

THE POSSIBILITIES OF A SHOE FACTORY LOCATING
OR RELOCATING IN THE EMPORIA AREA

A THESIS

SUBMITTED TO THE DEPARTMENT OF
BUSINESS AND BUSINESS EDUCATION AND THE
GRADUATE COUNCIL OF THE KANSAS STATE TEACHERS COLLEGE
OF EMPORIA IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF
MASTER OF SCIENCE

BY

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AUGUST 1957

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ACKNOWLEDGMENTS

My very sincere appreciation to Mr. Herman Baehr, Associate Professor of Business, and Dr. Gerald Maxwell, Assistant Professor of Business, both of Kansas State Teachers College, Emporia, Kansas, for their very helpful advice and supervision. Acknowledgment is also extended to Dr. E. C. McGill, Dr. Roger Kelsey, and Mr. H. E. Hamlin for their suggestions and helpful criticism. Also, to the shoe companies, people of Emporia, and others who have been so cooperative in furnishing the information needed for this study.

G.E.C.

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DEDICATION

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VII

Gayle, and daughter, Gwendolyn Elise.

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CHAPTER I

INTRODUCTION

Since World War II, industries have been undertaking a program of diversification and decentralization.¹ Most of this has taken place in the eastern part of the country; however, during recent years, states farther west have made strong bids for more industrial development.

In order to find if a particular company could move to an area, a separate study determining the requirements of the factory or company and the facilities offered by the prospective city usually has to be made for each situation. These studies are ordinarily made by the research department of a company or a professional institute of research, either at the request of the city, the state, or the company wanting the information. Consequently, studies related to the relocation or location of industrial firms or companies are seldom available, even for educational purposes.

After it was learned that such a study would be important as a practical project and a valuable reference for future studies, several sources were contacted to find if similar studies were available. However, there were none available.

Each year Kansans spend much more for manufactured items than are produced in the state. During 1953, for example, they spent \$28.7

¹Russell L. Dearmont, "Missouri Pacific Starts on Hump Yard," Kansas City Star, December 13, 1956, (Vol. 77 No. 84), p. 1.

million more for shoes than the amount of shoes produced in this area.² This shows that if Kansas wishes to balance its products with those brought into the state perhaps shoes should be manufactured in the state.

It therefore becomes a matter of interest to determine if it would be feasible to locate a shoe factory within this market area of demand.

State of the Problem

This study will attempt to find if a shoe factory could be located in the Emporia area. This will be accomplished through finding and comparing the following elements:

1. The operational requirements for shoe factories.
2. The existing facilities favorable to shoe manufacturing.
3. The attitude of the people toward industrial development.
4. The attitudes of existing manufacturing firms toward Emporia and additional industrial development in the Emporia area.

Definition of Terms

Operational Requirements - factors necessary for the manufacture of shoes, such as site, building, labor, transportation, power, and water.

Facilities - all factors, such as plant site, building, and labor, that are available to the establishment and operation of a shoe factory.

Emporia Area - Emporia and the surrounding vicinity as shown in Illustration 13, page 41.

²Kansas Industrial Development Commission, Manufacturing Opportunities Based on Existing Markets, A Survey Prepared by the Midwest Research Institute (Topeka, Kansas: Kansas Industrial Development Commission, 1956), p. 7.

Plant Location - the initial establishment of a factory upon a certain chosen site.

Plant Relocation - a plant moving from one site to another, moving with it, usually, machinery and key personnel.

Shoe Factory - a manufacturer of footwear, excluding rubber footwear and the tanning of leather.

Shoe Industry - the sum total of all the factories as well as allied services or businesses.

Findings - the small parts or accessories of a shoe, such as laces, polishes, cement, nails, brushes, thread, and numerous other incidental articles used in the making and care of shoes.

Need for This Study

The economy of Emporia, Kansas, has been largely dependent upon agriculture, the Santa Fe Railroad yards, Emporia State Teachers College, and the College of Emporia. During the five years from 1952 through 1956, a severe drought crippled the agricultural economy; and the Santa Fe's program of modernization has led to a reduction in the number of men employed in Emporia. These two critical cutbacks in Emporia's economy have led to the realization that additional payroll must be gained through some other means. Additional factories might very well be the solution to this problem.

Due to the limited amount of water in and around Emporia, the number and types of factories that could locate in the Emporia area are limited.

Shoe factories were chosen for study on the basis of their small water consumption; and, since Kansas must import more than \$28 million

worth of shoes annually, it was felt that a good market in Kansas for locally produced shoes seemed to exist.

Sources of Data

Information for the preliminary research for this study was gathered from books and periodicals as well as from other sources by correspondence. The information gathered by correspondence consisted of printed material, answers to questions, and voluntary opinions believed to be of value to the study. The sources contacted were: Kansas State College; Kansas University; Kansas Chamber of Commerce; Kansas City, Kansas, Chamber of Commerce; Kansas City, Kansas, Board of Public Utilities; Kansas Industrial Development Commission; Chesapeake and Ohio Railway Company; National Association of Shoe Manufacturers; and ten shoe companies located in various parts of the United States.

The operational requirements of a shoe factory were obtained from questionnaires sent to forty shoe companies located in various parts of the country. The questionnaire and letter sent to each company are shown in Appendixes A and B, respectively, and the mailing list of the shoe companies contacted is in Appendix C.

To find the existing Emporia facilities, the Emporia Chamber of Commerce, Mr. H. E. Hamlin, Manager, was the main source of information. Other sources contacted were: Kansas Power and Light Company; Kansas State Employment Office; Office of the Emporia City Clerk; and the Treasurer of Lyon County, Kansas.

The attitudes of the present Emporia industrial firms toward further industrial development in the Emporia area were obtained through interviews with representatives of five existing companies.

The information used in determining the attitude of the Emporia people toward industrial development was gathered through personal interviews with one hundred residents of the Emporia area.

Procedure

The general topic of industrial location was chosen for study because of its tremendous importance to business and business education.

After choosing industrial development as a general topic, several steps were taken which resulted in choosing the problem, "The Possibilities of Shoe Factories Locating or Relocating in the Emporia Area."

Letters were written to several sources capable of furnishing information concerning studies about industrial development. Consideration was given to the types of industries for which Kansas is in need, the general facilities needed for these industries, and the general facilities available in Kansas. After examining this data, the shoe industry was selected for study.

Because of the great number of possible factory sites in Kansas, the many individual characteristics of each site, and the vast area in which these sites are located, it was decided that only one particular town in Kansas should be chosen for the study. Since the study was to be written in Emporia, the Emporia area was selected for study.

The original outline of the study included learning the operational requirements for shoe factories, the Emporia facilities, and a comparison of the data gathered to find if Emporia could accommodate a shoe factory. However, in gathering data, it was found that the community attitude toward industrial development is of sufficient importance in choosing a location to warrant including in the study a survey of the

Emporia residents' attitude toward industrial development. Some of the people interviewed also advised finding the reasons for factories, presently located in Emporia, choosing Emporia as a location. After careful consideration, it was decided that finding these reasons would be of value to the study and should, therefore, be included.

Due to the fact that there are no shoe factories near Emporia, visits to such factories to learn their operational requirements were not feasible. The mailing of questionnaires to various shoe factories located in various parts of the country was selected as the procedure to obtain information concerning shoe factory operational requirements. Because there are over 1200 shoe factories located in the United States, no attempt was made to establish statistical validity concerning the findings pertaining to operational requirements. Contacting enough of these companies to establish such validity would have required more time and finances than could be afforded for this study. Instead, forty shoe factories were chosen selectively from addresses furnished by local shoe stores and from addresses obtained from Thomas' Register of American Manufacturers, 1957 edition.

For data concerning the existing Emporia facilities, interviews with the Emporia Chamber of Commerce and various other sources in Emporia were made.

The questions about operational requirements of the shoe factories and the questions about the Emporia facilities were constructed in a parallel fashion to permit a comparison of the two groups of answers.

Five major companies were chosen for the survey of Emporia industries. These included four firms which have received aid from Emporia

Enterprises, Inc.,³ and one plant which is a branch of a national manufacturing company. The personal interview procedure was selected for obtaining this data.

CHAPTER II

To find the attitude of the Emporia people toward industrial development, it was decided to make an area sampling of one hundred personal interviews. One hundred interviews were felt to be the maximum number that could be conducted in the time available for the study. The personal interview, based upon a questionnaire constructed for this purpose, was selected because of its effectiveness and low cost. In order for the data obtained to be as valid as possible with this limited number of interviews, the area sampling was considered the best procedure. The pattern for obtaining such a sampling was devised by finding the area of a map of the Emporia area, dividing the total area by one hundred (the number of interviews to be conducted), and then dividing the map into one hundred blocks of equal area. Diagonal lines were then drawn through each tier of blocks. Each interview was conducted in a location indicated where a diagonal line crossed the right boundary line of a block. If there were no houses in this immediate area, the closest house or business firm was utilized for the interview.

³Emporia Enterprises, Inc., is an organization of the Chamber of Commerce. Its purpose is to help further industrial development in Emporia.

CHAPTER II

OPERATIONAL REQUIREMENTS FOR A SHOE FACTORY

The first step in gathering information for this study was to find the operational requirements for a shoe factory. With such information a comparison could be made between the operational requirements for a shoe factory and the existing Emporia facilities. From such a comparison the conclusions could be made as to whether Emporia could accommodate a shoe factory.

No materials concerning operational requirements for shoe factories were available through any of the shoe companies contacted nor from the National Shoe Manufacturers Association. Personal interviews with shoe factory officials were not possible because of their distance from Emporia. These two factors resulted in the use of the questionnaire procedure to find the operational requirements for a shoe factory.

The questionnaire in Appendix A was devised for distribution to shoe companies, the names of which were obtained through local firms and from Thomas' Register of American Manufacturers, 1957 edition. The purpose of the questionnaire was to furnish data that might be interpreted in such a way that it could furnish information concerning the type of facilities Emporia might have to possess to accommodate a shoe factory.

The questionnaire was sent originally to forty shoe companies. However, five of these companies had discontinued the manufacturing of

shoes. Due to the fact that information obtained through the questionnaires was felt more important for this study than the number of answers to inquiries, questionnaires were sent to five substitute companies. Altogether forty-five questionnaires were distributed; but, only forty inquiries will be considered for this study. A mailing list is shown in Appendix B.

In answer to the forty questionnaires distributed, thirty returns were received. Of these thirty returns, twenty-three were usable for this study and seven were unanswered for various reasons. Three companies were not interested in relocating, one felt the questionnaire was too detailed to answer, and three could not make information requested in the questionnaire available for public consumption. An example of the replies of companies from which unusable answers were received is included in Appendix D.

The usable questionnaires constituted a $57\frac{1}{2}$ percent return of the total questionnaires distributed, or $76\frac{1}{2}$ percent of the total returns. The information concerning the distribution and returns of the questionnaire is shown in Table 1.

TABLE 1

PERCENTAGE OF RETURNS OF OPERATIONAL REQUIREMENTS QUESTIONNAIRES			
		<u>Percent of Total Distributed</u>	<u>Percent of Total Returns</u>
Number distributed	40		
Total returns received	30	75%	
Usable returns received	23	$57\frac{1}{2}\%$	$76\frac{1}{2}\%$
Unusable returns received	7	$17\frac{1}{2}\%$	$23\frac{1}{2}\%$

Some of the questions were not completed on the usable questionnaires. Therefore, the total number of answers to each question will be less than twenty-three.

In addition to the questionnaire, each company was sent a map of Emporia and a small booklet about Emporia. This information was included to help acquaint the companies with Emporia and to help motivate the completion and return of the questionnaires. The maps and the booklets were publications furnished by the Emporia Chamber of Commerce.

The questionnaire was devised to obtain answers concerning the main points to consider in plant location: size; building; site; labor; marketing; power; taxes; and community.⁴ Water is usually considered as a part of power requirements; but, since only a limited supply of water is available in Emporia, it has been listed as a separate question on the questionnaire. The Emporia water supply will be studied in detail in the next chapter.

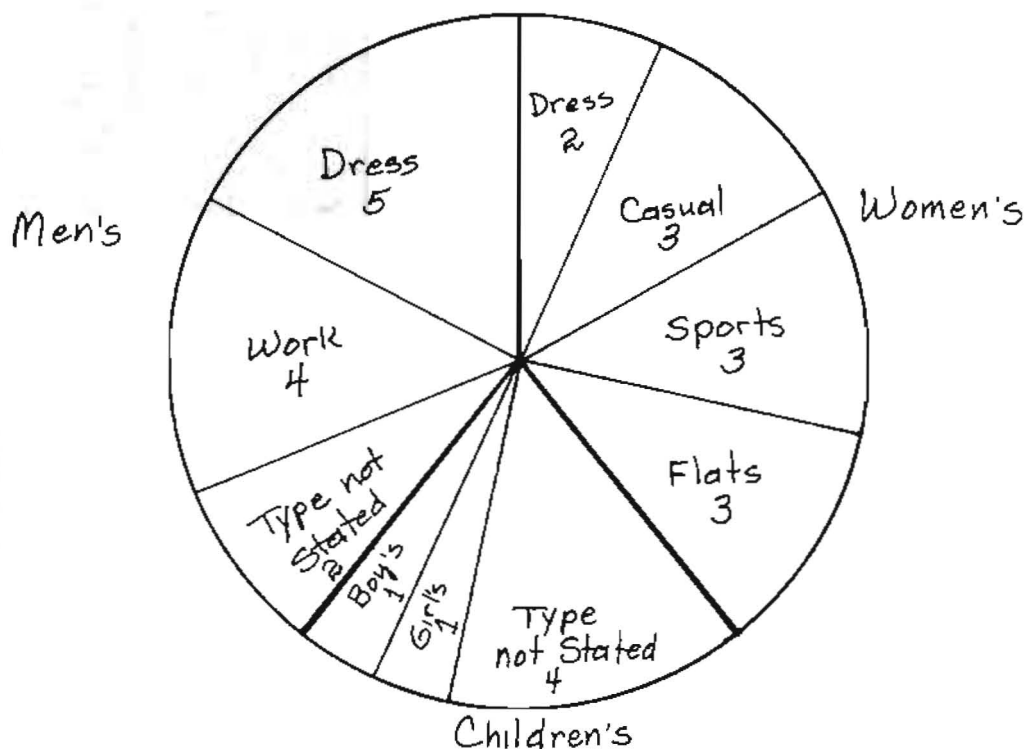
The first question on the questionnaire ("If your company should decide to locate a plant in the Emporia area, what line or lines of shoes would you probably manufacture?") serves a twofold purpose, even though it is of a lesser importance to the problem. First, it gives information of a general nature concerning a possible Emporia plant, and second, it serves as a device to motivate the company representatives to think in terms of location or relocation before answering the more important items. This information is shown in Table 2, page 12 and compared in Illustration 1, page 11.

Seventeen of the responding companies indicated preferences as to the types of shoes they might manufacture in the Emporia area. Four of the companies had no preference as to what types of shoes they might

⁴Leonard C. Yaseen, Plant Location (New York: American Research Council, 1956), Table of Contents.

manufacture should they locate in the Emporia area. Several of the companies contacted make all different types of shoes, but these companies' branch plants each manufacture only one or two types of shoes.

ILLUSTRATION 1

COMPARISON OF THE TYPES OF SHOES PROBABLE
FOR EMPORIA MANUFACTURE

Size of Factory

To determine the approximate size of plant these companies would probably locate in Emporia, they were given their choice of stating the size in one or all of three categories--annual dollar output, annual unit output, or number of employees. Answers were encouraged in all three categories if possible. The three categories were listed so at least one approximation could be obtained from each company. Nineteen companies

gave answers in all three categories. Two companies answered in two categories and two companies did not answer any part of the question.

The information received in response to this question is shown by company in Table 3, page 14.

All of the companies contacted should be considered as possible factories for Emporia. However, the average of each of these categories was used as the size of plant Emporia might be considered to accommodate. The average was used because of the impossibility of predicting which particular company might move to Emporia. These averages represent the average sizes of only the twenty-one companies responding to this question.

From the data in Table 3, it was determined that the size of shoe factory that might be considered for the Emporia area was \$2,550,000 in annual dollar output, 592,500 in annual unit production, and 289 people employed.

Site

Three questions were asked each company concerning the site of a possible plant in the Emporia area.

The first question was whether they would prefer to buy or lease their site. Thirteen companies would prefer to buy their site, seven would rather lease, and one was undecided. This information is shown graphically in Illustration 2, page 15.

The majority of the companies would rather buy than lease their site. Therefore, it was evident that, to accommodate the greater number of the possible shoe factories contacted for this study, the sites in Emporia should be available for purchase.

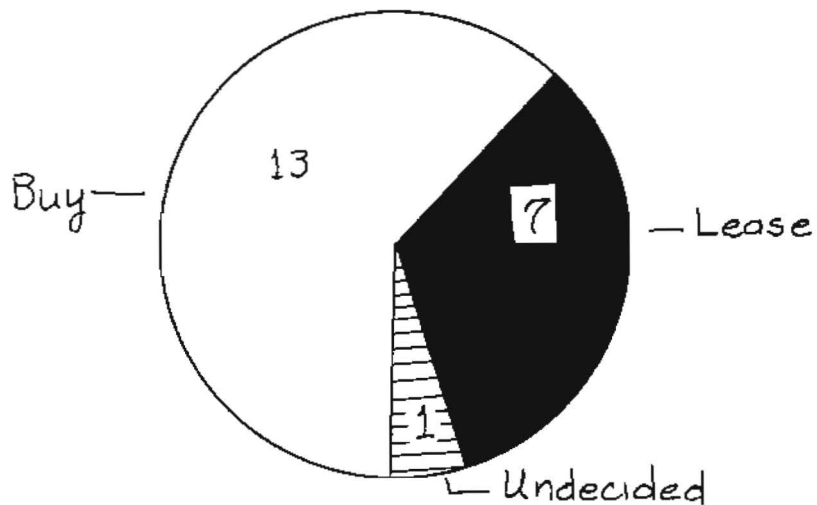
TABLE 3

PROBABLE SIZE OF PLANT FOR EMPORIA

Company	Dollar Output	Number of Employees	Unit Output
1	\$3,000,000	500	500,000
2	(no answer)	400	500,000
3	2,000,000	200	200,000
4	2,000,000	200	600,000
5	1,000,000	100	300,000
6	3,000,000	300	800,000
7	2,000,000	300	200,000
8	5,000,000	400	500,000
9	3,000,000	300	(no answer)
10	3,000,000	200	400,000
11	2,500,000	300	300,000
12	2,000,000	200	200,000
13	2,000,000	250	750,000
14	4,500,000	430	900,000
15	4,000,000	400	1,500,000
16	2,000,000	200	500,000
17	2,000,000	200	500,000
18	2,000,000	300	1,500,000
19	3,000,000	400	1,000,000
20	2,000,000	280	400,000
21	1,000,000	200	300,000
Average	\$2,550,000	289	592,500

ILLUSTRATION 2

PROBABLE ACTION OF COMPANIES IN OBTAINING A FACTORY SITE



The second question concerning the factory site was the number of acres that might be required for an Emporia location. This information is shown in Table 4, page 16.

The average of the reported sites has been found to be $6\frac{1}{2}$ acres. This average of the plant sizes will be used in this study as the number of acres for a site that Emporia would have to furnish should a shoe factory want to locate there.

The third question concerning factory site was whether a rail siding would be necessary for the proposed Emporia factory. Fifteen respondents replied that a railroad siding would not be necessary and six would want a rail siding. This is shown in Illustration 3, page 16.

Almost seventy-five percent of the respondents did not consider a rail siding necessary for their plant site. Therefore, a rail siding will not be considered necessary in studying possible shoe factory sites in the Emporia area.

TABLE 4

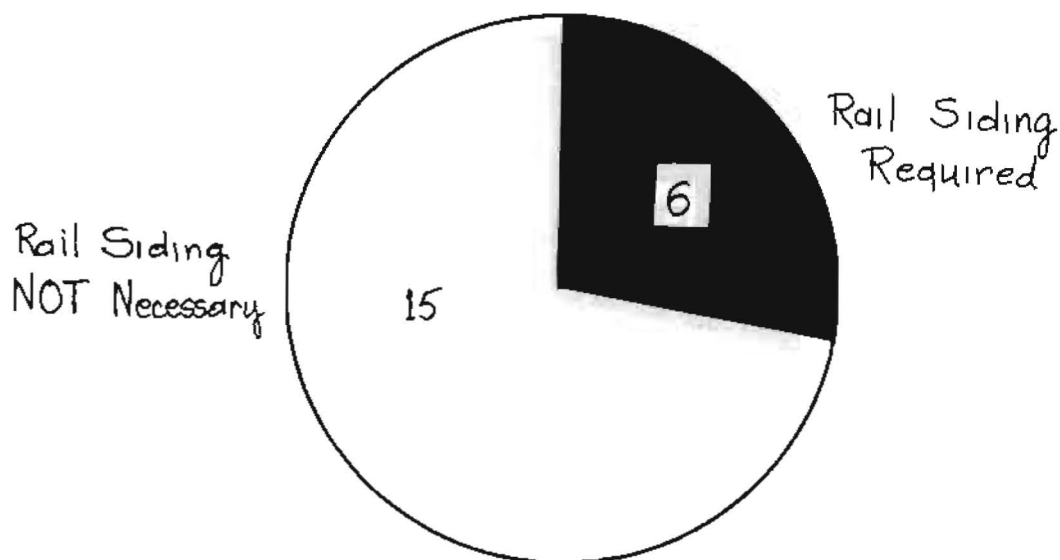
PROBABLE SIZE OF FACTORY SITE

Company	1	20 acres
	2	5
	3	10
	4	1
	5	2
	6	10
	7	10
	8	5
	9	8
	10	10
	11	1
	12	3
	13	10
	14	2
	15	3
	16	10
	17	6
	18	1

Average $6\frac{1}{2}$ acres

ILLUSTRATION 3

PROBABLE REQUIREMENTS FOR A RAIL SIDING



Each company contacted was also asked if other requirements were considered necessary for a factory site. Other requirements listed included parking facilities, truck line service, good roads, water, gas, electricity, sewage disposal, and areas that would not be flooded.

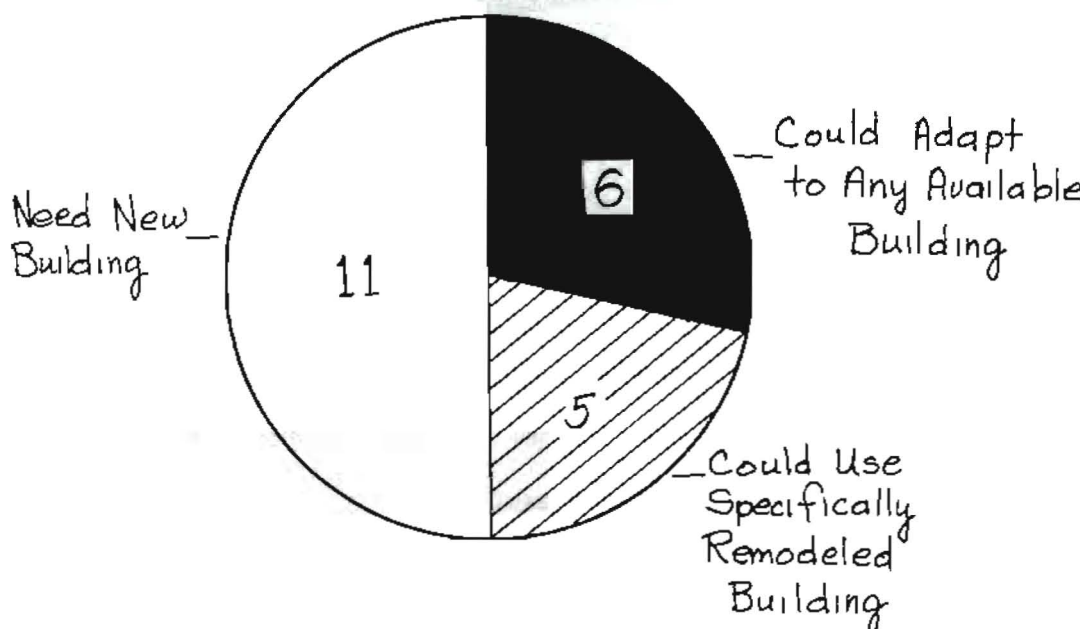
Though some of these items are considered under other headings than plant site, all will be considered as necessary to a factory site in the Emporia area.

Building

Three questions were asked each company about a building for a proposed Emporia factory. The first question was whether the responding companies would prefer a new building, whether they could use a specifically remodeled building, or whether they could adapt to any available building. The answers to this question are shown in Illustration 4.

ILLUSTRATION 4

PROBABLE TYPE OF BUILDING PREFERRED FOR AN EMPORIA SHOE FACTORY

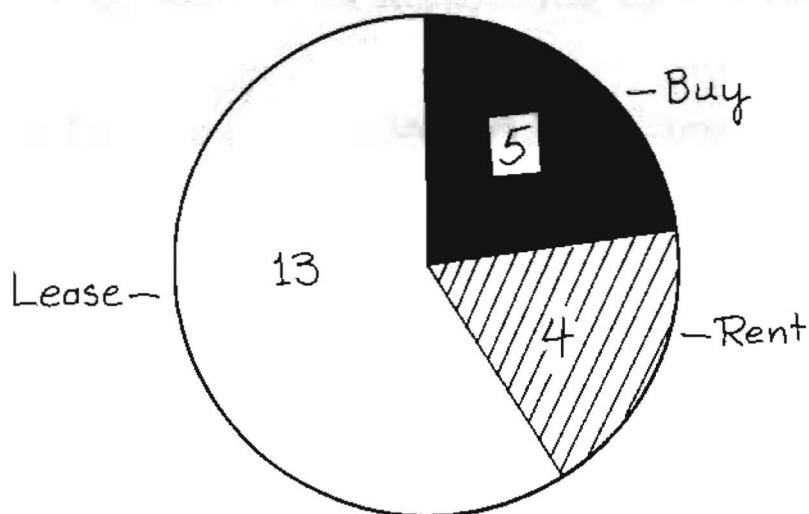


Since eleven of the twenty-two companies responding to this question indicated they would prefer a new building, this will be considered a requirement for the location of a shoe factory in the Emporia area. Though these eleven constitute only half of the responding companies, of the remaining eleven, six companies would adapt to any available building and five would prefer a specifically remodeled building.

The second question concerning the building for a probable Emporia plant was whether the companies would prefer to buy, lease, or rent the building. As is shown in Illustration 5, five companies preferred to buy their building, thirteen preferred to lease, and four preferred to rent.

ILLUSTRATION 5

PROBABLE ACTIONS OF COMPANIES IN OBTAINING A BUILDING



Leasing a building was explained on the questionnaire as a lease on an intermediate or long-term basis. Rent was explained as renting on a monthly or other short-term basis of less than one year.

Though more than half of the companies expressed their desire to purchase the plant site, more than three-fourths stated they would prefer to lease or rent their building.

This might seem an unusual arrangement but it has developed from recent trends in industrial development. Due to great competition for industries, many towns have purchased a site and erected a building for the purpose of enticing a new factory. However, some companies have taken advantage of these opportunities; they have had towns prepare for them and then not moved into the town or moved in for only a short time.

This of course resulted in losses for these towns. In order to help prevent recurrences of such practices, many companies and towns prefer that both company and town have a financial interest in the location venture. This could result in the company buying the site and the town erecting a building.⁵

Though other arrangements on the part of the financial backers or the company might develop, it will be considered for this study that, for Emporia to accommodate a shoe factory, a new building should be made available on company land for an intermediate or long term lease.

The last question concerning a building was how many square feet of floor space would be required. The answers given by the eighteen companies answering this question are shown in Table 5, page 20.

The average area required by the eighteen responding companies will be used as a basis for what Emporia might have to furnish for a shoe factory.

⁵Kansas Industrial Development Commission. Community Industrial Development. A guide for Community Industrial Development Programs. Topeka, Kansas: Kansas Industrial Development Commission, 1953. p. 16.

TABLE 5

PROBABLE AMOUNT OF FLOOR SPACE REQUIRED FOR AN EMPORIA FACTORY

Company	1	60,000 square feet
	2	60,000
	3	20,000
	4	45,000
	5	75,000
	6	95,000
	7	50,000
	8	100,000
	9	50,000
	10	50,000
	11	30,000
	12	95,000
	13	55,000
	14	25,000
	15	100,000
	16	45,000
	17	20,000
	18	30,000

Average 55,833 square feet

Labor

Twelve questions concerning labor were included in the questionnaire. Not all the responding companies answered each of the twelve questions.

The first question concerned the approximate number of employees who would need to be hired from the local labor market for an Emporia factory. This number is listed in Table 6, page 21.

The average number of men that might be employed by an Emporia shoe factory was found to be 124; the average number of women, 165. The total possible employment, according to the information shown in Table 7, page 22, was 289. These averages will be used in this study as the number of locally procured employees needed for a possible Emporia shoe factory.

TABLE 6

PROBABLE NUMBER OF LOCAL RESIDENT EMPLOYEES NEEDED
FOR AN EMPORIA SHOE FACTORY

<u>Company</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>
1	100	100	200
2	100	100	200
3	30	70	100
4	150	150	300
5	100	200	300
6	250	150	400
7.	150	200	350
8	50	100	150
9	120	120	240
10	25	100	125
11	50	200	250
12	230	250	480
13	100	300	400
14	150	150	300
15	50	150	200
16	100	200	300
17	175	225	400
18	130	150	280
19	100	100	200
20	240	240	480
21	200	200	400
Average	124	165	289

The next two questions on the questionnaire dealt with skilled workers. Would skilled workers be needed? If so, how many? The replies to these questions are shown in Illustration 6, page 22, and Table 7, page 22. Also included in Table 7 is the data from Table 6 which reflects the total number of employees needed.

This data shows eighty-nine of the 124 men would probably need to be skilled shoe workers. One hundred eight of the women would probably need to be skilled. In total, 197 of the 289 workers considered necessary for a possible Emporia shoe factory would need to be skilled.

ILLUSTRATION 6

PROBABLE NEEDS FOR SKILLED LABOR IN AN EMPORIA SHOE FACTORY

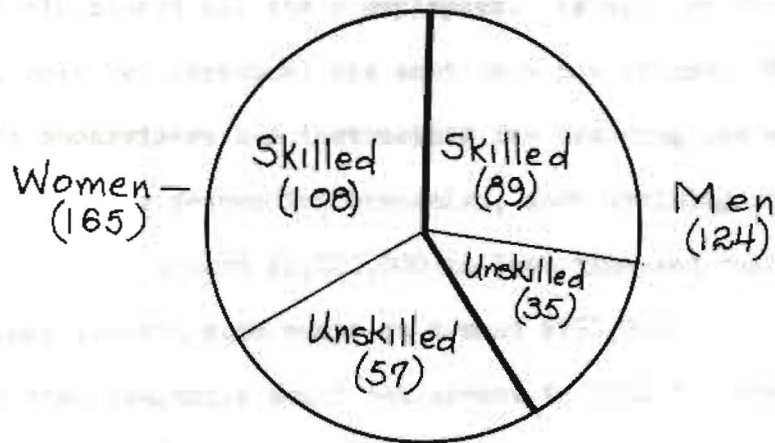


TABLE 7

PROBABLE NUMBER OF SKILLED WORKERS NEEDED
FOR A POSSIBLE EMPORIA SHOE FACTORY

Company	Total Number of Employees Needed			Number of Skilled Employees Needed			Percent of Skilled Employees Needed
	Men	Women	Total	Men	Women	Total	
1	100	100	200	60	60	120	60
2	100	100	200	60	50	110	55
3	30	70	100			(none)	
4	150	150	300			(none)	
5	100	200	300	75	200	275	92
6	250	150	400	225	135	360	90
7	150	200	350			(none)	
8	50	100	150	50	100	150	100
9	120	120	240	100	100	200	83
10	25	100	125	15	50	65	52
11	50	200	250			(none)	
12	230	250	480	58	65	123	26
13	100	300	400			(none)	
14	150	150	300	150	150	300	100
15	50	150	200	50	150	200	100
16	100	200	300	80	160	240	80
17	175	225	400	88	80	168	42
18	130	150	280	130	150	280	100
19	100	100	200			(none)	
20	240	240	480	40	40	80	17
21	200	200	400	150	125	275	69

When shoe companies establish a new plant or relocate in an area that does not have shoe factories already located there, however, they ordinarily train almost all their employees. As will be shown later in the chapter, only key personnel are sent to a new branch. These Key personnel act as supervisors and instructors for training new workers.⁶ According to one of the responding companies, such training would take about four months and cost around \$1,000,000 in lost time and ruined production. Another company figured such costs at around \$250,000.

Since shoe companies would not expect to find the number of skilled workers needed for a factory in the Emporia area within the Emporia labor supply, they would be obliged to train their new workers. Therefore, for the purpose of this study, Emporia would not have to have skilled workers available; only the total number of workers necessary for the plant's operation.⁷

For this study, answers to the fourth question, asking the titles of skilled jobs, will not be reported. It is not felt necessary to include this information since finding that the companies would train their own employees. Another reason for this omission was that titles and jobs vary with different companies and different types of shoes manufactured.

⁶Personal Interviews with Mr. Tom Byrnes and Mr. Bill Byrnes, June 29, 1957. Both men are former executive officers of the International Shoe Company, one of the three largest in the world.

⁷Mr. Tom Byrnes, who was interviewed June 29, 1957, explained that through his experience with the International Shoe Company, he found the best and easiest to train workers were the people in farming communities similar to Emporia. He said these people are already mechanically minded, work well with their hands, learn quickly, and are very conscientious; very few labor disputes arise from this type of situation.

In answer to whether companies would move key personnel to an Emporia factory, nineteen replied "yes" and two replied "no."

The companies stating that they would move key personnel to an Emporia plant were asked to give the number of people they would probably transfer and the positions these people would hold. This information is shown in Table 8.

TABLE 8

NUMBER OF KEY PERSONNEL WHO WOULD BE TRANSFERRED TO A POSSIBLE EMPORIA SHOE FACTORY

Company	1	20
	2	12
	3	6
	4	5
	5	20
	6	50
	7	30
	8	10
	9	25
	10	75
	11	9
	12	15
	13	12
	14	4
	15	10
	16	9
	17	20
	18	18
	Average	19

The average of these numbers, which is nineteen, will be used as the probable number of key personnel that might be transferred to a possible Emporia plant. The capacities in which these key people would serve were stated to be company officers, supervisors, foremen, and teachers.

The wage scale paid in the company's present location was asked to find how the wage scale in Emporia compared. The thirteen replies are shown in Table 9.

TABLE 9

PREVAILING WAGES PAID BY SHOE COMPANIES IN PRESENT LOCATIONS

Company	Men		Women	
	Skilled	Unskilled	Skilled	Unskilled
1	\$1.80 per hour	\$1.40 per hour	\$1.60 per hour	\$1.20 per hour
2	2.50	1.25	1.95	1.00
3	2.00	1.35	1.75	1.20
4	2.00	1.00	2.00	1.00
5	1.87	1.12	1.50	1.00
6	1.70	1.25	1.50	1.00
7	3.00	1.00	2.00	1.00
8	2.50	1.50	2.00	1.00
9	1.60	1.15	1.60	1.00
10	2.25	1.00	2.25	1.00
11	1.37	1.12	1.25	1.12
12	2.00	1.50	1.75	1.25
13	1.90	1.25	1.75	1.15
Average	\$2.04	\$1.22	\$1.74	\$1.07

Four of the responding companies did not give answers to their present wage scales, indicating that the scales were either confidential or variable piece work rates.

The average wage, found through the data shown in Table 9, will be used in this study to determine whether wages in the Emporia area are higher or lower than wages in present shoe manufacturing locations.

The last four questions pertaining to labor concerned unions. In the first of these four questions, it was asked whether the companies had a union. Twenty-one companies answered the question. Ten of these had a union, ten did not, and one was part union and part non-union.

The ten companies having unions were asked to give the name of their union. Nine of these companies' employees were members of the AFL-CIO's United Boot and Shoe Workers Union. One company's employees were members of an independent union. The company that was part union and part non-union answered that fifteen different unions were represented among its employees.

The companies were next asked if they would prefer their present union to remain as their employees' representative should they establish a plant in Emporia. Only thirteen companies answered this question. Six said "yes" they would like to have their union move with them. Seven were undecided.

Since the right-to-work law has been an issue in Kansas for a number of years, these companies were asked if the presence of a right-to-work law would have any particular bearing on their choosing a location. Nineteen companies replied to this question. Twelve companies indicated that it would have no influence on their choice of location, five answered that it would affect their choice, and two were undecided.

The companies were not asked whether they felt favorable or unfavorable toward a right-to-work law because this is more political than factual. One company did include in the margin beside this question that the right-to-work law is "a good American law."

Marketing

The principal factor responsible for the undertaking of this study was Kansans spending almost \$30,000,000 annually for shoes imported from other states. This study was made with the thought that

perhaps a shoe factory could locate in Emporia and market shoes within Kansas. The question concerning the marketing of shoes produced in the Emporia area was asked to find if any of the responding companies would try to capture a part of the Kansas market. However, all the responding companies answered they would continue to market their products on a nation-wide basis.

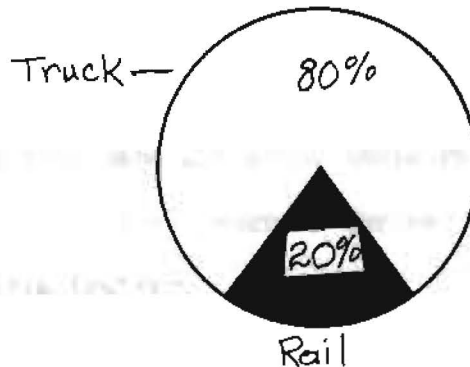
The continuation of the same marketing procedures is because each plant specializes in the manufacture of only a few types of shoes. Therefore, the production from each factory must be spread over a wide area to reach enough consumers to buy the shoes produced.⁸

Transportation

Information concerning probable transportation facilities was found by asking the companies what types of transportation they use for both receiving and shipping goods and the percentage of each type. These data are shown in Illustrations 7 and 8.

ILLUSTRATION 7

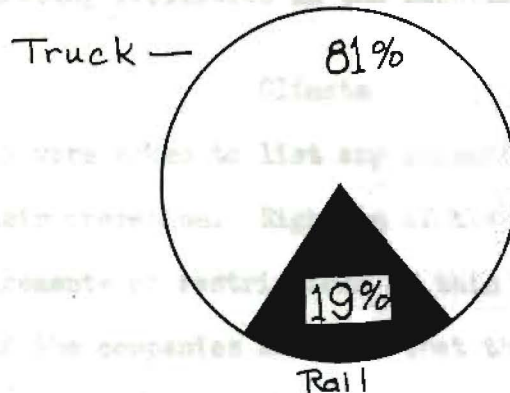
MODES OF TRANSPORTATION FOR RECEIVING MATERIALS IN A SHOE FACTORY



⁸Personal Interviews with Mr. Tom Byrnes and Mr. Bill Byrnes, June 29, 1957. Both men are former executive officers of the International Shoe Company, one of the three largest in the world.

ILLUSTRATION 8

MODES OF TRANSPORTATION FOR SHIPPING MATERIALS FROM A SHOE FACTORY



The answers to both the questions about transportation were averaged by adding the percentages given in each category and dividing these sums by the number of companies responding to these questions. Thus, the percentages shown in Illustrations 7 and 8 are the average percentages.

The information shown in Illustrations 7 and 8 reflect the fact that trucks are used more for shipping than are railroads. From this information, it may be concluded that Emporia should have very good truck line facilities in order to accommodate a shoe factory.

Raw Materials

In this section of the questionnaire the companies were asked what raw materials they used and where these raw materials were obtained. It was also asked if different sources for raw materials would be required for an Emporia factory.

Eighteen companies answered that they would not change their source of raw materials; three indicated they would change only if the same quality of materials were available at comparable prices from points

nearer Emporia. Therefore, sources of raw materials will not be considered a factor in comparing the operational requirements for a shoe factory with the existing facilities in the Emporia area.

Climate

The companies were asked to list any climatic requirements or restrictions for their operation. Eighteen of the companies replied there were no requirements or restrictions of this nature for their operation. Three of the companies answered that they prefer that the climate not be too humid and be moderate.

A number of the shoe companies contacted for this study are located in sections of the country which have more weather change and higher humidity than in the Emporia area. The very large majority of the respondents state no climate requirements or restrictions. Therefore, for the purpose of this study, the climate of the Emporia area will not be considered a factor in determining whether a shoe factory could operate there successfully.

Water

Because the supply of water in the Emporia area ran low during the extended drouth period from 1952 through 1956, it has become a very important factor in Emporia's industrial development. It was felt that several questions pertaining to water consumption should be asked the companies contacted.

When asked how much water they consumed daily, five companies gave definite answers, which are shown in Table 10, page 30. The others answering the question gave replies such as "negligible" and "not a factor."

TABLE 10

PROBABLE WATER CONSUMPTION FOR AN EMPORIA SHOE FACTORY

	Gallons used per day
Company 1	4,000
Company 2	6,000
Company 3	24,000
Company 4	500
Company 5	1,600

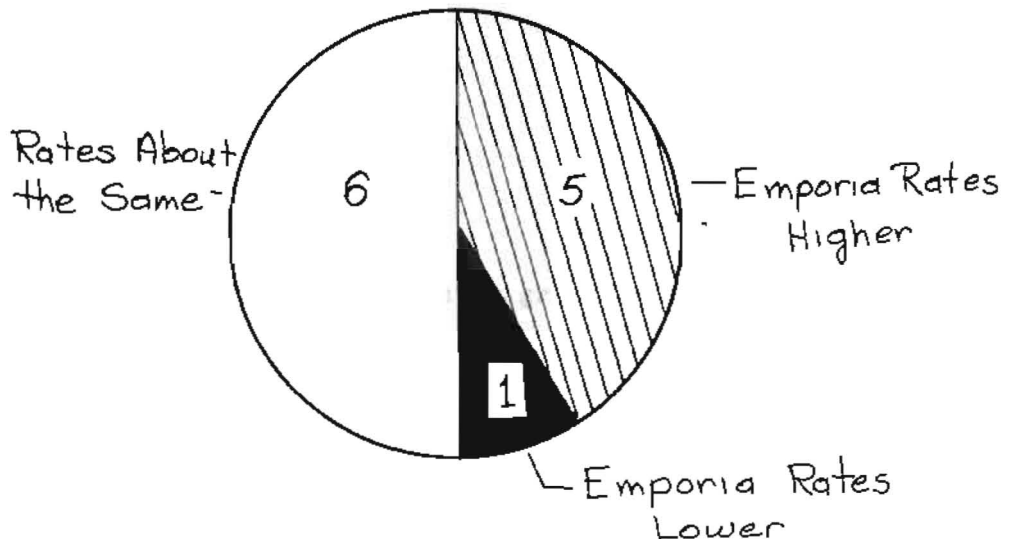
Average 7,220 gallons per day

The average daily water consumption was found to be 7,220 gallons; this figure is considered to be the amount that would be used by a shoe factory locating in the Emporia area.

The water rates in Emporia were listed on the questionnaire and the companies asked if these rates were higher, lower, or about the same as the rates in their present location. These answers are shown in Illustration 9.

ILLUSTRATION 9

COMPARISON OF WATER RATES IN PRESENT LOCATION AND IN EMPORIA



Two companies listed their water rates along with the answers to the questions. One company pays a flat rate of \$50 per month. The monthly rates given by the other company were:

First	1,000 gallons	- - -	\$.20
Next	4,000 gallons	- - -	.15
Next	10,000 gallons	- - -	.12
Next	10,000 gallons	- - -	.10
Next	25,000 gallons	- - -	.08
Next	50,000 gallons	- - -	.07
Over	100,000 gallons	- - -	.06

Water would be used in an Emporia shoe factory for drinking, sanitation, sprinkler systems, and the manufacturing process.

Power

Table 11 shows the number of companies that use each type of power. Some of the companies indicated they use more than one source of power.

TABLE 11

TYPES OF POWER USED IN A SHOE FACTORY

	Number of Users
Electricity	23
Gas	3
Oil	6
Coal	6

This information indicates that a great majority of the power for an Emporia shoe factory would be furnished by electricity; however, gas, oil, and coal should be readily available.

Thirteen companies gave answers to the question concerning a comparison of their electricity rates with electricity rates in Emporia. Eight answered the question pertaining to comparison of gas rates. This information is shown in Illustration 10 and Illustration 11 respectively.

ILLUSTRATION 10

COMPARISON OF ELECTRICITY RATES WITH EMPORIA ELECTRICITY RATES

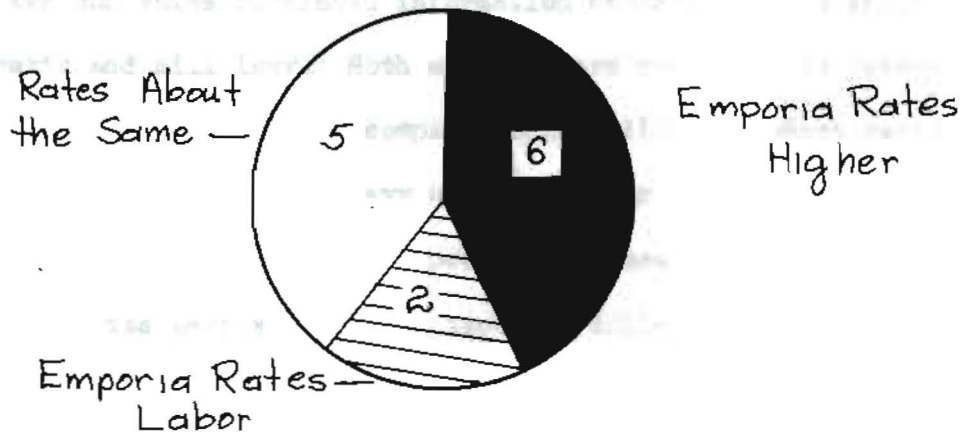
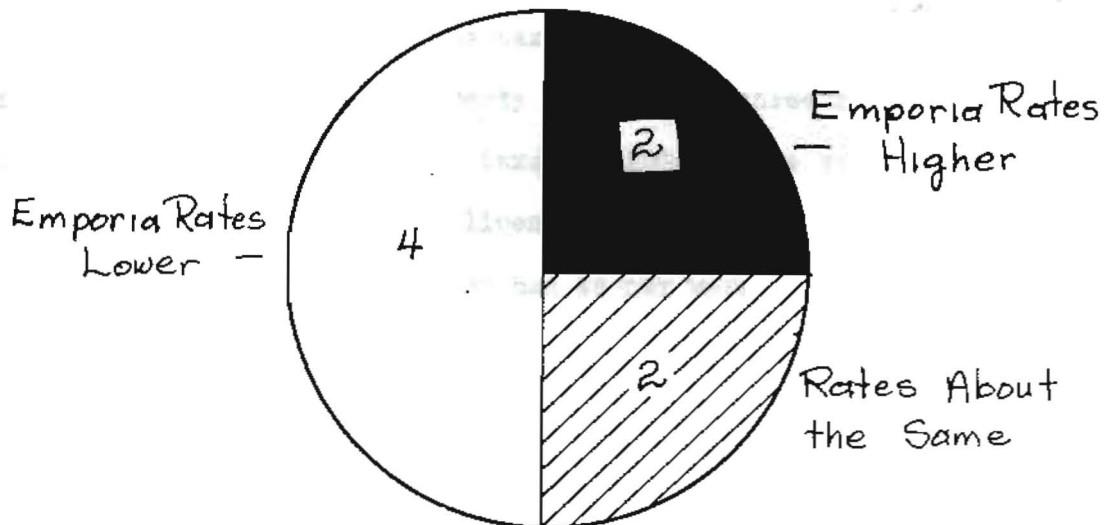


ILLUSTRATION 11

COMPARISON OF GAS RATES WITH EMPORIA GAS RATES



Taxes

To find how the taxes that would have to be paid by an Emporia shoe factory compare with the taxes paid in other locations, the companies contacted were asked: their tax assessment ratio and mill levy; what taxes, other than state and federal income taxes, paid; and, if present taxes were too burdensome.

Only two companies furnished information concerning both their assessment ratio and mill levy. Both answers were necessary to determine the present taxes paid. One company replied its assessment ratio was thirty-eight percent and its levy was \$57.50 per one thousand dollars valuation. The second company reported its assessment ratio was fifty percent and its levy \$28 per one thousand dollars valuation. These two cannot be taken as typical of the companies contacted because other companies reported their assessment ratio and levies as being "low" or "very low" and one company reported "none."

Twenty companies indicated the types of taxes they pay in addition to federal and state income taxes. All twenty reported they pay real estate and personal property taxes; only three reported additional taxes. These additional taxes included state sales tax, use tax, franchise tax, occupational license tax, and city income taxes.

When asked if the taxes they had to pay were too burdensome, six companies answered "no" and four companies answered "yes."

Desirability of Emporia Location

The companies were asked if they believed Emporia to be a desirable location for a shoe factory. Fifteen companies gave replies, nine saying "yes" and six saying "no."

Those answering "no" were asked why they thought Emporia would not be a good location for a shoe factory. All of them believed it to be too far from their central offices. One company also answered that a lack of raw materials and experienced labor made Emporia an undesirable location.

Further investigation led to a more detailed explanation why Emporia is believed to be too far from the central offices of shoe companies. This explanation was obtained through interviews with Mr. Bill Byrnes and Mr. Tom Byrnes, June 29, 1957. They explained that it is necessary for a manufacturer of several different types of shoes to have more than one factory since it is almost impossible to house a factory making more than two or three different types of shoes. They added that close contact and frequent conferences were necessary between central offices and plant superintendents. Therefore, no plant should be located so far away that a plant superintendent cannot leave his office, go to the central office for a conference, and return to his plant office all in the same day.

Factors Influencing Location

The companies were asked which factors exert the greatest influence on their location: proximity to market; proximity to raw materials; or community facilities and attitudes. They were also asked to list any other factors that exert an influence. The frequency of the factors given appears graphically in Illustration 13, page 35.

The information in this illustration shows that the basis for location of shoe factories tend to be more the attitude and availability of labor and local facilities rather than strict geographical location.

ILLUSTRATION 12

FACTORS EXERTING GREATEST INFLUENCE ON COMPANIES' LOCATIONS

Factor	Number of Times Named											
	1	2	3	4	5	6	7	8	9	10	11	12
Proximity to market	7											
Proximity to raw materials	8											
Community facilities and attitudes	12											
Availability of labor	4											
Local ownership	2											
Proximity to present facilities	2											

Other Factors Influencing Expansion or Relocation

The last question ("What factors, not included in this questionnaire do you think important to expansion or relocation?") was designed so that the companies would indicate any factors in their answers important to expansion or relocation that might have been omitted. The remarks given concerning the factors important to expansion or relocation have been taken directly from the questionnaires. They are:

1. "Sufficient labor market."
2. "Inadequate labor supply and demand exceeding production limits." (This is a cause for relocation or expansion)
3. "Availability of labor, attitude of organized labor, and competition with other industries in area."
4. "Prefer a small community with little or no union activity."
5. "Type of employees and living conditions."
6. "Modern type plant, quality of labor force, other types of industry in community, higher or lower wage scale."

Two additional items of information, gained while gathering data for this chapter, seem appropriate to include in the chapter.

Mr. O. H. Dickerson, President of one of the shoe companies contacted in this study, wrote the following statement in the remarks section of the questionnaire.

"Shoe production is one of this country's most overproduced and most competitive industries. The profit margin is small, and the wage scale is low by comparison to other industries. Importers from foreign countries are increasing each year in large percentages. Labor, materials, and duty still do not equal our U. S. A. costs. Factory owned stores are some help profit wise and distribution wise. In 1949 there were over 1200 shoe factories in the U. S. A. In 1957 there are less than 900 shoe factories in the U. S. A. In 1970 there will be 400 shoe factories or less."

Mr. Tom Byrnes also said, when interviewed June 29, 1957, that the shoe industry was greatly overproduced, small companies were going broke and the large companies were not producing nearly to their maximum capacity of production.

The preceding information, which was felt appropriate for inclusion in this chapter, was given by Mr. Dickerson and Mr. Byrnes as precautions to a community seeking a shoe factory. Mr. Dickerson included a balance sheet of his company with his questionnaire. The balance sheet showed that his company has lost in its profits for the past few years. Mr. Dickerson also added a note on the balance sheet saying, "Are you sure Emporia wants a shoe factory?"

Summary

From the twenty-three usable replies to the questionnaires, an average or majority preference has been determined for each of the

operational requirements. This action was taken because time limitations prevented separate consideration of each company.

The operational requirements for a shoe factory as determined in this chapter are: (Prepared for a plant employing approximately 289 persons. Annual production \$2,550,000. Unit output 592,500 pairs of shoes annually.)

Site

A site of $6\frac{1}{2}$ acres should be available for purchase. A rail siding is not necessary; however, it must be easily accessible by cars and trucks. Also, it must be above any flood area.

Building

A new building should be available for lease. Floor space of 55,833 square feet required.

Labor

A labor force of 124 men and 165 women needed. Would be trained by the company. Present wage scale per hour: skilled men, \$2.04; unskilled men, \$1.22; skilled women, \$1.74; unskilled women, \$1.07.

Transportation

Very good truck facilities and some rail facilities are necessary.

Water

A supply of 7,220 gallons daily necessary. From two sets of rates given in answer to the questionnaire, rates should be \$50 or less per month.

Power

A good supply of electricity is necessary. Gas, coal, and oil should also be available. (rates and consumption unavailable)

Taxes

Besides federal taxes and state income or corporation taxes, only real estate and personal property taxes should be levied. Information concerning only two sets of levies were obtained. These were: assessment ratio 38% with levy of \$5.70 per \$100 valuation; and assessment ratio of 50% and levy of \$2.80 per \$100 valuation.

Proximity to Present Shoe Manufacturing Centers

The branch plants should be located near enough to each other that the plant manager can leave his office in the morning, attend a conference in the central office, and return to his plant all in the same day.

Other Factors*

Sufficient labor market.

Availability of labor, attitude of organized labor, and competition with other industries in area. Prefer a small community with little or no union activity.

Type of employees and living conditions.

Modern type plant, quality of labor force, other types of industry in community, higher or lower wage scale.

*Taken from the remarks included on individual questionnaires.

Texas Railroad, and state highways; U. S. 50, and the newly completed Kansas Turnpike; American Airlines, both public and private carriers; the Continental Bus Lines; and CHAPTER III service.

AVAILABLE INDUSTRIAL FACILITIES IN THE EMPORIA AREA

Emporia has four sites for industrial development. This chapter deals with a study of the existing Emporia facilities which may be utilized by a shoe factory. The sequence of data presented in this chapter will follow that of Chapter II. This will enable a comparison to be made in Chapter IV of the operational requirements for a shoe factory with the Emporia facilities.

Items presented in this chapter are: A description of Emporia; site; building; labor; transportation; geographical location; water; power; taxes; and community facilities.

A Description of Emporia, Kansas

Emporia is a small city of about 15,000 located in east-central Kansas, shown in Illustration 13, page 41. It has a few small industries at present, but its economy depends mainly on agriculture, rail-road employment, and two colleges.

Among its civic assets are two colleges, two high schools, two junior high schools, and eight elementary schools. There are thirty-seven churches, representing twenty-seven denominations. Two of the best equipped hospitals in the east central part of the state are located in Emporia.

Emporia's transportation facilities consist of a main line of the Santa Fe Railroad and a branch line of the Missouri, Kansas, and

Texas Railroad; two state highways; U. S. 50, and the newly completed Kansas Turnpike; numerous trucklines, both public and private carriers; the Continental Bus lines; and a charter air service.

Emporia Industrial Sites

Emporia has four sites for industrial development. The map in Illustration 13, page 41 shows the location of each of these sites. Each site is numbered on the map. Data sheets, appearing as Illustrations 14, 15, 16, and 17, pages 42, 43, 44, and 45 respectively, have been prepared for each industrial site.

Building

At the present time, Emporia does not have a building available for industrial development. However, the Industrial Payroll Insurance Plan, Inc., and Emporia Enterprises, Inc., both established by the Chamber of Commerce, will aid in either obtaining or building a building for businesses locating in the Emporia area. According to Mr. H. E. Hamlin, Manager of the Emporia Chamber of Commerce, no difficulty would be met in raising the funds necessary for constructing a new building for industrial development. Besides funds available through the Chamber of Commerce, funds could be secured from several private citizens in Emporia who would help finance new industrial development and from the Emporia banks who will finance up to sixty percent of the costs of an industrial building.⁵

⁵Personal Interview with Mr. H. E. Hamlin, Manager, Chamber of Commerce, Emporia, Kansas, July 6, 1957.

ILLUSTRATION 13
LOCATIONS OF FOUR EMPORIA INDUSTRIAL SITES

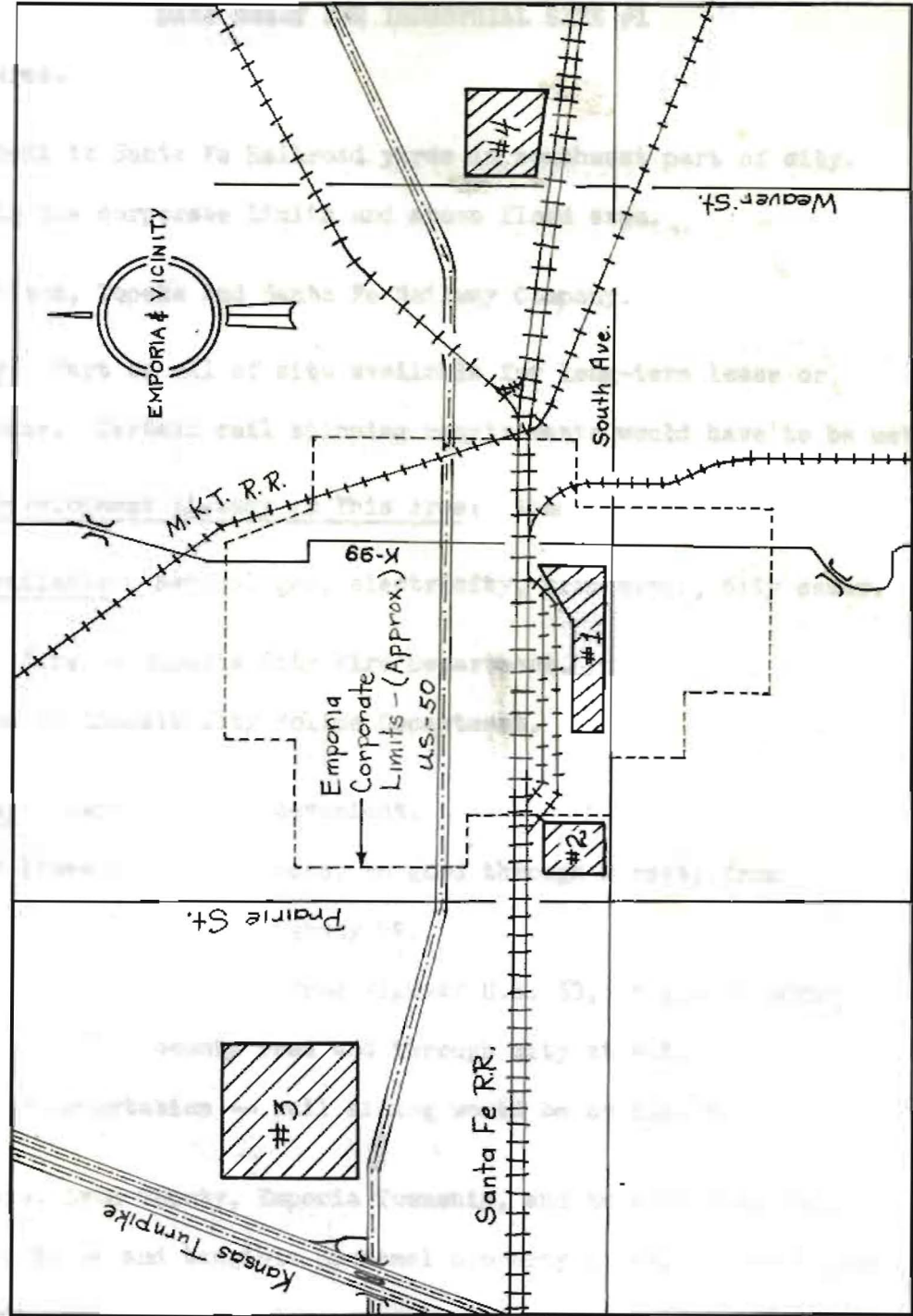


ILLUSTRATION 14

DATA SHEET FOR INDUSTRIAL SITE #1

Size: 23 acres.

Location: Next to Santa Fe Railroad yards in southwest part of city.

Within the corporate limits and above flood area.

Owner: Atchison, Topeka and Santa Fe Railway Company.

Availability: Part or all of site available for long-term lease or purchase. Certain rail shipping requirements would have to be met.

Industrial Development Already in This Area: None.

Utilities Available: Natural gas, electricity, city water, city sewer.

Protection: Fire -- Emporia City Fire Department.

Police -- Emporia City Police Department.

Accessibility: Cars -- very convenient.

Truck lines -- Eight blocks, on good through street, from Kansas Highway 99.

One mile from Highway U.S. 50, on good blacktop county road and through city street.

Rail transportation -- rail siding would be available.

Taxes: Kansas, Lyon County, Emporia Township, and Emporia city real estate taxes and tangible personal property taxes. Current levy, \$4.7810 per \$100 valuation; current assessment ratio, 35%; intangible personal property, 50 cents per \$100.

ILLUSTRATION 15

DATA SHEET FOR INDUSTRIAL SITE #2

Size: 13 acres.

Location: Next to Santa Fe Railroad yards southwest of city. Adjacent to Emporia's corporate limits and above flood area.

Owner: Atchison, Topeka, and Santa Fe Railway Company.

Availability: Part or all of site available for long-term lease or purchase. Certain rail shipping requirements would have to be met.

Industrial Development Already in This Area: None.

Utilities Available: Natural gas, electricity, city water, and city sewer.

Protection: Fire -- Lyon County Fire Department.

Police -- Lyon County Sheriff's Office.

Accessibility: Cars -- very convenient

Truck lines -- Ten blocks, on good through street, from Kansas Highway 99.

One mile from Highway U.S. 50, on good blacktop county road.

Rail transportation -- rail siding would be available.

Taxes: Kansas, Lyon County, school and Emporia Township real estate taxes and tangible personal property taxes. Current levy, \$4.2124 per \$100 valuation; current assessment ratio, 35%; intangible personal property, 50 cents per \$100.

ILLUSTRATION 16

DATA SHEET FOR INDUSTRIAL SITE #3

Size: 63 acres

Location: One mile west of Emporia city limits. Above all flood area. Adjacent to Highway U.S. 50 and within a mile of the Kansas Turnpike.

Owner: Emporia Enterprises, Inc. (Emporia Chamber of Commerce, agent)

Availability: Part or all of site available for purchase or long-term lease. Purchase price and interest rates very attractive.

Industrial Development Already in This Area: Diddle-Glaser, Inc., manufacturer of paper-gathering machine for printing industry. Employs 57 persons.

Utilities Available: Natural gas, electricity, and city water. City sewage facilities are planned for this area in the near future.

Protection: Fire -- Lyon County Fire Department.
Police -- Lyon County Sheriff's Office.

Accessibility: Cars -- very convenient
Truck lines -- adjacent to Highway U.S. 50.
Rail transportation -- a Santa Fe spur planned for site.

Taxes: Kansas, Lyon County, school, and Emporia Township real estate taxes and tangible personal property taxes. Current levy, \$4.2124 per \$100 valuation; current assessment ratio, 35%; intangible personal property, 50 cents per \$100.

ILLUSTRATION 17

DATA SHEET FOR INDUSTRIAL SITE #4

Size: Several acres

Location: East of Emporia city limits and just north of Santa Fe railroad tracks. Above all flood area.

Owner: An Emporia businessman. (Should be arranged through the Emporia Chamber of Commerce.)

Availability: Part of site available for sale.

Industrial Development Already in This Area: Sauder Tank Company, Inc., Manufacturer of oil field tanks and equipment. Employs 52 men in Emporia and various sales offices throughout Kansas.

Utilities Available: Natural gas, electricity, city water, and city sewer.

Protection: Fire -- Lyon County Fire Department.

Police -- Lyon County Sheriff's Office.

Accessibility: Cars -- very convenient.

Truck lines -- one half mile south of U.S. Highway 50 on a good, hard-surfaced county road.

Rail transportation -- Santa Fe spur available at combined expense of Santa Fe and new business.

Taxes: Kansas, Lyon County, school, and Emporia Township real estate taxes and tangible personal property taxes. Current levy, \$2.7045 per \$100 valuation; current assessment ratio, 35%; intangible personal property 50 cents per \$100.

Labor

Information about the supply of labor in the Emporia area was gained through an interview with Mr. F. O. Ridenour, Manager of the Emporia office of the Kansas State Employment Service.⁶ Though no recent studies of the labor supply in the Emporia area were available, Mr. Ridenour's many years of experience in the Emporia office provide a basis for gathering labor information.

Mr. Ridenour said, "There is a good supply of labor in the Emporia area. The area is not an industrial one; consequently very few skilled industrial workers would be immediately available. However, if a factory selected Emporia as a location, they can rest assured workers will be available."

Though indications that the total number of workers for a factory probably could not be made up entirely of Emporia people, Mr. Ridenour gave three additional sources of labor: people who have had to move away from Emporia to find employment but who would move back if work were available; people from surrounding towns who would commute to a job in an Emporia factory; and labor moving to where jobs are available.

When asked about wages, Mr. Ridenour could give only an estimate. He stated that men working in Emporia industrial firms receive an average of around \$1.30 an hour and women an estimated \$1.05 an hour. An incentive bonus is paid in some of the plants.

⁶Personal Interview with Mr. F. O. Ridenour, Manager, Kansas State Employment Service, Emporia, Kansas, July 24, 1957.

Transportation

Transportation facilities in Emporia are excellent.⁷ Illustration 18, page 48 shows the various main routes for transportation facilities.

The town is served by a main line of the Santa Fe Railroad with direct traffic to Kansas City, Chicago, Dallas, Denver, Los Angeles, and other important cities. A branch line of the Missouri, Kansas, and Texas Railroad also serves Emporia. Besides rail transportation, the Santa Fe and the M. K. T. railroads both offer truck service to points throughout the country.

Seven common carrier truck lines have routes through Emporia.⁸ These lines are all interstate lines and serve Emporia through a common terminal. The terminal expedites truck service by making local deliveries and picking up shipments. Mr. Joe P. Thomas, Jr., Assistant Manager of the terminal, said that truck transportation in and out of Emporia is "excellent."

Emporia's Geographical Location

Emporia is located very near the geographical center of the United States. Its location and relative position to some major cities are shown in Illustration 19, page 49. And, as was shown in Illustration 18, it is very accessible by rail and truck transportation.⁹

⁷The Emporia Daily Gazette, Advertisement by Diddy-Glaser, Inc. Industrial Section (April 26, 1957) p. 3.

⁸Personal Interview with Mr. J. P. Thomas Jr., Thomas Truck Terminal, July 24, 1957.

⁹The Emporia Daily Gazette, Advertisement by Diddy-Glaser Inc. Industrial Section (April 26, 1957) p. 3.

ILLUSTRATION 18

MAIN ROUTES OF TRANSPORTATION IN THE EMPORIA, KANSAS, AREA

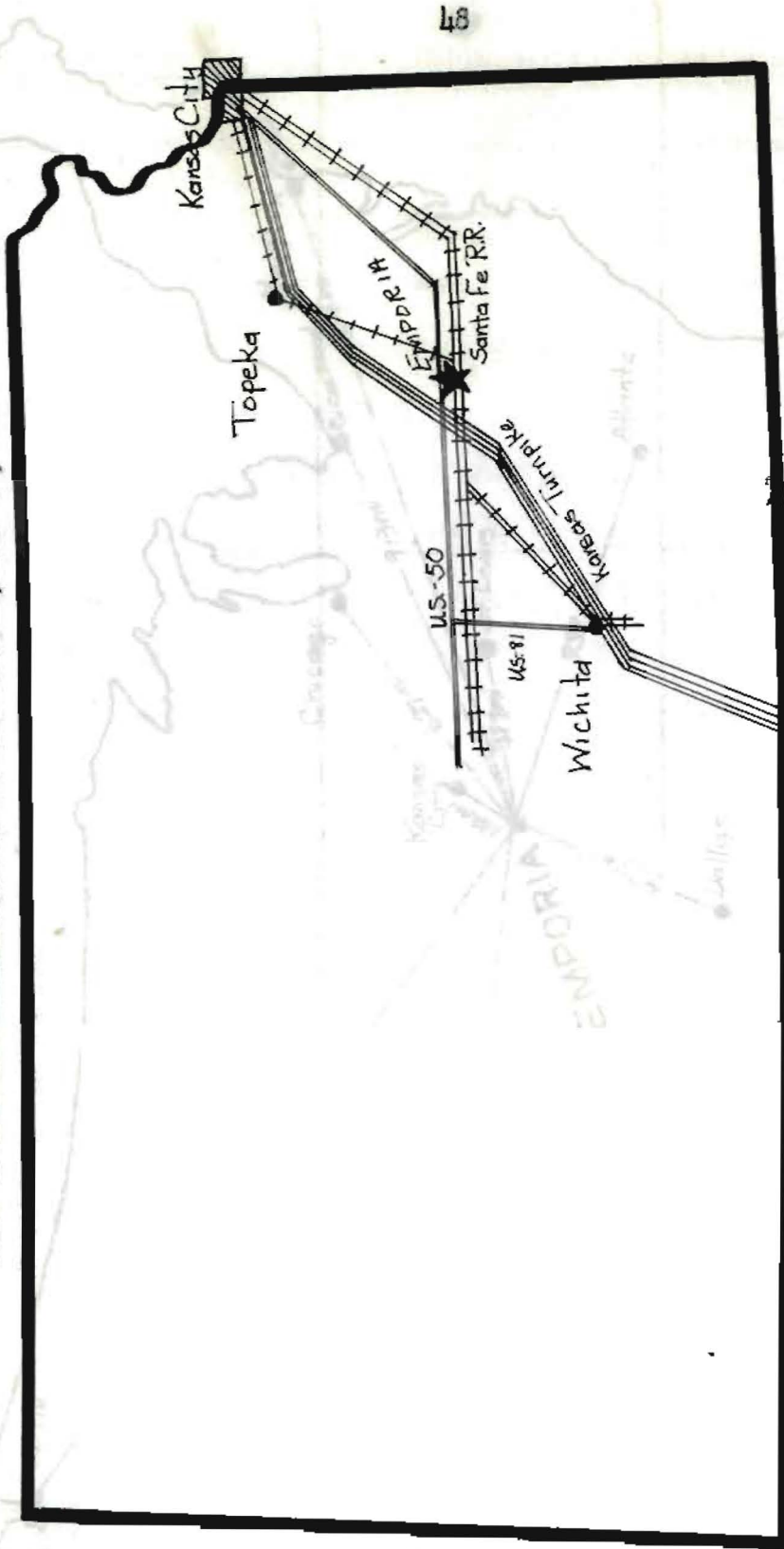
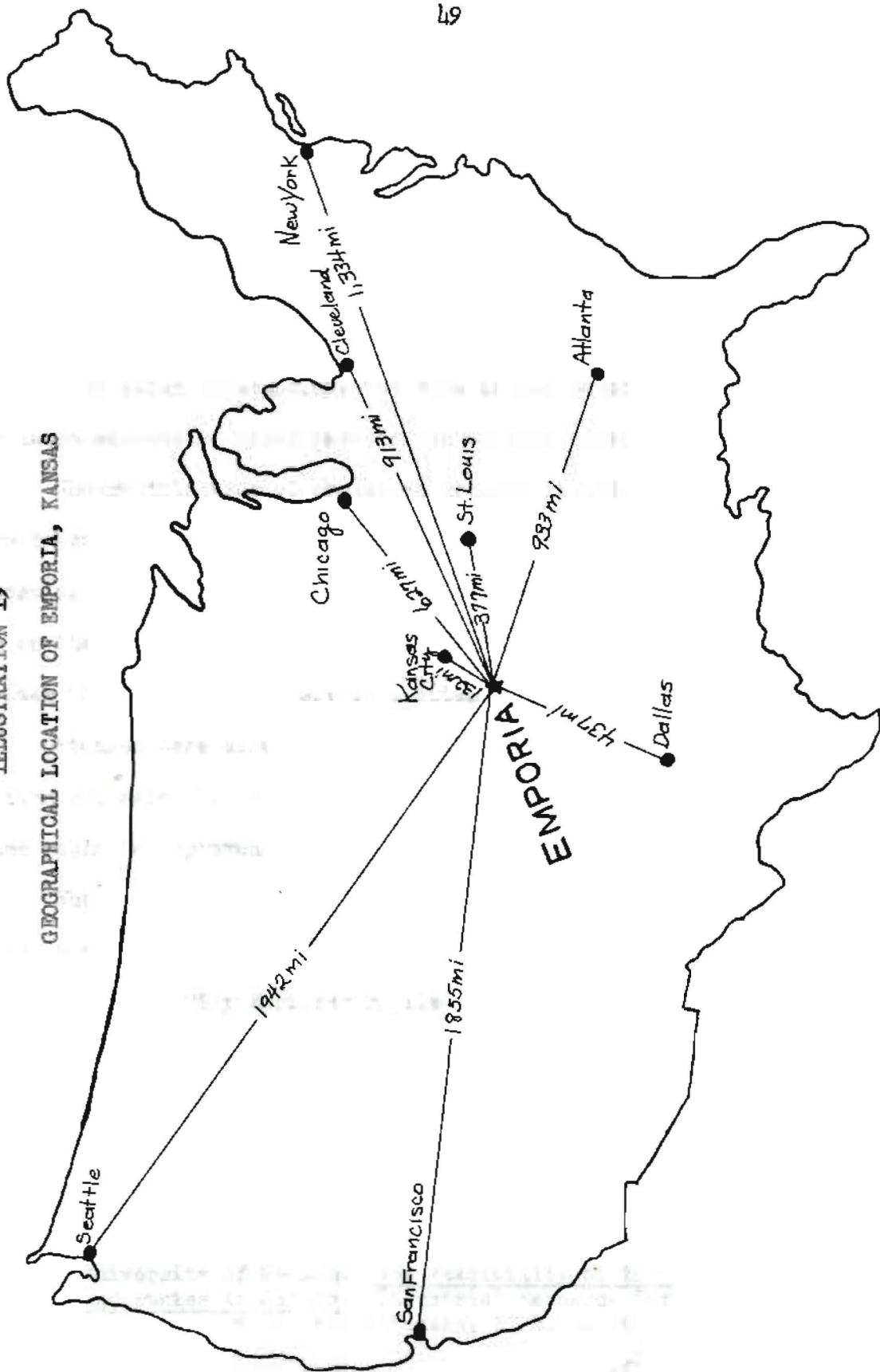


ILLUSTRATION 19
GEOGRAPHICAL LOCATION OF EMPORIA, KANSAS



Such a location would be advantageous for a company with wide spread sources of raw materials and a nation wide program of marketing.¹⁰

Water

From 1952 until the latter part of 1957, Emporia suffered from drought. Since the water supply is dependent on surface water, the supply dwindled to a very low point.¹¹ Consequently, some restrictions were placed upon water consumption, but none of the Emporia businesses which use large amounts of water were forced to stop operations.

Though this type of prolonged drought is not ordinary, some steps were taken and other steps planned to prevent future water shortages. A regular pumping station was installed on the Cottonwood River; Soden's Dam on the Cottonwood River was repaired; and some repair work was done at Lake Kahola, a city reservoir located northwest of the city.

Studies were made of the Emporia water shed area, shown in Illustration 20, page 51, and ways were studied in which water storage facilities could be improved.

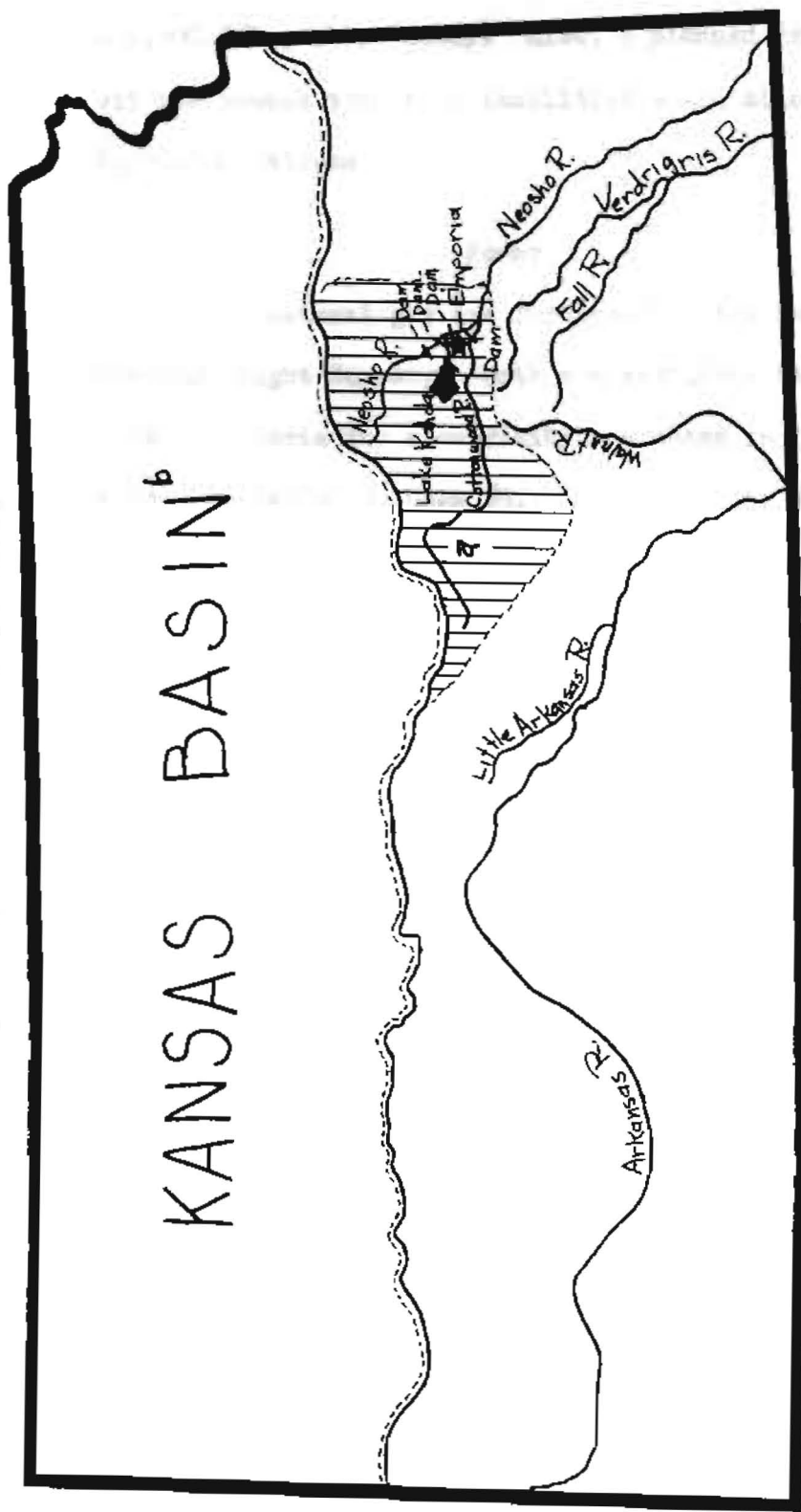
When asked if a factory that used 100,000 gallons of water daily could locate in Emporia and feel reasonably sure of adequate water, Mr. Lee Stolfus, City Engineer replied, "Yes, they could use even up to 500,000 gallons daily and have water. Of course, this is not a guarantee, only an opinion."

Mr. Stolfus went on to point out that the daily Emporia consumption was about 3,250,000 gallons and the water treatment facilities could

¹⁰University of Kansas. The Feasibility of the Leather Tanning and Shoe Industries in Kansas. Industrial Research Series No. 8. Lawrence, Kansas: University of Kansas, 1947. p. 54.

¹¹Personal Interview with Mr. Lee Stolfus, Office of the City Engineer, July 24, 1957.

KANSAS BASIN^b



^aWatershed area

^bDrawn from: Kansas University. The Kansas Basin Project. A Pilot Study of a Watershed

Charles C. Colby. Lawrence, Kansas: University of Kansas Press, 1956.

handle around 4,500,000 gallons daily. Also, a planned expansion of both water treatment and sewage treatment facilities would allow a daily consumption of 6,500,000 gallons.

Power

Electricity and natural gas are furnished in the Emporia area by the Kansas Power and Light Company. Both are available in any amount.¹²

The rates in Emporia for electricity are shown in Table 12; and the rates for gas, in Table 13, page 53.

TABLE 12

ELECTRICITY RATES IN THE EMPORIA AREA

Kilowatt Hours per Month	Average Cost per Kilowatt Hour
10,000	\$.02502
20,000	.02152
50,000	.01482
100,000	.01431
200,000	.01372
500,000	.01321

Taxes

According to Mr. Vesper M. Sheeley, Jr., Lyon County Treasurer, the only taxes, besides federal taxes, that an industrial firm would have to pay would be personal property and ad valorem taxes. Included in these

¹²Personal Interview with Mr. Saffer, Kansas Power and Light Company, June 3, 1957.

TABLE 13

NATURAL GAS RATES IN THE EMPORIA AREA

Cubic Feet	Unit Price
50,000	\$.4296
100,000	.4098
200,000	.3999
500,000	.3940
1,000,000	.3920

levies are state, county, township, school, and, if the firm is located within the city limits, city taxes.¹³

The state-wide levy rates total \$.1750 per \$100 valuation. The county-wide levy rates are \$1.3721 per \$100 valuation. The township levies vary from \$1.7715 to \$2.1115. City and school district taxes also vary. The assessment ratio determining property valuation is 35%.

Many factors enter into computing the amount of taxes to be assessed for various locations. Therefore, the total mill levy has been found for each of the four available industrial sites in the Emporia area and included on the data sheet for each site. The location of each site can be found in Illustration 13, page 41, and the tax levy for each site can be found on the individual data sheets.

Community Facilities

This section includes community facilities which, though not directly connected with the question of plant location are nevertheless

¹³Personal Interview with Mr. Vesper M. Sheeley, Jr., Lyon County Court House, June 3, 1957.

very important factors in industrial development and in choosing an industrial location.

Shopping Facilities

Emporia has a very fine shopping district; retail stores, wholesale outlets, and manufacturers provide a wide variety of goods and services.¹⁴ According to a Chamber of Commerce publication, people from a radius of seventy-five miles shop in Emporia.¹⁵

Housing

The prolonged drought and a shortage of city building lots have caused a slump in new home construction. However, rain and the addition of several new subdivisions taken into the city during the first part of 1957 have helped to relieve this situation. Prospects for a substantial amount of home construction would be hampered only by a lack of sewer mains in the new subdivisions.¹⁶

An increase in the enrollment of married students in the two colleges has been the main cause of an acute shortage of rental property in Emporia. The school enrollments have increased much more rapidly than have the number of rental properties.¹⁷

Two Emporia real estate brokers were asked if Emporia could accommodate from twenty to fifty new families. Such a situation might

¹⁴Emporia Chamber of Commerce. Emporia, Kansas. Prepared by the Chamber of Commerce. Emporia, Kansas, 1957.

¹⁵Ibid.

¹⁶Personal Interview with Mr. Harold G. Dwelle, Dwelle Real Estate Company, July 23, 1957.

¹⁷Ibid.

arise should a new firm locate in Emporia and transfer its key personnel to Emporia. One of the realtors said it would be possible providing sufficient notice was given so Emporia could prepare for such an influx.¹⁸

The second realtor said that under existing conditions these families could be housed but not too satisfactorily. He went on to say that it would take about 120 working days to provide suitable housing, both rental property and homes for sale, for twenty to fifty families.¹⁹

Schools

A highly-rated public school system and two colleges, Kansas State Teachers College and the College of Emporia, provide excellent educational opportunities for the children of Emporia families.²⁰ The public schools, though very modern and efficient, are constantly being improved.²¹ The two colleges, whose enrollments have grown rapidly, have been constantly building and improving their facilities to meet the demands of these increased enrollments.²²

Churches

Emporia is known as a city of beautiful churches. It has thirty-six churches representing twenty-seven denominations. A total of almost

¹⁸ Personal Interview with Mr. Scott A. Mouse, Scott Mouse Real Estate Company, July 25, 1957.

¹⁹ Personal Interview with Mr. Harold G. Dwelle, Dwelle Real Estate Company, July 23, 1957.

²⁰ Emporia Chamber of Commerce. Emporia, Kansas. Prepared by the Chamber of Commerce. Emporia, Kansas, 1957.

²¹ The Emporia Daily Gazette, Advertisement by The Lyon County State Bank. Industrial Section (April 26, 1957) p. 24

²² Ibid, Picture and Explanation, p. 24.

12,000 residents, sixty-three percent of the population, have a church home.²³

Recreation

Extensive recreation and entertainment are available in the Emporia area.²⁴ The City Recreation Commission provides recreation facilities in all of the city's eight parks, supervises summer playground activities for children, and maintains a recreation hall for high school and junior high school students. Besides the facilities provided by the Recreation Commission, Emporians also enjoy two walk-in theaters, a drive-in theater, athletic events and various programs of the two colleges and public schools, two golf courses, a public swimming pool, two nearby lakes, and other recreational activities.²⁵

Protection, Police and Fire

Emporia is policed by an eighteen-man force. The Emporia traffic record, through the efficient operation of the police department is one of the finest in the nation for cities in its class.²⁶ The last traffic fatality in Emporia was July 21, 1950.²⁷ There is no criteria by which

²³The Emporia Daily Gazette, Advertisement by Fanestil Packing Company. Industrial Section (April 26, 1957) p. 35.

²⁴Emporia Chamber of Commerce. Emporia, Kansas, Prepared by the Chamber of Commerce. Emporia, Kansas, 1957.

²⁵The Emporia Daily Gazette, "Recreation Facilities, City Parks Enjoy a Large Patronage." Industrial Section (April 26, 1957) p. 35

²⁶Personal Interview with Mr. H. E. Hamlin, Emporia, Kansas, Chamber of Commerce, July 2, 1957.

²⁷The Emporia Daily Gazette, "Not a Traffic Fatality." (July 26, 1957) p. 1.

to judge the crime rate; however, several people interviewed for material in Chapter VI described the Emporia crime rate as being "very low."

The Emporia Fire Department has three trucks. The fire station is located in the center of town in the Civic Auditorium, and has accessible routes to all parts of the city. The Lyon County Fire Department, used for fire calls outside the Emporia city limits, is housed in the same station house as the city fire department.

Summary

Major factors directly connected with industrial operation in Emporia and other factors indirectly influencing industrial location have been considered in this chapter.

All the factors studied in this chapter, with the exception of water and housing, indicate that Emporia's facilities for industrial development are favorable. The housing and water situation have both been improved; and, in the near future, they should meet almost all standards that might be desired for industrial development. These facilities are:

Site

Four sites, (descriptions appearing in Illustrations 14, 15, 16, and 17, pages 42, 43, 44, and 45 respectively.)

Building

No building is immediately available. Chamber of Commerce indicates that a new building would be financed locally at reasonable rates and built to firm's specifications.

Labor

Few skilled workers immediately available. A limited supply could be procured. Unskilled labor is plentiful.

Approximate present industrial wage scales (starting wage):

Men -- \$1.30

Women -- \$1.05

Transportation

Truck -- excellent

Rail -- excellent

Water

Up to 500,000 gallons daily.

Rates:	First	1,000 gallons	\$.70 per thousand
	Next	24,000 gallons	.30 per thousand
	Next	225,000 gallons	.22 per thousand
	All over	250,000 gallons	.12 per thousand

Power

Electricity* -- supply available to any industrial site.

Gas* -- uninterrupted supply available at low rates.

Coal -- supply available. Close to supply in Southeastern Kansas.

Oil -- supply available from several sources.

*Both electricity and gas are furnished by the Kansas Power and Light Company. According to Mr. Saffer, of the Emporia K. P. & L. office, electricity rates in Emporia may be slightly higher than in other areas, but lower gas rates compensate.

Taxes

Personal property and real estate assessment ratio 35%. Levy varies with location of site. See Illustrations 14, 15, 16, and 17, pages 42, 43, 44, and 45 respectively for information regarding location and levy.

CHAPTER IV

A COMPARISON OF THE OPERATIONAL REQUIREMENTS FOR A SHOE FACTORY AND AVAILABLE FACILITIES IN THE EMPORIA AREA

The operational requirements for a shoe factory and available Emporia facilities which were determined in Chapters II and III will be compared in this chapter. To find if a shoe factory of the size determined in Chapter II could locate in the Emporia area, each operational requirement was compared with the similar Emporia facility. The findings reported previously have shown the average size shoe factory locating in Emporia to be: number of people to be employed, 289; value of annual production, \$2,550,000; and annual unit output, 592,000 pairs of shoes.

The procedure of presentation used in this chapter is: state an operational requirement for a shoe factory as found in Chapter II; list the availability of this facility in the Emporia area as determined in Chapter III; and conclude whether the facility in the Emporia area is adequate for the operational requirement.

Site

Operational Requirements: A site of $6\frac{1}{2}$ acres should be available for purchase. A rail siding is not necessary; however, it must be easily accessible by cars and trucks. Also, it must be above any flood area.

Emporia Facility: Four excellent sites are available. (Descriptions appear in Illustrations 14, 15, 16, and 17, pages 42, 43, 44, and 45 respectively.

Conclusion: The Emporia area has four sites, each one meeting the requirements for a shoe factory. Thus, all requirements for a shoe factory relating to sites are met in the Emporia area.

Building

Operational Requirement: A new building with 55,833 square feet of floor space should be available for lease.

Emporia Facility: No building is available in the Emporia area; however, a new building could be built to the prospective factory's specifications. This could be done through local financing at a low interest rate.

Conclusion: Though no building is presently available, local financing facilities could allow the Emporia area to accommodate a shoe factory.

Labor

Operational Requirement: A labor force of approximately 124 men and 165 women would be needed. Workers would be trained by the company. Present approximate hourly wage scales are: skilled men, \$2.04; unskilled men, \$1.22; skilled women, \$1.74; and unskilled women, \$1.07.

Emporia Facility: Unskilled labor is plentiful in the Emporia area. The approximate starting hourly wages in the Emporia area are: men, \$1.30; and women, \$1.05.

Conclusion: The number of workers needed, approximately 124 men and 165 women, would be available in the Emporia area. The approximate wage scales for unskilled labor in the Emporia area compare closely with the approximate wage scales presently being paid for unskilled labor in

a shoe factory. Thus, Emporia meets the labor force requirements and compares favorably in wage scales.

Transportation

Operational Requirement: Excellent truck transportation would be required. Also, some rail transportation would be needed.

Emporia Facility: Emporia has excellent truck and rail transportation facilities.

Conclusion: The transportation facilities necessary for a shoe factory are available in the Emporia area.

Water

Operational Requirement: Daily water consumption for an Emporia shoe factory would be approximately 7,220 gallons daily. The rates should not exceed \$50 per month.

Emporia Facility: A factory using up to 500,000 gallons of water daily could locate in the Emporia area and have an adequate water supply.

Conclusion: If the shoe factory would use 7,220 gallons of water daily for the full 31 days in a month, the monthly water bill would be \$41.09, well within the \$50 requirement. Therefore, the Emporia area meets the shoe factory requirements for a sufficient supply of water and the rates for water.

Power

Operational Requirement: A good supply of electricity would be necessary for a shoe factory. Coal, gas, and oil should also be available.

Emporia Facility: The Emporia area has a good supply of all these sources for power. The electricity rates may be slightly higher, but the lower gas rates adequately compensate.

Conclusion: Thus, all the sources for power that might be required for a shoe factory are available in the Emporia area.

Taxes

Operational Requirement: When desirable tax situations exist, the only taxes assessed are real estate and personal property taxes. Tax rates should not exceed an assessment ratio of 38% and levy of \$5.75 per \$100 valuation.

Emporia Facility: The only taxes levied in the Emporia area are real estate and personal property taxes. The assessment ratio is 35% and the levies vary in each of the four locations available for factory sites. The levies in the various sites are: site #1, \$4.7810; site #2 \$4.2124; site #3, \$4.2124; and site #4, \$2.7045.

Conclusion: In order to make a comparison of the maximum tax rates and the tax rates in the Emporia area the following hypothetical computations have been made. For the computation, it is assumed the company has a total valuation of \$100,000.

	<u>TOTAL</u> <u>VALUATION</u>	<u>ASSESSED</u> <u>VALUATION</u>	<u>LEVY PER \$100</u> <u>ASSESSED VALUATION</u>	<u>TAXES</u>
Maximum acceptable for shoe factory	\$100,000	\$38,000	\$5.75	\$2,195.00
Taxes paid in Site #1	100,000	35,000	4.781	1,673.35
Taxes paid in Site #2	100,000	35,000	4.2124	1,474.34
Taxes paid in Site #3	100,000	35,000	4.2124	1,474.34
Taxes paid in Site #4	100,000	35,000	2.7045	946.58

The Emporia area would be very favorable tax-wise for a shoe factory. Only real estate and personal property taxes would be assessed,

and the tax rates would be well below the maximum acceptable rates for a shoe factory.

Other Factors Influencing Location

Operational Requirement: The following factors, it was indicated, influence the responding companies' present locations:

<u>Factor</u>	<u>Number of Companies Indicating This Factor</u>
Community facilities and attitudes	12
Proximity to raw materials	8
Proximity to market	7
Availability of labor	4
Local ownership	2
Proximity to present facilities	2

Additional factors important to shoe factory location were listed on the questionnaires returned by some of the responding companies. These comments all pertained to the labor market (wages, labor relations, and competition for labor), factory building, and community facilities.

Emporia Facility: The attitude of the Emporia community will be studied in Chapter VI. The Emporia area offers advantages in both proximity to market and proximity to raw materials for a company marketing its products on a nationwide scale. The central location of the Emporia area would result in freight savings, especially in products marketed in the western states.²⁸

²⁸University of Kansas. The Feasibility of the Leather Tanning and Shoe Industries in Kansas. Industrial Research Series No. 8. Lawrence, Kansas: University of Kansas, 1947. p. 54.

Discussion relating to requirements concerning the labor market and factory building were presented earlier in this chapter. Except for housing facilities, the community facilities, which were studied in Chapter III, were all found to be favorable for industrial development. The housing facilities in Emporia were found to be inadequate at the present time; however, it was noted they are improving and upon sufficient notice could be made satisfactory to meet the needs of a shoe factory.

Conclusion: The factors of local ownership and proximity to present facilities are factors with which Emporia cannot compete. Otherwise, depending upon the community attitude which will be studied in Chapter VI, the Emporia area meets these influencing factors for the location of a shoe factory.

Summary

The comparison of the operational requirements of a shoe factory and the existing Emporia facilities reveals that the Emporia area meets the following operational requirements: site, labor, transportation, water, power, taxes, proximity to raw material sources and markets, and community facilities except housing.

Two requirements were not met through existing facilities; they were a factory building and adequate housing. The building requirements, however, can be met through local organizations. The housing situation, which is improving, could fully satisfy the desires of a shoe company if sufficient notice is given.

Therefore, if the community attitude of the Emporia area is found favorable toward industrial development (Chapter VI), Emporia could accommodate a shoe factory.

CHAPTER V

A STUDY OF THE ATTITUDES OF SOME EMPORIA INDUSTRIES

While conducting interviews for preliminary research to this study, it was suggested several times by the persons interviewed that it might be of some value to find why the existing Emporia industrial firms had chosen to locate in Emporia. After careful consideration of such a project, it was decided to include it in this study.

Preparation for the Survey

The personal interview procedure was decided upon as being the best method of obtaining the needed information. The questionnaire in Appendix E was devised for use as a guide for the interviews.

Five Emporia industrial firms were chosen for study. Four of these firms were the ones that have received help from Emporia Enterprises, Inc.; the fifth firm is a branch plant of a national manufacturing company which selected Emporia as a location in preference to many other possible locations.

The Survey

The information for this chapter was obtained through the questionnaire devised for use in connection with interviews conducted to find the attitude of the present Emporia industries. The information is presented following the sequence in which the questions were asked.

Question I - "What Were the Most Important Factors That Influenced You to Choose Emporia as a Plant Site?"

The replies given to this question were quite varied. Therefore, the companies have been designated #1, #2, #3, #4, and #5. The important factors influencing each company are listed under its respective number. This information is shown in Table 14.

TABLE 14

FACTORS CONSIDERED MOST IMPORTANT IN INFLUENCING FIVE COMPANIES TO CHOOSE EMPORIA AS A PLANT SITE

Company Number	Influencing Factors	Explanation
#1	Hometown of owners	The original founders of the business were Emporians and wanted to keep their business interests close to their hometown.
	Availability of space	Good plant site and space for expansion were available in Emporia.
#2	Availability of existing firm	This business was already established in Emporia and when offered for sale was purchased by present owners.
#3	Good transportation facilities	Both highway and railroad facilities in Emporia were considered excellent and greatly influenced the location.
	Emporia Enterprises, Inc.	Offered financial aid at low interest to finance establishment of plant.
	Proximity to former plant	Emporia was closest town to original plant, which could offer suitable facilities.

TABLE 14 - Continued

Company Number	Influencing Factors	Explanation
#4	Hometown	All who helped found the business were Emporians and wanted to keep their business interests close to their hometown.
	Civic pride	Pride of the founders in their community led them to establish the plant in their home community.
	Turnpike	Makes the town more accessible to customers and to salesmen for raw materials and supplies.
#5	Availability of building	Suitable building was available for immediate occupancy. Other factors were influential, but the building was the foremost factor in choosing this site.
	Water	Water quality was satisfactory for manufacturing process.
	Transportation facilities	Both truck and rail transportation in Emporia were considered suitable for company operations.
	Proximity to markets	Close to both raw materials and to sales market.
	Labor market	Considered very good for company's operation. Farming community, such as Emporia, can furnish farmers who can work for company and take care of farm, too. Usually a good quality of worker and very few labor disputes arise.

Organized efforts by Emporians were responsible for only one of the five firms locating in Emporia. This effort was made on the part of the Chamber of Commerce through its financial aid program for new firms.

This program was the lending of funds from Emporia Enterprises, Inc., to help the new plant establish in Emporia. The remaining four firms located in Emporia mostly because of circumstances not relative to an aggressive industrial development program. These circumstances included: hometown of owners; going business offered for sale; and available building (formerly a warehouse) sold to the new business. After three of these four firms were established in Emporia, they received help from Emporia Enterprises, Inc., in order to expand their facilities.

Question II - "Did Other Towns Make an Offer to Your Company?"

Only two of the five firms interviewed indicated that other towns had made offers to them about locations. One of these two companies did not consider the offers of other cities as attractive as Emporia's offer. The other company did not even consider the offers made by other towns.

One of the companies that did not receive offers from other towns did, however, receive a great amount of literature and several invitations to establish a branch in Denmark. Though this firm does sell its products to foreign countries, it did not consider it feasible at the time to establish a foreign plant.

Question III - "What Do You Feel Emporia Could Do to Improve Its Industrial Facilities and Opportunities?"

Correction of the Emporia water supply was suggested by two companies. The existing storage capacity was not considered to be large enough to provide adequate water supply during years in which rainfall is below average.

Other improvements, each mentioned once, were: improvements in the adult recreation facilities; making available for industrial uses a

one-story building which could accommodate a light manufacturing concern; increase availability of sources of raw materials; and gather names of prospective industries for Emporia, contact them, and convince them, if at all possible, to move to or establish in Emporia.

One company suggested no improvements were necessary. Emporia facilities were felt to be very satisfactory for this company.

Question IV - "How Do the People of Emporia React Toward Your Company?"

All five firms interviewed indicated the reaction of the Emporia people, their cooperation, and their interest have been excellent.

Question V - "Are Your Expenses--Gas, Electricity, Water, Taxes, etc.--Higher, Lower, or About the Same As They Would Have Been Elsewhere?"

Only one company could answer this question as the others had no information concerning expenses in other towns. This company replied that these expenses are very nearly the same in all towns in Eastern Kansas.

Question VI - "Have You Experienced Any Difficulty in Obtaining Sufficient Help?"

The labor market in the Emporia area was recognized by all five firms as being very good. One company pointed out a shortage of skilled labor; however, this particular company preferred to train its employees in its own training program, so this shortage was no handicap to acquiring employees.

Question VII - "Do You Think Some Additional Good, Economically-Stable Factories Would Help You and Emporia?"

Four of the companies answered "yes" to this question. The justification given for their answer was that it would make Emporia a better

town; that more factories would bring more labor, especially skilled labor; and that it would increase the number of suppliers of raw materials to the Emporia area, thus providing a better raw materials market. One company answered that additional factories in Emporia would probably raise the average labor wage and thus raise the cost of production considerably. The remaining company answered that it would have very little effect on its business operations but would undoubtedly help Emporia a great deal.

Summary

It is interesting to note that four of the five firms interviewed located in Emporia without aggressive enticement on the part of Emporians.

Four of these five companies were very interested in Emporia and were anxious for more factories to choose Emporia as a location. The other company was not against industry coming to Emporia but could not see that additional industrial development would help.

The Emporia firms interviewed were all very well satisfied with Emporia as a location. Emporia assets with which they were especially well pleased were: the availability of space; transportation facilities including the turnpike; quality of the water; adequate labor supply; proximity to markets; and the aid of Emporia Enterprises, Inc.

CHAPTER VI

A STUDY OF EMPORIAN'S ATTITUDES TOWARD INDUSTRIAL DEVELOPMENT

During several formal interviews conducted for this study and during informal conversations in which the problem of industrial development in Emporia was discussed, the attitude of the community was mentioned often and usually emphasized greatly. It was therefore felt that a survey to find how Emporians feel toward factories locating in the Emporia area would be important to this study.

Preparation for the Community Attitude Survey

Due to time and physical limitations, a survey of all the people in Emporia could not be made. Because of these limitations it was decided to make an area sampling of one hundred interviews.

As a basis for the area samplings, the map of Emporia was divided into one hundred equal blocks, as shown in Appendix F. The blocks were determined by finding the total area of the Emporia map and dividing by one hundred, the number of interviews planned. Each block was then drawn containing its proper amount of area.

So as to make the interviews in a uniform manner, a diagonal line was drawn through each series of blocks. The interviews were made in the area of each intersection of the diagonal line.

The questionnaire in Appendix G was devised as a guide in assuring a consistency of questions asked each respondent.

The Survey

The data for this chapter were obtained through a community attitude interview. The information acquired is presented following the same sequence as the questions were asked.

When interpreting this data it must be remembered that the respondents gave answers to the questions after thinking them over for only a few minutes.

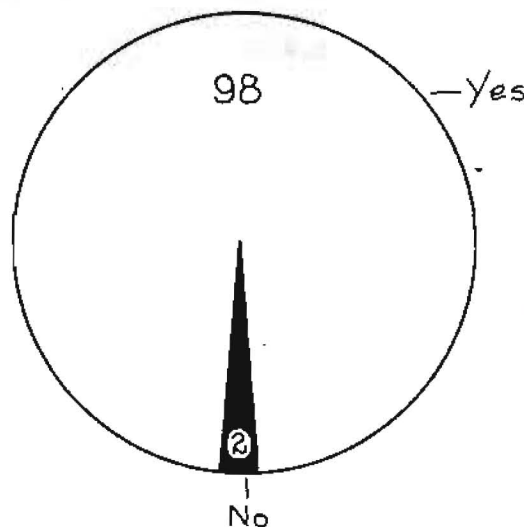
The items listed in Tables 15 and 16, pages 74 and 75 could be considered the principal likes and dislikes about Emporia as of the time the interviews were made. These answers might have differed a little had the interviews been conducted a month earlier or a month later, or if the respondents had been able to ponder their answers.

Question I - "Would You Like to See Emporia Grow?"

When asked Question I, ninety-eight of the one hundred respondents said "yes." This is shown in Illustration 21.

ILLUSTRATION 21

RESIDENTS' ATTITUDES TOWARD EMPORIA'S GROWTH



The reasons given by the majority of the Emporians interviewed who answered "yes" to this question dealt with the labor shortage and the low wage scale which presently prevails in Emporia. The two respondents who answered "no" to the question indicated they did not want to see the town change.

Question II - "What Do You Like About Emporia?"

In order to show the respondents' own attitudes concerning Question II, their answers are listed in Table 15. Any attempt to combine or classify these answers might have distorted the information as a reference for further study. However, the number of times each item was mentioned is recorded in parenthesis following the listing of the item.

TABLE 15

RESIDENTS' LIKES ABOUT EMPORIA

Schools, exceptionally good (40)	Everything (4)
Size, just right (24)	Location, no floods (4)
Town, very nice (21)	Transportation facilities, good (4)
Friendliness (15)	Center for farming (3)
Stores, very well stocked (13)	Crime, low rate of (3)
Churches, number of (12)	Culture (3)
People, type of (12)	Growth (3)
Cleanliness (11)	Homes, very nice (3)
Hometown (10)	Recreation (3)
Town, very good for rearing family (9)	Costs of living, reasonable (2)
Location, central (5)	Doctors, excellent (2)
Town, quiet (5)	Maintenance, by homeowners (2)

TABLE 15-Continued

Parking, downtown (2)	Retirement, nice place for (1)
Town, busy and bustling (2)	Streets and alleys, wide (1)
Turnpike (2)	Trees (1)
Climate (1)	Water, good (1)
Decency (1)	Wildness, absence of (1)
Prohibition (1)	(Do not like Emporia) (2)

The items most frequently mentioned by the Emporia residents were: it has excellent schools; a number of nice churches; a good town in which to raise a family; a quiet town; and very good shopping facilities.

Question III - "What Don't You Like About Emporia?"

The answers to Question III have been listed according to frequency. The information obtained in reply to Question III is shown in Table 16.

TABLE 16

RESIDENT'S DISLIKES ABOUT EMPORIA

(No dislikes) (39)	Progress, lack of (4)
Streets (9)	City management, inefficient (3)
Gripes, trivial* (6)	Taxes, too high (3)
Opportunities limited for young people (6)	Weather, changing (3)
Problems, traffic (6)	Law, lack of enforcement (2)
Water, shortage of (6)	Operations of city (2)
Recreation, lack of (5)	Stockyards, poor location (2)
Wages, too low (5)	Airport, no appreciation of fine (1)
Glanish (4)	Bank credit, too tight (1)
Factories, lack of (4)	Clique in city administration (1)

*Respondents expressed their dislikes as trivial gripes.

Four previous slides said TABLE 16-Continued

Conditions, working (1)	Parking, inadequate downtown (1)
Curb stones in residential district (1)	Segregation (1)
Bidde-Glaser, location of (1)	Sewers, poor (1)
Foresight, lack of (1)	Insects, not spraying for (1)
Garbage collection, poor (1)	Tree removal issue, lack of action on (1)
Growth, should be greater (1)	Water pressure, too low (1)
Housing, too old (1)	Whiskey stores and beer taverns (1)
Improvements, lack of city (1)	

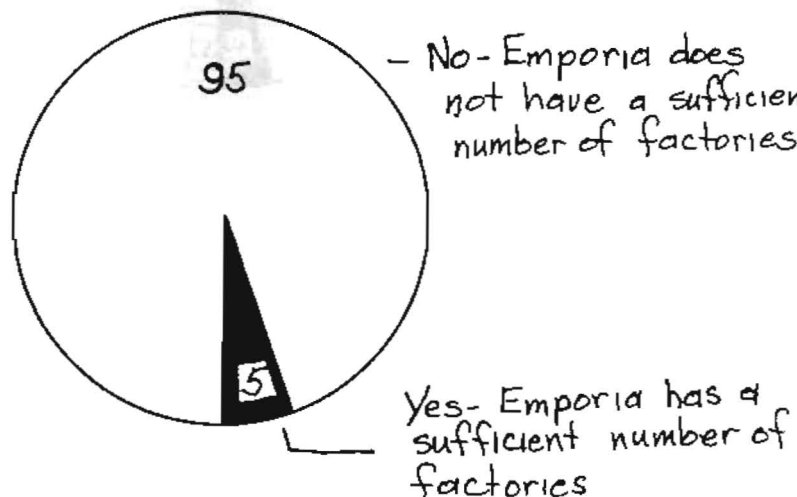
Apparently the major portion of the Emperians' dislikes for their town deal with problems and disapproval of actions of the city administration, in as much as a study of the list in Table 16 reveals that most of the dislikes mentioned fall into this category.

Question IV - "Do You Think Emporia Has a Sufficient Number of Factories?"

In answer to Question IV, ninety-five respondents said Emporia did not have a sufficient number of factories. This information is shown in Illustration 22.

ILLUSTRATION 22

RESIDENTS' OPINION WHETHER EMPORIA HAS A SUFFICIENT NUMBER OF FACTORIES



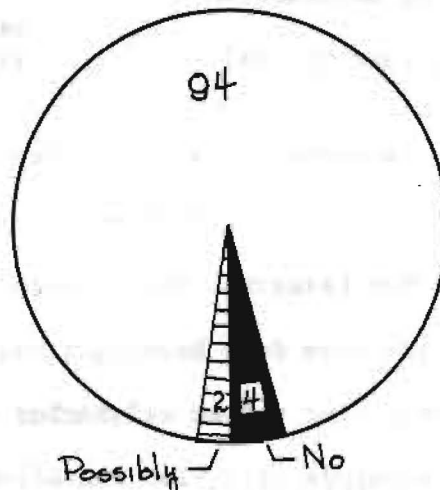
Four persons who said Emporia had a sufficient number of factories seemed to feel that the existing factories are enough to keep the Emporia economy bouyed up when school and farming expenditures are slack and that additional firms would possibly bring a class of people to Emporia that might be undesirable to the town's culture.

Question V - "Do You Think Some Additional Good Factories Would Help Emporia?"

Question V, which is very closely related to Question IV, was answered "yes" by ninety-four respondents, "possibly" by two, and "no" by four. The number of "yes," "no," and "possibly" answers are shown in Illustration 23.

ILLUSTRATION 23

RESIDENTS' OPINION WHETHER SOME ADDITIONAL GOOD FACTORIES WOULD HELP EMPORIA



The ninety-four respondents answering "yes" to this question wished to see Emporia grow into a more progressive town. Some of the respondents felt that with more factories and more people, the city management might be improved.

Question VI - "How Do You Think Some Additional Good Industrial Development Would Help Emporia?"

The items listed in Table 17 were given in answer to Question VI. The frequency is shown in the parenthesis following each item.

TABLE 17

HOW RESIDENTS THINK SOME ADDITIONAL GOOD INDUSTRIAL DEVELOPMENT WOULD HELP EMPORIA

Jobs, more (35)	Town, better (3)
Growth of town (33)	City officials, better (2)
Payroll, more (21)	Evaluation, higher property (2)
Wages, higher (16)	Taxes, lower (2)
Business, more (11)	Activities, aid to civic (1)
Part-time jobs, more (7)	Community, bolster (1)
City Income, better (through taxes) (4)	Ideas, more progressive (1)
Incentive and opportunities for young people to stay in Emporia (4)	Merchandise in stores, better (1)
	Size, prevent decrease in (1)

The main attitudes expressed in the answers to this question concerned more jobs and higher wages through creation of more jobs, more competition for the labor market, and increased business volume due to more consumers. It was also suggested that more part-time jobs would possibly result from more industries moving into town. The availability of these part-time jobs would not only help students through school but also give teen-agers work and keep them out of mischief.

Question VII - "Why Do You Think Emporia Does Not Have Any More Factories Than It Does at the Present Time?"

The respondents' answers to Question VII, were quite varied. The information obtained in answer to Question VII is shown in Table 18.

TABLE 18

RESIDENTS' OPINIONS WHY EMPORIA DOES NOT HAVE ANY MORE INDUSTRIAL DEVELOPMENT THAN IT DOES AT THE PRESENT TIME

Water, shortage of (39)	Conflict, too much (2)
William Allen White (20) ²⁹	Facilities, lack of (2)
Chamber of Commerce, laxity of (16)	Industry, people do not want (2)
City management (6)	Locations, lack of suitable (2)
Inducement for industrial development is lacking (5)	Nonprogressives, been discouraged by (2)
Prospects, failure to seek (5)	Retired people who are against everything, too many (2)
Sewers, inadequate (4)	Backwardness of the city (1)
Housing, inadequate (3)	Chances were passed (1)
Benefits available not shown (2)	Locations, controversy over (1)

The majority of the opinions as to why Emporia does not have any more industrial development seems to be that there is no organization and aggressiveness in getting new business into Emporia. According to the opinions of the residents interviewed the facilities, with the exception of the inadequate water supply, are adequate and satisfactory and only the Emporia people prevent Emporia's industrial development.

²⁹The listing of Mr. William Allen White, late famed journalist and former publisher of the Emporia Gazette, along with the opinions why Emporia does not have more industrial development, perhaps needs an explanation.

During interviews and conversations which led to this survey and while conducting this survey, Mr. White was mentioned frequently as the person responsible for Emporia's lack of industrial development. It was alleged that Mr. White wanted Emporia to remain a town for retired people, and was fearful that it would change if factories were moved into Emporia. None of these people holding Mr. White responsible for the lack of industrial development in Emporia could give a reference or source for their opinion.

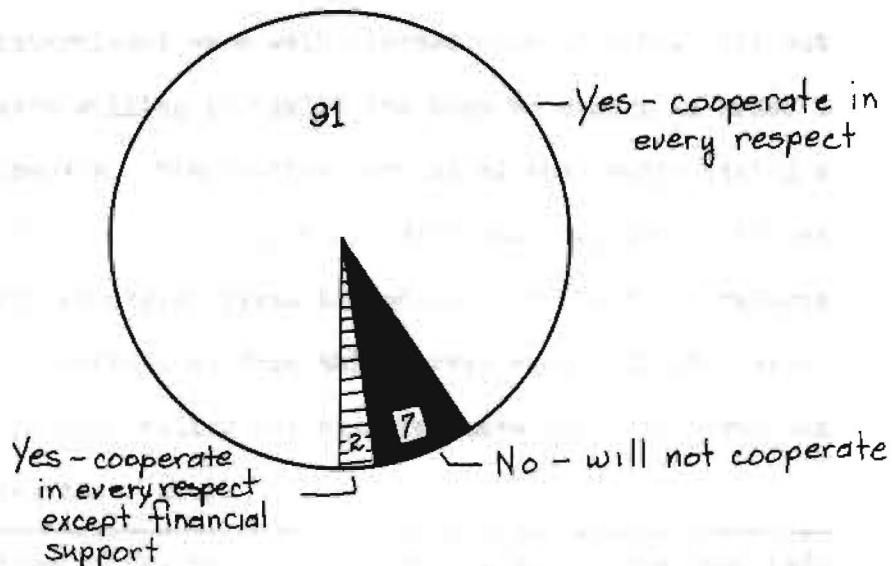
Mr. E. T. Lowther, present co-publisher of the Emporia Gazette and a close friend and employee of Mr. White's, was interviewed June 29,

Question VIII - "Would You Do Your Part in Getting New Business Into Emporia?"

When the Emporians interviewed were asked Question VIII, ninety-one said they would cooperate in every respect, seven said they would not cooperate, and two said they would do their part as far as selling the town, but would not contribute any financial support or vote for bond issues or extra tax levies. This information is shown in Illustration 24.

ILLUSTRATION 24

**RESIDENTS' ATTITUDE TOWARD DOING THEIR PART
IN GETTING NEW BUSINESS INTO EMPORIA**



1957, to learn what Mr. White's attitude actually was toward factories coming to Emporia. Mr. Lowther said it was not true that Mr. White was against all industrial development and could not understand how such a tale was started. He said Mr. White and the present Gazette management both shared the opinion that good industrial firms would be a great benefit to Emporia. Mr. Lowther pointed out that the Gazette is one of the very few firms that has remained paid up in full on its pledge to Emporia Enterprises, Inc., a Chamber of Commerce organization to help bring in new businesses.

Mr. Lowther could give no specific article or book that might reflect Mr. White's attitude toward industrial development in Emporia,

Whether or not the people of a community cooperate in every respect in a program of industrial development will determine the success of the program.³⁰ Ninety-one percent of the Emporia people interviewed said they would do their part in getting new business to Emporia.

Summary

According to the information gained through the interviews, the good points about Emporia overshadow the bad, and the people are well pleased with living in Emporia. Ninety-eight percent of the respondents want to see Emporia grow and ninety-four percent think new businesses coming to Emporia would be of benefit to all Emporians.

The persons interviewed were well pleased with Emporia. All but two indicated they were willing to "sell" the town to others in order to help secure new businesses. Ninety-five percent of the people stated a willingness to vote for new bond issues or additional tax levies if necessary to help induce industrial firms to locate or relocate in Emporia.

Therefore, all indications from this survey show that the large majority of Emporia people realize the need for more business firms and want more business for their city.

but suggested that some of Mr. White's editorials, which have been made into books, be studied.

Upon reading Forty Years on Main Street, a collection of Mr. White's editorials, the following quotation from his article entitled, "We Are Here to Stay," seemed to reveal his attitude:

This is the natural location for the city that is bound to come in central Kansas. We have the location; the resources; all we need is the pluck and the faith that moves mountains.

The resources of this country are not developed. Its strength has never been taxed. A new era, the era of enterprise, has dawned.

³⁰Kansas Industrial Development Commission. Community Industrial Development. A guide for Community Industrial Development Programs. Topeka, Kansas: Kansas Industrial Development Commission, 1953.

CHAPTER VII

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Summary

A questionnaire survey of forty shoe companies was made to find the operational requirements for a shoe factory. The operational requirements were determined from the twenty-three usable replies to this survey.

It was found that a shoe factory can move into almost any area that can: (1) provide a building large enough to house it and, (2) provide enough labor, for which little or not experience is required. It was also found that the selection of a shoe factory location is influenced greatly by the company's preferences. For instance, one company might prefer organized labor for their plant while another company might prefer little or no union activity.

Along with the operational requirements, it was learned that shoe companies ordinarily specialize in making only one or two types of shoes. In order to find a sufficient market for their product, they must rely on a wide area and not just the local market. Therefore, a shoe company moving into the Emporia area would not seek to capture the local market, but would rather seek lower cost advantages.

The sequence and types of information concerning the facilities in the Emporia area paralleled the sequence and types of information asked for on the questionnaire sent to the shoe companies. Thus, a

comparison of the Emporia facilities and operational requirements for a shoe factory was possible. Most of the information about the Emporia area was gathered through personal interviews and the Emporia Chamber of Commerce.

According to the information obtained, Emporia would be a suitable location for a shoe factory, with the exception of the availability of a building and a shortage of housing. However, both these deficiencies could be corrected if a shoe factory were to be moved into the Emporia area. According to the operational requirements found for a shoe factory, a new building would be necessary. Such a building could be constructed in the Emporia area through local funds set up for industrial development, thus providing the suitable building. The housing situation according to two Emporia real estate brokers, could be corrected through an accelerated building program. Therefore, the housing situation would be corrected.

Because attitudes of the Emporia people and of the present Emporia manufacturers might exert an influence on industrial development of Emporia, surveys were made to find these attitudes.

The overwhelming majority of the Emporia people interviewed were found to be in favor of their city's growth and industrial development. More than ninety percent expressed a willingness to help in a program of industrial development.

All the Emporia manufacturers interviewed were well satisfied with Emporia as a location. They also indicated they would like to see more industrial development in Emporia.

According to the comparison made between the operational requirements for a shoe factory and the Emporia facilities, Emporia could

accommodate a shoe factory. However, two current conditions were found that would possibly have an adverse effect on a decision to locate or relocate a shoe factory in Emporia. The first was that Emporia is further from present shoe centers and company central offices than was considered desirable. The second was that the shoe industry is over-produced and the number of shoe companies is dwindling.

Conclusions

Emporia, or any town which meets the requirements as determined by this study could accommodate a shoe factory. These requirements pertain to building, site, labor, transportation, power, water, and community attitude and facilities.

The aforementioned requirements are important; however, before a community can be considered a possible site for a shoe factory, preparations must be made for the factory. A desire and spirit of cooperation must exist among the people and an organized effort on the part of the community must be made in order to prepare for meeting the necessary requirements and any needed financial help.

The labor supply for a shoe factory should come from local sources. Only unskilled workers are needed for a new shoe factory. The company would train the workers in necessary skills.

Though there will probably always be a great demand for shoes, the present condition of the shoe industry, overproduction and competition with foreign imports, is such that thorough investigations should be made before trying to attract a shoe factory to locate or relocate in the community. Otherwise commitments might be made that could result in great losses.

Recommendations

1. This type of study should also be made to determine the possibilities of district and regional offices being located or relocated in the Emporia area.
2. The technique used for this study should be further studied and developed.
3. The effectiveness of the technique used for this study should be tested by using it in connection with studies of other products.
4. The effectiveness of the technique used for this study should be tested by using it in connection with studies of other towns.

APPENDIX A

QUESTIONNAIRE SENT TO COMPANIES TO FIND
THE OPERATIONAL REQUIREMENTS
FOR A SHOE FACTORY

QUESTIONNAIRE

- I. If your company should decide to locate a plant in the Emporia Area, what line or lines of shoes would you probably manufacture?

<input type="checkbox"/> Men's	<input type="checkbox"/> Women's	<input type="checkbox"/> Children's
<input type="checkbox"/> Work	<input type="checkbox"/> Evening	<input type="checkbox"/> Boy's
<input type="checkbox"/> Dress	<input type="checkbox"/> Dress	<input type="checkbox"/> Girl's
	<input type="checkbox"/> Casual	
	<input type="checkbox"/> Sports	
	<input type="checkbox"/> Flats	

Other lines: _____

- II. If your company would establish a plant in Emporia, or move there, approximately what size would the plant be?

The answer for this question is sort of a multiple-multiple choice. Choose the major category that you are most familiar with and then select the volume nearest or fill in the amount you believe nearest to the size of your hypothetical Emporia plant, average branch plant, or the plant in which you are now located. Of course if you are familiar with all three categories and could give answers in each, it will be appreciated.

A. Annual Dollar Volume of Output
 \$ 500,000 \$1,500,000 \$3,000,000
 1,000,000 2,000,000 _____ Amount, if substantially more or less than those listed.

B. Number of Employees
 25 100 300
 50 200 _____ Number, if more or less than listed.

C. Annual Unit Output
 100,000 300,000 500,000
 200,000 400,000 _____ Amount, if substantially more or less than listed above.

If your company defines a unit as something else than a pair of shoes, please indicate below, and explain.

III. Site

- A. If your company would locate a plant in the Emporia Area, would you be more likely to buy or lease the factory site? Buy Lease
- B. Approximately how many acres would be required for your site? _____
- C. If your company would locate a plant in the Emporia Area, would a railroad siding be necessary? Yes No
- D. Are there any other requirements necessary for a factory site?

IV. Building

- A. If your company would locate a plant in the Emporia Area, would you require
 A new building
 A specifically remodeled building
 Adapt to available building
- B. If your company would require a new building, would you want to
 Buy Lease* Rent**
- C. If you would accept a remodeled building or any available building, would you
 Buy Lease* Rent**
- * Lease on an intermediate or long-term basis
 ** Rent on a monthly or other short term basis of less than a year.
- D. Approximately how many square feet of floor space would you require?

V. Labor

- A. If your company would locate a plant in the Emporia Area, approximately how many employees would you need to hire locally? (Base figures on basis of answer to "Size of Plant in question II.)
 Men Women Total
- B. Would any of the labor force be skilled? Yes No
- C. If so, how many? Men Women
- D. What are the titles of the skilled jobs?

Please put any additional information on the back of this page.

V. Labor (continued)

E. Would you probably transfer, or move with you, your key personnel?
 Yes No

F. If so, how many? _____

G. In what capacities would they serve?

H. Approximate wage scale do you pay?

Men - skilled \$ _____ per _____ Women - skilled \$ _____ per _____
 Men - unskilled _____ per _____ Women - unskilled _____ per _____

I. Do you now have a union? Yes No

If so, which one? _____

Would your company probably want to retain its present union if you moved to this area? Yes No

Would the presence of a "right-to-work" law have any particular bearing on your company's decision in selecting a new site? Yes No

VI. Marketing

A. Would your company probably sell its products _____

_____ within 200 miles _____ within 400 miles _____ farther

_____ % of total sales _____ % of total sales _____ % of total sales

VII. Transportation

A. What types of transportation, by percentage, do you now use for receiving shipments of goods? % Rail % Truck % Water % Air

B. What types of transportation, by percentage, do you now use for shipping goods? % Rail % Truck % Water % Air

VIII. Raw Materials

A. What are your raw materials requirements and where are your main and secondary sources? (example: Leather - Main, St. Louis; secondary, Lima, Ohio)

B. If your company would locate or relocate in the Emporia Area, would you change your sources of raw materials? Yes No

If so, what changes would be made? _____

IX. Are there any climate requirements, or preferences, for your company's operation? Yes No

If so, what are they? _____

X. How much water do you use daily? _____

For what purposes? _____

Rates in the Emporia Area are: 1st 1,000 gals. \$.70
 next 24,000 gals. .30 per thousand
 next 225,000 gals. .22 per thousand
 all over 250,000 .12 per thousand

Are these rates _____ higher, _____ about the same, _____ lower, than the rates you now pay?

XI. What types of power do you use?

_____ Electricity _____ Coal

_____ Gas _____ Other _____

_____ Oil _____

XI. (continued)

The average cost per kilowatt hour for electric service based on estimated load factor of 30% and estimated monthly use of kilowatt hours in quantities shown below:

KWH per month	Average Cost per KWH	KWH per month	Average Cost per mo.
10,000	\$.02502	100,000	\$.01431
20,000	.02152	200,000	.01372
50,000	.01482	500,000	.01321

Are these rates _____ higher, _____ about the same, _____ lower, than the rates you now pay?

Natural gas in the Emporia Area, based on non-interruptable service, costs:

	Unit Price		Unit Price
50,000 cubic feet	\$.4296	500,000 cubic feet	\$.3940
100,000 " "	.4098	1,000,000 " "	.3920
200,000 " "	.3999		

Are these rates _____ higher, _____ about the same, _____ lower, than the rates you now pay?

- XII. A. What is your current tax assessment ratio? _____%
- B. What is the total mil levy in your present location? _____ mils.
- C. Besides state and federal corporation (or income) taxes, what other kinds of taxes do you now pay?
- _____
- _____

Are these taxes too burdensome on your company? _____ Yes _____ No

- XIII. After reading the introduction to Emporia, and looking over the civic map, would you consider Emporia a desirable location? _____ Yes _____ No
- If your answer is no, why? _____
- _____

- XIV. Which of the following factors do you think exerts the biggest influence on your company's location?

_____ Proximity to market

_____ Proximity to raw materials

_____ Community facilities and attitudes

Other influences: _____

- XV. What factors, not included in this questionnaire, do you think important to expansion or relocation?
- _____
- _____

ANY REMARKS YOU MAY HAVE CONCERNING THIS QUESTIONNAIRE, PROBLEM, OR RELATED SUBJECTS WILL BE GREATLY APPRECIATED. (Please put remarks on the back of this page)

Please return the completed questionnaire to:

Mr. George E. Crawford
Department of Business
Kansas State Teachers College
Emporia, Kansas

... APPENDIX B ...

LETTER SENT WITH QUESTIONNAIRE

TO SHOE COMPANIES

AND

FOLLOW-UP LETTER

Name and Address
of
Company

Gentlemen:

The name and address of your company was given to me by one of our local shoe stores as a source for obtaining information.

I am gathering data concerning the operational requirements for shoe manufacturing plants. This information will be used in writing my thesis for a masters degree from Emporia State Teachers College. The title of my thesis is "The Possibilities of Shoe Factories Locating or Relocating in the Emporia Area."

After compiling the data on operational requirements, I plan to compare these with the Emporia facilities, thus determining whether a shoe factory could be located here. As I said, this is for my masters thesis, the objective of which is strictly an educational project. It is not a tool of the Chamber of Commerce. Your Company's answers will remain anonymous, unless you specifically state otherwise in the remarks section of the questionnaire.

You may base your answers either on your present plant site, a branch plant, or a plant that you think would be most probable for an area as Emporia. Since it is not my intent to sell Emporia to you, but only to see how Emporia compares with present or proposed sites, any of the three will be satisfactory. And, even though your company is not considering relocating or expanding, any of this information you may furnish me will be very helpful.

It may seem that the questionnaire is too detailed and purposeless. However, I assure you all this information you can possibly give me is very necessary to the completion of the study. Too, it may seem that the completion of this study is a very trivial matter to the shoe industry, and I would be the first to admit that it will not be revolutionary nor an absolute solution to shoe industries' decentralization. However, its content, or its educational effects, could be of importance to the industry.

Your further cooperation in my research will be greatly appreciated.

Very truly yours,

George E. Crawford

Name and Address
of
Company

Gentlemen:

Around June 18, your company received a questionnaire concerning the location of a shoe factory in the Emporia (Kansas) area.

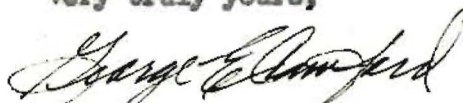
The completed questionnaire, when returned to us is anonymous, so if your company has already completed and returned the questionnaire please disregard this letter. If you have not done so, the completion and return of the questionnaire at your earliest convenience would be deeply appreciated.

As stated in the first letter, the answers to these questions may be based either by using your present plant, a branch plant, or a theoretical plant for Emporia as a basis.

Also, I would like to reassure you that this study is not a tool of the Emporia Chamber of Commerce. It is strictly an educational study being done as my masters thesis at Kansas State Teachers College, Emporia, Kansas.

In case the previous materials were misplaced, duplicate materials have been included with this letter.

Very truly yours,


George E. Crawford

Encl

MAILING LIST

13,
118

WINDSOR SHOE COMPANY
Burlington, Vermont

WINDSOR SHOE COMPANY
Burlington, Vermont

WINDSOR SHOE COMPANY
Burlington, Vermont

IN SETTING UP WITH
with data from
source, etc.

APPENDIX C

MAILING LIST - SHOE COMPANIES

WINDSOR SHOE COMPANY
Burlington, Vermont

WINDSOR SHOE COMPANY
Burlington, Vermont

WINDSOR SHOE COMPANY
Burlington, Vermont

WINDSOR SHOE COMPANY
Burlington, Vermont

WINDSOR SHOE COMPANY
Burlington, Vermont

WINDSOR SHOE COMPANY
Burlington, Vermont

WALTER BROWN & SONS COMPANY
Terrell, Texas

THE VING SHOE COMPANY
Red Wing, Minnesota

ACME BOOTS, INC.
Clarksville, Tennessee

BELLEVILLE SHOE MANUFACTURING COMPANY
Belleville, Illinois

BLUM SHOE COMPANY
Dansville, New York

BRAUER BROTHERS' SHOE COMPANY
22 South Sarah Street
St. Louis, Missouri

BROWN SHOE COMPANY
St. Louis, Missouri

CONNOLLY SHOE COMPANY
Stillwater, Minnesota

DANIEL GREEN COMPANY
Dolgeville, New York

DICKERSON SHOE COMPANY
326 South Front Street
Columbus, Ohio

DODSON-FISHER SHOE COMPANY
255 East Kellogg Boulevard
St. Paul, Minnesota

ENDICOTT JOHNSON CORPORATION
Endicott, New York

ETTELBRICK SHOE COMPANY
Greenup, Illinois

FLORSHEIM SHOE COMPANY
Canal, Adams and Clinton Streets
Chicago 6, Illinois

GENERAL SHOE CORPORATION
Nashville 3, Tennessee

GRINNELL SHOE COMPANY
Grimell, Iowa

HOWL SHOE COMPANY
1601 Washington
St. Louis 2, Missouri

MAILING LIST

WALTERING BROWN AND COMPANY CORP.

HAGERSTOWN SHOE COMPANY
Hagerstown, Maryland

HAZZARD, (R. P.), COMPANY
Augusta, Maine

HOLLAND-RACINE SHOES, INC.
Holland, Michigan

HUBBARD SHOE COMPANY, INC.
Rochester, New Hampshire

INTERNATIONAL SHOE COMPANY
St. Louis, Missouri

JULIAN & KOKENGE COMPANY
Columbus 15, Ohio

KLEVEN SHOE COMPANY
Spencer, Massachusetts

KULLEN SHOE FACTORY
Centralia, Washington

LOUIS SHOE COMPANY
Amesbury, Massachusetts

LUCKY STRIDE SHOES, INC.
Maysville, Kentucky

MID-STATES SHOE COMPANY
Watertown, Wisconsin

MILES SHOE COMPANY
1420 East Franklin
Richmond, Virginia

NUNN-BUSH SHOE COMPANY
Milwaukee 1, Wisconsin

OLD COLONY SHOE COMPANY
Brockton, Massachusetts

PIED PIPER SHOE COMPANY
Wausau, Wisconsin

RANGER BOOT & SHOE COMPANY
Terrell, Texas

RED WING SHOE COMPANY
Red Wing, Minnesota

SHELBY SHOE COMPANY
Portsmouth, Ohio

UNITED STATES SHOE CORPORATION
Cincinnati 7, Ohio

WEBSTER SHOE CORPORATION
Westboro, Massachusetts

WINEBRENNER SHOE COMPANY
Milwaukee, Wisconsin

WOHL SHOE COMPANY
1601 Washington
St. Louis 2, Missouri

WOLVERINE SHOE AND TANNING CORP.
Rockford, Michigan

WOOD & SMITH SHOE COMPANY
Auburn, Maine

WRIGHT SHOE COMPANY
Rockland, Massachusetts

ZULICK, (J. S.), COMPANY
Orwigsburg, Pennsylvania

APPENDIX B

LETTER FROM

SHOE COMPANY

Mr. George H. Crawford
c/o Prof. Herman Bachr
Dept. of Business
Kansas State Teachers College
Topeka, Kansas

Dear Mr. Crawford:

The enclosed copy of the "Shoe Company" letter will show your
questionnaire which you desire to study. The letter will show
about "The Possibilities of a Shoe Factory, Located in the
Location in the State." **APPENDIX D**

When you forward the report, it will be your duty to see
the enclosed copy of your **LETTER FROM** the shoe company
which is enclosed in this letter. Your study of the letter
will show you what the **SHOE COMPANY**

is doing and what it is doing in the shoe industry. This letter is
enclosed in this letter.

Very truly yours,
[Signature]

In closing, I would like to thank you for
bringing this matter to our attention. I
am sure that you will find this information
very interesting and valuable.

Yours
[Signature]

Mr. George E. Crawford
 c/o Prof. Herman Baehr
 Dept. of Business
 Kansas State Teachers College
 Emporia, Kansas

Dear Mr. Crawford:

We are in receipt of your most courteous letter and enclosed questionnaire which you desire to utilize as the basis of your thesis "The Possibilities of A Shoe Factory Locating or Re-locating in the Emporia Area."

First and foremost, Mr. Crawford, we want to compliment you on the thoroughness of your questionnaire. Quite obviously your meticulousness in assembling your study data should result in your thesis being an excellent one.

However, we must unfortunately advise you that we cannot comply with your wishes in that information of this nature is never made public by our concern.

Certainly, if an exception to this rule could be made, it would be done in your instance.

In closing, allow us to thank you for the courtesy in which you brought this matter to our attention and please believe us when we say most sincerely that we are indeed sorry that circumstances prevent us from in this instance giving you our usual cooperation.

Sincerely yours,

DANIEL GREEN COMPANY

s/John D. Reardon

John D. Reardon

JDR:EL

QUESTIONS TO THE EMPORIA INDUSTRIES

What were the most important factors that influenced you to speed
Emporia up a plant with _____

Did other towns make an offer to your company? Yes _____ No _____

What do you feel Emporia could improve its industrial facilities
and operations?

APPENDIX E

QUESTIONNAIRE USED AS A GUIDE FOR INTERVIEWS

WITH EMPORIA INDUSTRIES

People of Emporia react toward your company? _____

How do you rate electricity, water, roads, etc. - higher, _____

and the same as they would be elsewhere? _____

How _____ About the same _____

all right

very

QUESTIONNAIRE FOR EMPORIA INDUSTRIES

- I. What were the most important factors that influenced you to choose Emporia as a plant site? _____

- II. Did other towns make an offer to your company? Yes _____ No _____
- III. What do you feel Emporia could do to improve its industrial facilities and opportunities? _____

- IV. How do the people of Emporia react toward your company? _____

- V. Are your expenses--gas, electricity, water, taxes, etc.--higher, lower, or about the same as they would have been elsewhere?
Higher _____ Lower _____ About the same _____
- VI. Have you experienced any difficulty in obtaining sufficient help?
Yes _____ No _____
- VII. Do you think some additional good, economically-stable factories would help you and Emporia? Yes _____ No _____

COMMUNITY ATTITUDE QUESTIONNAIRE

Would you like to see Emporia grow? Yes _____ No _____

What do you like about Emporia? _____

What don't you like about Emporia? _____

APPENDIX F

Do you think reports are a sufficient number of reports? _____

Yes _____ No _____ **QUESTIONNAIRE AND MAP OF EMPORIA**

Do you think these **USED AS GUIDES IN THE SURVEY** statements would help

Emporia? Yes _____ No _____ **OF EMPORIA RESIDENTS**

How do you think these statements would help Emporia? _____

What reports doesn't help you? _____

COMMUNITY ATTITUDE QUESTIONNAIRE

I. Would you like to see Emporia grow? Yes _____ No _____

II. What do you like about Emporia? _____

III. What don't you like about Emporia? _____

IV. Do you think Emporia has a sufficient number of factories?

Yes _____ No _____

V. Do you think some additional good industrial development would help

Emporia? Yes _____ No _____

VI. How do you think some additional good industrial development would

help Emporia? _____

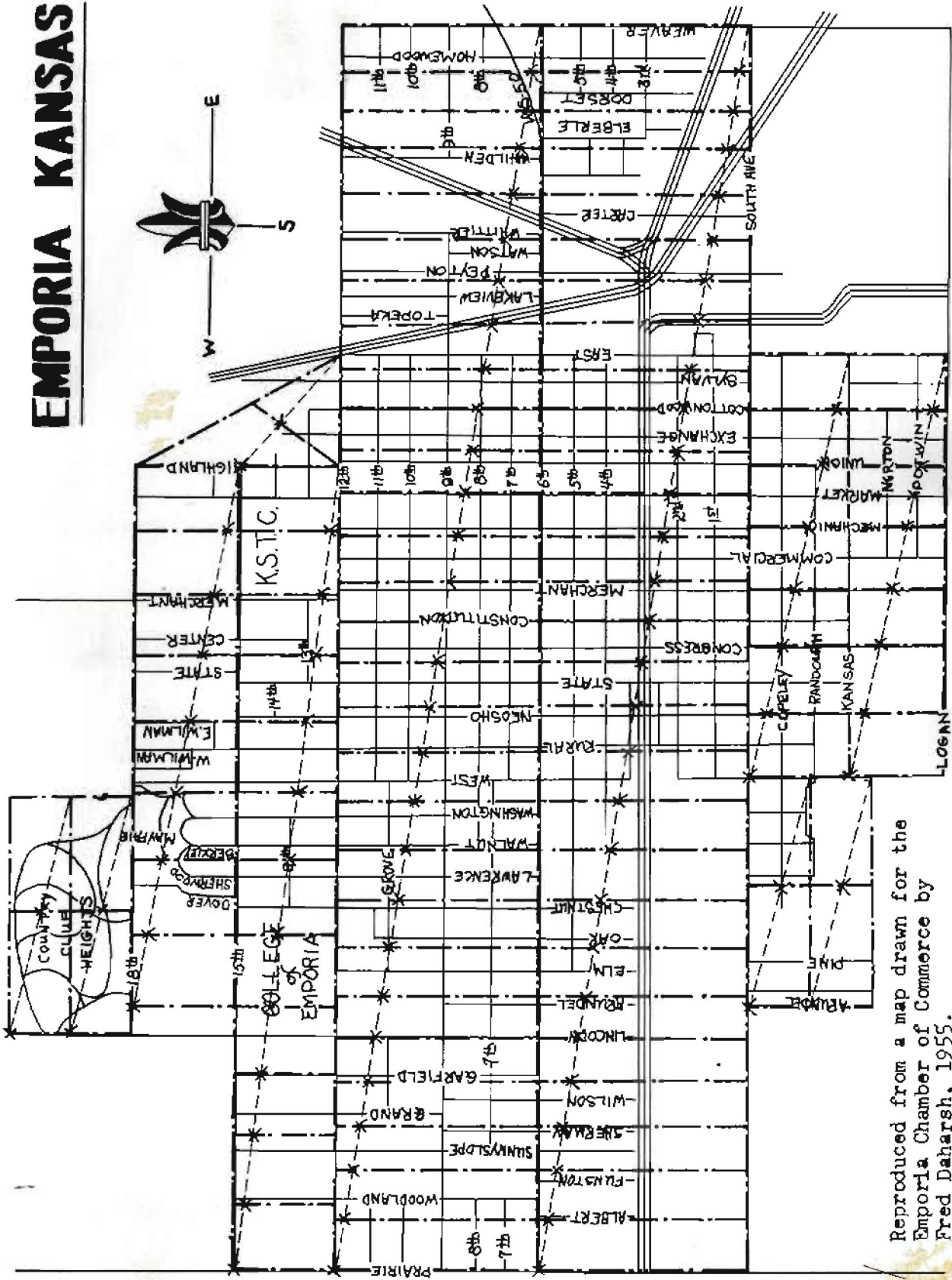
VII. Why do you think Emporia doesn't have any more factories than it

does at the present time? _____

VIII. Would you do your part in getting new business into Emporia?

Yes _____ No _____

EMPORIA KANSAS



Reproduced from a map drawn for the
 Emporia Chamber of Commerce by
 Fred Daharsh, 1955.

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