

SECTION 10. ECONOMIC DEVELOPMENT

Purpose

The purpose of economic development activity is for the retention/expansion of existing businesses, the recruitment of new businesses and industry to the City and an overall strengthening of the local economy: improving the general quality of life and increasing the level of opportunity within the City. To do so, the City must understand its past experiences, existing conditions and its attractiveness to prospective businesses. Doing so allows the City to determine the best approach to recruiting the most suitable businesses (both to the City and the business) and the retention and expansion of the existing business base.

10.1 Current Organizations Supporting Economic Development

Economic development activity is carried out in large part by the Levelland Economic Development Corporation (LEDC), an economic development corporation created under section 4A of the Texas Development Corporation Act. Other major players include the Levelland Development Foundation, the Levelland Chamber of Commerce, the Levelland Main Street Program and a regional economic development group, the High Ground of Texas. These organizations and their working relationships within the Levelland economic program are described below.

Levelland Economic Development Corporation

The Levelland Economic Development Corporation (LEDC), created in 1992, is made up of civic and business leaders along with city officials. Their primary objective has been the recruitment of manufacturing and agriculture-oriented industry to the City.

The LEDC is a 4A Corporation composed of five local business and community leaders appointed by the Levelland City Council. A top City administrator serves as Director of Economic Development and performs staff functions for the Corporation. As a 4A corporation, the LEDC is required by law to focus on development of basic jobs in the industrial sector rather than the commercial or retail sectors. As the leader of the local program the LEDC calls on other local, regional and state organizations and agencies for assistance and special expertise as needed to address economic issues and work with industries to promote job development.

Levelland Development Foundation

The Levelland Development Foundation (LDF) is a private non-profit development foundation governed by an 18-member Board of Directors made up of local leaders and business operators. The Foundation developed the Levelland Industrial Park in the 1970's and still owns property in the park that it can make available to qualified projects at reduced prices.

Chamber of Commerce

The Levelland Chamber of Commerce focuses its efforts on providing services and support for its members, which are local businesses. The Chamber also provides local information for tourists and visitors and assists the Levelland economic development efforts in the same manner. The Chamber is often the initial point of contact for businesses interested in Levelland and the Chamber refers these inquires to the LEDC or other appropriate organization.

High Ground of Texas

Levelland is a participating member in an economic development organization known as the High Ground of Texas. The High Ground of Texas is a coalition of communities and organizations throughout a 54 county area located in the northernmost portion of the panhandle. This organization draws on resources from all participating members to create and implement a marketing strategy aimed at the expansion and relocation of businesses into the area. Current targets for the marketing efforts of the High Ground include dairies and food processing.



**The High Ground
of Texas leads
regional economic
development**

10.2 Existing Conditions

The following text describes major aspects associated with the agricultural and industrial economic make-up of Levelland.

Organizations strive to communicate and present a united front in economic development efforts in Levelland.

ADM

A substantial vacated plant currently owned by ADM presents a serious concern unless a user can be found. This concern is compounded by the fact that any new user may be required to be a

non-competing interest for some period of time (i.e. not used in any way connected with vegetable oil stock producing commodities).

Rail District

One of the most critical issues at hand is to have the rail line functioning and available for service. Currently is not in use and rail cars have been stored along sections of the line. The rail could experience a substantial rate of increase in usage if an ethanol project currently being developed can be brought into the City and a suitable site is currently available. Such a project could demand 2,500 cars/annually for service. Additional prospective businesses are being sought requiring rail service. TXDOT could be involved to some extent in achieving safe and efficient rail service.



Vegetable oil plant is currently vacant

Peanut Industry

The region has seen a substantial increase in peanut production over the past decade, and consequently peanut related processing has also grown in the area. A peanut buying point with related drying and storage of peanuts opened in the Levelland Industrial Park in 2003 with the company indicating a peanut shelling operation is likely to be added in about three years if the current growth in peanut production continues as expected.



The Texoma Plant is a major asset to the local peanut industry

Auto After-Market

An auto plant is currently under development in the San Antonio area that will be demanding various component parts to be manufactured and delivered from areas outside of the vicinity of the new plant. Current analysis is under way for determining opportunities.



Municipal Airport

No aviation-related businesses have been recruited in the past though the airport is certainly an asset for any businesses wishing to have access to small craft planes. An east/west runway is in the planning stage for the airport. Improvements made with state and federal grant



The municipal airport is an asset to businesses requiring access to small craft planes

assistance over the past 10 years have made the airport one of the best in the region. The 6,000 foot runway is longer than the runways at airports of many larger cities and is fully capable of handling corporate jet aircraft.

Vocational Training and Facilities

South Plains College does have vocational training programs and is committed to working with the City where these training programs could be customized to match the skills and functions required of new industry coming to the City. The college has extensive experience in providing industry specific training to business and industry not only in Levelland, but region wide. Industries for which the college has provided training includes textiles, electronics, call centers, and petroleum production. In addition, South Plains College also works with workforce development grant programs to assist in getting funding from state and federal agencies to fund the training it provides.

Recent Business Developments

One of the most notable successes for the City has been the commitment by Wal-Mart to construct a Super Wal-Mart center along Highway 114. This new business will also attract additional businesses seeking to benefit from the traffic generation and dollars this center will create.



A Super Wal-Mart is under construction and is a major economic boon to the City

A significant success was had with the recruitment of a manufacturer of safety equipment, the company's employment needs are an ideal suit to Levelland and training opportunities for potential workers is available through South Plains College.

10.3 Economic Development Strategy: Basic Jobs and Associated Industry

Strategy Approach

Basic jobs can be defined as jobs that produce products or services which are sold outside the local economy, thereby bringing new money into the local economy. These types of industries are known as export industries. Basic jobs can be defined as that employment type generated by local industries whose products and services are exported at a sufficient level to be determined as export industries. Export industries are determined through an equation called "Location

"The underpinning of a successful local economy is the City's ability to generate and retain basic employment: this is the most critical element of economic development strategy."

Quotient” (see Section 2. Baseline Analysis, page 2.21); those industries scoring a LQ of higher than one are export industries.

In order for a strategy to be formulated, it is critical that the City gain a complete understanding of its strengths and challenges; in short, an understanding of not only its ability to attract new businesses but the types of businesses the City might reasonably expect to attract. Such an exercise allows a well-informed list of industry types to be formulated that would be well-suited to economic conditions, available infrastructure and other variables particular to Levelland. With this list in place, a process may begin whereby industry types are prioritized based on their attractiveness and potential benefit to the City. This prioritization will determine the level of economic development activity and commitment afforded by the City toward a given industry type. Determining an industry type’s prioritization level may be based on a number of measures like:

- Wages and salaries: those industries offering higher-paid employment should be more sought after than those offering lower paying employment
- Employment Multiplier: the higher this number, the better the industry type’s ability to produce “spin off” or non-basic jobs
- An industry type’s needs assessment and its level of compatibility with what the City has to offer (i.e., the likelihood of the City being able to attract this industry type)
- Environmental concerns: an industry type that may be suitable by all other measures but generates pollution levels that are damaging to the overall quality of life in Levelland may not be appropriate to the community
- City revenues: industries that produce high property and sales tax revenue are obviously more attractive to the City for funding capital expenditures and general operating expenses

Once such a list is formulated and levels of prioritization assigned (i.e., high, medium, low), the City may begin to analyze an array of economic development initiatives and tools based on their effectiveness in recruiting these various industry-types. These initiatives and tools may then be assigned to various priority levels and industry types based on their appropriateness. Doing so provides a framework for the final stages of economic development: marketing efforts, negotiations and recruitment.

Once the negotiations and recruitment stage has been reached, the City, in alliance with appropriate organizations (ex. High Ground of Texas) and individuals, may begin targeted marketing efforts: selling the benefits of relocating or starting a business in Levelland through industry contacts and various media (ex. published brochures, etc.). Once interested parties are determined, discussions may begin over the most critical needs of those businesses and the

City's ability to address those concerns. Finally, negotiations and recruitment will ultimately determine the specific businesses that will be successfully recruited and relocated to the City. The City should take measures to ensure a smooth transition/relocation to the community and put into place ongoing efforts for *business retention*.

Assessment of Levelland and Industry Needs

The following analysis is based upon the strategy just outlined:

Strengths

Among Levelland's greatest strengths are its immediate access to the highway and rail network, ample raw land, the work ethic of its labor force, affordable housing, and quality schooling.

- Labor: the available labor pool has a reputation for a strong work ethic, averages just higher than the State in its high school graduation rate and roughly 28% of the population is in the “prime labor force” category (Table 2.5). Additionally, educational attainment levels are similar to the State for the categories “some college” and “associate degrees”. This demographic may be suitable for some managerial positions. The labor pool is highly trainable for work associated with manufacturing and production, agricultural and industrial services, trucking and warehousing.
- Transportation: Rail (currently not in service) provides access to Lubbock (and a larger rail network) and, to the west, Whiteface, Texas. Rail shipments can be delivered to California within three days, Chicago in four and New York in five days.¹ Similarly, Highway 114 provides access to Lubbock (and a highway network) to the east and (to the west) connection to highway networks to the western United States. Trucking times are similar to rail delivery times throughout the country. Industry that relies heavily on transportation (ex. warehousing and distribution) may prefer closer proximity to a “hub” location though this may not prove critical. Many businesses take advantage of both the Lubbock International Airport and the Levelland Municipal Airport for air travel and this is a major benefit to a smaller town seeking to be competitive in business.²
- Land: ample available land exists throughout the city and is available at some of the lowest rates in the State. Much of this land is available in close proximity to major roadways, highways (385 and 114) and/or the railroad. Generally speaking, the land is flat with no major engineering concerns or costs associated with major earthwork. The

¹ Promotional brochure, The High Ground of Texas.

² Telephone interview. Mike Worley, President. Worley Welding Works, Inc. January 5, 2004.

Levelland Industrial Park includes fully developed 5-acre industrial lots adjacent to the railroad and Highway 114, a divided 4-lane highway.

- Infrastructure: currently no major infrastructure issues exist that would ordinarily be considered prohibitive to a prospective business (see Section 7. Infrastructure).
- Petroleum conditions: The area's largest producer, Oxy, announced a secondary recovery program in 2003. This project should extend the life of the areas oil producing fields to the year 2020 and perhaps beyond. Stable petroleum prices would be a major factor in assuring continuance of existing petroleum related employment.
- Agricultural conditions: for specific products, overall conditions are very good and this is evident in a very high location quotient (Table 2.14), proving the City's ability to attract this industry and further solidify this "clustering" effect of related agricultural businesses.
- City Amenities: the City offers an ample affordable housing stock as well as more expensive housing available to management and executive level personnel. The public school system is rated as *Recognized* by the Texas Education Agency, the second highest rating awarded. Only half of all Texas public schools receive an equal or higher ("Exemplary") designation. As such, LISD is an asset, offering quality education for those relocating. Though Levelland is a small city, it has reasonable proximity to Lubbock for those persons wishing to reside in a larger city and commute to Levelland.
- Economic Development: industries are interested in seeing cities that have a cohesive and unified front and are serious about the economic future of their city. Levelland has achieved this and has a clear process for addressing an array of concerns and businesses. All inquiries by industrial-oriented businesses are directed to the LEDC.
- General concerns: trends over time for population, employment, industry. Provided that the downturn of the oil economy (and resulting loss of employment) during the 1980's is taken into account, the economy and employment has remained relatively constant over the last 30 years and beyond. (see Section 2. *Baseline Analysis*).

Among Levelland's most significant challenges will be the improvement of its rail district, city amenities and regional challenges like the shifting of area populations

Weaknesses

- Labor: educational attainment for those receiving Bachelors degrees is roughly half of the State average (Table 2.5). This statistic would be a detraction for those businesses involved in “white collar” operations.
- Transportation: Rail is currently limited in service and is not immediately linked to a “hub” network. For this reason, Levelland may not be somewhat less attractive for industry relying heavily on fast rail transportation connections to the rest of the country, though this is not thought to be a major issue.³ This same circumstance applies to available connections to greater highway networks for trucking transportation.
- Infrastructure: infrastructure would not be well-suited for those industry-types requiring large volumes of water.
- Petroleum conditions: Local petroleum reserves are limited and are nearing the point where require expensive secondary recovery process will be needed. Instability in petroleum in recent years has hindered development of the industry.
- City Amenities: the city struggles with the lack of amenities available in larger cities. A lack of retail, shopping, restaurants and entertainment will be a challenge in convincing industry that Levelland presents sufficient amenities to attract its workers.
- General concerns: trends over time for population, employment, industry. Much of the nation’s Great Plains is struggling to maintain or increase population levels. For west Texas, population demographics are predicted to continue shifting out of the region and toward the major urbanized areas of the State.⁴

Appropriate Industries

From this simple analysis, a number of conclusions may be drawn in terms of the types of industry that may view Levelland as appropriate and attractive for their needs. Most likely, potential industry will be that which:

- Has labor intensive needs (requiring a strong work ethic) with education sufficient for skilled training

³ Telephone conversation. John Helsley, President, Community Rail District Corporation. December 2003.

⁴ Texas A&M Real Estate Center.

- Has land intensive needs; that is the service and/or production at that facility specifically requires large amounts of land at low rates to successfully perform its operations. A large amount of land with lower associated values equal's low property taxes, especially with a lower assessed rate.
- Requires both rail and highway service for transportation of goods, but does not require the higher land values associated with proximity to "hub" networks. As distance increases from point of production to point of destination, increases in costs offset the lower costs associated with operating in a smaller community. However, industry operating in the area has already made these considerations and transportation costs associated with relocation to Levelland may not rise to a prohibitive level.
- Seek out economic clusters of related businesses, for Levelland, this will be most likely agricultural related businesses.
- Requires a healthy business environment that strives to provide the most effective governmental services to its local businesses.
- Requires a city that understands their challenges and seeks to provide economic development services, when possible and appropriate, to foster a successful relationship.

The more the needs of any industry differ from the list just presented, the less likely it is that Levelland will be an attractive city for relocation or beginning a business. This list should serve as a general guide in assessing the needs of a potential candidate for relocation with what Levelland can offer.

Next, it is important to define what *Levelland's* needs are. The City desires quality industries and businesses that will be valuable corporate citizens to the community. It wants industry whose negative environmental impacts (if any) are such that they do not cause a serious detriment to the quality of life within the City. It wants industry that can provide higher than average wages and salaries based on the education and skill level of the available existing worker population. Furthermore, it wants export industry whose *basic* jobs create a high return of *non-basic* jobs (see Section 2., *Economic Multipliers*). As an industry moves further from these guidelines in terms of what it can offer the community, the further it moves down in the list of priority targeted businesses.

Where a particular industry category is placed on the priority list will be an average of what the City can offer the industry and what the industry can offer the City. Generally speaking, industries that have historically proven to be a good fit and successful in Levelland have been those in agricultural or petroleum related industries. Such industries should be ranked high in priority and targeted with ample economic development resources. The more an area can become specialized in particular industries, the more the same industries are attracted to the area

for related services, workers with specific experience/skills required, etc. This is known as “clustering”. For Levelland, agricultural businesses are a prime example of this phenomenon.

Targeted Industries

The City should target and engage all agricultural-related industries (as appropriate for the market and physical conditions) and assess their needs along with the City’s based on the criteria presented above. This approach should also be used for businesses falling under categories that rank just over or under an LQ of 1 (see Table 2.14) as these industries have significant presence in Levelland and may serve on their own to attract additional new businesses.

In general, assessing and targeting businesses where the City has already proven cluster strength is the most beneficial economic development strategy and one that should be exhausted. It is important to stay attune to national and global trends that may weaken/strengthen the City’s ability for retention and recruitment of new businesses. Careful attention should also be given to the diversification of the economy: the qualities that drew agricultural industry to Levelland may also be similar for manufacturing industries and these groups should be assessed and targeted as well.



Rehab Plus is a good example of a manufacturer well-suited to what Levelland has to offer

Specific Industries for Recruiting

The industries below are recommended for recruitment, based in part on relative strength of current employment versus the State (Table 2.11). This list should be further broken down based on analysis by industry experts to identify specific industries suitable for targeting.

1. Agriculture
2. Manufacturing
3. Wholesale trade
4. Transportation, warehousing and utilities
5. Food Processing

In general, assessing and targeting businesses where the City has already proven cluster strength is the most beneficial economic development strategy and one that should be exhausted.

Formulating Incentives

The following text first defines an *issue* and then proposes how it may be addressed (*action*).

Issue: Industrial development is not occurring at the desired rate for the City.

Action: Economic development programs and incentives should be considered to encourage the desired rate of development to occur (see below)

Responsible Group: LEDC

Tax Increment Financing (TIF) District

Tax increment financing districts, or TIF Districts, can be described as special districts where public improvements are funded with increased tax revenues resulting from improved property valuations. The property tax rate paid by property owners is the same as would be paid in other areas of a city, but the additional tax paid on the increased value of the property would be allotted to a special fund to finance improvement projects within the TIF District.

The City should consider establishing a TIF District for industrial zoned property along the railroad as well as properties in close proximity to Highway 114 on the east and west side of the City. TIF Districts should only be considered if they are financially feasible and beneficial to the City.

Tax Abatement

Tax abatements of a to-be-determined amount of time can be an effective way to recruit new industry. Such a program may also help to offset a higher than average property tax rate (Table 8.1). Both the City of Levelland and Hockley County developed and adopted Tax Abatement Policies in 2003.

Approvals Process

The City may consider waiving processing and permitting fees for all new industrial-oriented development along with giving development review and processing priority to these specific businesses.

Other Assistance

LEDC, as a 4A corporation, has the ability to provide assistance on a case by case basis to qualified industries for the creation of *basic* jobs.

Issue: Specific knowledge is needed to better understand and address the concerns of prospective industries

Action: Develop an effective marketing and business recruitment program (see below).

Responsible Group: LEDC

Targeted industry groups should be established made up of business representatives from a wide array of agriculture-related industries and other targeted industries. Such groups should be considered for further development by the advisement from related professionals associated with Texas Tech University, Texas Department of Agriculture, agents from the Ag Extension program and all other applicable persons/institutions. This provides input for a better understanding of how to recruit and develop the entire “cluster” rather than just an individual industry (ex. cotton industry). These groups should meet at least once every few months to discuss trends, possible business expansions and relocations in each of their own specific industries, examine issues that should be addressed to improve Levelland’s chances for recruitment and the like. These findings should be reported to the Economic Development Corporation (in cooperation with the Chamber of Commerce and others) so that appropriate actions may be taken.

Issue: To secure the existing economic base, it is critical that existing businesses remain and succeed.

Action: Develop a Business Retention Program that understands and addresses major concerns of existing business leaders and owners (see text below).

Responsible Group: LEDC, City, Chamber of Commerce

Similar to business recruitment activities, these targeted industry groups should work together with city officials and the Chamber of Commerce to examine ways in which relationships may be established and improved with existing business representatives. Ensuring a solid relationship with all facets of the business community is critical to understanding their needs and their ultimate retention (and expansion) within the community.

Issue: In order to retain existing businesses and recruit new ones, a skilled labor force must be available to support these existing and new businesses

Action: Establish relationships with training professionals and facilities to ensure business personnel needs are met (see text below).

Responsible Group: LEDC, City, Chamber of Commerce

Work and communication should continue with South Plains College and any other appropriate organizations to ensure that as these cluster economies are further developed, that the labor pool is appropriately trained and prepared to support the functioning of these industries. Collaboration and constant communication between these training organizations, the targeted industry groups and the Economic Development Corporation and others will be critical in providing an effective labor force.

Issue: A city whose reputation for being business-friendly is unknown (or thought to be otherwise) may struggle in retaining and recruiting efforts

Action: a marketing effort must be put in place to help establish Levelland as a business-friendly community for industrial/manufacturing/agricultural activity. A Business Retention and Support Program should be established.

Responsible Group: LEDC, City, Chamber of Commerce

Marketing efforts should be taken to sell the local government as supportive and not burdensome to local businesses and that the city itself is a wonderful place to live and do business in.

10.4 Specific Steps/Recommendations, Basic Jobs

The following is a concise summary of the information presented and recommended steps:

1. Meet with all economic development related organizations to present and discuss the overall economic development strategy.
2. Ensure ongoing economic development activity is being addressed
3. Develop target business groups and individuals to be consulted throughout all economic development activity
4. Further develop the prioritization levels assigned to various industries based on appropriateness to Levelland
5. Further develop a list of prospective industries based on the attractiveness of Levelland per their needs
6. Create a targeted industry list based on industry types appropriate to the city where the city is well-positioned to recruit such industries
7. Develop incentives that will be most effective in recruiting these industries
8. Further develop a marketing strategy and contact list for selling Levelland to the targeted industry list
9. Begin negotiation process for interested businesses
10. Ensure an efficient process (approvals, permitting, utilities, etc.) is in place for newly recruited businesses
11. Business retention activity should be continuous and constantly seeking methods for ensuring the city is effectively addressing concerns

A successful strategy demands a comprehensive understanding of the City's position in the economic landscape and a cohesive and continuous effort by all parties to maximize Levelland's unique position

10.5 Economic Development Strategy: Non-Basic Jobs and Associated Industry

Non-Basic jobs are those jobs created for the production of goods and services to be consumed at the local level and serves to recycle money throughout the community. The ability of the City to generate *basic* jobs (and the associated level of household income generated) is the largest determinant of the City's ability to generate local *non-basic* employment and economic activity. It is the role of economic development to encourage non-basic employment and economic activity to continue (i.e., business retention) and grow in areas of the City that will further strengthen the economic viability of the City and thus its attractiveness for future residents, new businesses, and future industry growth and retention (see Section 11. *Downtown Revitalization Plan* for specific approaches to downtown).

Strategy Specifics

In order to foster this economic prosperity, an economic development strategy must be formulated to compliment and support the market. This strategy should consider economic assistance programs, furnishing up-to-date socioeconomic data, a business development program, matching grant programs for aesthetic improvements, new business recruitment, business retention and the reputation of the City as a business-friendly one.

Issue: Commercial, retail and office development is not occurring at the desired rate for the City.

Action: Economic development programs and incentives should be considered to encourage the desired rate of development to occur (see below)

Responsible Group: Economic Development Corporation, City, Chamber of Commerce

Economic Assistance Programs

Most appropriately used for small businesses just starting out, economic assistance programs can provide such valuable services and information related to strategic business plans and legal, administrative and accounting concerns. Such assistance could be further developed in the form of a small business incubator. Grants can even be applied for through the Texas Department of Commerce's Texas Capital Fund Small Business Incubator Program.

“It is the role of economic development to encourage non-basic employment and economic activity to continue ...and grow in areas of the City that will further strengthen the economic viability...”

Providing Valuable Market Data

Prospective businesses are usually first interested in the socioeconomic conditions and market research of an entire city or immediate area. The City can play an important role in ensuring that this data is readily available and current for anyone that is interested.

Business Development Program

Such a program should facilitate communication between small and large business owners to understand their unique challenges and concerns so that other economic development activity is formulated with this information in mind. An initial survey of local businesses' successes, failures, challenges, etc. will provide a framework for beginning this dialogue with local business owners. Ultimately, this program also addresses the needs of the community for high business retention.

Issue: It is important to specify the types of businesses that are most needed and that Levelland may reasonably expect to attract.

Action: Develop a targeted list of appropriate businesses to be recruited to the City (see text below)

Responsible Group: Main Street Program, City, Chamber of Commerce

A targeted list should be developed based on past surveys or conducting a new survey to understand what local businesses are most desired by the community. Then take into consideration basic market conditions like demographics, traffic counts of a particular area, etc. that may be prohibitive to market entry for some desired businesses: take these business types off the targeted list until conditions approach supportive levels. Similar to the recruitment of major industry discussed, target industry groups may be established through representatives from like businesses (ex. retail group) to hear recommendations on potentially effective recruitment measures.

Issue: A city whose reputation for being business-friendly is unknown (or thought to be otherwise) may struggle in economic development

Action: a marketing effort must be put in place to help establish Levelland as a business-friendly community (see text below).

Responsible Group: Economic Development Corporation, Chamber of Commerce, City, Main Street Program

Marketing efforts should be taken to sell the local government as supportive and not burdensome to local businesses and that the City itself is a wonderful place to live and do business in. Also, establish a Business Retention and Support Program focused on assisting businesses that are in precarious economic condition. Encourage local businesses to utilize the Texas Department of

Commerce's Texas Marketplace where such services as matching suppliers with consumers are provided.

10.6 Specific Steps/Recommendations, Non-Basic Jobs

The following is a concise summary of the information presented and recommended steps:

1. Meet with all economic development related organizations to present and discuss the overall economic development strategy.
2. Ensure ongoing economic development activity is being addressed appropriately
3. Develop target industry groups and individuals to be consulted throughout all economic development activity
4. Conduct a survey (if needed) to determine major concerns of local business owners
5. Assess and further develop proposed economic development incentives and programs
6. Further develop a list of prospective businesses based on past research and a realistic approach to what Levelland might anticipate based on demographic data.
7. Further develop a marketing strategy and contact list for selling Levelland to the targeted business list
8. Begin negotiation process for interested businesses
9. Ensure an efficient process (approvals, permitting, utilities, etc.) is in place for newly recruited businesses
10. Business retention activity should be continuous and constantly seeking methods for ensuring the city is effectively addressing major issues of local businesses

A successful strategy demands an in-depth knowledge of the major challenges facing business owners (to address retention) and targeted marketing of the City's assets.

The ability of the City to ultimately implement these recommendations, enhance and expand upon the programs recommended and gain the involvement of the business community will be critical to a successful and sustained campaign for economic development in the community.