn and Nevers beat Green, 35, with flashlights when he refused to open his hand after they stopped him outside a suspected drug house.

The prosecution says the officers had no grounds to stop Green. The defense says it was a lawful stop.

A Detroit Recorder's Court jury convicted both of second-degree murder.

Last year, the city court merged with Wayne County Circuit Court.

Race, while not raised in the trial, has been an undercurrent in the case.

Both officers are white, Green was black, and the NAACP has pushed hard for vigorous prosecution of the officers.

Retrying the case in Wayne County Circuit Court means the

Figure 34 Invitation to breakfast announcing project to Non-profit agencies in Southwest Detroit

SD
BA

Southwest Detroit Business Association
7752 W. Vernor Hwy. • Detroit, Michigan 48209
Phone: 313-842-0986 Fax: 313-842-6350

February 7, 1996

Dear Colleague:

You are invited to attend a breakfast meeting dealing with funding sources and nonprofit spending patterns and relationships in Southwest Detroit. On **February 20, from 7:30 am to 9:00 am,** the Southwest Detroit Business Association, Michigan State University and the Southwest Detroit Community Income and Expenditures Model Working Group would be honored to host you at **"Leveraging Nonprofit Dollars: Providing Services, Jobs, and Economic Vitality". The breakfast will be held at Waterman-Preston Presbyterian Church, 1270 Waterman, Detroit, 48209.**

Tentative Schedule, Tuesday, February 20, 1996

We will begin serving breakfast at 7:15 am. Breakfast will be served throughout the morning.

7:30 am ***Welcome***
Rex L. LaMore, State Director, Center for Urban Affairs,
Michigan State University

Introduction to the Community Income and Expenditures Model (CIEM)
Kathy Wendler, Executive Director, Southwest Detroit Business Association

7:50 am ***Community Based Development in Detroit: Organizing Around Economic Issues***
Alberta Tinsley-Williams, Detroit City Council

8:10 am ***Funding Effective Human Service Programs for Youth***
Randy McNeil, The Skillman Foundation, Youth Sports Committee

8:30 am ***Building Networks for Nonprofit Economic Development***
Brenda Schneider, Comerica, Inc.

8:50 am ***Closing Remarks: The CIEM Nonprofit Questionnaire***
Rex L. LaMore, State Director, Center for Urban Affairs, MSU

We hope that you will be able to attend this very special day. We look forward to meeting you and working with you in the future. Please R.S.V.P. by calling Jason or Dedina at the Southwest Detroit Business Association, 842-0986.

A Council of the Greater Detroit Chamber of Commerce

Figure 35 Program for breakfast meeting announcing project to Non-profit agencies in Southwest Detroit (front and back covers)

LEVERAGING NONPROFIT DOLLARS:
Providing Services, Jobs and Economic Vitality

CIEM

Community Income & Expenditures Model
A Southwest Detroit Collaborative

Tuesday, February 20, 1996
7:30 - 9:00 AM
Waterman-Preston United Methodist Church
1270 Waterman
Detroit, MI 48209

Sponsored by:
Comerica, Incorporated
Southwest Detroit Business Association
Center for Urban Affairs, Michigan State University
U.S. Department of Commerce, Economic Development Administration

Southwest Detroit

Community Income & Expenditures Model:

A Collaborative Effort

MISSION STATEMENT

To generate information for use by Southwest Detroit non-profits, businesses and residents to create jobs, attract investors, secure capital and improve the quality of life in our community.

Community Working Group Members:

AMATALLAH ABDULQADIR
INEZ DE JESUS, Detroit Public Schools
JASON ELIAS, Southwest Detroit Business Association
ROBERT L. DEWALSCHE, Comerica, Inc.
MARGARET GARRY, West Vernor Main Street
W. ED KING, New Detroit, Inc.
KATHY MILBERG, Southwest Detroit Environmental Vision
VINCE MURRAY, Bagley Housing Association
WALTER SCHNABEL, Detroit Police Department
PAT SALO, Wayne State University, Small Business Development Center
KATHLEEN WENDLER, Southwest Detroit Business Association

Organizations listed for identification purposes only

Program of Events

7:30 AM Welcome
Rex L. LaMore, Program Director & Professor
Center for Urban Affairs, MSU

Rene Rosenbaum
Assistant Professor, MSU

Introduction to the Community Income & Expenditures Model
Kathy Wendler, Executive Director
Southwest Detroit Business Association

7:50 AM Community-Based Development in Detroit: Organizing Around Economic Issues
Alberta Tinsley-Williams, Detroit City Council

8:10 AM Funding Effective Human Service Programs for Youth
Randy McNeil, Executive Director
Youth Sports & Recreation Commission of Detroit, Hamtramck and Highland Park

8:30 AM Building Networks for Nonprofit Economic Development
Rosa Sims, Program Director
Local Initiatives Support Corporation, Detroit

8:50 AM Closing Remarks: The CIEM Nonprofit Questionnaire
Rex L. LaMore

Please help yourself to the buffet breakfast.

Figure 36 Press release announcing findings in Southwest Detroit

MICHIGAN STATE
UNIVERSITY

NEWS RELEASE

MEDIA COMMUNICATIONS
Division of University Relations
403 Olds Hall
Michigan State University
East Lansing, MI 48824-1047

MEDIA CONTACT: Karen Twigg
(517) 355-2281 or
Rex LaMore
(517) 353-9555 or
Kathleen Wendler or
Margaret Garry
(313) 842-0986

1/20/97

MSU STUDY REVEALS IMPORTANCE OF LOCAL SPENDING WITHIN POORER COMMUNITIES

EAST LANSING, Mich. – A model developed by Michigan State University helps empower poor communities to take control of their financial future.

The Community Income and Expenditure Model (CIEM), developed in a four-year-long study conducted by MSU's Center for Urban Affairs, has been used in several MSU studies and helps communities determine critical information such as the size and nature of their local economy.

"These studies suggest that part of the problem of low income communities is not only that they are poor, but the money they do have leaves the community quickly," said Rex LaMore, director, MSU Center for Urban Affairs. "If we are to strengthen these communities, this model suggests that part of the solution to solving their distress is to create locally owned or locally controlled institutions responding to the needs of the local residents and businesses."

Results reveal that money leaves the community quickly through purchases made outside the neighborhood, absentee owned housing, and other non-local purchases. This model measures the extent to which goods and services are bought and sold locally. This enables communities to evaluate the extent to which local economic activities contribute to the sustainability of their economy.

The pilot study completed in southwestern Detroit, within the 48209 zip code area, surveyed residents, businesses, non-profit organizations, and municipal agencies about their income sources and expenditure patterns. The research discovered that the community had a $1.5 billion annual economy in 1996 and that 88 cents of every dollar spent by local businesses was spent outside the community.

Study results are being used to identify possible business development and employment strategies to strengthen economic links between community consumers and businesses.

According to LaMore, MSU researchers plan to distribute the model nationwide to assist other struggling communities develop their economy.

The study was completed in cooperation with the Southwest Detroit Business Association and funded by grants received from the U.S. Department of Commerce, Economic Development Administration, the U.S. Department of Housing and Urban Development, New Detroit and Comerica Bank.

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Figure 37 Press release announcing progress of project in Hillman

MEDIA CONTACT: Dave Post (517) 742-4751
Darryl Peterson (517) 742-3096

NEWS RELEASE

8/13/98

Hillman Community Responds to Economic Study

HILLMAN, Mich. - The village of Hillman received a positive response to the recent Leaky Economy Survey and Study (L.E.$.$) designed to track the flow of money in and out of Hillman. Well over 100 confidential surveys were completed by community residents and local business and non-profit organizations.

According to estimates from the 1990 U.S. Census, over $5 million dollars enters the Hillman economy through wages and unearned income to local residents. An additional $15 million dollars of sales is estimated to be generated within the Hillman retail, wholesale, and service industries according to the 1992 Economic Census.

The L.E.$.$ study is designed to determine what percentage of this money remains in the community. It also identifies what types of businesses people spend their money at. Survey respondents were also asked to identify types of businesses or services that they would like to see come to Hillman.

Volunteers are continuing to enter the data received so far so that final tabulations can be presented to the community within the next few months. If your household or organization received a survey but you did not yet return it you may still do so within the next week.

If you need an additional copy of the survey or have questions, please call Dave Post (517) 742-4751 at the Village or Darryl Peterson (517) 742-3096 at the Township.

Appendix J – Community Income And Expenditures Model Strategies To Increase Business Development And Employment In A Local Community

Possible Actions by Consumers and Consumer Groups

- Develop regulatory policies to assist in increasing local competitive markets
- Purchase more services from within local area
- Bank within local area or with lenders more active in the community
- Seek employment from firms within local area
- Invest in acquiring skills and knowledge to increase employability and income potential
- Increase proportion of charitable contributions made within local area
- Establish a pro-business program which recognizes neighborhood-friendly businesses

Possible Actions by Business and Business Groups

- Employ residents from within local area
- Purchase more needed resource inputs (in addition to labor) from within local area
- Substitute labor and resources from within local area for those obtained from outside local area
- Establish new local suppliers for resources needed within the local area
- Seek to add value to products and services sold both within and beyond the local area
- Increase business efficiency to enhance firm competitiveness and income
- Explore new products and enterprises suited to the resource base of the business and other sectors of the local area
- Establish business and school system interorganizational relationships, for career exploration, business/school cooperative programs, increased attention to employability skills, increased youth entrepreneurship, etc.

Possible Actions by Governmental Organizations

- Develop regulatory policies to assist in increasing local competitive markets
- Consider offering incentives to consumers who conduct business with local merchants
- Consider working with lending institutions and to encourage micro loan programs for businesses
- Consider the development of a FreeNet system whereby local business would be better able to monitor market change
- Develop vending policies that favors local businesses

Appendix K – Sample Materials For Volunteers Distributing Surveys by Hand

Survey Distribution Instructions

Important Introductory Information

DEFINITIONS
Respondent - This is the person(s) receiving questionnaire to fill out for the non-profit organization.
Packet - This is a large manilla envelope given to the respondent. Each packet contains a questionnaire, a cover letter, a page of answers to some questions about the survey, and a return envelope addressed to Michigan State University.
Bundle - This is a grouping of about 10 questionnaire packets that are given to volunteers for distributing to respondents listed on the tally sheets.
Tally Sheet - One tally sheet accompanies each bundle that is given to a volunteer. The tally sheets are used to keep track of what questionnaires are distributed and picked up.

Materials Contained in Your Volunteer Folder

1. Distribution and Collection instructions
2. Reminder sheet
3. Name tag
4. Sample questionnaire
5. Extra survey return envelopes
6. Extra copies of respondent instructions
7. "Sorry to have missed you" message sheets for survey pick-up
8. Map of 48209 area

Before you start distributing

1. Make sure you understand these instructions.
2. Read through the questionnaire so you can feel comfortable with it.
3. Make sure you have everything you need, including your volunteer folder with instructions and materials.
4. Take a questionnaire packet for each respondent which includes the following:
   a. a questionnaire
   b. cover letter
   c. a page of answers to some questions about the survey
   d. a return envelope addressed to Michigan State University
5. Be sure that the information on the packet label (questionnaire number, organization name and address) matches the information on the tally sheet.
6. If anything is missing call Kathy Wendler, Margaret Garry, or Jason Elias at the Southwest Detroit Business Association (SDBA) at 842-0986.
7. Put your name tag on.
8. Take the tally sheet with you.
9. It may be a good idea to call in advance to let the person in charge know you are coming or to make an appointment if necessary.

Community Income & Expenditures Survey of 48209 Nonprofit Organizations

Survey Distribution Instructions

REMINDER SHEET

When you deliver the questionnaire

1. Introduce yourself to the person who first greets you.

2. Ask to speak with the person in charge.

3. Introduce yourself to the person in charge.

4. Remind the respondent of the advance postcard (and phone call).

5. Hand over the packet.

6. Tell respondent that instructions are in the packet, including a number to call if they have any questions.

7. Arrange a convenient date and time for you to return to pick up their questionnaire.

8. Say thank you.

9. Mark the tally sheet outside of the organization.

When you pick up the questionnaire

1. Ask whether the respondent is finished.

2. Tell respondent to make sure the envelope is sealed.

3. Take envelope with questionnaire.

4. Tell respondent when results will be out (after summer).

5. Say thank you.

6. Mark the tally sheet outside of the home or organization.

7. Turn in collected questionnaires to Southwest Detroit Business Association as soon as possible.

8. All questionnaires (even if not delivered or answered) and tally sheets are to be returned to Southwest Detroit Business Association by MARCH 13, 1996.

Survey Distribution Instructions

Your Role as a Volunteer

1. **Using your judgment to distribute questionnaires**
Your goal is to get the questionnaire in the hands of the person in charge. You must use your judgment about how this can be done best. Advance phone calls may be useful in some cases. Although it is best to hand deliver the questionnaire packet directly to the person in charge, you may find some instances where you will have to leave it with someone else to give to the person in charge, especially if you have repeated difficulty speaking directly with him/her. If you must leave the questionnaire packet with someone else, be sure to make a follow-up phone call to insure that the person has received the questionnaire packet and to schedule a time for pick-up.

2. **Answering respondents' questions**
You are not expected to be a source of information about technical questions on the survey. If you feel comfortable answering a question it is appropriate to do so, without giving any opinions. The questionnaire instructions tell respondents to call Southwest Detroit Business Association if they have questions so you can feel free to refer respondents to them for further help.

Filling in the Tally Sheet

1. Once you have the tally sheet, fill in your name and phone number at the top of the page.
2. "DELIVERED" - Delivery of questionnaire
   a. Circle "D" to indicate that the questionnaire has been delivered and write in the current date. Indicate the time scheduled for pickup in the next column.
   b. If the address is invalid or you are unable to locate the correct organization, circle "U" to indicate that the questionnaire was undeliverable and write in the current date.
   c. If the questionnaire is refused, circle "R" and fill in the current date.
3. "RETURN METHOD" - Picking up questionnaire
   a. Circle "P" if you were able to pick up the questionnaire and fill in the current date. If you must make more than one attempt to pick it up, use the "Notes" section to record follow-up activities.
   b. If the respondent turned it in to SDBA, circle "T" and fill in the current date. Use the notes section to indicate the approximate date they turned it in if known.
   c. If the respondent mailed it to MSU, circle "M" and fill in the current date. Use the notes section to indicate the approximate date they mailed it in if known.
4. "DATE SENT TO SDBA" - Returning the questionnaires
   a. Fill in the date that you drop off the questionnaire to SDBA.
   b. This will include completed questionnaires, along with those that were undeliverable or refused.

Community Income & Expenditures Survey of 48209 Nonprofit Organizations

Survey Distribution Instructions

IF YOU WANT TO...

If you want to take time to visit, go over contents of the packet, talk about the questionnaire, etc. that's fine if the contact person is interested/has time, etc. Please don't share your own opinions with the respondents though.

You can collect and turn in questionnaires anytime. Some respondents may be done filling out their questionnaire before you are done distributing others. Just make sure to mark your tally sheet before you turn in questionnaires.

If you get done early and want to help other volunteers, your help is welcome.

Community Income & Expenditures Survey of 48209 Nonprofit Organizations

Survey Distribution Instructions

FREQUENTLY ASKED QUESTIONS

1. **Who should I ask for when I don't have a contact name or what if the contact person no longer works there?**
The person you should ask for is the person in charge. This may be an executive director, minister, rabbi, priest, senior administrator, or other head person. We want them to be aware of the community questionnaire and give their approval, even if they aren't the person who will fill out the questionnaire. Someone who is familiar with the accounting or book keeping of the organization should be involved in the actual completion of the questionnaire. *WRITE THE CORRECTED CONTACT NAME ON YOUR TALLY SHEET* so we can update our records.

2. **What if the person doesn't want the questionnaire**?
   a. Explain to him or her how important it is, and how you as a community member feel it is important to you.
   b. Be persuasive and polite, but know when to say "thank you for your time" and walk away.
   c. Write "REFUSED" on the packet, circle "R" on the tally sheet, and return it with your others to Southwest Detroit Business Association.

3. **What if they don't want to return the completed questionnaire to the volunteer?**
They can also drop off the envelope at Southwest Detroit Business Association or they can mail the questionnaire to MSU in the pre-addressed envelope if they affix 55¢ postage to the envelope.

4. **What if I cannot find the organization at the listed address?**
If you can't find the location after double checking the address, or the address does not seem to match the organization, call the organization if the phone number is given to find out if they have a new location. If they give you a corrected address, *WRITE THE CORRECTED ADDRESS ON YOUR TALLY SHEET.* If you are still unable to locate the organization write "UNDELIVERABLE" on the packet, circle "U" on the tally sheet, and return this packet to Southwest Detroit Business Association.

5. **What if the contact person is unavailable?**
If the contact person cannot talk with you, make a follow-up phone call to schedule a time to come back. If you have repeated difficulty reaching this person you may have to leave the packet with someone who will take a message and give the packet to the person in charge. Make follow-up phone calls to insure that the person has received the packet and schedule a time to pick up the completed questionnaire.

Survey Distribution Instructions

6. **What if the person has a problem that would make it hard for him or her to fill out the questionnaire?**
If the person who should fill out this questionnaire is not comfortable with English or has difficulty reading, a volunteer can be sent to help. Volunteers are available who speak Spanish. Tell them that we will send someone. Be sure to make a note or write it down on the tally sheet and call Southwest Detroit Business Association right away. If you have time, you may offer to come back and help the person yourself.

7. **What if the respondent isn't done when you return to pick up the questionnaire?**
First time - Ask the respondent to take enough time to finish, and tell him/her when you will return to pick it up. Be persuasive.
Second time - Still be polite and persuasive. Tell him/her where to drop off or mail the questionnaire, or they can call to have someone pick it up.

8. **What if the respondent loses the instructions or return envelopes?**
Try to have an extra envelopes and instructions with you. These are included in your volunteer training folder. If you run out, more are available from Southwest Detroit Business Association.

9. **What if the respondent loses the questionnaire?**
Report this as soon as possible to Southwest Detroit Business Association. DO NOT REPLACE IT with another you are carrying. A new one will be issued to you.

10. **What if you just don't have time for all of these visits and returns?**
Ask someone to help you. Do the best you can, keep your tally sheet up-to-date, and let us know immediately so we can get someone to help you out before too much time goes by. You are doing a valuable service and some of you will get tougher assignments than others. We hope you can see it through, and we appreciate your contribution.

11. **What if we find out about non-profit organizations that are not on our list?**
Call Southwest Detroit Business Association and give the name and address of the organization. If it has not already been included on the list you will be given an additional questionnaire.

12. **What if a respondent wants an additional questionnaire?**
If a respondent on your list asks for an additional questionnaire because he/she is in charge of multiple organizations you can give them one of your extra numbered questionnaires if you are certain that no one else is requesting additional questionnaires for the same organization. BE SURE TO WRITE DOWN THE CONTACT PERSON, NAME, ADDRESS, AND PHONE NUMBER OF THE ORGANIZATION ON THE CORRESPONDING LINE ON YOUR TALLY SHEET. If you do not have extra questionnaires, call Southwest Detroit Business Association for more.

48209 Community Survey
TALLY SHEET

Volunteer: ______________ Phone: ______________ Bundle # ______________

SAMPLE

Questionnaire Packet #	Contact Person Organization Address Telephone	Delivered D=delivered U=undeliverable R=refused	Scheduled Pickup time	Return Method P=picked up by volunteer T=respondent turned into SDBA M=respondent mailed to MSU	Date sent to SDBA if picked up by volunteer	Notes
		D U R Date:		P T M Date:		
		D U R Date:		P T M Date:		
		D U R Date:		P T M Date:		
		D U R Date:		P T M Date:		
		D U R Date:		P T M Date:		
		D U R Date:		P T M Date:		
		D U R Date:		P T M Date:		

CIEM

Community Income & Expenditures Model
A Southwest Detroit Collaborative

COMMUNITY INCOME AND EXPENDITURES MODEL SURVEY OF 48209

Sorry to have missed you.......

A community volunteer called today to pick up the questionnaire for the 48209 community income and expenditures model questionnaire. In order to gain a realistic picture of issues relevant to the 48209 area, your input is **very important** and we urge you to return the questionnaire as soon as possible.

<u>You may return the questionnaire in one of the following ways:</u>

1. Drop it off at the Southwest Detroit Business Association (SDBA), 7752 W. Vernor Hwy.

2. Mail it to *Survey Return, Community Economic Development Program, Michigan State University, 1801 W. Main Street, Lansing, MI 48915* or use the self-addressed return envelope. Please affix 55¢ postage.

3. Call SDBA (842-0986) and a volunteer will pick up your questionnaire.

4. Call SDBA (842-0986) if you would like help in filling out the questionnaire.

Thank you for your time, interest, and cooperation in this important project.

CIEM

Community Income & Expenditures Model
A Southwest Detroit Collaborative

Community Survey Volunteer

48209 Community Income and
Expenditures Model Survey

CIEM

Community Income & Expenditures Model
A Southwest Detroit Collaborative

Community Survey Volunteer

48209 Community Income and
Expenditures Model Survey

CIEM

Community Income & Expenditures Model
A Southwest Detroit Collaborative

Community Survey Volunteer

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CIEM

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Community Survey Volunteer

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Community Survey Volunteer

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CIEM

Community Income & Expenditures Model
A Southwest Detroit Collaborative

Community Survey Volunteer

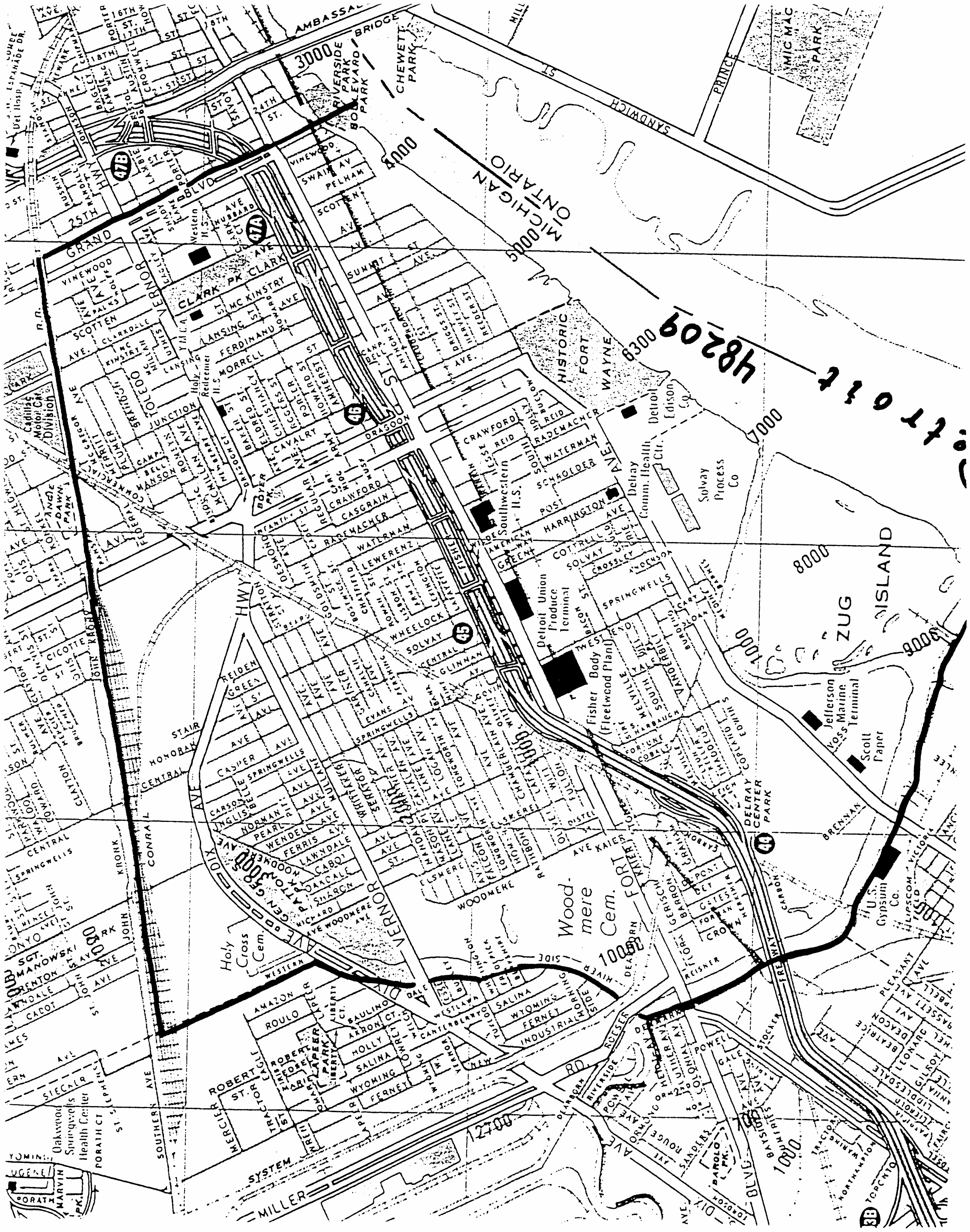
48209 Community Income and
Expenditures Model Survey

CIEM

Community Income & Expenditures Model
A Southwest Detroit Collaborative

Community Survey Volunteer

48209 Community Income and
Expenditures Model Survey



Appendix L – Bureau of Labor Statistics Consumer Expenditure Survey

	Household Income								
	Less than $5,000	$5,000 to $9,999	$10,000 to $14,999	$15,000 to $19,999	$20,000 to $29,999	$30,000 to $39,999	$40,000 to $49,999	$50,000 to $69,999	$70,000 and over
Transportation	$1,905	$1,827	$3,202	$4,541	$5,223	$6,431	$8,064	$10,340	$13,062
Vehicle purchases (net outlay)	$705	$580	$1,449	$2,230	$2,484	$2,912	$3,833	$5,200	$6,462
Cars and trucks, new	$165	$117	$694	$927	$754	$1,101	$2,111	$2,574	$2,976
Cars and trucks, used	$540	$462	$755	$1,263	$1,710	$1,776	$1,643	$2,448	$3,379
Other vehicles	$0	$0	$0	$41	$0	$35	$78	$178	$107
Gasoline and motor oil	$454	$467	$621	$719	$915	$1,129	$1,324	$1,480	$1,714
Other vehicle expenses	$647	$659	$967	$1,340	$1,647	$2,091	$2,532	$3,225	$3,994
Vehicle finance charges	$55	$60	$90	$150	$228	$325	$391	$537	$508
Maintenance and repairs	$267	$244	$369	$448	$540	$690	$684	$960	$1,168
Vehicle insurance	$228	$243	$379	$528	$587	$694	$870	$1,063	$1,191
Veh rent, leas, licen, oth chges	$98	$111	$129	$214	$292	$382	$387	$645	$1,127
Public transportation	$129	$122	$165	$251	$197	$298	$374	$435	$892
Health care	$847	$1,204	$1,705	$1,876	$1,798	$1,829	$1,883	$2,018	$2,510
Health insurance	$344	$652	$912	$1,002	$947	$931	$859	$882	$1,185
Medical services	$264	$203	$367	$444	$419	$456	$611	$722	$758
Drugs	$203	$307	$361	$357	$347	$260	$301	$285	$381
Medical supplies	$36	$42	$66	$73	$88	$83	$111	$127	$186
Entertainment	$920	$769	$832	$853	$1,233	$1,737	$1,993	$2,461	$3,639
Fees and admissions	$213	$126	$131	$182	$272	$424	$493	$640	$1,255
Television, radios, sound equipment	$430	$372	$345	$415	$458	$602	$682	$800	$981
Pets, toys, and playground equipment	$138	$125	$124	$155	$255	$436	$389	$509	$648
Other supplies, equip, and services	$139	$146	$231	$100	$247	$275	$429	$512	$755
Personal care products and services	$297	$206	$245	$291	$342	$408	$470	$596	$644
Reading	$66	$75	$108	$127	$158	$187	$211	$244	$337
Education	$934	$374	$212	$313	$231	$265	$424	$628	$1,393
Tobacco products and smoking supplies	$203	$196	$232	$269	$331	$363	$328	$366	$348
Miscellaneous	$382	$467	$699	$776	$663	$1,019	$917	$1,100	$1,410
Cash contributions	$142	$354	$450	$733	$693	$943	$1,130	$1,486	$2,898
Personal insurance and pensions	$207	$278	$737	$1,098	$1,987	$3,326	$4,757	$6,386	$11,100
Life and other personal insurance	$92	$110	$303	$283	$294	$345	$556	$598	$1,137
Pensions and Social Security	$114	$169	$434	$815	$1,693	$2,980	$4,201	$5,788	$9,963
Average annual expenditures - Gifts of goods and services	**$640**	**$611**	**$543**	**$780**	**$800**	**$982**	**$1,127**	**$1,669**	**$3,029**
Food	$11	$34	$16	$39	$51	$90	$59	$175	$308
Housing	$210	$150	$130	$191	$166	$286	$326	$365	$773
Housekeeping supplies	$24	$20	$23	$22	$38	$51	$49	$65	$101
Household textiles	$18	$62	$2	$6	$13	$13	$8	$13	$32
Appliances and misc housewares	$47	$6	$9	$16	$19	$57	$28	$42	$78
Major appliances	$0	$1	$2	$0	$10	$4	$6	$8	$21
Small appl and misc housewares	$47	$5	$7	$15	$9	$53	$22	$33	$57
Miscellaneous household equipment	$50	$20	$47	$60	$42	$72	$86	$132	$252
Other housing	$71	$72	$50	$87	$52	$94	$157	$113	$310
Apparel and services	$99	$76	$111	$109	$263	$305	$252	$383	$675
Males 2 and over	$49	$21	$30	$31	$80	$110	$66	$85	$193
Females 2 and over	$12	$21	$40	$26	$92	$97	$110	$193	$315
Children under 2	$14	$18	$20	$21	$31	$44	$40	$62	$77
Other apparel products and services	$24	$16	$21	$32	$61	$57	$37	$43	$90
Jewelry and watches	$20	$3	$4	$18	$37	$18	$20	$23	$48
All other apparel products and serv	$4	$13	$17	$13	$24	$39	$18	$20	$42
Transportation	$15	$14	$17	$24	$109	$32	$77	$81	$169
Health care	$6	$12	$80	$62	$22	$11	$20	$54	$70
Entertainment	$211	$30	$66	$66	$57	$84	$117	$137	$190
Toys, games, hobbies, and tricycles	$8	$16	$15	$25	$25	$44	$62	$57	$65
Other entertainment	$203	$14	$51	$41	$32	$40	$55	$81	$125
Education	$5	$31	$33	$91	$58	$19	$70	$147	$634
All other gifts	$62	$134	$90	$207	$78	$152	$205	$216	$209
Average annual expenditures - Personal Taxes*	**($73)**	**$150**	**$384**	**$580**	**$1,187**	**$2,394**	**$3,703**	**$5,286**	**$10,878**
Federal income taxes	($103)	$51	$165	$206	$668	$1,577	$2,470	$3,593	$8,106
State and local income taxes	($13)	$22	$115	$177	$314	$624	$907	$1,344	$2,329
Other taxes	$42	$78	$104	$197	$205	$193	$327	$350	$444
TOTAL AVERAGE ANNUAL EXPENDITURES	$15,461	$14,687	$19,211	$23,806	$28,712	$36,569	$43,342	$54,242	$82,265

Appendix M - Sample Exercise to Create Data Entry Spreadsheet

Sample Spreadsheet with Data

The following sample spreadsheet has the data entered for question 6 for the two sample respondents above from the Figures in Step 11 . Remember that some blanks have been changed to zeros, while others have been left blank. These changes appear in the sample spreadsheet below.

Figure 38 Sample Data Entry Spreadsheet – Sample surveys entered

Microsoft Excel Worksheet

	A	B	C	D	E
1				**1st survey**	**2nd survey**
2	**Description of Question**		**SURVEY ID #**	20001	20002
3	Housing	Amount Spent	**Question 6-1-A**	$0	$750
4		% Spent Locally	**Question 6-1-B**	0%	
5	Food	Amount Spent	**Question 6-2-A**	$250	$250
6		% Spent Locally	**Question 6-2-B**	10%	10%
7	Transportation	Amount Spent	**Question 6-3-A**	$300	$1000
8		% Spent Locally	**Question 6-3-B**	90%	10%
9	Household Supplies	Amount Spent	**Question 6-4-A**	$0	$400
10		% Spent Locally	**Question 6-4-B**	0%	30%
11	Healthcare	Amount Spent	**Question 6-5-A**	$0	$100
12		% Spent Locally	**Question 6-5-B**	0%	
13	Clothing	Amount Spent	**Question 6-6-A**	$300	$500
14		% Spent Locally	**Question 6-6-B**	50%	50%
15	Entertainment	Amount Spent	**Question 6-7-A**	$0	
16		% Spent Locally	**Question 6-7-B**	0%	

Change percentages into dollars where necessary

To make it simple for people to fill out the survey, respondents were asked to estimate what percentages of their expenditures were made locally instead, rather than asking for dollar amounts. These percentages must be transformed into dollar amounts.

Insert Blank Rows

To transform percentage data into dollars, insert two new rows after each pair of questions that ask (A) how much was spent and (B) what percent was spent locally. See lines 5, 8, and 11 below (only the first 3 questions are shown to conserve space):

Figure 39 Sample Data Entry Spreadsheet – Insert Rows

	A	B	C	D	E
1				**1st survey**	**2nd survey**
2	**Description of Question**		**SURVEY ID #**	20001	20002
3	Housing	Amount Spent	**Question 6-1-A**	$0	$750
4		% Spent Locally	**Question 6-1-B**	0%	
5					
6					
7	Food	Amount Spent	**Question 6-2-A**	$250	$250
8		% Spent Locally	**Question 6-2-B**	10%	10%
9					
10					
11	Transportation	Amount Spent	**Question 6-3-A**	$300	$1000
12		% Spent Locally	**Question 6-3-B**	90%	10%
13					
14					

Add Question Descriptions in Row Headings

In these new rows, add headings to describe the information being added. See lines 5, 8, and 11 below:

Figure 40 Sample Data Entry Spreadsheet – Row Headings Added

	A	B	C	D	E
1				**1st survey**	**2nd survey**
2	**Description of Question**		**SURVEY ID #**	20001	20002
3	**Housing**	Amount Spent	**Question 6-1-A**	$0	$750
4		% Spent Locally	**Question 6-1-B**	0%	
5		$ Spent Locally	Q6-1-A x Q6-1-B		
6		$ Spent Non-locally	Q6-1-A minus “$Spent Locally”		
7	Food	Amount Spent	**Question 6-2-A**	$250	$250
8		% Spent Locally	**Question 6-2-B**	10%	10%
9		$ Spent Locally	**Q6-2-A x Q6-2-B**		
10		$ Spent Non-locally	Q6-2-A minus “$Spent Locally”		
11	Transportation	Amount Spent	**Question 6-3-A**	$300	$1000
12		% Spent Locally	**Question 6-3-B**	90%	10%
13		$ Spent Locally	Q6-3-A minus “$Spent Locally”		
14		$ Spent Non-locally	**Q6-3-A x Q6-3-B**		

Enter Formulas Across the Row

In these new rows, multiply part A of each response by part B of each response, and enter the resulting amount of dollars spent locally in part C. Remember that some cells were left blank because there was no information provided, and those cells cannot be included in the calculation. Most spreadsheets will assume that a blank cell is a zero and that could misrepresent your results. To make sure that the blank cells are not included in the formula, you will need to specify in your formula that Part A should be multiplied by Part B, ONLY if both cells have numbers in them. Here is the formula (in MS Excel 97 syntax) . See lines 5, 8, and 11 below:

```
IN CELL D5:    =IF(OR(D3=FALSE,D4=FALSE),FALSE,D3*D4)
IN CELL E5:    =IF(OR(E3=FALSE,E4=FALSE),FALSE,E3*E4)
"FALSE" means that the cell does not have a valid number in the cell.
```

Sample Formula for calculating dollars spent locally

> The first formula above states that "If either D3 or D4 are blank, leave D5 blank. If both D3 and D4 have values, multiply them and put the result in D5."

Sample Data Entry Spreadsheet C

	A	B	C	D	E
1				**1st survey**	**2nd survey**
2	**Description of Question**		**SURVEY ID #**	20001	20002
3	Housing	Amount Spent	**Question 6-1-A**	$0	$750
4		% Spent Locally	**Question 6-1-B**	0%	
5		$ Spent Locally	Q6-1-A x Q6-1-B	$0	FALSE
6	Food	Amount Spent	**Question 6-2-A**	$250	$250
7		% Spent Locally	**Question 6-2-B**	10%	10%
8		$ Spent Locally	**Q6-2-A x Q6-2-B**	$25	$25
9	Transportation	Amount Spent	**Question 6-3-A**	$300	$1000
10		% Spent Locally	**Question 6-3-B**	90%	10%
11		$ Spent Locally	**Q6-3-A x Q6-3-B**	$270	$100

Calculate averages and totals

With the addition of these rows, averages and totals can be tabulated where appropriate.

Include New Columns

At the far right side of the spreadsheet, add two additional columns. Label them "AVERAGE" and "TOTAL."

Compute Averages

Under the column-heading AVERAGE, insert a formula to calculate an average for each row. Type "NA" for rows in which averages do not apply (e.g., questions about gender, income, or other types of questions with nominal categorical data). Make sure to use a formula that does not include blank cells in its average.

For example, find the cell where row 3 and column F meet. The formula in this F3 cell is:

=AVERAGE(D3:E3)

This formula will add up all the values in row three from columns D to E. Then it will divide that sum total by the number of values that were in these rows. This formula skips over blank cells and does not include them in any calculations. Here is the math behind the formula using the numbers in our sample spreadsheet below.

($0 +$100) / 2 = $50

Compute Totals For the Community

Use the calculated averages to estimate totals for the whole community.

Retrieve the total number of people or establishments in each sector

Using the original address lists for each sector, determine the total number of households, businesses/non-profits, government agencies that are present within your boundaries.

Multiply the average value times the total number

Under the column-heading TOTAL, insert a formula to calculate a sum total for each row that is prorated for the whole community. Type "NA" for rows in which totals do not apply. (e.g., questions about age, gender, or other types of questions which ask people to report a category).

To see example of this formula, find the cell where row 3 and column G meet. Let us assume that there are 250 total businesses and non-profits in the community that did the business/non-profit survey below. The formula in this G3 cell is the following:

=(F3 * 250)

This formula will take the average amount of dollars spent on Food and multiply it times the number of businesses/non-profits in the community. Here is the math behind the formula using the numbers in our sample spreadsheet below.

($50 * 250 businesses/non-profits) = $12,500 estimated agricultural expenditures

Sample Data Entry Spreadsheet D

	A	B	C	D	E	F	G
1				**1st survey**	**2nd survey**	**AVERAGE**	**TOTAL**
2	**Description of Question**		**SURVEY ID #**	20001	20002	**N/A**	**N/A**
3	**Housing**	$ Total Spent	**Question 6-1-A**	$0	$750	$374	$93.750
4		% Local	**Question 6-1-B**	0%		0%	N/A
5		$ Local	**Q6-1A x Q61-B**	$0	FALSE	$0	
6	Food	$ Total Spent	**Question 6-2-A**	$250	$250	$250	$62,500
7		% Local	**Question 6-2-B**	10%	10%	10%	N/A
8		$ Local	**Q6-2A x Q62-B**	$25	$25	$25	
9	**Transportation**	$ Total Spent	**Question 6-3-A**	$300	$1000	$650	$32,500
10		% Local	**Question 6-3-B**	90%	10%	50%	N/A
11		$ Local	**Q6-3A x Q63-B**	$270	$100	$185	
12	Household Supplies	$ Total Spent	**Question 6-4-A**	$0	$400	$200	$50,000
13		% Local	**Question 6-4-B**	0%	30%	15%	N/A
14		$ Local	**Q6-4A x Q64-B**	$0	$120	$60	
15	**Healthcare**	$ Total Spent	**Question 6-5-A**	$0	$750	$375	$93,750
16		% Local	**Question 6-5-B**	0%		0%	N/A
17		$ Local	**Q6-5A x Q65-B**	$0	FALSE	$0	
18	Clothing	$ Total Spent	**Question 6-6-A**	$300	$500	$400	$100,000
19		% Local	**Question 6-6-B**	50%	50%	50%	N/A
20		$ Local	**Q6-6A x Q66-B**	$150	$250	$200	
21	**Trucking**	$ Total Spent	**Question 6-7-A**	$0	$600	$300	$75,000
22		% Local	**Question 6-7-B**	0%		0%	N/A
23		$ Local	**Q6-7A x Q67-B**	$0	FALSE	$0	
24	**How long has your business been here?**		**Question 7**	15	25	20	N/A
25	**What is your gender?**		**Question 8**	1	2	N/A	N/A
26	**How many full-time employees do you have?**		**Question 9-a**	37	19	28	7000
27	**How many part-time employees do you have?**		**Question 9-B**	11	27	19	4750
28	**How much is pollution a problem? 1=small 2=medium 3=big**		**Question 10**	1	3	2	N/A
29	**How much is crime a problem? 1=small 2=medium 3=big**		**Question 11**	2	2	2	N/A

Tally frequencies

Insert a new worksheet

As mentioned earlier, questions that generate categorical data should be summarized using frequency and percentage counts. These formulas will be entered on a separate worksheet page in the same file as the data entry page.

Type the question label and answer categories with headings

On the spreadsheet page type the question and list the possible answer categories. Label columns for Frequency and Percentage.

THIS IS ORDINAL DATA

	A	B	C
1	Q10 How much is pollution a problem?		
2		Frequency	Percentage
3	1=small		
4	2=medium		
5	3=big		
6	TOTAL		

Compute Frequencies

By referring to the data entry spreadsheet page ("Sheet 1"), compute these frequencies and percentages on this page ("Sheet2"). On the previous sample data entry spreadsheet, question 10 was entered on line 28.

The formula for computing the frequency in cell B2 below is as follows (in MS Excel 97 syntax):

Sample formula to count frequencies

> =COUNTIF('Sheet1'!D28:E28,1)
>
> This formula specifies to go back to sheet one and count every time the value "1" appears in row 28 from the columns D to E. This is the way to count how many people answered that pollution was a "small" problem.

At the bottom of the column of frequencies add up the number of responses. This will tell you how many people provided an answer to the question. This formula for cell B6 is as follows:

Sample formula to calculate a sum:

> =SUM(B3:B5)

Format Cells

Format the cells so the numbers appear with the correct labels. For example, numbers in the "Percent" column formatted as percentages.

Sample Data Entry Spreadsheet E (to Calculate Frequencies – With Formulas)

	A	B	C
1	Q10 How much is pollution a problem?		
2		Frequency	Percentage
3	1=small	=COUNTIF('Sheet1'!D28:E28,1)	=(B3/B6)
4	2=medium	=COUNTIF('Sheet1'!D28:E28,2)	=(B4/B6)
5	3=big	=COUNTIF('Sheet1'!D28:E28,2)	=(B5/B6)
6	TOTAL	=SUM(B3:B5)	=SUM(C3:C5)

Sample Data Entry Spreadsheet F (to Calculate Frequencies – With Values)

	A	B	C
1	Q10 How much is pollution a problem?		
2		Frequency	Percentage
3	1=small	1	50%
4	2=medium	0	0%
5	3=big	1	50%
6	TOTAL	2	100%

APPENDIX N - Methods for Summarizing the Survey Data

Understanding the different types of questions

You will need to understand the different types of data to know how to provide the best analysis of the information. There are three different types of questions used in the typical CIEM survey: 1) Categorical questions, 2) Ordinal questions, and 3) Interval questions. Each of these types of questions is described below. A description of the appropriate type of analysis to use for each type of question is also provided.

Categorical questions

Description

Categorical data assigns numbers to represent different categories of answers. In the example below, the value "1" is assigned to male and the value "2" is assigned to female. These numbers do not represent anything meaningful. Just because 2 is larger than 1 does not mean that females have twice the value as males. These numbers just represent different categories. Since the numbers just represent categories, these numbers cannot be added, subtracted, or otherwise arithmetically manipulated. Other examples of categorical data include questions about gender, ethnicity, type of business, job position in the company, etc.

Figure 41 Steps for analyzing data to create an economic profile of a sector

Example of a categorical question		
Q3.	What is your gender?	
	1	Male
	2	Female

Analyzing categorical questions

Frequency distribution

The best way to summarize categorical data is with frequencies. Frequencies report how many people gave a particular answer to a question. Frequencies can also be translated into percentages to show what percentage of the total sample answered in each category. Here are the steps to follow to create a frequency distribution:

Example of a frequency distribution used to analyze a categorical question

	Step 1 ⇩		*Step 2* ⇩	*Step 3* ⇩
Q4.	What is your position? (circle one)		FREQUENCY	PERCENT
	1	Owner	N=25	50% *(=25/50)*
	2	Manager or CEO	N=15	30% *(=15/50)*
	3	Bookkeeper or financial officer	N=10	20% *(=10/50)*
	4	Other	N=00	0% *(= 0/50)*
		TOTAL	N=50	100%

- Step 1: Assign Values to Each Response:

Assign a number to each answer category if they aren't already numbered on the survey. In this example, "owners" are assigned a value of "1" and "managers" are assigned the value of "2," etc. Remember that the numbers assigned to each category do not have any meaning in a categorical question.

- Step 2: Compute the Frequency of Responses

The frequency is the total number of people who answered the question. In this question, we show the number of people who answered in each of the different categories. For example, 25 people answered that their position in the company was "owner." The total number of people who answered this question was 50.

- Step 3: Compute the Percentage of Responses in each Category

Divide the number of people who answered in each category by the total number of people who answered the question. For example, to find out what percent of the respondents were "owners", divide 25 by 50 to get 50%.

Ordinal questions

Description

In ordinal questions, the number assigned to the answer category has meaning. The answer categories are ranked from highest to lowest (or lowest to highest). In the example below, a person with an answer of "9" has a higher income than a person with an answer of "1." Examples of other ordinal questions include those that ask about attitudes ranked on a scale from lowest to highest. In each of these examples, the lower number represents a lower quantity or quality than higher numbers.

The limitation of this type of question is that the intervals between categories may not be exactly equal. In the example question 39, the difference between category 1 and 2 may be much smaller than the difference between categories 3 and 4. In other words, there may not a large difference between crime that is "not a problem" versus crime that is a "small problem," but there may be a big difference between crime that is a "medium" versus "big" problem.

Examples of Ordinal Questions

Q5. What is your household annual income?

1 Less than $5,000
2 $5,000 to $9,999
3 $10,000 to $14,999
4 $15,000 to $19,999
5 $20,000 to $29,000
6 $30,000 to $39,999
7 $40,000 to $49,000
8 $50,000 to $75,000
9 Over $75,000

Q39. How much is crime a problem in your community?

1 Not a problem
2 Small problem
3 Medium problem
4 Big problem

Analyzing ordinal questions

Frequency distribution

Frequency distributions are very useful for ordinal questions, just as they are for categorical questions. Here is an example of a frequency distribution with ordinal data.

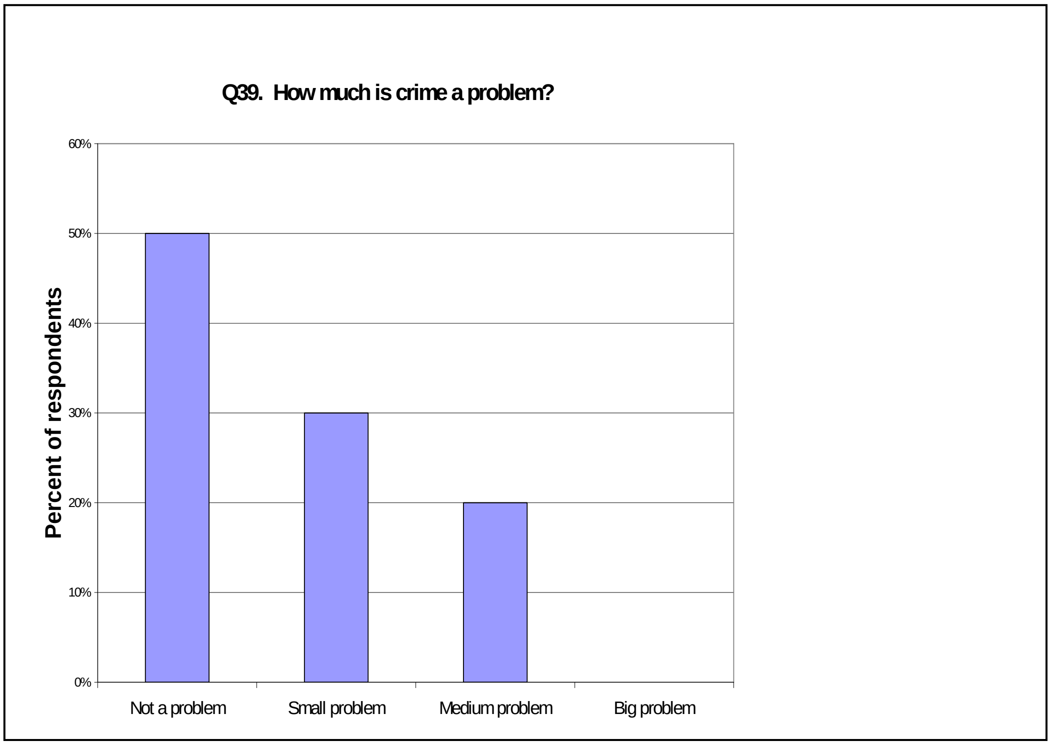
Figure 42 Example of frequency distribution used to analyze an ordinal question

Q39.	**How much is crime a problem?**	FREQUENCY	PERCENT
1	Not a problem	N=25	50%
2	Small problem	N=15	30%
3	Medium problem	N=10	20%
4	Big problem	N=00	0%
	TOTAL	N=50	100%

Frequency distribution graph

Because the numbers (or values) assigned to each answer category are rank ordered, it is useful to have a graph to show how many people answered in each of these categories in order from lowest to highest (or highest to lowest). This helps people to visualize the results.

Figure 43 Example of a frequency graph used to analyze an ordinal question



Averages

When people refer to averages, they usually mean the “arithmetic” average. This type of average sums up everyone’s scores and divides them by the number of people. This gives you one idea of where the middle score is. (You can compute averages for ordinal data, however, they are more difficult to interpret than averages computed for interval data which will be discussed later.) The next steps show you how do compute this type of average.

Figure 44 Example of averages used to analyze an ordinal question

Q5. What is your household annual income?

	Step 1 VALUE	*Step 2* FREQUENCY	*Step 3* VALUE X FREQUENCY
1	Less than $5,000	N=2	1 x 2 = 2
2	$5,000 to $9,999	N=3	2 x 3 = 6
3	$10,000 to $14,999	N=10	3 x 10 = 30
4	$15,000 to $19,999	N=15	4 x 15 = 60
5	$20,000 to $29,000	N=18	5 x 18 = 90
6	$30,000 to $39,999	N=20	6 x 20 = 120
7	$40,000 to $49,000	N=22	7 x 22 = 154
8	$50,000 to $75,000	N=10	8 x 10 = 80
9	Over $75,000	N=5	9 x 5 = 45
	TOTAL	N=105	587

AVERAGE RATING OF INCOME = (Step 3) Step 2)
= (587) 105)
= 5.6

Figure 45 How to Calculate Averages for Ordinal Data

- Step 1: Assign Values to Each Response:

Remember that the answers to ordinal questions are ranked in order. In this example, the higher the income of the household, the higher the value that is assigned to their response. A household with an annual income over $75,000 is given a score of "9." A household with an annual income under $5,000 is given a score of "1."

- Step 2: Compute the Frequency of Responses

As shown earlier, the frequency is the total number of people who answered the question. In this question, we show the number of people who answered in each of the different categories. For example, 15 people reported having an income between "$15,000 and $19,999." The total number of people who gave any answer to this question was 105.

- Step 3: Compute the Points Scored for this Question

Multiply the number of people who answered in each category of the question by the value assigned to that category. (In other words, multiply Step 1 x Step 2 on each line.) For example, 15 people reported having an income between "$15,000 and $19,999" and the value of that category is "4." So the total amount of points for this question is 15 x 4, which equals 60. Add up all the points for each answer to get a total for the question. In this example the total points equals 2+6+30+60+90+120+154+80+45, which equals 587.

- Step 4: Compute the Average Rating

Divide the total number of points (587 from Step 3) by the total number of people who answered the question (105 from Step 2). In this example the average income rating is 587) 105 which equals 5.6. This means the middle income of this group is somewhere between category 5 ($20,000 to $29,000) and category 6($30,000 to $39,999), but closer to category 6. As you can see, this is a little difficult to interpret. Using interval questions allows the analysis to be more specific.

- Step 5: Compute the Expected Range for the Average (optional)

To find the lowest and highest range that would be expected for this average, you can compute an error band that would be on either side of the average. This error band is computed for each average using the formula below. The error band is then added or subtracted from the average to find the range.

Error band = ((standard deviation of the average / square root of the number of respondents) * 1.96)
Lowest expected range of average = average – error band
Highest expected range of average = average + error band

Interval Questions

Description

Interval questions use numeric data that increases by a standard increment from step to step, and thus allows for averaging, frequencies and other more sophisticated analyses. When possible, it is nearly always preferable to use interval rather than ordinal data.

It is similar to ordinal questions because answers are rank ordered from highest to lowest. However, Instead of assigning a separate value to represent a category, the value assigned to the category is the actual answer provided by the respondent.

Figure 46 Examples of Interval Questions

Q2. What is your age?

58
_____ years

Q5. What is your household annual income?

12,000
$_____________

Interval questions have an advantage over ordinal questions because the types of numerical answers that people provide have equal intervals between answer categories.

Question 2 above asks people to report a specific number, rather than a category, when describing their age. The same is true of Question 5 when reporting income.

In Question 5 above, people are asked to provide their income information in dollar amounts (e.g., $12,000) rather than in broad categories as shown previously in the ordinal data section.

When this income question was asked earlier as an ordinal question, this same household, with $12,000 annual income, would have circled category 3 ($10,000 to $14,999). In this interval question, the value assigned to this answer is $12,000 not 3.

For example, the distance between an annual income of $30,000 and $35,000 is $5,000. This $5,000 is the same amount of difference between an income of $$31,000 and $36,000. Likewise, in Q2 there are the same amount of years between age 30 and 40 as there are between 35 and 45.

Frequency distributions and Frequency graphs

Frequency distributions and graphs can be used with interval data, however, they might be cumbersome if there are many categories of responses. For instance, go back to Figure 13. Image that 100 people answered the survey, and they each reported a different income. The resulting frequency distribution would have 100 different incomes listed with each having 1 respondent! In that case, it is better to report the information in categories as they are in Figure13, rather than in intervals.

Averages

Averages are very useful ways for summarizing interval data. It is also a very important part of the CIEM analysis regarding income and expenditures.

Figure 47 How to Calculate Averages for Interval Data

Q5. What is your annual household income?

Household #	Yearly Income	
20001	$12,000	
20002	$15,000	
20003	$30,000	
20004	$45,000	
20005	$7,000	
TOTAL # of Households = 5	TOTAL $INCOME for all 5 Households= $109,000	AVERAGE ANNUAL HOUSEHOLD INCOME = $21,800 ($109,000 / 5 = $21,800)

- Step 1: Sum the Answers:

In this case, the answers are for the “Yearly Income” reported by each household. The sum total of these values is $109,00.

- Step 2: Count the Total Number of Answers

In this example, there were 5 households that provided valid answers. If someone left the question blank (and it was not changed to zero) do NOT include them in the total number of answers.

- Step 3: Compute the Average Rating

Divide the sum ($109,000 from step #1) by the total number of answers (5 from step #2) to compute the average. In this example, the average annual income for households in $21,800.

Totals

Using the averages computed earlier, it is possible to report total values for the community. Here are the steps:

- Step 1: Get the average value for the sample
  In this case, the average value was for the annual income of the sample of households. This number from above was $21,800.

- Step 2: Count the total population within the boundary area
  Since the average was based on a sample of households, you will need to know the total number of households in the boundary area. In this example, we'll assume there were 1000 households. (If the average had been computed based on a sample of businesses and non-profit organizations, you would need to count the total number of businesses and non-profit organizations within the boundary.)

- Step 3: Compute the Total
  Multiply the average household income ($21,800 from step #1) by the total number of households (1000 from step #2) to compute the total . In this example, the total yearly combined income for all households within the boundary area is estimated at $21,800,000!

Which Ways Are Best To Summarize Data?

Here is a guideline to use for selecting ways to summarize your data. All data lends itself to computing frequencies. Common sense is the best guide for deciding if data is ordinal or interval, and using averages and totals will help in finding important information from each individual question.

Figure 48 Decision Table for Summarizing Data

	ANSWERS ARE PROVIDED IN CATEGORIES		**ANSWERS ARE PROVIDED AS NUMBERS, NOT CATEGORIES**	
	Categories have no order	**Categories are ranked**	**Numbers represent values that are not dollars**	**Numbers represent dollars or total people**
Sample answer formats:	*1=male* *2=female*	*1=small problem* *2=medium problem* *3=big problem*	*Age _____* *Years lived here_____*	*Income $_______* *No. of Full-time employees _____*
Frequencies & Frequency Distributions	X	X	X	X
Averages		X	X	X
Totals				X

Appendix O - Recommended Resources

Bibliography

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Appendix P - Worksheet to help prioritize which leakages to address

	Sector	**Quality of wages**	**Quantity of jobs**
	A=Agricultural	*A=Low*	*A=Low*
	Mi=Mining	*Mi=High*	*Mi=Medium*
	C=Construction	*C=High*	*C=Medium*
	Ma=Manufacturing	*Ma=High*	*Ma=High*
	T=Transportation, Communications, & Utilities	*T=High*	*T=Medium*
	W=Wholesale Trade	*W=High*	*W=Medium*
	R=Retail Trade	*R=Low*	*R=Medium*
	F=Finance, Insurance, Real Estate	*R=Medium*	*R=Medium*
	S=Services	*S=Low*	*S=Medium*
Expenditure	**Sector**	**Quality of wages**	**Quantity of jobs**

Worksheet (continued)

How well does [redacted] local labor pool?	Compared to [redacted] this leakage?	Regardless of [redacted] leakage large enough to need attention?	How well does this [redacted] life desired locally?	How well does this [redacted] instead of attracting business from the outside?	Considering the [redacted] perceive that the leakage could be captured locally?
L=largely *M=moderately* *S=scarcely*	*L=large* *M=medium* *S=small*	*L=largely* *M=moderately* *S=scarcely*	*L=largely* *M=moderately* *S=scarcely*	*L=largely* *M=moderately* *S=scarcely*	*L=largely* *M=moderately* *S=scarcely*
Meets Labor Needs	**Relative Size**	**Absolute Size**	**Positive growth**	**Local growth**	**Feasibility**

Appendix Q - Average Quality of Jobs by Industry Type

(County business patterns are available at http://fisher.lib.Virginia.EDU/cbp/)

County Business Patterns Data for State of Michigan 1995	Number of Establishment (total)	Annual Wages (total)	Mid-March Employees (total)	Employee Wage (Average)	Jobs per Establishment (Average)
Michigan TOTAL OF ALL INDUSTRIES	226,973	$107,301,206,000	3,704,315	$28,967	16
Agricultural Services (nonproduction)	3,623	$385,050,000	17,336	$22,211	5
Mining Division	484	$315,639,000	8,376	$37,684	17
Construction Division	22,941	$4,950,966,000	145,235	$34,089	6
Manufacturing Division (SIC 20--)	16,781	$40,626,095,000	960,243	$42,308	57
Transportation, Communications, and Utilities Division	7,793	$5,974,118,000	160,095	$37,316	21
Wholesale Trade Division	15,737	$8,044,287,000	215,440	$37,339	14
Retail Trade Division	55,122	$11,070,833,000	797,021	$13,890	14
Finance, Insurance, Real Estate Division	18,193	$6,421,160,000	200,997	$31,947	11
Services Division	79,733	$29,217,785,000	1,183,964	$24,678	15