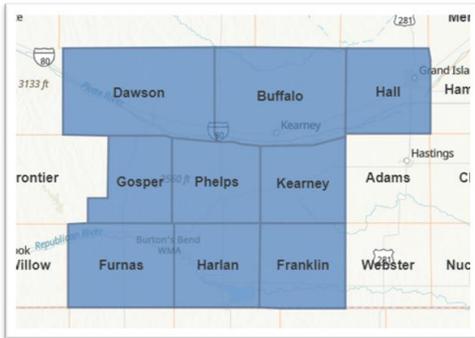


PHELPS COUNTY TARGET INDUSTRY ANALYSIS



Program Summary

The Target Industry Analysis identifies a core set of industries that are likely candidates for future retention, expansion, and possible recruitment efforts of Holdrege and Phelps County. The analysis area, chosen based on commuting patterns, includes Buffalo, Dawson, Franklin, Furnas, Gosper, Hall, Kearney, and Phelps Counties. * All data in this report reflects this nine-county region.

This analysis is one of the important steps in the target industry program NPPD developed to support its customer communities.

*Hall County, while not adjacent to Phelps County, was included at the request of Phelps County Development Corporation (PCDC) and due to close economic ties to Phelps County.

TOP 5 INDUSTRIES BY EMPLOYMENT

1. Manufacturing
2. Government
3. Healthcare & Social Assistance
4. Retail Trade
5. Accommodation and Food Services

FASTEST GROWING INDUSTRIES BY EMPLOYMENT (2018-2023)

1. Mining, Quarrying, & Oil & Gas Extraction
2. Utilities
3. Arts, Entertainment, & Recreation
4. Wholesale Trade
5. Real Estate and Leasing

DECLINING INDUSTRIES BY EMPLOYMENT (2018-2023)

1. Information
2. Management of Companies & Enterprises
3. Educational Services
4. Administrative & Support & Waste Management & Remediation
5. Retail Trade

INDUSTRY STRENGTHS BY LOCATION QUOTIENT

1. Agriculture
2. Manufacturing
3. Wholesale Trade
4. Retail Trade
5. Government

Note: An employment location quotient greater than one (the national average) indicates an area specializes in an industry.

TOP OCCUPATIONS BY EMPLOYMENT

1. Production Occupations
2. Office & Administrative Support Occupations
3. Transportation & Material Moving Occupations
4. Food Preparation & Serving Related Occupations
5. Sales & Related Occupations

ANALYSIS INDUSTRY TARGETS

Mature (Mature or Declining) - Location Quotient greater than one; Strong current presence; Recent local growth or decline; Projected local growth or decline; Recent national decline; Projected national growth or decline; Above average compensation.

Key (Key to Future Growth) - Location Quotient greater than one; Strong current presence; Recent local growth; Projected local growth; Recent national growth; Projected national growth; Above average compensation.

Potential (Potential to Drive Future Growth) - Location Quotient less than one or greater than one; Moderate to Strong current presence; Recent local growth or decline; Projected local growth or decline; Recent national growth; Projected national growth; Above average compensation.

Supply Chain- Opportunities for Import Substitution

MATURE INDUSTRY TARGETS

Manufacturing

- Motor Vehicle Parts Manufacturing*

Wholesale Trade

- Farm Product Raw Material Merchant Wholesalers*
- Miscellaneous Nondurable Goods Merchant Wholesalers*

Transportation & Warehousing

- Specialized Freight Trucking**

KEY INDUSTRY TARGETS

Construction

- Foundation, Structure, & Building Exterior Contractors**
- Building Equipment Contractors***

Manufacturing

- Animal Slaughtering & Processing Manufacturing**
- Plastics Product Manufacturing**
- Architectural & Structural Metals Manufacturing**
- Other Fabricated Metal Product Manufacturing**
- Agriculture, Construction, & Mining Machinery Manufacturing**
- Ventilation, Heating, Air-Conditioning, & Commercial Refrigeration Equipment Manufacturing**
- Other General Purpose Machinery Manufacturing**

Wholesale Trade

- Motor Vehicle & Motor Vehicle Parts & Supplies Merchant Wholesalers*
- Professional & Commercial Equipment & Supplies Merchant Wholesalers***
- Machinery, Equipment, & Supplies Merchant Wholesalers*

Transportation & Warehousing

- General Freight Trucking**

Finance & Insurance

- Depository Credit Intermediation***
- Agencies, Brokerages, & Other Insurance Related Activities***

Healthcare & Social Assistance

- Offices of Other Health Practitioners***
- General Medical & Surgical Hospitals*

POTENTIAL INDUSTRY TARGETS

Construction

- Nonresidential Building Construction**
- Other Specialty Trade Contractors**

POTENTIAL INDUSTRY TARGETS CONTINUED

Wholesale Trade

- Grocery & Related Product Merchant Wholesalers**
- #### Management, Scientific, & Technical Consulting Services
- Management, Scientific, & Technical Consulting Services**

Management of Companies & Enterprises

- Management of Companies and Enterprises**
- #### Administrative & Support & Waste Management & Remediation Services

- Management of Companies & Enterprises**

Healthcare & Social Assistance

- Offices of Physicians**
- Offices of Dentists**
- Outpatient Care Centers**

Notes:

*Regional and Phelps County Target Only (Data reflects regional level data or all nine counties including Phelps County)

**Regional Target Only (Data reflects regional level data minus Phelps County)

***Phelps County Target Only (Data reflects county level data)

Source: Values calculated by Melissa L. Trueblood, Ph.D., Economist, Nebraska Public Power District from data in Lightcast Q4 2023 Data Set

SUPPLY CHAIN INDUSTRY TARGETS

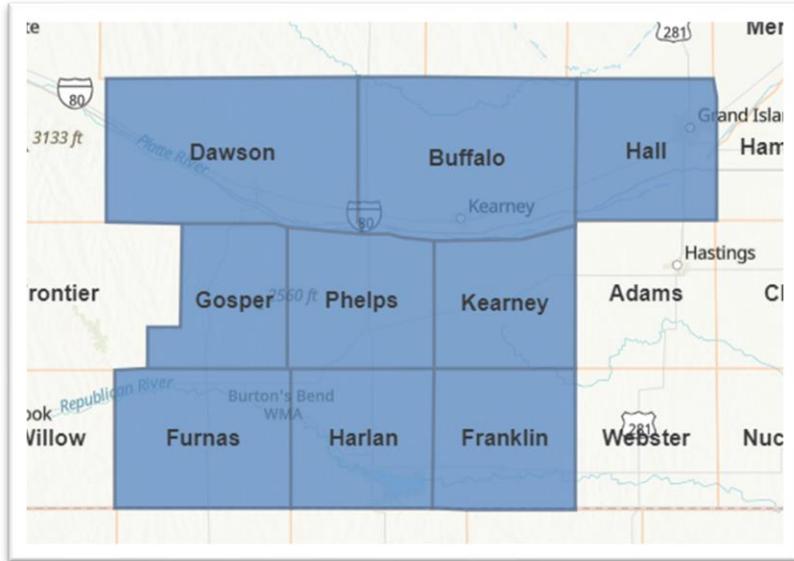
SUPPLY CHAIN INDUSTRY TARGETS (Regional Level)

- Manufacturing
 - Rubber Product Manufacturing
 - Metalworking Machinery Manufacturing
- Wholesale Trade
 - Hardware & Plumbing & Heating Equipment & Supplies Merchant Wholesalers
 - Beer, Wine, & Distilled Alcoholic Beverage Merchant Wholesalers
- Retail Trade
 - Automobile Dealers
 - Grocery Stores
- Information
 - Newspaper, Periodical, Book, & Directory Publishers
- Finance & Insurance
 - Insurance Carriers
- Real Estate, Rental, & Leasing
 - Offices of Real Estate Agents & Brokers
- Professional, Scientific, & Technical Services
 - Legal Services
 - Specialized Design Services
- Administrative & Support & Waste Management & Remediation Services
 - Business Support Services
 - Investigation & Security Services
 - Other Support Services

SUPPLY CHAIN INDUSTRY TARGETS (County Level)

- Construction
 - Utility System Construction
- Retail Trade
 - Building Material & Supplies Dealers
 - Warehouse Clubs, Supercenters, & Other General Merchandise Retailers
 - Clothing & Clothing Accessories Retailers
 - Other Miscellaneous Retailers
- Professional, Scientific, & Technical Services
 - Legal Services
 - Management, Scientific, & Technical Services
 - Other Professional, Scientific, & Technical Services
- Accommodation & Food Services
 - Traveler Accommodation
 - Restaurants & Other Eating Places

Target Industry Analysis, Holdrege, Phelps County, Nebraska



December 2024

Introduction

The purpose of this analysis is to provide the Phelps County Development Corporation with information to be used as part of a process to identify industries for future retention, expansion, and possible recruitment efforts.

This report contains information on the relative sizes and trends, both recent and projected, of area industries and their labor force, plus information on interactions between the Phelps County economy and the economies of counties linked to it by commuting patterns. Industries that are key drivers of Phelps County's recent economic growth, that are expected to be future drivers of economic growth, and that appear to have the potential to become drivers of the area economy are identified in this analysis. Also identified are industries that are currently highly important to the area's economic health but may be at risk due to expected declines in overall national employment.

Methodology

U.S. Census Department's Bureau of the Census and Lightcast are the primary sources of information for this analysis. Lightcast, a private data vendor, collects and analyzes data from a variety of public and private sources such as the U.S. Census Department, the U.S. Department of Labor, and the U.S. Department of Education. Lightcast uses this information to derive estimates of local data suppressed by government agencies to protect proprietary information. Data from Lightcast enables a level of analysis that would not be possible in many Nebraska counties due to high levels of data suppression common in areas of relatively small populations. Nebraska Public Power District (NPPD) subscribes to Lightcast data services and provides this information to wholesale and retail customers as part of its economic development services to these communities.

Data from the U.S. Census Bureau's OnTheMap Application is used to identify counties closely linked to Phelps County based on proximity and commuting patterns. OnTheMap data for Phelps County and the eight adjacent counties is reported in this analysis.

Analysis of area industries, workforces, and labor forces indicated the counties could be combined in a single area, the 2024 Holdrege Analysis Area. For this analysis, data are generally reported for the 2024 Holdrege Analysis Area.

Information on recent and projected labor force, workforce, and industry trends plus data on occupational and industry wages are reported for the 2024 Holdrege Area. This information is used to identify the relative strengths and importance of existing industries and occupations.

Industry targets were divided into three categories based on their Location Quotient (LQ), recent growth, projected future growth, and a minimum compensation level.

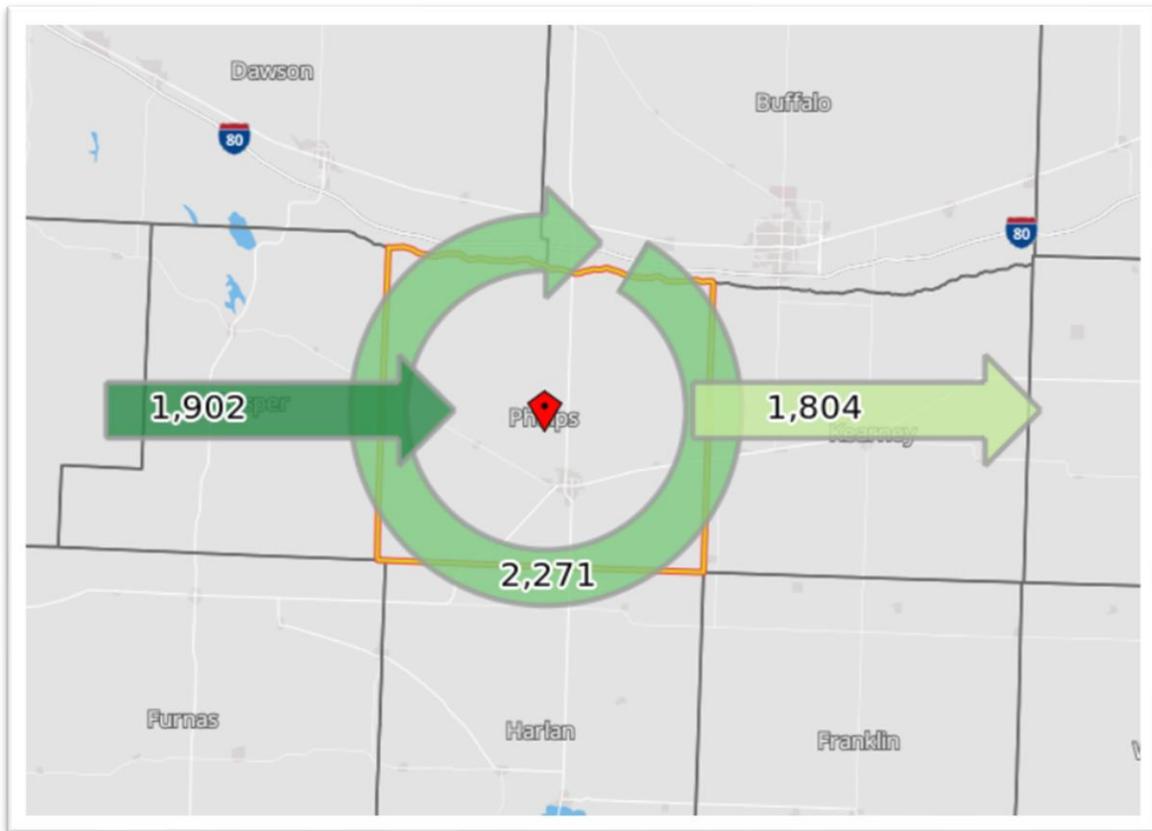
1. Mature (Mature or Declining) – Strong current presence; National employment decline; Projected future growth either local or national, Above average compensation.
2. Key (Key to Future Growth) – Strong current presence; Strong recent growth (local); Projected future growth (local and national), Above average compensation.
3. Potential (Potential to Drive Future Growth) – Moderate to Strong current presence; Recent growth or decline (local), Recent growth (national), Projected growth (national), Above average compensation.

Lastly, sales to Key industries and to industries identified as having the potential to become Key industries (Potential industries) by businesses outside the analysis area are compared to purchases from similar local businesses. This supply chain analysis identifies possible opportunities for local input substitution.

Analysis Area Identification

The geographic area selected for this analysis is based upon commuting data from the U.S. Census Bureau's OnTheMap Application. The Holdrege Analysis Area consists of Phelps County plus Buffalo, Dawson, Franklin, Furnas, Hall, Harlan, Gosper, and Kearney Counties.¹ Figure One shows the in the inflow and outflow of commuters into and from Phelps County. It also shows the number of workers who live and work in Phelps County. Based on the commuting data, the counties with the highest levels of commuters to Phelps County and the highest level of commuters from Phelps County were chosen to build the Holdrege Analysis Area, which is shown in Figure Two.

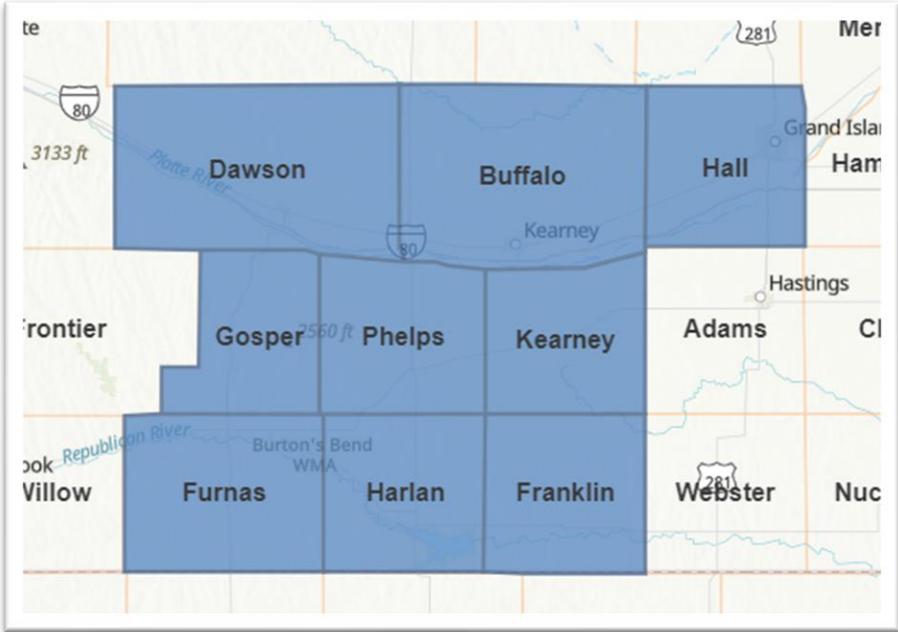
Figure One
Inflow and Outflow of Commuters



Source: U.S. Census Bureau, Center for Economic Studies, LEHD

¹ Hall County, while not adjacent to Phelps County, was included in the study at the request of Phelps County Development Corporation (PCDC) and due to close economic ties to Phelps County.

**Figure Two
Analysis Area**



Analysis Area – Workforce

While data about an area’s labor force describe the characteristics of residents, analysis of an area’s workforce provides information about workers at local businesses, regardless of where they live. Analysis of workforce data provides insights into the types of businesses that have been and are likely to be successful within a region. Table Four below provides information on the relative size as measured by Third Quarter 2024 employment, compensation paid, and the most recent five-year change in employment for very broad categories of Holdrege Analysis Area businesses.

As shown in Table One below, **NAICS 31, Manufacturing, with 19,517 workers, is the largest 2-digit, NAICS industry in the 2024 Holdrege Analysis Area. This sector has experienced an increase in jobs during the latest five-years, and has average annual wages, \$60,142, which are higher than the regional average of \$50,797. NAICS 90, Government, with 17,701 workers, is the second largest 2-digit, NAICS industry in the 2024 Holdrege Analysis Area, has average annual wages, \$50,080, lower than the regional average, and has recently experienced an increase in workers. NAICS 22, Utilities, has the highest average annual wages, \$97,958, and the second lowest, 143, number of jobs.**

Table One
2024 Holdrege Analysis Area Workforce (Local Jobs) Employment
Average Wages and 5-Year Job Change by Industry
Preliminary Data, 2024 Q3

NAICS	2023 Jobs	2023 Avg Ann Wages (\$)	2018 to 2023 5-Year Change		
			Jobs	Percent Change	5-Year Change Rank
NAICS 31 Manufacturing	19,517	60,142	851	4.6%	9
NAICS 90 Government	17,701	50,080	226	1.3%	11
NAICS 62 Health Care and Social Assistance	14,225	58,541	209	1.5%	10
NAICS 44 Retail Trade	12,271	34,843	-642	-5.0%	16
NAICS 72 Accommodation and Food Services	9,075	19,955	442	5.1%	8
NAICS 23 Construction	6,573	56,603	657	11.1%	6
NAICS 11 Agriculture, Forestry, Fishing and Hunting	6,429	51,536	-274	-4.1%	15
NAICS 81 Other Services (except Public Administration)	5,302	32,180	-138	-2.5%	14
NAICS 42 Wholesale Trade	4,947	72,455	697	16.4%	4
NAICS 48 Transportation and Warehousing	4,086	67,522	-28	-0.7%	13
NAICS 56 Administrative and Support and Waste Management and Remediation Services	3,771	41,211	-244	-6.1%	17
NAICS 52 Finance and Insurance	3,431	76,317	-17	-0.5%	12
NAICS 54 Professional, Scientific, and Technical Services	2,903	63,535	144	5.2%	7
NAICS 71 Arts, Entertainment, and Recreation	1,610	21,732	240	17.5%	3
NAICS 55 Management of Companies and Enterprises	1,393	88,351	-149	-9.7%	19
NAICS 61 Educational Services	1,081	27,111	-114	-9.5%	18
NAICS 53 Real Estate and Rental and Leasing	996	52,598	122	14.0%	5
NAICS 51 Information	715	47,355	-221	-23.6%	20
NAICS 22 Utilities	143	97,958	22	18.2%	2
NAICS 21 Mining, Quarrying, and Oil and Gas Extraction	137	63,738	34	33.1%	1
Total All Industries	116,306	50,797	1,816	1.6%	

Source: Lightcast Q3 2024 Data Set

Table Two below provides a comparison of employment distributions at the 2-digit NAICS level for industries in the 2024 Holdrege Analysis Area and Nebraska. The largest differences occur within the NAICS 31, Manufacturing, Holdrege Analysis Area's, 16.8 percent vs. Nebraska's 9.2 percent, and within NAICS 54, Professional, Scientific, and Technical Services, Holdrege Analysis Area's 2.5 percent vs. Nebraska's 4.8 percent.

Table Two
2024 Holdrege Analysis Area
and Nebraska Workforce Employment
Total and Percent Distribution, Preliminary Data, 2024 Q3

NAICS	2023 Jobs		2023 Percent All Jobs		
	Holdrege Analysis Area	Nebraska	Holdrege Analysis Area	Nebraska	Percent Difference Between Holdrege Area and Nebraska
NAICS 31 Manufacturing	19,517	106,739	16.8%	9.2%	7.6%
NAICS 11 Agriculture, Forestry, Fishing and Hunting	6,429	39,578	5.5%	3.4%	2.1%
NAICS 44 Retail Trade	12,271	110,244	10.6%	9.5%	1.0%
NAICS 72 Accommodation and Food Services	9,075	82,979	7.8%	7.2%	0.6%
NAICS 42 Wholesale Trade	4,947	42,843	4.3%	3.7%	0.6%
NAICS 81 Other Services (except Public Administration)	5,302	51,739	4.6%	4.5%	0.1%
NAICS 62 Health Care and Social Assistance	14,225	141,287	12.2%	12.2%	0.0%
NAICS 22 Utilities	143	1,081	0.1%	0.1%	0.0%
NAICS 21 Mining, Quarrying, and Oil and Gas Extraction	137	1,078	0.1%	0.1%	0.0%
NAICS 71 Arts, Entertainment, and Recreation	1,610	18,227	1.4%	1.6%	-0.2%
NAICS 53 Real Estate and Rental and Leasing	996	13,229	0.9%	1.1%	-0.3%
NAICS 23 Construction	6,573	73,821	5.7%	6.4%	-0.7%
NAICS 55 Management of Companies and Enterprises	1,393	21,682	1.2%	1.9%	-0.7%
NAICS 90 Government	17,701	187,230	15.2%	16.1%	-0.9%
NAICS 61 Educational Services	1,081	20,944	0.9%	1.8%	-0.9%
NAICS 51 Information	715	17,816	0.6%	1.5%	-0.9%
NAICS 48 Transportation and Warehousing	4,086	56,719	3.5%	4.9%	-1.4%
NAICS 56 Administrative and Support and Waste Management and Remediation Services	3,771	58,392	3.2%	5.0%	-1.8%
NAICS 52 Finance and Insurance	3,431	57,962	3.0%	5.0%	-2.0%
NAICS 54 Professional, Scientific, and Technical Services	2,903	56,250	2.5%	4.8%	-2.4%
Total	116,306	1,159,839	100.00%	100.0%	

Source: Lightcast Q3 2024 Data

Major Occupations and Wages

The composition of occupations, including associated skill levels, employed within a region is determined by the mix of existing industries. An analysis of average area compensation relative to national averages provides information on the relative skill levels and the attractiveness of an area for retention and growth of industries dependent upon specific skills.

Table Three
Holdrege Analysis Area Workforce (Local Jobs) and
Labor Force (Resident Jobs) Net In-Commuters, Average Wages and
Average Wages as Percent U.S. Average, Preliminary Data, 2024 Q3

Standard Occupational Code	Local Jobs	Residents Working in Occupation	Net In-Commuters	Mean Hourly Wage (\$)	Mean Hourly Wage as Percent U.S.
51-0000 Production Occupations	11,016	10,269	747	21.61	104.4%
43-0000 Office and Administrative Support Occupations	10,009	9,429	580	20.23	97.0%
53-0000 Transportation and Material Moving Occupations	9,189	8,619	570	21.51	106.2%
35-0000 Food Preparation and Serving Related Occupations	7,931	7,703	227	14.97	105.6%
41-0000 Sales and Related Occupations	7,850	7,315	535	21.27	95.1%
11-0000 Management Occupations	5,611	5,315	295	47.62	81.3%
25-0000 Educational Instruction and Library Occupations	5,509	5,308	201	29.21	96.3%
29-0000 Healthcare Practitioners and Technical Occupations	5,430	4,970	460	43.78	99.7%
49-0000 Installation, Maintenance, and Repair Occupations	4,700	4,295	405	26.13	101.6%
47-0000 Construction and Extraction Occupations	3,696	3,311	385	23.18	86.2%
31-0000 Healthcare Support Occupations	3,225	3,099	126	18.38	115.3%
37-0000 Building and Grounds Cleaning and Maintenance Occupations	3,192	3,055	137	17.13	106.4%
13-0000 Business and Financial Operations Occupations	3,089	2,900	189	34.61	87.3%
45-0000 Farming, Fishing, and Forestry Occupations	1,970	2,065	-95	18.64	116.8%
39-0000 Personal Care and Service Occupations	1,805	1,765	40	14.98	94.3%
21-0000 Community and Social Service Occupations	1,452	1,392	60	25.54	98.5%
33-0000 Protective Service Occupations	1,175	1,177	-2	26.57	103.4%
15-0000 Computer and Mathematical Occupations	872	829	43	40.67	84.8%
17-0000 Architecture and Engineering Occupations	862	747	115	38.22	86.5%
27-0000 Arts, Design, Entertainment, Sports, and Media Occupations	802	654	147	26.17	81.5%
19-0000 Life, Physical, and Social Science Occupations	729	655	74	32.45	83.7%
23-0000 Legal Occupations	292	268	24	39.30	72.3%
Total	90,676	85,475	5,202	25.19	90.2%

Source: Lightcast Q3 2024 Data Set

Among the top five occupations by employment, none have an average annual local wage greater than the 2024 Holdrege Analysis Area average of \$25.19.

Analysis of Potential Targets

The analysis of potential targets is a multi-step process. The first step includes evaluating whether the industry pays above average annual wages for the Holdrege Analysis Area. The next step analyzes the industry's Location Quotient (LQ). Finally, in the third step, the study analyzes the local and national growth of the industry.

Information in this section provides a more detailed analysis of 2024 Holdrege Analysis Area industries at the 4-digit NAICS levels. This information is used to assess the suitability of individual industries as potential targets for retention, expansion, and recruitment efforts.

Excluded from this analysis are industries whose development is usually highly dependent on local population growth. These include Government, Utilities, and the Real Estate and Rental and Leasing industry. The Accommodation and Food Service and Retail Trade industries are excluded due to low average wages. Construction industries are usually excluded from further analysis; however, because of the importance of this industry to local growth, it was retained for further analysis. Additionally, only industries with average annual total earnings (wages and benefits) of at least \$51,000 just above average for Holdrege Analysis Area are included.

Step 1 and 2: Analysis of Average Annual Wages and Location Quotient (LQ)

First, industries are evaluated based on their average annual wages in comparison to the Holdrege Average Annual Wage of \$51,000. At first, all industries at the 2-digit NAICS level are analyzed, then they are evaluated at the 4-digit NAICS level. For the identification of targets, 4-digit NAICS level industries that pay less than \$51,000 or the Holdrege Analysis Area are excluded.

Second, Location Quotient (LQ) analysis is used to further identify area industries that have performed better than the national average. Superior performance by area industries often indicates the presence of substantial competitive advantages or regional strengths. These advantages and/or strengths, such as access to skilled labor or specialized resources, are critical to an industry and provide a rationale for a region's expected future growth.

LQs indicate whether the percentage of total employment² by an area industry is greater than the national average ($LQ > 1$), is equal to the national average ($LQ = 1$) or is less than the national average ($LQ < 1$). An $LQ > 1$ often indicates the presence of a comparative advantage within a region.

Table Five, on the following page, demonstrates at the 2-digit NAICS level the average annual wages and Location Quotients for each industry. Of the five NAICS with the largest LQs, three (NAICS 11, Agriculture; NAICS 31, Manufacturing; and NAICS 42, Wholesale Trade) have average wages exceeding the regional average of \$51,000 and employs more than 1,000 workers.

² In addition to employment, location quotients can be calculated for other factors, such as total sales and taxes. For this report LQs are reported for employment only.

Table Five
Holdrege Analysis Area Workforce Employment (Local Jobs),
Average Wages and Change in Job Last 5 Years by Industry and LQs
2-Digit NAICS Industries, Preliminary Data, 2024 Q3

NAICS Industry	Jobs	Wages (\$)	Percent Change in Jobs 2018 to 2023	LQ
NAICS 11 Agriculture, Forestry, Fishing and Hunting	6,429	51,536	-4.1%	4.73
NAICS 31 Manufacturing	19,517	60,142	4.6%	2.18
NAICS 42 Wholesale Trade	4,947	72,455	16.4%	1.17
NAICS 44 Retail Trade	12,271	34,843	-5.0%	1.12
NAICS 90 Government	17,701	50,080	1.3%	1.06
NAICS 23 Construction	6,573	56,603	11.1%	0.98
NAICS 62 Health Care and Social Assistance	14,225	58,541	1.5%	0.94
NAICS 72 Accommodation and Food Services	9,075	19,955	5.1%	0.94
NAICS 81 Other Services (except Public Administration)	5,302	32,180	-2.5%	0.93
NAICS 48 Transportation and Warehousing	4,086	67,522	-0.7%	0.81
NAICS 55 Management of Companies and Enterprises	1,393	88,351	-9.7%	0.81
NAICS 71 Arts, Entertainment, and Recreation	1,610	21,732	17.5%	0.78
NAICS 52 Finance and Insurance	3,431	76,317	-0.5%	0.72
NAICS 56 Administrative and Support and Waste Management and Remediation Services	3,771	41,211	-6.1%	0.54
NAICS 53 Real Estate and Rental and Leasing	996	52,598	14.0%	0.49
NAICS 61 Educational Services	1,081	27,111	-9.5%	0.38
NAICS 22 Utilities	143	97,958	18.2%	0.36
NAICS 54 Professional, Scientific, and Technical Services	2,903	63,535	5.2%	0.35
NAICS 21 Mining, Quarrying, and Oil and Gas Extraction	137	63,738	33.1%	0.34
NAICS 51 Information	715	47,355	-23.6%	0.33
Total All Industries	116,306	50,797	1.6%	

Source: Lightcast Q3 2024 Data Set

The information in Table Five shows industries in NAICS 11, Agriculture, Forestry, Fishing, and Hunting; NAICS 31, Manufacturing, and NAICS 42, Wholesale Trade, have been major drivers of the Holdrege Analysis Area's economy by location quotient.

Table Six, next page, provides further analysis of industries at the 4-digit NAICS level. The table is limited to 4-digit NAICS industries³, with average 2023 employment of 100 or more workers, average wages greater than \$51,000, and LQs greater than 1.1 for the Holdrege Analysis Area. These more narrowly defined industries are sub-sectors of the 2-digit industries in Table Five.

³ Does not include industries in NAICS 92 Public Administration.

Table Six
Holdrege Analysis Area Workforce Employment (Local Jobs),
Average Wages and Change in Job Last 5 Years by Industry and LQs,
Select* 4-Digit NAICS Industries, Preliminary Data, 2024 Q3

Industry	Jobs	Wages (\$)	Change in Jobs 2018 to 2023	LQ
Manufacturing				
NAICS 3261 Plastics Product Manufacturing	1,305	75,288	336	6.77
NAICS 3323 Architectural and Structural Metals Manufacturing	1,358	75,774	206	8.97
NAICS 3329 Other Fabricated Metal Product Manufacturing	563	62,483	48	2.87
NAICS 3331 Agriculture, Construction, and Mining Machinery Manufacturing	1,460	73,998	-51	1.58
NAICS 3334 Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	1,007	62,649	115	3.06
NAICS 3339 Other General Purpose Machinery Manufacturing	8,207	53,650	246	21.96
NAICS 3363 Motor Vehicle Parts Manufacturing	1,772	71,309	-147	4.55
Wholesale Trade				
NAICS 4231 Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	464	65,395	123	1.79
NAICS 4238 Machinery, Equipment, and Supplies Merchant Wholesalers	1,382	82,360	190	2.65
NAICS 4245 Farm Product Raw Material Merchant Wholesalers	452	59,296	85	4.57
Transportation & Warehousing				
NAICS 4841 General Freight Trucking	703	52,271	46	1.73
Finance & Insurance				
NAICS 5241 Insurance Carriers	1,028	55,711	226	1.28
Professional, Scientific, & Technical Services				
NAICS 5412 Accounting, Tax Preparation, Bookkeeping, and Payroll Services	569	64,639	-87	11.47
NAICS 5416 Management, Scientific, and Technical Consulting Services	657	75,044	6	2.35
Management of Companies & Enterprises				
NAICS 5511 Management of Companies and Enterprises	1,305	75,288	336	6.77
Healthcare & Social Assistance				
NAICS 6211 Offices of Physicians	1,358	75,774	206	8.97
NAICS 6212 Offices of Dentists	452	59,296	85	4.57
NAICS 6214 Outpatient Care Centers	563	62,483	48	2.87
NAICS 6221 General Medical and Surgical Hospitals	1,772	71,309	-147	4.55

* Industries other than NAICS 92 Public Administration and NAICS 90 Government Enterprises with average wages greater than \$51,000, employment greater than 100, and LQ greater than 1.10.

Source: Lightcast Q3 2024 Data Set

Step 3: Target Identification

The criteria used to evaluate 4-digit NAICS industries are shown, below, in Table Seven. Potential Targets were divided into three categories based on their LQ, recent growth, projected future growth, and a minimum compensation level.

Mature (Mature or Declining) – Location Quotient greater than one; Strong current presence; Recent local growth or decline; Projected local growth or decline; Recent national decline; Projected national growth or decline; Above average compensation.

Key (Key to Future Growth) – Location Quotient greater than one; Strong current presence; Recent local growth; Projected local growth; Recent national growth; Projected national growth; Above average compensation.

Potential (Potential to Drive Future Growth) – Location Quotient less than one or greater than one; Moderate to Strong current presence; Recent local growth or decline; Projected local growth or decline; Recent national growth; Projected national growth; Above average compensation.

Table Seven
Initial Classification of Industries by Potential to Drive Local Growth

Category	LQ	Recent Local Growth	Projected Local Growth	Recent National Growth	Projected National Growth	Compensation
Mature (Mature or Declining)	1+	+/-	+/-	-	+/-	>\$51,000
Key (Key to Future Growth)	1+	+	+	+	+	>\$51,000
Potential (Potential to Drive Future Growth)	>1/<1	+/-	+/-	+	+	>\$51,000

Source: Melissa Trueblood, PhD, Economist, Nebraska Public Power District.

Table Eight, on the following pages, contains information on employment, average annual wage, LQ, plus recent and forecast employment growth for 30 industry targets. These 30 possible industry targets are identified for further examination and evaluation for future expansion and retention efforts. Also, in Table Eight, the industry targets are classified based on whether they are targets for the total nine county region including Phelps County, the nine-county region minus Phelps County, and for Phelps County only.

Table Eight
Mature, Key, & Potential Target Industries
2024 Holdrege Analysis Area
Employment, Average Wages, LQ, Job Growth 2018-2023 &
Forecast Job Growth 2023-2028, Preliminary Data, 2024 Q3

NAICS & Industry	Jobs	Wages (\$)	LQ	2018 – 2023		2023 – 2028	
				Local Job Growth Rate	National Job Growth Rate	Local Job Growth Rate	National Job Growth Rate
Mature							
Construction							
NAICS 3363 Motor Vehicle Parts Manufacturing*	1,772	71,309	4.55	-8.00%	-4.82%	-8.00%	-3.08%
Wholesale Trade							
NAICS 4245 Farm Product Raw Material Merchant Wholesalers*	569	64,639	11.47	-13.00%	-0.42%	-13.00%	2.59%
NAICS 4249 Miscellaneous Nondurable Goods Merchant Wholesalers*	603	83,166	2.60	11.00%	-0.48%	5.00%	1.41%
Transportation and Warehousing							
NAICS 4842 Specialized Freight Trucking**	1,007	62,649	3.06	13.00%	-0.76%	4.00%	4.05%

*Regional and Phelps County Target Only (Data reflects regional level data or all nine counties including Phelps County)

**Regional Target Only (Data reflects regional level data minus Phelps County)

***Phelps County Target Only (Data reflects county level data)

Source: Values calculated by Melissa L. Trueblood, Ph.D., Economist, Nebraska Public Power District from data in Lightcast Q4 2023 Data Set

Table Eight Continued
Mature, Key, & Potential Target Industries
2024 Holdrege Analysis Area
Employment, Average Wages, LQ, Job Growth 2018-2023 &
Forecast Job Growth 2023-2028, Preliminary Data, 2024 Q3

NAICS & Industry	Jobs	Wages (\$)	LQ	2018 – 2023		2023 – 2028	
				Local Job Change	National Job Change	Local Job Change	National Job Change
Key Target Industries							
Construction							
NAICS 2381 Foundation, Structure, and Building Exterior Contractors**	1,028	55,711	1.28	28.00%	6.57%	13.00%	4.48%
NAICS 2382 Building Equipment Contractors***	1,923	61,361	1.55	8.15%	12.46%	6.26%	6.66%
Manufacturing							
NAICS 3116 Animal Slaughtering and Processing**	8,207	53,650	21.96	3.00%	5.52%	4.00%	5.87%
NAICS 3261 Plastics Product Manufacturing**	703	52,271	1.73	7.00%	1.53%	16.00%	4.87%
NAICS 3323 Architectural and Structural Metals Manufacturing**	657	75,044	2.35	1.00%	4.37%	14.00%	5.77%
NAICS 3329 Other Fabricated Metal Product Manufacturing**	1,305	75,288	6.77	35.00%	2.05%	15.00%	6.10%
NAICS 3331 Agriculture, Construction, and Mining Machinery Manufacturing**	1,358	75,774	8.97	18.00%	2.24%	10.00%	6.10%
NAICS 3334 Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing**	452	59,296	4.57	23.00%	9.91%	13.00%	5.62%
NAICS 3339 Other General Purpose Machinery Manufacturing**	563	62,483	2.87	9.00%	6.05%	3.00%	8.41%

*Regional and Phelps County Target Only (Data reflects regional level data or all nine counties including Phelps County)

**Regional Target Only (Data reflects regional level data minus Phelps County)

***Phelps County Target Only (Data reflects county level data)

Source: Values calculated by Melissa L. Trueblood, Ph.D., Economist, Nebraska Public Power District from data in Lightcast Q4 2023 Data Set

Table Eight Continued
Mature, Key, & Potential Target Industries
2024 Holdrege Analysis Area
Employment, Average Wages, LQ, Job Growth 2018-2023 &
Forecast Job Growth 2023-2028, Preliminary Data, 2024 Q3

NAICS & Industry	Jobs	Wages (\$)	LQ	2018 – 2023		2023 – 2028	
				Local Job Change	National Job Change	Local Job Change	National Job Change
Key Target Industries							
Wholesale Trade							
NAICS 4231 Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers*	464	65,395	1.79	36.00%	6.15%	16.00%	3.87%
NAICS 4234 Professional and Commercial Equipment and Supplies Merchant Wholesalers***	335	63,436	10.21	5.45%	9.77%	6.26%	5.86%
NAICS 4238 Machinery, Equipment, and Supplies Merchant Wholesalers*	1,382	82,360	2.65	16.00%	8.11%	2.00%	4.40%
Transportation & Warehousing							
NAICS 4841 General Freight Trucking**	1,460	73,998	1.58	-3.00%	9.14%	1.00%	6.18%
Finance and Insurance							
NAICS 5221 Depository Credit Intermediation***	1,333	64,129	1.31	0.36%	4.68%	6.26%	3.85%
NAICS 5242 Agencies, Brokerages, and Other Insurance Related Activities***	938	97,193	1.21	13.72%	18.03%	6.26%	10.73%
Healthcare & Social Assistance							
NAICS 6213 Offices of Other Health Practitioners***	1,432	62,115	2.72	21.08%	25.40%	6.26%	16.13%
NAICS 6221 General Medical and Surgical Hospitals*	3,908	68,937	1.17	13.00%	3.76%	9.00%	6.31%

*Regional and Phelps County Target Only (Data reflects regional level data or all nine counties including Phelps County)

**Regional Target Only (Data reflects regional level data minus Phelps County)

***Phelps County Target Only (Data reflects county level data)

Source: Values calculated by Melissa L. Trueblood, Ph.D., Economist, Nebraska Public Power District from data in Lightcast Q4 2023 Data Set

Table Eight Continued
Mature, Key, & Potential Target Industries
2024 Holdrege Analysis Area
Employment, Average Wages, LQ, Job Growth 2018-2023 &
Forecast Job Growth 2023-2028, Preliminary Data, 2024 Q3

NAICS & Industry	Jobs	Wages (\$)	LQ	2018 – 2023		2023 – 2028	
				Local Job Change	National Job Change	Local Job Change	National Job Change
Potential Target Industries							
Construction							
NAICS 2362 Nonresidential Building Construction**	607	66,044	0.94	16.00%	6.45%	3.00%	6.13%
NAICS 2389 Other Specialty Trade Contractors**	735	55,357	0.95	34.00%	8.71%	12.00%	4.10%
Wholesale Trade							
NAICS 4244 Grocery and Related Product Merchant Wholesalers**	576	61,616	1.02	5.00%	2.79%	3.00%	5.33%
Management, Scientific, and Technical Consulting Services							
NAICS 5416 Management, Scientific, and Technical Consulting Services**	545	64,935	0.36	28.00%	23.01%	8.00%	12.80%
Management of Companies and Enterprises							
NAICS 5511 Management of Companies and Enterprises**	1,393	88,351	0.81	-10.00%	8.67%	3.00%	10.43%
Healthcare and Social Assistance							
NAICS 6211 Offices of Physicians**	1,773	113,268	0.88	9.00%	10.43%	6.00%	8.22%
NAICS 6212 Offices of Dentists**	740	57,048	1.01	13.00%	8.09%	6.00%	7.44%
NAICS 6214 Outpatient Care Centers**	811	60,777	1.03	18.00%	17.91%	18.00%	17.70%

*Regional and Phelps County Target Only (Data reflects regional level data or all nine counties including Phelps County)

**Regional Target Only (Data reflects regional level data minus Phelps County)

***Phelps County Target Only (Data reflects county level data)

Source: Values calculated by Melissa L. Trueblood, Ph.D., Economist, Nebraska Public Power District from data in Lightcast Q4 2023 Data Set

Supply Chain Opportunities

Table Nine-A below contains information on 14, local area, 4-Digit NAICS industries currently supplying a large portion of the total inputs purchased locally by industries in Tables Eight. These industries may be able to increase their sales to Key, Mature, and Potential area industries and may also be considered potential targets for retention, expansion, and recruitment efforts.

Table Nine-A
Potential Supply Chain Target Industries 2024 Holdrege Analysis Area
Employment, Average Wages, LQ, Preliminary Data, 2023 Q4

NAICS Industry	Jobs	Average Annual Wage (\$)	LQ	Total Purchases (\$)	Percent Imported into Region (%)
Manufacturing					
3262 Rubber Product Manufacturing	137	56,068	1.50	25,346,639	84.1
3335 Metalworking Machinery Manufacturing	135	70,286	1.22	4,709,514	85.6
Wholesale Trade					
4237 Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers	161	70,025	0.75	19,866,665	71.0
4248 Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers	111	54,898	0.75	30,578,315	77.8
Retail Trade					
4411 Automobile Dealers	951	59,663	1.07	25,351,652	79.1
4451 Grocery Stores	1,585	24,979	0.82	2,049,856	78.0
Information					
5131 Newspaper, Periodical, Book, and Directory Publishers	160	40,936	0.76	6,499,382	71.6
Finance & Insurance					
5241 Insurance Carriers	535	70,473	0.59	47,078,901	89.3
Real Estate, Rental, and Leasing					
5312 Offices of Real Estate Agents and Brokers	130	50,012	0.33	37,159,142	73.2
Professional, Scientific, and Technical Services					
5411 Legal Services	416	63,935	0.44	40,847,238	70.7
5414 Specialized Design Services	117	71,622	0.59	5,815,237	75.2
Administrative and Support and Waste Management and Remediation Services					
5614 Business Support Services	319	34,405	0.60	14,722,909	80.4
5616 Investigation and Security Services	153	35,811	0.22	10,463,561	88.6
5619 Other Support Services	112	41,886	0.48	11,687,418	79.6

Table Nine-B below contains information on 10, local area, 4-Digit NAICS industries currently supplying a large portion of the total inputs purchased locally by industries in Tables Eight. These industries may be able to increase their sales to Key, Mature, and Potential area industries and may also be considered potential targets for retention, expansion, and recruitment efforts. This table focuses solely on Phelps County.

**Table Nine-B
Potential Supply Chain Target Industries 2024 Phelps County Alone
Employment, Average Wages, LQ, Preliminary Data, 2023 Q4**

NAICS Industry	Jobs	Average Annual Wage (\$)	LQ	Total Purchases (\$)	Percent Imported into Region (%)
Construction					
2371 Utility System Construction	30	55,269	1.42	64,146	68.3
Retail Trade					
4441 Building Material and Supplies Dealers	27	37,268	0.62	1,545,255	86.3
4552 Warehouse Clubs, Supercenters, and Other General Merchandise Retailers	35	24,558	0.45	177,967	82.0
4581 Clothing and Clothing Accessories Retailers	33	14,828	1.06	16,028	74.9
4599 Other Miscellaneous Retailers	32	40,413	1.42	58,000	62.3
Professional, Scientific, and Technical Services					
5411 Legal Services	31	78,909	0.64	2,607,783	55.7
5416 Management, Scientific, and Technical Consulting Services	24	48,664	0.31	4,007,303	58.3
5419 Other Professional, Scientific, and Technical Services	27	26,583	0.75	1,342,386	71.4
Accommodation and Food Services					
7211 Traveler Accommodation	22	22,717	0.35	466,731	69.3
7225 Restaurants and Other Eating Places	203	17,498	0.53	2,039,197	57.5