



Fayette County Business Retention and Expansion Report 2013 Fayette County, Ohio

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THE OHIO STATE UNIVERSITY
COLLEGE OF FOOD, AGRICULTURAL,
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Introduction:

Retaining and expanding existing businesses has become an effective local economic development strategy in many communities. Although attracting new businesses from outside the community is a common economic development strategy, research indicates that about 80 percent of all changes in a community's industrial base occur in its existing businesses in the community rather than in new businesses. According to Morse (2004), already existing businesses in a community account for up to 80% of all net change in local employment, and up to 90% in rural area.

According to Morse and Hager (1986), strategies designed to retain and expand existing businesses differ significantly from those designed to attract businesses to the community, the two complement each other. Efforts to support and develop existing businesses may indicate to new businesses that the community is dedicated to assisting its business become more competitive. This pro-business attitude can only add to the attractiveness of the community as an excellent environment for new businesses.

The Fayette County BR&E Program is an all-inclusive community approach to assist local firms in achieving their growth objectives and to improve the overall business environment in the community and its environs. Visiting existing businesses and learning about their concerns is the start of the process. The BR&E program builds awareness in the community of issues that face businesses and builds capacity for the community to address these issues.

The Fayette County Business Retention and Expansion strategic program (BR&E) is co-sponsored by The Ohio State University Extension Service and the local Office of Economic Development. The program received formal approval of support from the local business community, and the Fayette Chamber of Commerce.

BRE Program Objectives

The objectives of the Fayette County BRE Program are:

- to demonstrate the community's pro-business attitude and appreciation of the business economic contribution,
- to assist businesses in solving local problems and working with local governments,
- to assist businesses in using state and federal development programs,
- to develop a data base for local economic strategic planning to improve the community's climate for growth and
- to establish an early-warning system for plant closures, allowing the community to prevent or ease such situations when possible.

BRE Program Methodology: Business Selection and Visits

An aggressive process was used to ensure adequate business participation to the BRE strategic program bearing in mind that the program has not been implemented in the county since 1986. A preliminary visit was made to a total of 30 businesses by the BRE coordinators during the first phase of the BRE program. The purpose of these visits was to inform local businesses about BRE, its importance to them as a business entity and the county, and to encourage them to participate. The Fayette County economic development team decided to approach this BR&E program with a focus on manufacturing sector. Other non-manufacturing businesses employing 30 or more people were also targeted for visits. The Fayette County team conducted visits from September to November 2013. 27 local businesses were finally selected to participate in the BRE strategic program – the breakdown is as follows: manufacturing sector – 17; distribution centers – 4; retail sector – 4 and Agri-businesses sector – 2.

The BRE coordinator hand delivered the surveys to local participating businesses during the first week of September. Between these periods they made several phone calls to businesses to ask if they could pick up the surveys and remind others of the completion of the surveys. 7 local businesses were selected for round table business discussions centered on the questions pertained in the survey and also to collect back the surveys. The community stakeholders including the City and County officials supported the program and attended some of the round table discussions with local businesses. The survey responses are confidential, yet it is important to credit their participation by listing their names in this document. See **Appendix B** for list of businesses.

A partnership was established with The Ohio State University Extension BRE Program unit and the Fayette County Chamber of Commerce. The local BRE initiative was sponsored by a grant donation from Vectren Gas Foundation and a Task Force from the Fayette Economic Development Advisory Group. The Economic Development Advisory Group represents various segments of stakeholders throughout the community. They are comprised of local government agencies, business and financial professionals. Software, Survey Gold was used to analyze the survey data.

Community, Economic and Demographic Overview (43160), Ohio

A profile of Fayette County economy and demographics was prepared for the research report. The profile contains statistics on population, employment, income, commuting and labor sheds, occupations, and education attainment. See attachment

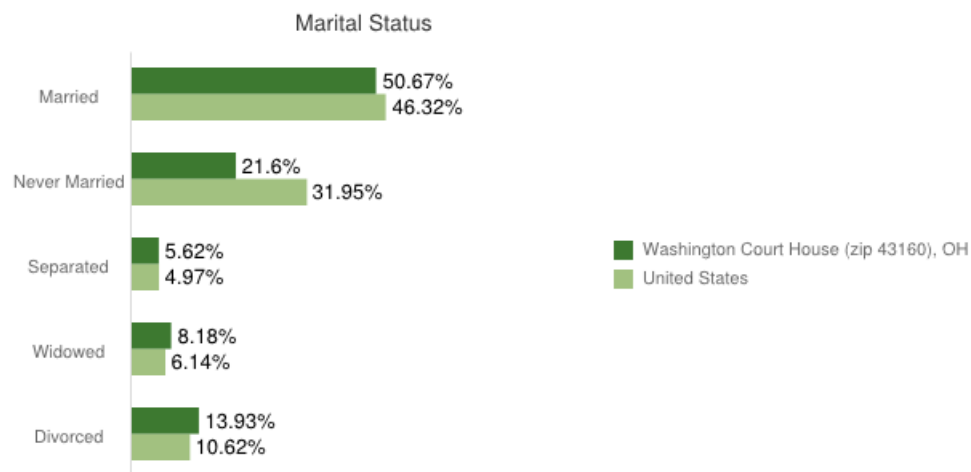
Current population growth as of 2010 (April 1) was estimated 29,030. Population growth for 2012 is estimated to be 28,880 with a -0.5%. Since 2000, it has had a population growth of 1.19 percent.

The median home cost in Fayette County is \$60,700. Home appreciation the last year has been 0.13 percent.

Compared to the rest of the country, Fayette County cost of living is 17.10% Lower than the U.S. average.

In Fayette County, public schools spend \$4,577 per student. The average school expenditure in the U.S. is \$5,691. There are about 16.9 students per teacher in Fayette County.

The unemployment rate in Fayette County is 5.5 percent (Ohio avg. 6.6%; U.S. avg. is 6.5%) as of December 2013. Recent job growth is Negative. Fayette County jobs have decreased by 2.54 percent.



People:

People	Fayette County, OH	Ohio, OH	United States
Population	22,063	11,536,504	308,035,306
Pop. Density	111	282	87
Pop. Change	1.19%	1.63%	8.07%
Median Age	39.5	38.7	37.3
Households	8,804	4,603,435	116,716,292
Household Size	2.44	2.44	2.58
Male Population	48.55%	48.82%	49.27%
Female Population	51.45%	51.18%	50.96%
Married Population	51.01%	48.86%	47.02%
Single Population	48.99%	51.14%	52.98%

Table 1: Table showing population estimates in Fayette County, Oh

Family in Fayette County, OH

The median age is 39.5. The US median is 37.3. 51.01% of people in Fayette County, OH, are married. 13.93% are divorced.

The average household size is 2.44 people. 24.22% of people are married, with children. 18.13% have children, but are single.

Race in Fayette County, OH

94.56% of people are white, 2.11% are black, 0.64% is Asian, 0.24% is Native American, and 2.44% claim 'Other'.

Health:

Health	Fayette County, OH	United States
Air Quality (100=best)	89	82.8
Water Quality (100=best)	40	55
Superfund Sites (100=best)	97	71
Physicians per 100k	58.6	261.3

Table 2: Table showing health index in Fayette County, Oh

There are 59 physicians per 100,000 population in Fayette County, OH. The US average is 261.

Fayette County, OH Health Index

Air quality in Fayette County, OH is 89 on a scale to 100 (higher is better). This is based on ozone alert days and number of pollutants in the air, as reported by the EPA.

Water quality in Fayette County, OH is 40 on a scale to 100 (higher is better). The EPA has a complex method of measuring watershed quality using 15 indicators.

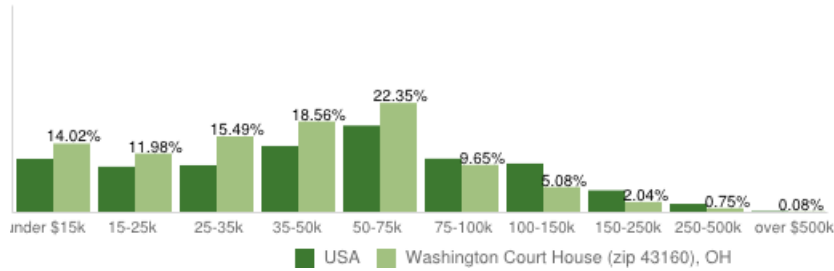
Superfund index is 97 on a scale to 100 (higher is better). This is upon the number and impact of EPA Superfund pollution sites in the county, including spending on the cleanup efforts.

Economy:

Economy	Fayette County, OH	Ohio, OH	United States
Unemployment Rate	7.70%	8.50%	8.60%
Recent Job Growth	-2.54%	-1.03%	0.35%
Future Job Growth	27.22%	29.44%	32.10%
Sales Taxes	7.00%	5.50%	5.00%
Income Taxes	5.46%	4.11%	4.70%
Income per Cap.	\$21,451	\$24,889	\$26,154
Household Income	\$41,369	\$47,745	\$50,935
ESTIMATED HOUSEHOLDS BY HOUSEHOLD INCOME			
Income Less Than 15K	14.02%	12.54%	12.37%
Income between 15K and 25K	11.98%	11.24%	10.53%
Income between 25K and 35K	15.49%	11.89%	10.88%
Income between 35K and 50K	18.56%	16.63%	15.37%
Income between 50K and 75K	22.35%	21.32%	20.14%
Income between 75K and 100K	9.65%	11.94%	12.41%
Income between 100K and 150K	5.08%	9.57%	11.27%
Income between 150K and 250K	2.04%	3.52%	5.01%
Income between 250K and 500K	0.75%	1.24%	1.86%
Income greater than 500K	0.08%	0.11%	0.16%
POPULATION BY OCCUPATION			
Management, Business, and Financial Operations	9.83%	13.06%	14.04%
Professional and Related Occupations	13.17%	19.16%	20.61%
Service	14.56%	14.00%	14.45%
Sales and Office	25.41%	26.39%	26.75%
Farming, Fishing, and Forestry	0.96%	0.35%	0.70%
Construction, Extraction, and Maintenance	8.33%	8.67%	9.42%
Production, Transportation, and Material Moving	27.72%	18.38%	14.05%

Table 3: Table showing economy in Fayette County, Oh

Median Household Income



The unemployment rate in Fayette County, OH, is 7.70%, with job growth of -2.54%. Future job growth over the next ten years is predicted to be 27.22%.

Taxes, Fayette County, OH

Fayette County, OH, sales tax rate is 7.25%.

Income and Salaries Fayette County, OH

The per capita income is \$21,451, which includes all adults and children. The median household income is \$41,369.

Housing:

Housing	Fayette County, OH	Ohio, OH	United States
Median Home Age	42.6	43.8	35.1
Median Home Cost	\$60,700	\$102,100	\$153,800
Home Appreciation	0.13%	0.15%	1.62%
Homes Owned	54.54%	60.67%	57.69%
Housing Vacant	9.90%	10.22%	11.38%
Homes Rented	35.57%	29.11%	30.93%
Property Tax Rate	\$9.27	\$12.26	\$11.20
OWNER-OCCUPIED HOUSING UNITS BY VALUE			
Click Links Below to see Properties			
Less Than \$20,000	2.25%	3.06%	2.72%
\$20,000 to \$39,999	3.57%	3.61%	4.03%
\$40,000 to \$59,999	8.90%	6.84%	5.58%
\$60,000 to \$79,999	14.49%	11.46%	7.09%
\$80,000 to \$99,999	23.24%	15.57%	8.80%
\$100,000 to \$149,999	29.07%	28.47%	21.26%
\$150,000 to \$199,999	11.57%	15.23%	14.87%
\$200,000 to \$299,999	4.20%	10.52%	16.82%
\$300,000 to \$399,999	1.67%	2.99%	7.83%
\$400,000 to \$499,999	0.52%	1.12%	4.04%
\$500,000 to \$749,999	0.22%	0.66%	4.05%
\$750,000 to \$999,999	0.11%	0.27%	1.26%
\$1,000,000 or more	0.20%	0.21%	1.64%
HOUSING UNITS BY YEAR STRUCTURE BUILT			
Click Links Below to see Properties			
1999 to 2005	11.31%	9.41%	13.71%
1995 to 1998	11.80%	11.76%	14.31%
1990 to 1994	11.80%	11.76%	14.31%
1980 to 1989	8.29%	8.78%	13.87%
1970 to 1979	14.77%	14.55%	16.17%
1960 to 1969	11.00%	12.65%	11.70%
1950 to 1959	11.30%	14.48%	11.08%
1940 to 1949	8.21%	7.33%	6.02%
1939 or Earlier	23.31%	21.03%	13.15%

Table 4: Table showing housing in Fayette County, Oh

The median home value in Fayette County, OH, is \$60,700. Home appreciation is 0.13% over the last year. The median age of Fayette County, OH, and real estate is 43 years.

Apartments and Rentals, Fayette County, OH

Renters make up 35.57% of the Fayette County, OH, population, 9.90% of houses and apartments in Fayette County, OH, are unoccupied (vacancy rate).

Cost of Living, in Fayette County, OH

Cost of Living	Fayette County, OH	Ohio, OH	United States
Overall	83	91	100
Food	100	99	100
Utilities	102	101	100
Miscellaneous	98	99	100

Table 5: Table showing cost of living in Fayette County, Oh

Our cost of living indices are based on a US average of 100. An amount below 100 means Fayette County, OH is cheaper than the US average. A cost of living index above 100 means Fayette County, OH is more expensive.

Overall, Fayette County, OH cost of living is 82.90.

Data source: From Sperling's Best Places - <http://www.bestplaces.net>, and US Census Bureau - <http://www.census.gov>. Information reflects periods 2010 – 2012 and pertains to zip code 43160

Business Retention and Expansion Survey Highlights:

The following is a summary of the 2013 Fayette County Business Retention and Expansion Survey highlights. As noted earlier, 26 businesses were identified across four business sectors (manufacturing/industry, distribution centers, retail services and agri-business services) to participate in the survey. The response rate for this survey was 92%. The results in this report reflect the following areas: general business information, local business views on quality of life, county local business environment, state business environment, local business management and staff (workforce), local hourly pay, local workforce, future plans, and business supply chain.

General business information:

Majority, 65% of space in Fayette County is occupied by manufacturing/industrial businesses, retail services sector occupy 22% and warehouse occupies 13%.

56% of local business in Fayette represent manufacturing/industry, 27.3% represent retail services, while agri-business and wholesale represent 5% respectively.

68% of local businesses in the County have the nation (U.S) as their primary geographical market, 27% and 5% companies have local and international markets as their primary markets respectively.

Local business views on quality of life:

Half (50%) respondents rated the overall quality of life in Fayette County as good. 36% respondents noted that quality of life in Fayette is average, while 14% rated it as poor.

Fayette County local business environment:

Majority, 48% of respondents noted that Fayette County was a good place to do business. 35% and 13% of respondent views represents Fayette County as an average and excellent place to do business. The top three reasons respondents noted for locating or keeping their business in Fayette County are: strategically located (34%), access to customers (20%), and access to suppliers (13%).

Respondents indicated that public utility (water and sewer) and property taxes representing 26% each are the most unfavorable cost of doing business in Fayette County. Also, amenities and services noted by respondents as the most dissatisfying are health care, the lack of recreation/cultural/entertainment, and roads, highways and freeways each representing 20%.

Meanwhile the most amenities and services that respondents noted as being satisfying in Fayette County include fire protection and police services, representing 18% respectively, followed by availability of restaurants (9%).

State (Ohio) business environment:

Majority (over 61%) of respondents believed the state of Ohio does not have a favorable business climate. 56% said that the cost of doing business in the state of Ohio was fair. Only 35% respondents noted that the overall business climate in Ohio was excellent and that the cost of doing business in Ohio was good.

Specifically, the areas respondents noted for high cost of doing business in Ohio are workers compensation (25%), health care insurance (19%), corporate taxes and payroll taxes (16%) and environmental regulations and OSHA requirements represent 13% respectively.

Business management and staff (workforce) and local workforce:

This segment of the survey asks respondents to rate their local management and staff (salaried) workforce for quality, quantity, availability and stability. The following are the findings:

Majority (60%) of respondents rated their local management and staff workforce as quality while 25% rated them as average. In terms of availability 45% respondents rated their local management and staff workforce as average and while 10% of respondents rated them as excellent. Also, 50% of respondents rated their local management and staff workforce as stable 5% rated them as poor meaning unstable.

Respondents rated the quality, quantity, availability and stability of their hourly labor force in Fayette County. For quality of the hourly labor force, half (50%) of respondents rated them as average while 9% rated them as excellent. 55% of respondents rated them for availability, and 57% rated their hourly labor force as stable.

In general about 65% of respondents find it difficult to recruit employees for the businesses while 35% do find any problems recruiting employees. Unskilled labor force and professional/management are the categories of labor force that respondents find most difficult to recruit as employees. They represent 28%. The easier categories for recruiting labor force are seasonal and temporary or contract employees.

Local business Future Plans:

More than half (55%) of respondents said that business was growing as a result of business's customers increasing, revenue and profit changes by 62%, 77% and 57% respectively.

Respondents plan for growth over the next 3 years is expanding by 55%. As a result respondent's employment or job creation will be increasing by 50%. Many factors according to respondents have contributed to these changes, including but not limited to the following, better business climate growth plus change in focus, increased demand growth in community, higher value products and increase, increased funding, oil and gas, increase in volume/sales, increase market presence.

Strategic Themes and the way forward:

Three primary themes emerged from the survey results and from discussions by the County research review team. These themes, called strategies, provide a framework for studying the issues raised in the Fayette County BR&E process. The three strategies identified are: 1) celebrate the strong business climate in Fayette County and build on community successes and assets, 2) strengthen support for local businesses especially manufacturing/industrial business growth and expansion, and 3) address current and future workforce needs and shortages.

Strategy 1: Celebrate business events in community:

The Fayette County economic development director is working with the City Manager to develop an event that celebrates the contribution of the City and County businesses and will involve many organizations and entities. Collaboration with others organizations will guarantee a quality event and the appropriate use of resources.

Strategy 2: Celebrate businesses in Fayette County and build on community strengths:

The Fayette County economic development director will continue to exploit County, regional and state resources to support local businesses growth and expand. It is important to celebrate the sturdy business climate, and continue to build on the County's success and assets.

Strategy 3: Address current and future workforce needs and gaps:

It remains our goal to work to assist businesses and higher educational institutions have a conversation to work out an educational model to address the current labor skill shortage. The Fayette County Economic Development and Dayton Development

Coalition are helping businesses make decisions to hire candidates based on potential, and to nurture them to development. Also, it is under consideration to identify definite skills and certifications programs that businesses in Fayette County feel are lacking or would be useful to candidates and new hires. In the meantime, OhioMeansJobs have launched a new website for employers and individuals with the goal of increasing employers' access to skilled labor.

Conclusion:

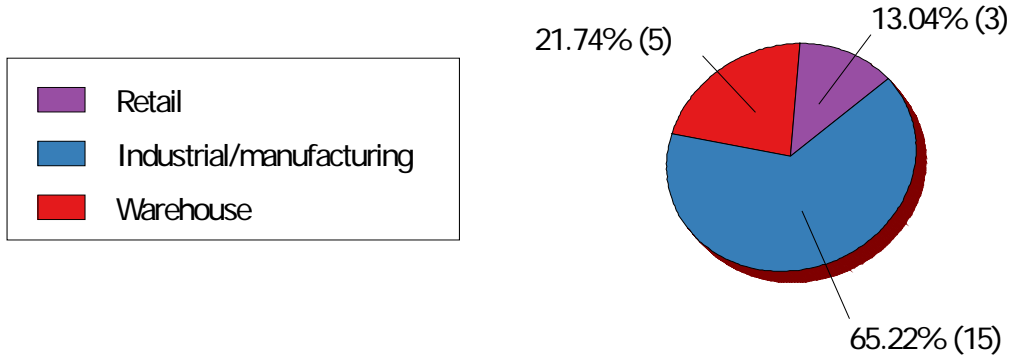
The central location of Fayette County, that is, in between Columbus, Cincinnati and Dayton, makes it a favorable place to do business. The top three reasons for locating or keeping their business in County are strategic location, access to customers, and access to suppliers. Also, businesses are growing in size and sales as a result of increasing demand for manufactured goods and services. Most businesses have plans for growth over the next 3 years. There is expectation that more jobs will be created because of the improving business climate growth. Our challenge as community leaders is to work on improving social and economic amenities and services such as recreational and cultural entertainments in the community.

APPENDIX A: Survey results presented by sections

Section A: General Information

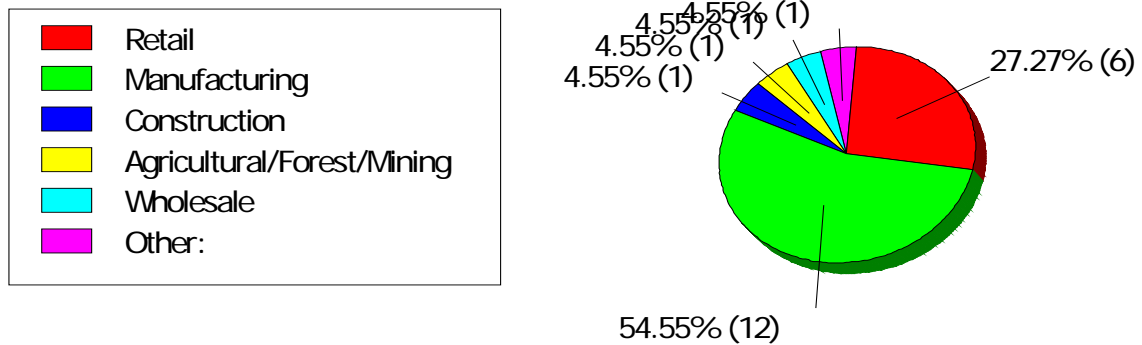
What is the primary type of space your business occupy?

Min: 1.00 Max: 4.00 Mean: 2.96 Mode: 3.00 Median: 3.00 Std Dev: 0.86



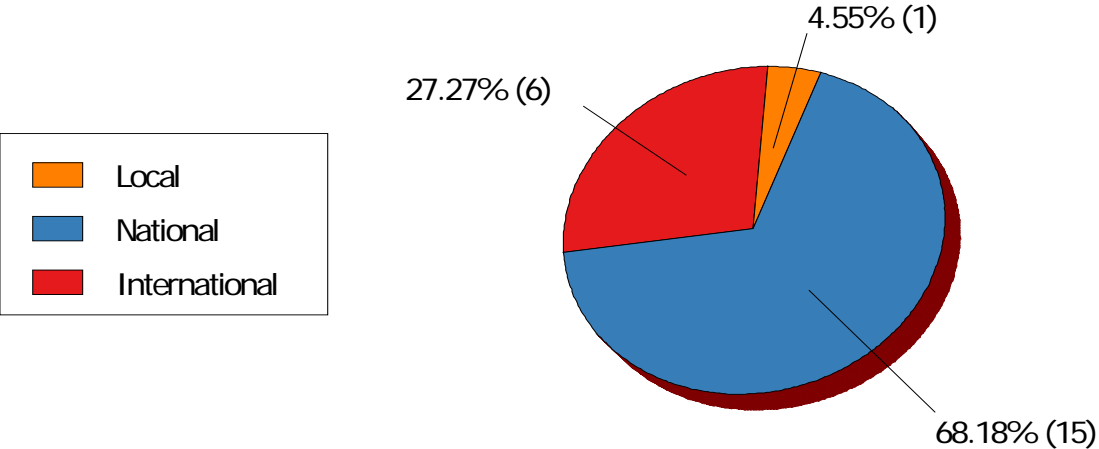
Please check your primary industrial sector that best describes your business

Min: 2.00 Max: 11.00 Mean: 3.41 Mode: 3.00 Median: 3.00 Std Dev: 1.99



What is your primary geographical market?

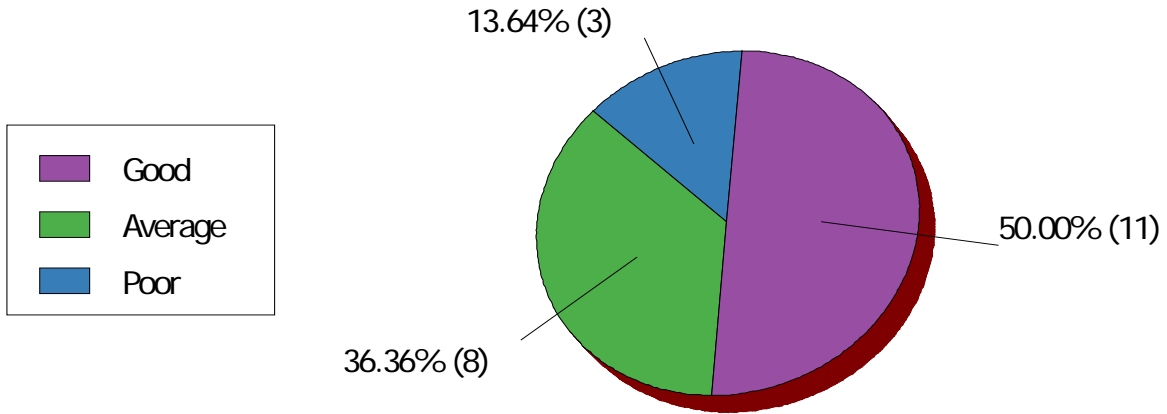
Min: 1.00 Max: 5.00 Mean: 4.14 Mode: 4.00 Median: 4.00 Std Dev: 0.81



Section B: Local Business Environment

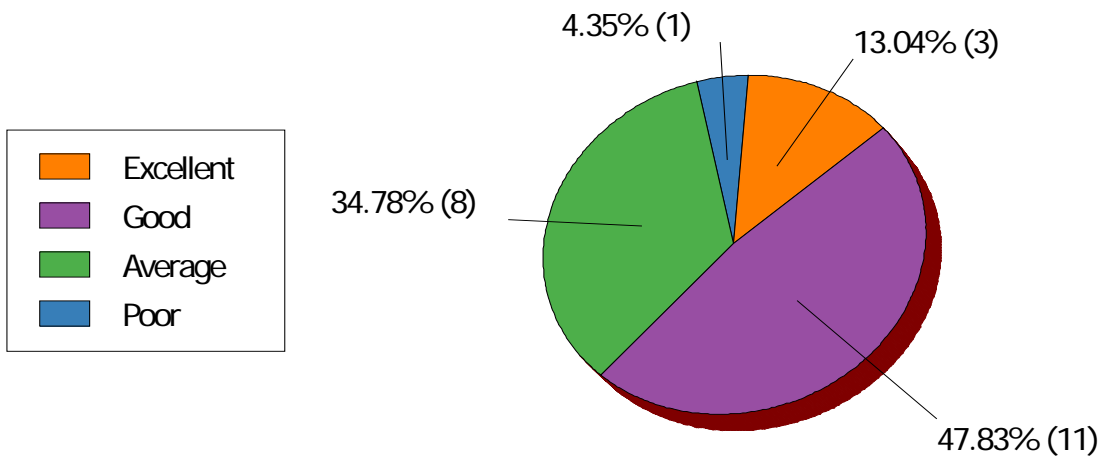
From your perspective as a businessman, please rate the overall quality of life in Fayette County.

Min: 2.00 Max: 4.00 Mean: 2.64 Mode: 2.00 Median: 2.50 Std Dev: 0.71



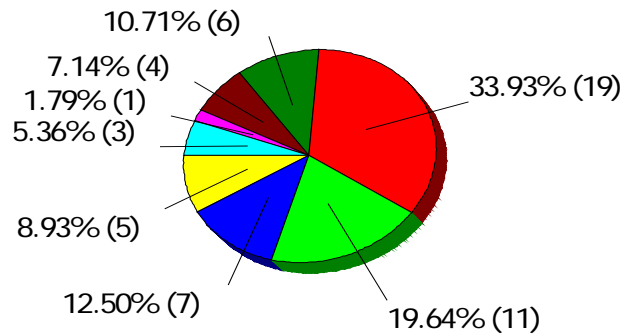
What is your overall opinion of Fayette County as a place to do business?

Min: 1.00 Max: 4.00 Mean: 2.30 Mode: 2.00 Median: 2.00 Std Dev: 0.75



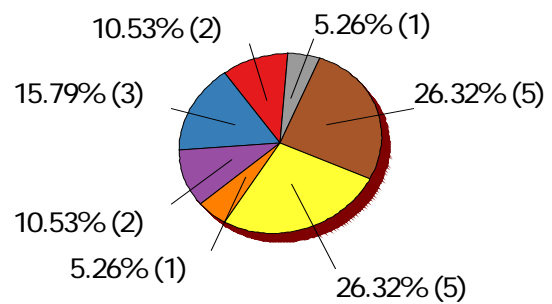
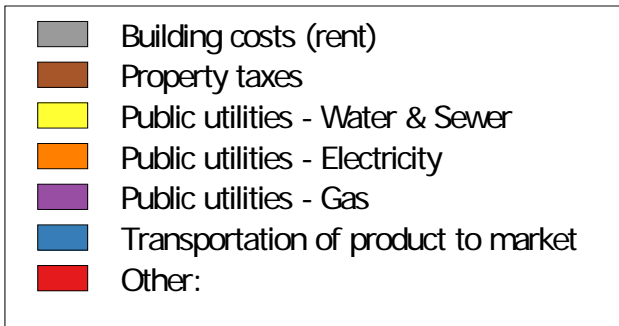
What are your three (3) reasons for location or keeping your business in Fayette County?

Min: 1.00 Max: 11.00 Mean: 3.95 Mode: 1.00 Median: 2.00 Std Dev: 3.62



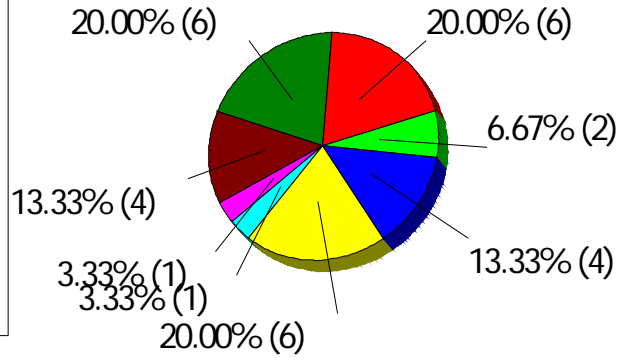
Please indicate the business costs in Fayette County that you believe are unnecessarily high

Min: 1.00 Max: 9.00 Mean: 5.00 Mode: 3.00 Median: 4.00 Std Dev: 2.32



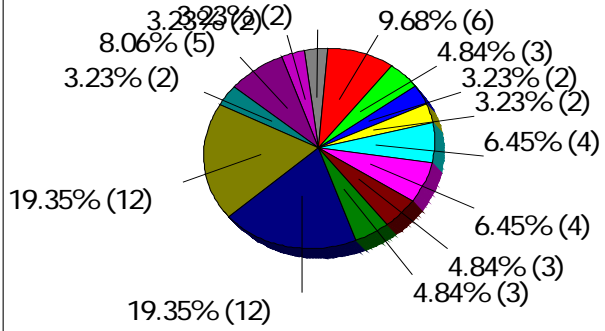
Select the services and amenities in Fayette County that you are most dissatisfied

Min: 1.00 Max: 17.00 Mean: 8.23 Mode: 1.00 Median: 6.00 Std Dev: 5.86



Please select the services and amenities with which you are most satisfied

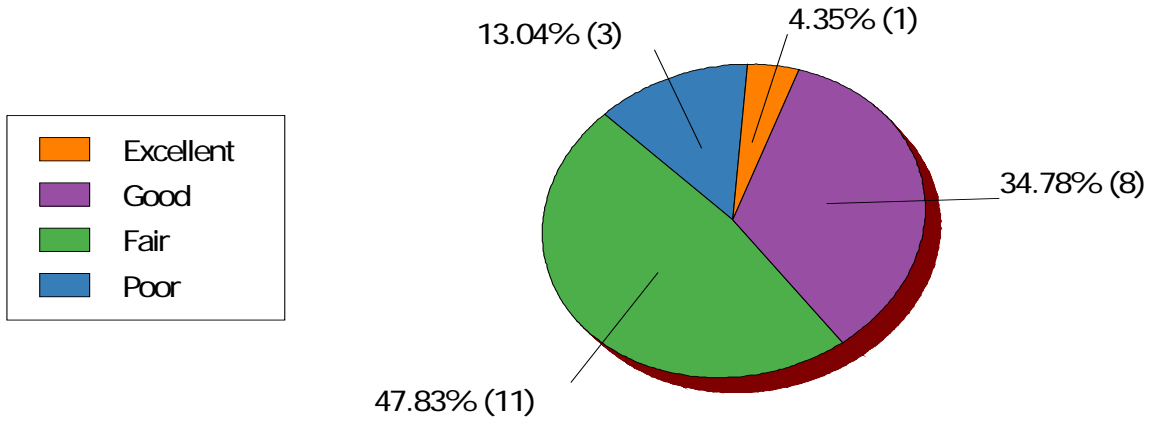
Min: 1.00 Max: 16.00 Mean: 7.79 Mode: 9.00 Median: 9.00 Std Dev: 3.75



Section C: State Business Environment

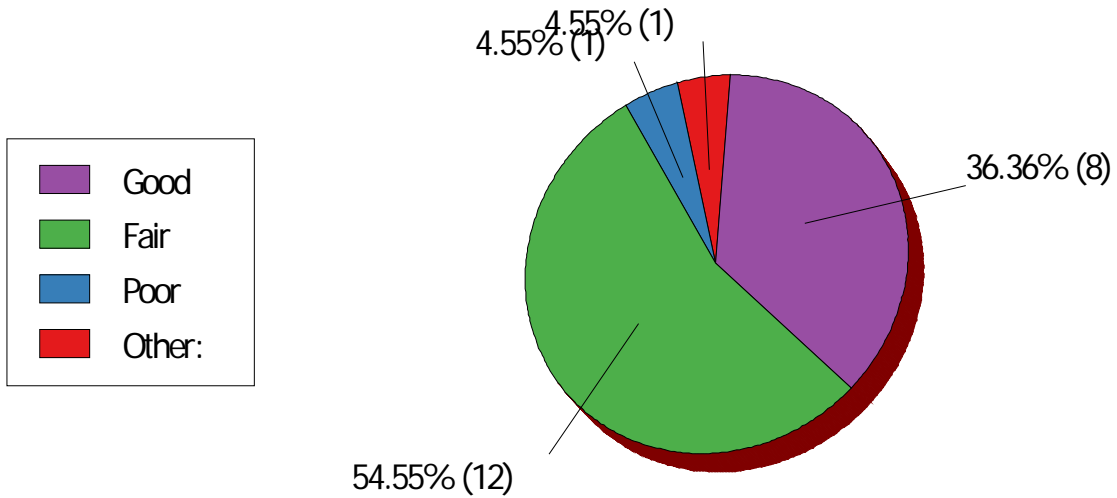
Please rate the overall State Business Climate

Min: 1.00 Max: 4.00 Mean: 2.70 Mode: 3.00 Median: 3.00 Std Dev: 0.75



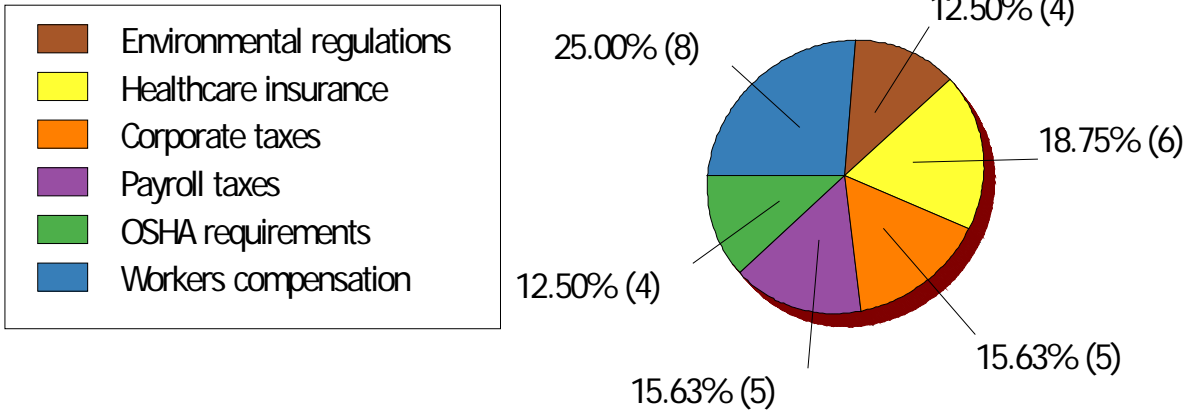
Please rate the cost of doing business in Ohio

Min: 2.00 Max: 5.00 Mean: 2.77 Mode: 3.00 Median: 3.00 Std Dev: 0.73



Please select the areas where you believe the cost of doing business in the State of Ohio is high.

Min: 1.00 Max: 6.00 Mean: 3.72 Mode: 6.00 Median: 4.00 Std Dev: 1.75

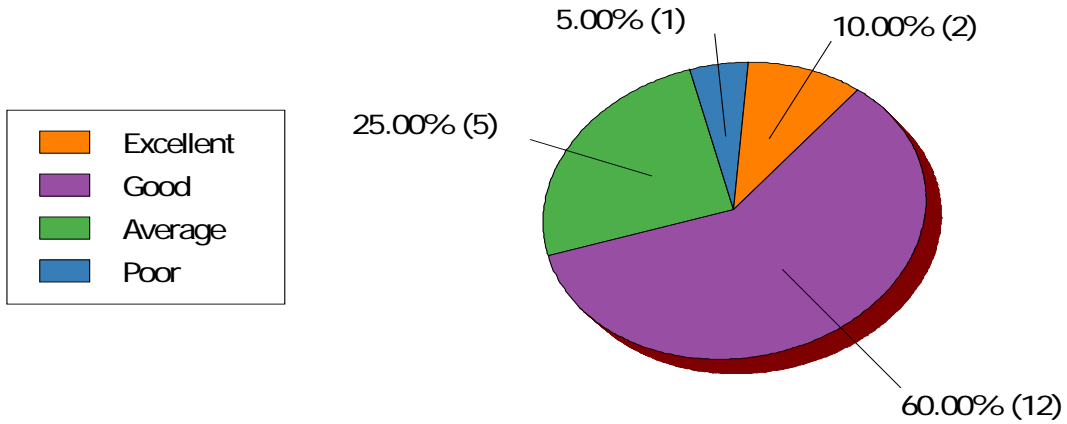


Section D: Local Management and Staff (Salaried) Workforce

How Would You Rate the Local Management and Staff (Salaried) Workforce?

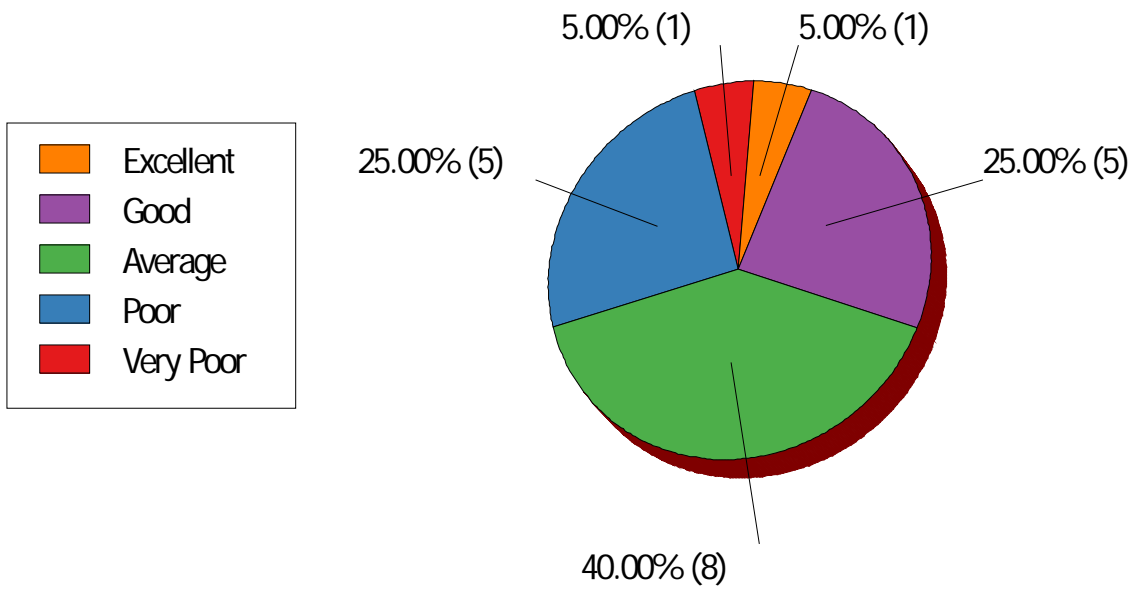
Quality

Min: 1.00 Max: 4.00 Mean: 2.25 Mode: 2.00 Median: 2.00 Std Dev: 0.70



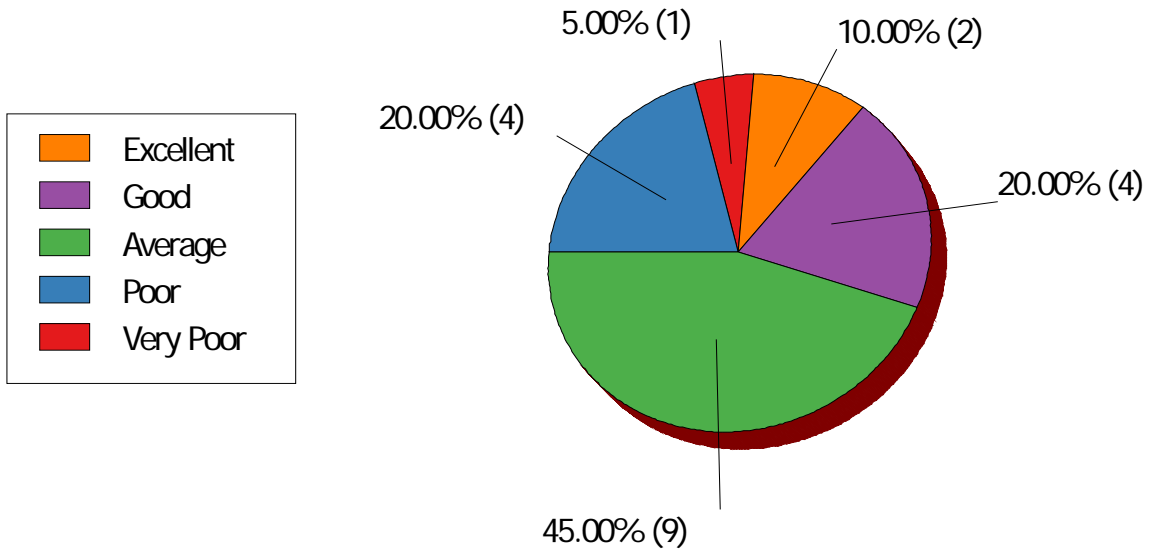
Quantity

Min: 1.00 Max: 5.00 Mean: 3.00 Mode: 3.00 Median: 3.00 Std Dev: 0.95



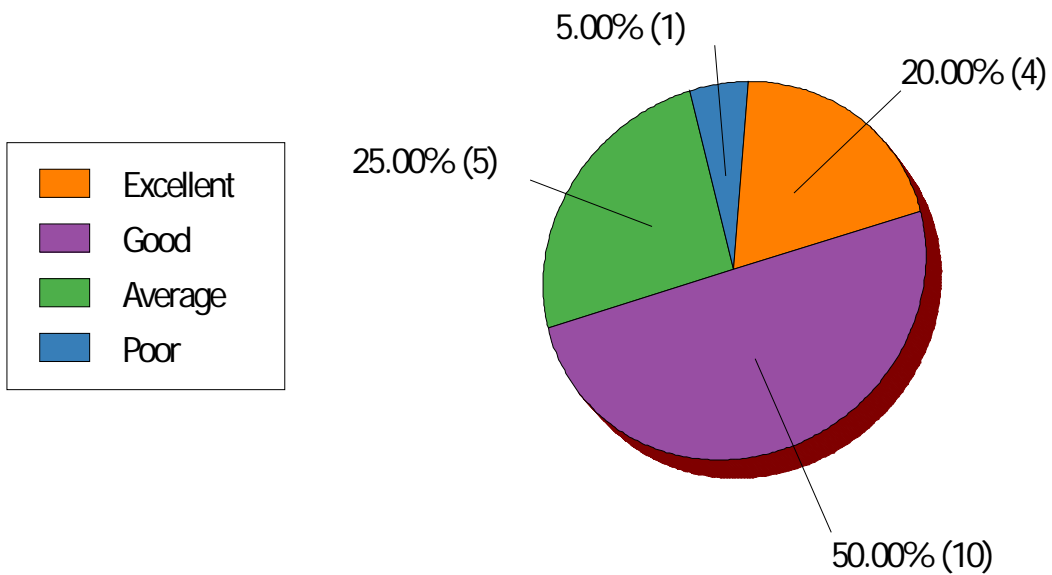
Availability

Min: 1.00 Max: 5.00 Mean: 2.90 Mode: 3.00 Median: 3.00 Std Dev: 0.99



Stability

Min: 1.00 Max: 4.00 Mean: 2.15 Mode: 2.00 Median: 2.00 Std Dev: 0.79

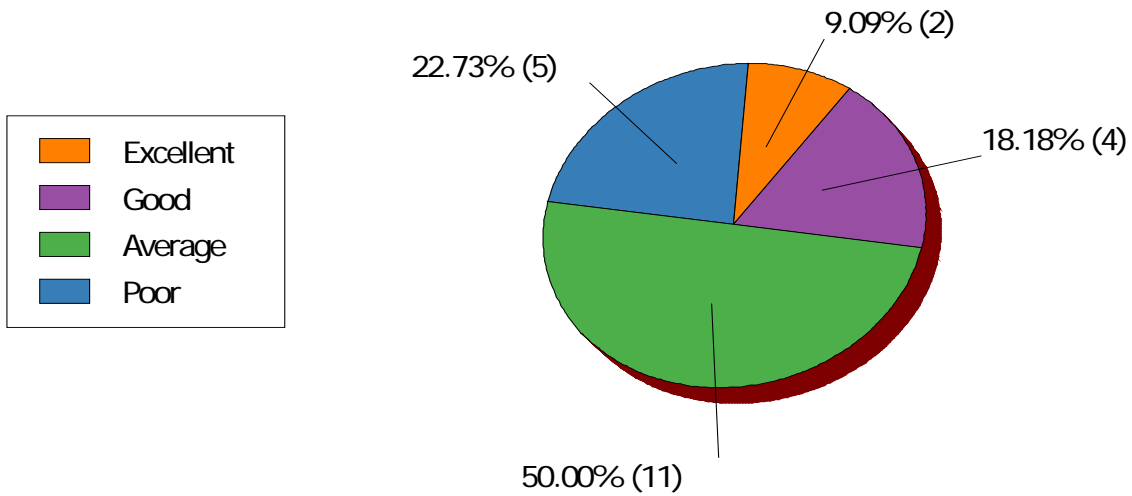


Section E: Local Hourly Labor Force

How would you rate the local hourly labor force?

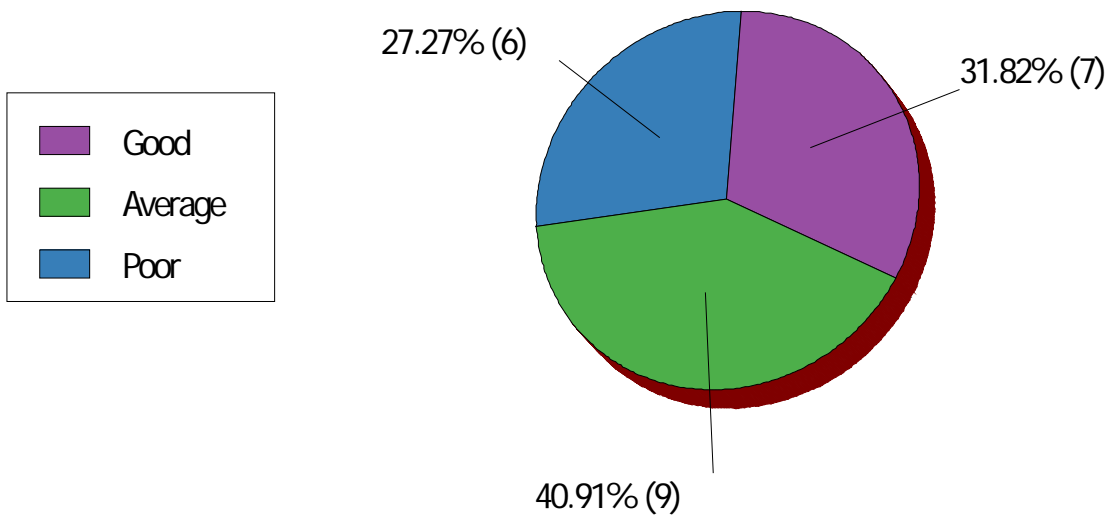
Quality

Min: 1.00 Max: 4.00 Mean: 2.86 Mode: 3.00 Median: 3.00 Std Dev: 0.87



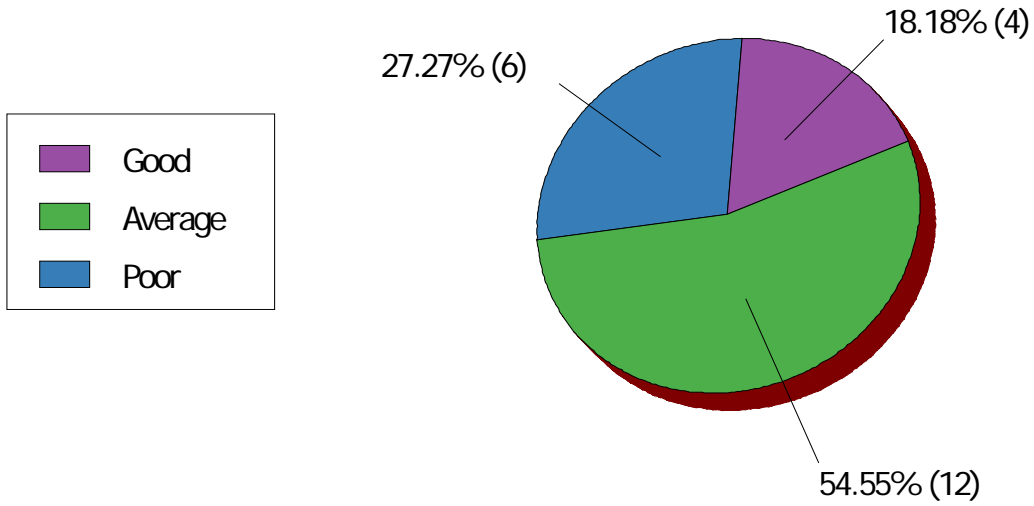
Quantity

Min: 2.00 Max: 4.00 Mean: 2.95 Mode: 3.00 Median: 3.00 Std Dev: 0.77



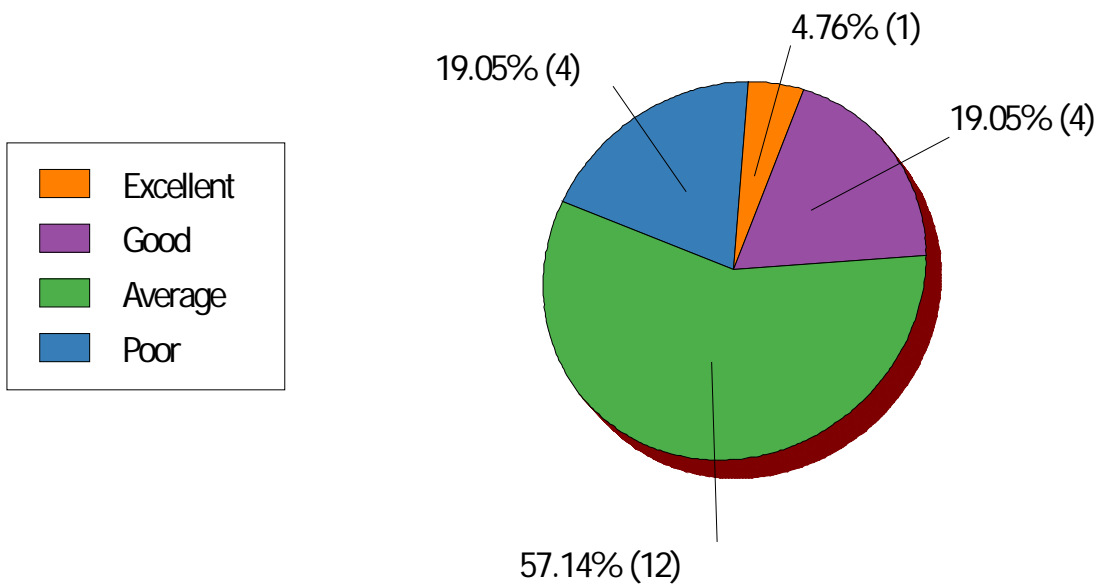
Availability

Min: 2.00 Max: 4.00 Mean: 3.09 Mode: 3.00 Median: 3.00 Std Dev: 0.67



Stability

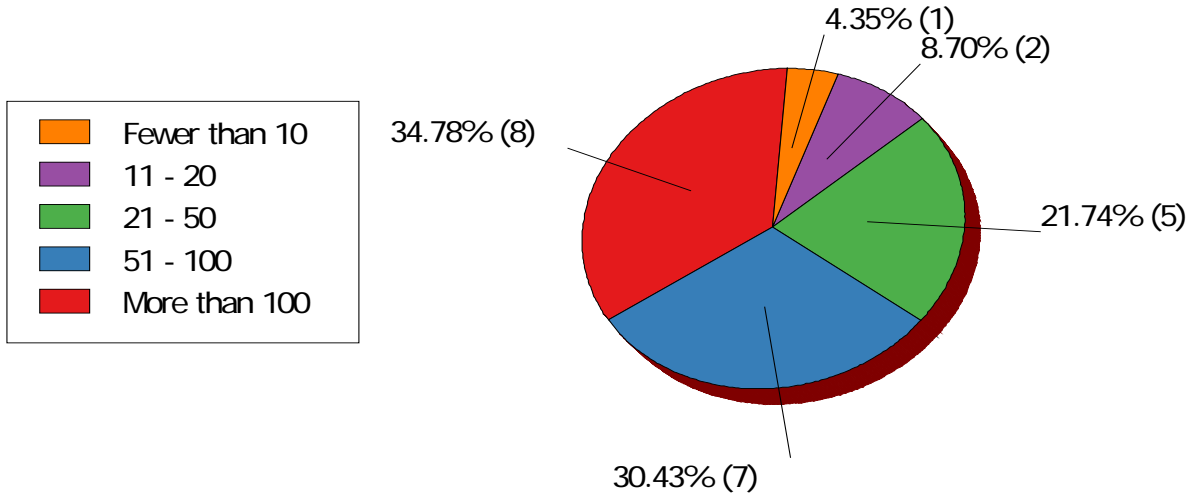
Min: 1.00 Max: 4.00 Mean: 2.90 Mode: 3.00 Median: 3.00 Std Dev: 0.75



Section F: Local Workforce

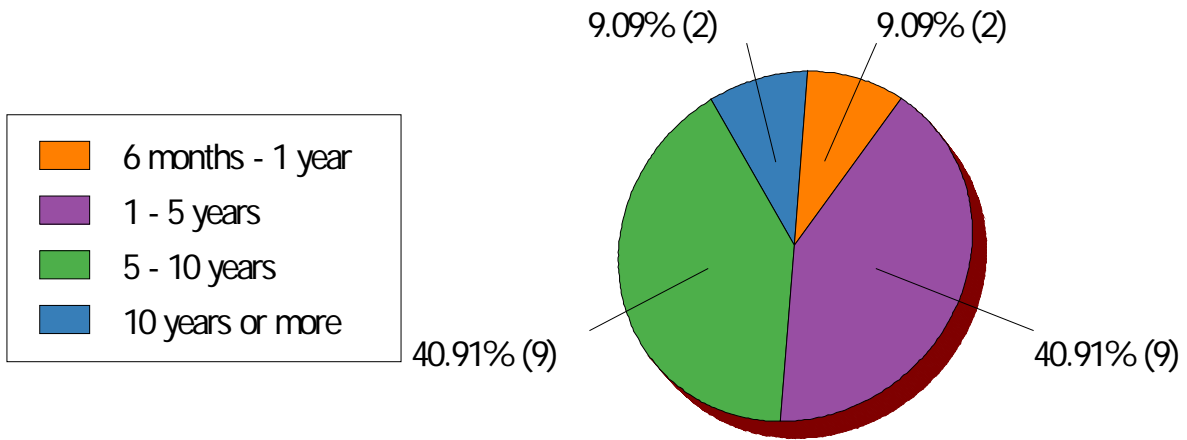
How many employees work at your Fayette County business location?

Min: 1.00 Max: 5.00 Mean: 3.83 Mode: 5.00 Median: 4.00 Std Dev: 1.13



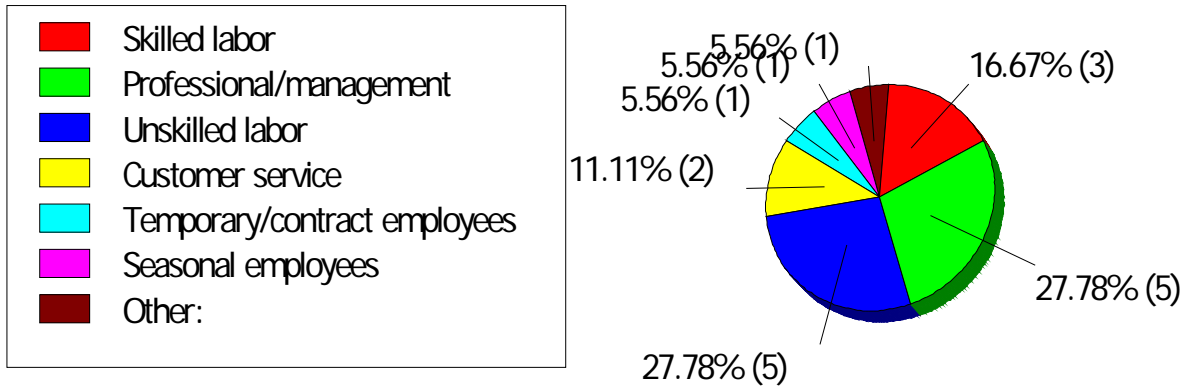
What is the average length of employment?

Min: 2.00 Max: 5.00 Mean: 3.50 Mode: 3.00 Median: 3.50 Std Dev: 0.78



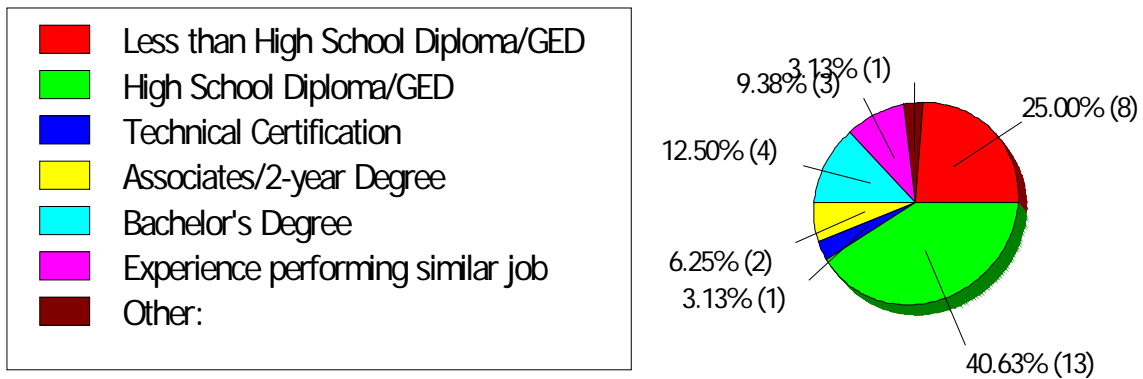
What labor categories are you experiencing recruiting problems?

Min: 1.00 Max: 10.00 Mean: 3.78 Mode: 2.00 Median: 4.00 Std Dev: 2.46



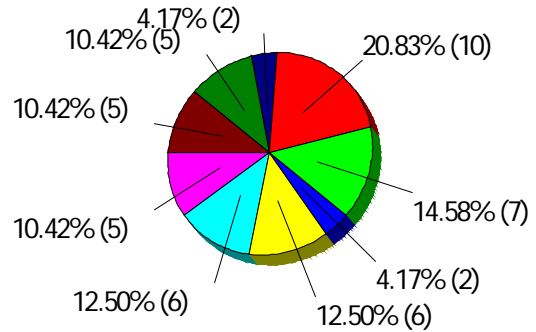
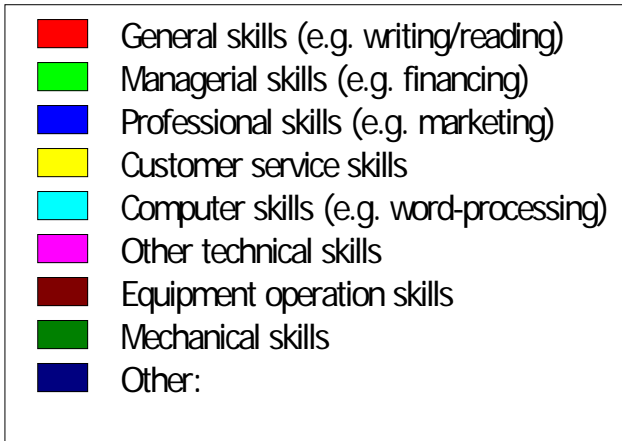
What are the minimum requirements needed for these positions?

Min: 1.00 Max: 10.00 Mean: 3.19 Mode: 2.00 Median: 2.00 Std Dev: 2.62



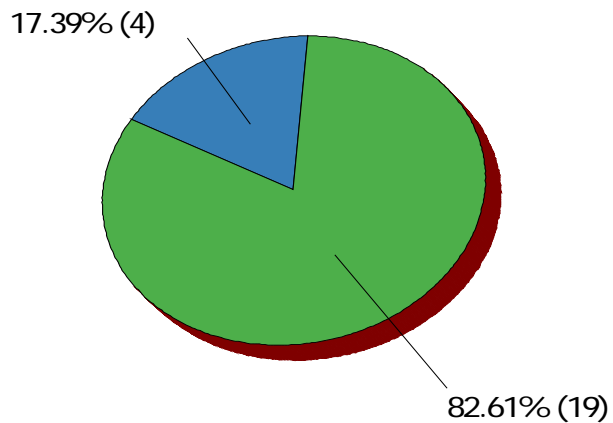
What type of skills do you find lacking in potential employees you have interviewed?

Min: 1.00 Max: 10.00 Mean: 4.35 Mode: 1.00 Median: 4.00 Std Dev: 2.65



Do you utilize a workplace wellness program and/or safety program that offer direct incentives to your employees or business?

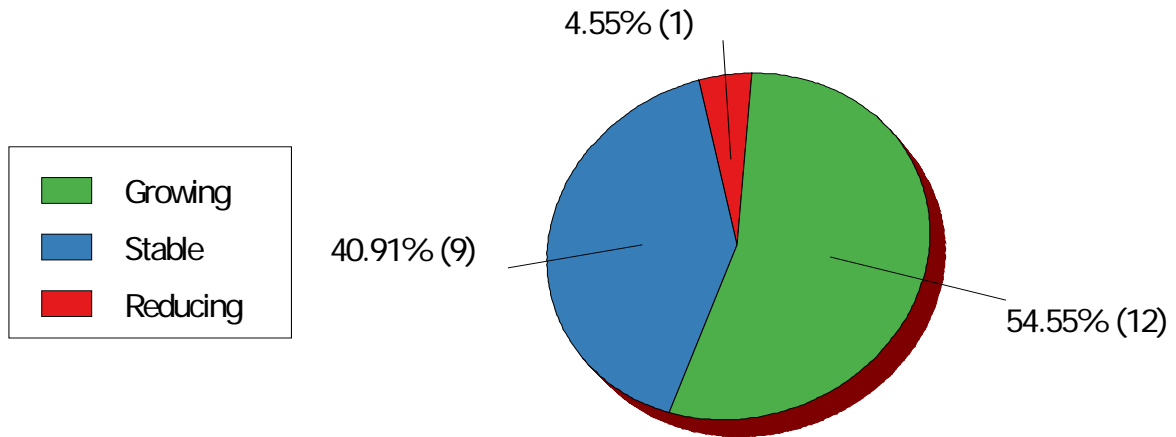
Min: 1.00 Max: 2.00 Mean: 1.17 Mode: 1.00 Median: 1.00 Std Dev: 0.38



Section G: Future Plans

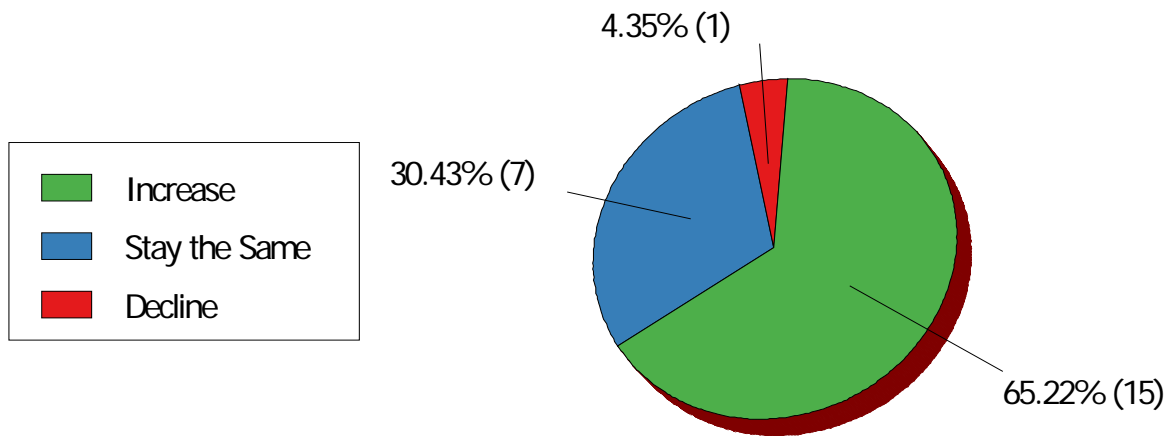
Does your company have plans for growth over the next three (3) years?

Min: 1.00 Max: 3.00 Mean: 1.50 Mode: 1.00 Median: 1.00 Std Dev: 0.58



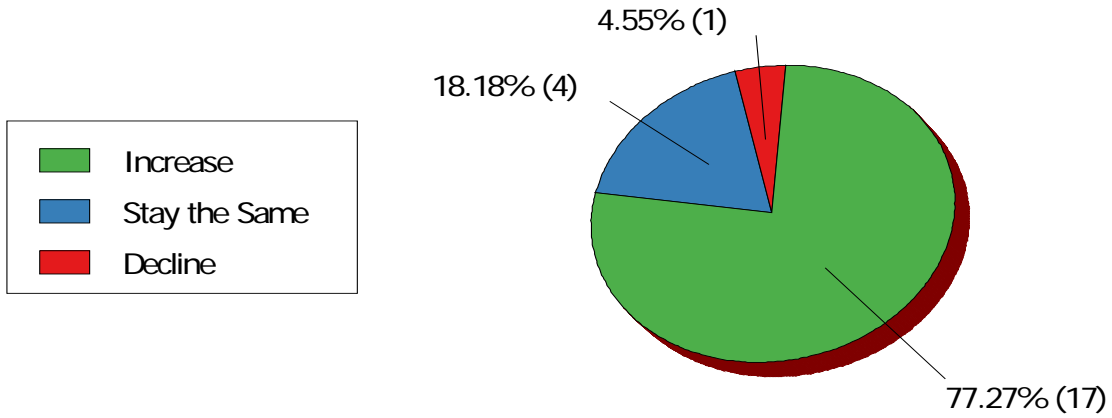
Will your number of customers be changing?

Min: 1.00 Max: 3.00 Mean: 1.39 Mode: 1.00 Median: 1.00 Std Dev: 0.57



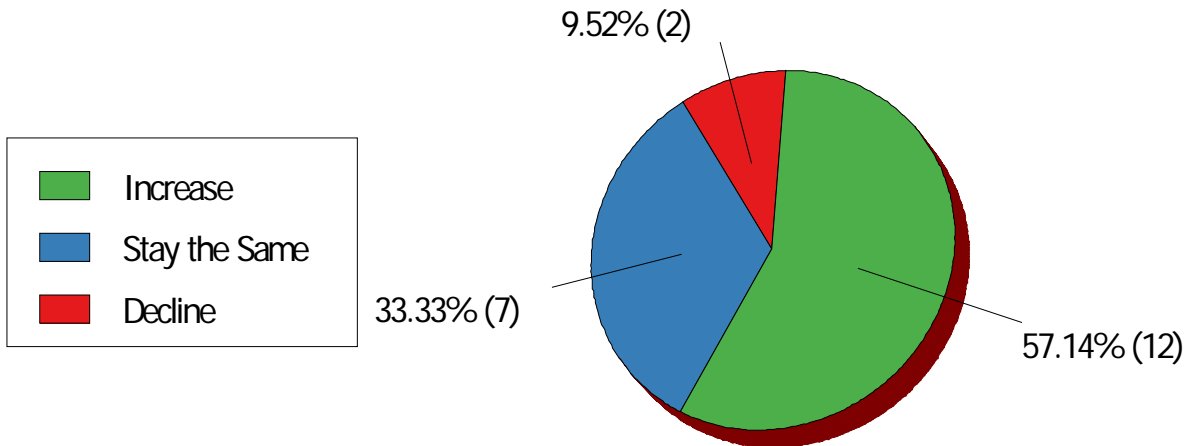
Is your total revenue changing?

Min: 1.00 Max: 3.00 Mean: 1.27 Mode: 1.00 Median: 1.00 Std Dev: 0.54



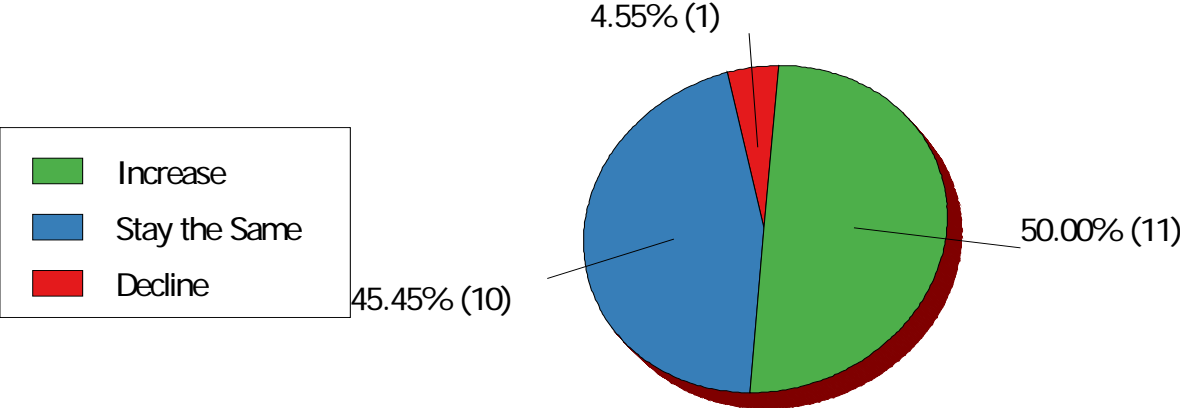
Will your profits change?

Min: 1.00 Max: 3.00 Mean: 1.52 Mode: 1.00 Median: 1.00 Std Dev: 0.66



Will the company's employment level at this location be changing?

Min: 1.00 Max: 3.00 Mean: 1.55 Mode: 1.00 Median: 1.50 Std Dev: 0.58



Appendix B: Local Businesses Visited by the BR&E Coordinators and Task Force

A total number of twenty six businesses were visited during the BR&E implementation process. The Fayette County BR&E coordinators and the Social and Economic Development Advisory Group greatly appreciates their willingness to help the community understand their concerns and to help address them. Business survey responses are confidential, yet it is important to credit their involvement by listing their names below:

SUGAR CREEK PACKING

WAL-MART DISTRIBUTION CENTER #7012

TFO TECH CO., LTD.

STARK TRUSS

MID-ATLANTIC STORAGE SYSTEMS, INC.

STAGE STORES DISTRIBUTION CENTER

MCKESSON DRUG

RICHELIEU FOODS

LOWES #0975 DISTRIBUTION CENTER

DOMTAR PAPER CO.

JACK'S MANUFACTURING

CARGILL, INC.

KROGER STORES

VALERO RENEWABLE FUELS, LLC

MARS PET CARE

WCH MOLDING, LLC

YUSA CORPORATION

NORWESCO INDUSTRIES

RITEN INDUSTRIES

PHE DEVELOPMENT CORP.

HALLIDAY LUMBER

LAND 'O LAKES PURINA FEED

FIBERTECH J

CROP PRODUCTION SERVICES

CHAPPELL DOOR

WAL-MART SUPER STORE

References:

Morse, G. 2004. *The Retention and Expansion of Existing Businesses*. CARDI-Cornell, Ithaca, NY. http://www.cdtoolbox.net/economic_development/000195.html.

Morse G., & Ellen Hagey, (1986) Fayette County Business Retention and Expansion Program Final Report

Data source: From Sperling's Best Places - <http://www.bestplaces.net>, and US Census Bureau - <http://www.census.gov>. Information reflects periods 2010 – 2012 and pertains to zip code 43160