

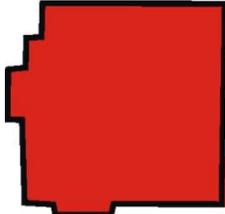


# Wyandot County, OH Business Retention and Expansion Program

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*A narrative based on local perceptions*

Final Report – December 2018



**Wyandot County**  
*Building a Stronger Community*

# **Economic Development**

## **Wyandot County, OH Business Retention & Expansion Program Final Report**

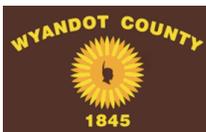
**December 2018**

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## Introduction

Since 2008 local public, business, and community leaders have made an effort to ensure the annual implementation of a Business Retention and Expansion (BR&E) program in Wyandot County. The retention of existing business has been and remains a primary goal of these leaders. Enhancing the ability of area businesses to profitably grow and expand is vital to sustaining and improving local economic viability.

Prior to 2008, a BR&E program was facilitated sporadically in Wyandot County, but the program became an annual occurrence and a staple for municipal, county, regional, and statewide economic development organizations across the United States. As stated in the 2006 Wyandot County BR&E Final Report, the best “barometers” of how well a community functions as a place to do business and a place to live and work are the state of existing businesses and the existing workforce. Research shows that in Ohio, an average net job growth of 70% comes from existing businesses, and that number increases to as high as 86% in rural areas.<sup>1</sup>

Not only does the success and growth of

existing business support for a larger tax base, increased local spending, enhanced public services, and an overall better quality of life, but strong local businesses also play a major role in the attraction of new business to an area. Satisfied existing businesses can serve as a community’s best ambassadors when recruiting new firms as well as being a source of leads when seeking new firms to recruit.<sup>2</sup>

In Wyandot County, formal BR&E programs were completed in 1996, 2006, and annually since 2008. After completion of the 2008 BR&E program, a group of public and business leaders realized that Wyandot County needed a local presence to address the issues as well as take advantage of the strengths reported by local businesses. Those discussions spurred a partnership with Ohio State University Extension, and that year a full-time Extension Educator was hired to run the local economic development effort. In 2009 the Wyandot County Office of Economic Development (WCOED), a 501(c)(6) nonprofit public / private partnership, was formed and led by the same OSU Extension Educator who served as its director. In turn the director carried out

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<sup>1</sup> Kraybill, D. 1995. Retention and Expansion First. *Ohio's Challenge* 8(2):4-7 [Department of Agricultural, Environmental, and Development Economics, Ohio State University, Columbus, OH].

<sup>2</sup> Morse, G. 2004. *The Retention and Expansion of Existing Businesses*. CARDI-Cornell, Ithaca, NY. [http://www.cdtoolbox.net/economic\\_development/000195.html](http://www.cdtoolbox.net/economic_development/000195.html).

the responsibility of implementing the county's BR&E program.

The Wyandot County BR&E program was led by the Extension Educator/WCOED Executive Director from 2009 – 2014. Beginning in 2015, the WCOED Executive Director became a direct employee of Wyandot County and since the Wyandot County BR&E program has been wholly facilitated by the Wyandot County Office of Economic Development.

## Program Goals

The overarching goals of the Wyandot County BR&E program continue to remain similar to those started in the initial 1996 BR&E program offering:

- **To formalize and implement a concerted effort that assists in the retention and expansion of existing businesses and the workforce**
- **To increase the competitiveness of local businesses**
- **To create a narration of the local economy**
- **To enhance local business climate and image for potential business**

## Implementation

As was the practice in previous years, a combination of methods was used to collect data that supported the Wyandot County Business Retention and Expansion program. The Wyandot County Office of Economic Development Executive Director served as the local BR&E practitioner; developed the survey tool, scheduled retention calls, and conducted on-site visits. The BR&E questionnaire was made continuously available on the WCOED website and in some instances emailed to participating employers.

Since the Wyandot County BR&E program was conducted by leadership from the WCOED, the organization's executive committee and top-level members served as the local BR&E Task Force. This group of public and private sector leaders set the parameters for local businesses that would be targeted throughout the year. Similar to past years, the task force determined that the top-15 employers (in terms of total employment) should be visited, and a remaining 15 employers would be visited based on need; for a total of at least 30 local businesses visited per year. In 2018 well over 30 local business visits were conducted by the WCOED Executive Director although less than this number of formal BR&E surveys were recorded as completed in this year's Final Report. The incomplete surveys we deemed unusable due to incomplete or

inadequate information collected during a BR&E visit.

The BR&E practitioner either directly called or emailed potential participants to schedule BR&E visits. Those identified to participate in the program were offered the option to take the annual BR&E questionnaire online prior to the visit, or to complete the questionnaire verbally during the visit.

Following a practice that has been in place since 2013, the Wyandot County Commissioners joined the BR&E practitioner on a visit sporadically throughout the year, and other members of the WCOED were invited to join retention calls as well. The inclusion of the commissioners enhanced one of the primary facets of the BR&E program, which is to open direct lines of communication between local business, policy, and community leaders.

## Program Benefits and Outcomes

Data from the local BR&E effort is also used to assess the economy and provide a detailed understanding to state-wide community leaders, public leaders, and economic developers. The data provides evidence-based information that these individuals and entities can use to develop

efforts to address areas seen as opportunities or threats on the wider state-level.

Locally, the 2018 Wyandot County BR&E program led to the identification of multiple potential and realized expansion projects by local employers. Those projects that were still in the planning phases better equip the economic development office to prepare and assist those organizations with any challenges these projects might face when moving forward. The advanced notice also allows the WCOED to help expedite requested assistance at the time these projects might be implemented.

Early identification of local expansion projects is a key advantage of the Wyandot County BR&E program as projects identified in previous years and during the 2018 program were successfully implemented. In total, two Wyandot County businesses moved forward with expansion projects during 2018 where the WCOED was able to directly provide assistance. These projects resulted in the commitment of 284 new full-time jobs, new annual payroll of \$9.6 million, new capital investment of \$33.2 million, and the retention of 199 existing jobs.

## Wyandot County, OH Demographic Overview<sup>3</sup>

- In 2017, Wyandot County had an estimated population of [22,190](#). Since the year 2000, the population of Wyandot County has decreased by 3.2 percent ([22,908](#) in 2000).
- The median value of a home in Wyandot County was [\\$110,600](#). Of the total [9,157](#) housing units, [72.3%](#) were owner-occupied.
- Wyandot County's median age was [41.3](#). The U.S. median age was [37.8](#).
- The average county household size was [2.39 people](#). [51.7%](#) of households are occupied by a married couple, [15.0%](#) of households are occupied by single parents, and [33.4%](#) are nonfamily households.
- In October 2017, the unemployment rate in Wyandot County was [3.1%](#), the state of Ohio was [4.3%](#), and the U.S. average was [3.5%](#) (not seasonally adjusted).
- Of the population, [90.5%](#) had a high school diploma or higher degree ([87.3%](#) across the U.S.), and [15.0%](#) had a bachelor's degree or higher ([30.9%](#) across the U.S.).
- The mean commute time for those living in Wyandot County was [21.7 minutes](#). The national average was [26.4 minutes](#).

	Wyandot County	Ohio	United States
<b>Total population change since year 2000</b>	-3.2%	2.2%	12.3%
<b>Male population</b>	49.5%	49.0%	49.2%
<b>Female population</b>	50.5%	51.0%	50.8%
<b>Median age (years)</b>	41.3	39.9	37.8
<b>Total households</b>	9,157	4,633,145	118,825,921
<b>Average household size</b>	2.39	2.44	2.63
<b>Percent high school graduate or higher</b>	90.5%	89.8%	87.3%
<b>Percent bachelor's degree or higher</b>	15.0%	27.2%	30.9%

<sup>3</sup> Information obtained from the U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates <http://factfinder2.census.gov> and Ohio Labor Market Information, Civilian Labor Force Estimates <http://ohiolmi.com/asp/laus/vbLAUS.htm>, which reflect the most current information on Wyandot County, OH.

## Economy in Wyandot County, OH<sup>4</sup>

ECONOMY	Wyandot County	Ohio	United States
<b>Civilian labor force (Oct. 2018)</b>	12,600	5,784,000	162,723,000
<b>Unemployment Rate (Oct. 2018)</b>	3.1%	4.3%	3.5%
<b>Mean travel time to work (minutes)</b>	21.7	23.4	26.4
<b>Median income (dollars)</b>	32,131	31,266	32,141

POPULATION BY OCCUPATION	Wyandot County	Ohio	United States
<b>Management, business, science, and arts occupations</b>	26.0%	36.0%	37.4%
<b>Service occupations</b>	14.1%	17.3%	18.0%
<b>Sales and office occupations</b>	19.0%	23.3%	23.5%
<b>Natural resources, construction, and maintenance occupations</b>	11.5%	7.5%	8.9%
<b>Production, transportation, and material moving occupations</b>	29.4%	15.9%	12.2%

ESTIMATED HOUSEHOLDS BY HOUSEHOLD INCOME	Wyandot County	Ohio	United States
<b>Less than \$10,000</b>	4.8%	7.5%	6.7%
<b>\$10,000 to \$14,999</b>	5.4%	5.1%	4.9%
<b>\$15,000 to \$24,999</b>	11.3%	10.7%	9.8%
<b>\$25,000 to \$34,999</b>	10.7%	10.4%	9.5%
<b>\$35,000 to \$49,999</b>	18.1%	14.0%	13.0%
<b>\$50,000 to \$74,999</b>	21.9%	18.5%	17.7%
<b>\$75,000 to \$99,999</b>	12.4%	12.3%	12.3%
<b>\$100,000 to \$149,999</b>	11.5%	12.9%	14.1%
<b>\$150,000 to \$199,999</b>	1.5%	4.5%	5.8%
<b>\$200,000 or more</b>	2.3%	4.0%	6.3%
<b>Median household income (dollars)</b>	49,767	52,407	57,652

<sup>4</sup> Information obtained from the U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates <http://factfinder2.census.gov> and Ohio Labor Market Information, Civilian Labor Force Estimates <http://ohiolmi.com/asp/laus/vbLAUS.htm>, which reflect the most current information on Wyandot County, OH.

## Cost of Living in Wyandot County, OH<sup>5</sup>

COST OF LIVING	Wyandot County	Ohio	United States
<b>Overall</b>	82	88	100
<b>Grocery</b>	99.8	95.8	100
<b>Health</b>	122	87	100
<b>Housing</b>	49	70	100
<b>Utilities</b>	101	100	100
<b>Transportation</b>	78	95	100
<b>Miscellaneous</b>	97	97	100

- Cost of living indices are based on a U.S. average of 100. If Wyandot County scored above the cost of living index in any category it would indicate that local residents experience a cost of living above that of the U.S. average. Likewise, a cost of living index less than 100 in a category would indicate a cost of living below the U.S. average. The same applies to the figures representing cost of living for the State of Ohio.
- Overall, the cost of living index for Wyandot County is 82. Comparatively, the overall cost of living for the state of Ohio less than the national average at 88, and Wyandot County scores another four points lower than the state.
- The Wyandot County, OH cost of living does exceed that of the national average in the areas of Healthcare and Utilities costs, but is far less than the national average in Housing and Transportation costs.
- The overall cost of living in Wyandot County is 18% below that of the U.S. average.

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<sup>5</sup> Information obtained from Sperling's Best Places <http://www.bestplaces.net/>, which reflects the most relevant cost of living data for Wyandot County, OH.

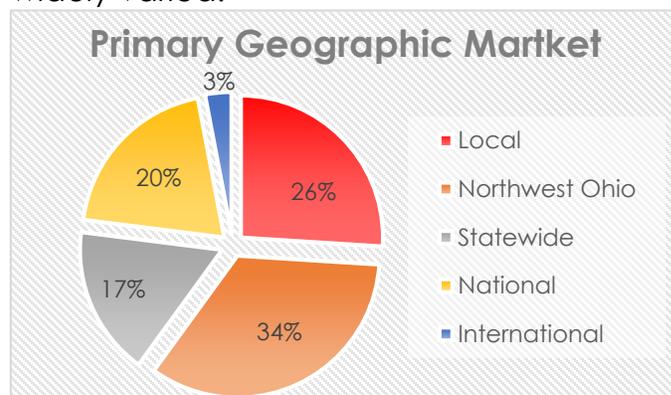
## BR&E Survey Results Participant Information

The 2018 Wyandot County Business Retention and Expansion program included the completion of surveys and retention calls beginning as early as January and as late as December. Also for 2018, the BR&E survey was significantly condensed from prior years. This was done to increase participation, and removed many of the questions identifying respondent characteristics such as the municipality a respondent was located in, its industry, and time in operation. These questions were removed as the Wyandot County Office of Economic Development both already maintains this data on file, and did not want to discourage participation by asking basic questions of the same companies every year.

Survey data was formally gathered from 35 local businesses, of which the aggregated data is included in Appendix A. The majority of these participating employers were visited by the BR&E practitioner to discuss further the responses provided in the survey. A number of other businesses were visited by the BR&E practitioner throughout 2018 but survey data was not included in the aggregated responses due to an insufficient amount of data collected.

Those participants who did provide survey responses included a sampling of various types of businesses located in Wyandot County and represented a variety of other various aspects as well.

The scope of respondents' primary geographic market, or areas where their goods and services were sold or delivered, widely varied:



Varying industries and customer bases among local businesses help to enhance sustainability in the local economy, and provide stability when fluctuations may arise in certain business sectors. Having a makeup of many different geographic markets supports the Wyandot County economy by not relying heavily on any one market area, but in diversifying the locations where local products and services are sold.

## Future Plans

2018 BR&E data again showed overall profitable growth among participants was occurring as 68% reported plans for growth over the next 3 years, and 32% reported their business as stable. No respondents reported a projected decline in business.

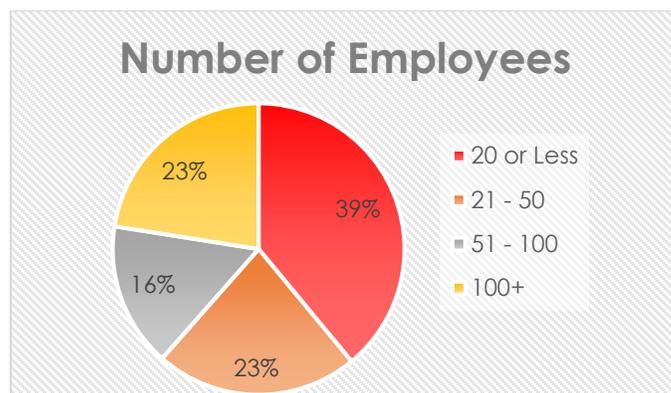
Of the respondents who did report their company was growing, 18% noted that they were or would be establishing a new operation in or near Wyandot County as a result of that growth.

Similar to previous years' BR&E data collected, many (60%) of the businesses who indicated they were growing also reported they had plans to modernize, renovate, or expand their operation, or they had recently completed a related project.

To aid in these future growth efforts, respondents were asked how the local economic development office could be of most assistance. 30% responded they would could benefit from workforce development efforts, while another 30% requested ongoing communications of development and assistance opportunities that the organization has provided in recent years.

## Labor Force & Training

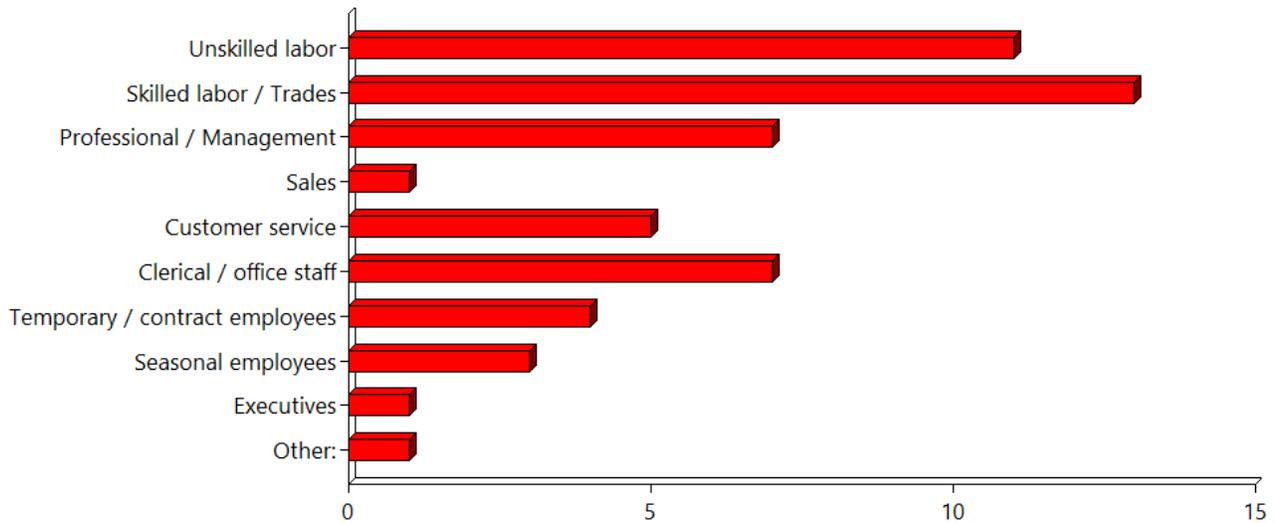
In terms of participating employer size, the following graph shows the employee count distribution of survey respondents (assuming 2 part-time employees equal 1 full-time employee):



Over 45% of respondents said the average length of employment at their location was 10 years or more, 29% reported an average length of employment of 1-5 years, 9% as 5-10 years, and another 11% as less than 1 year.

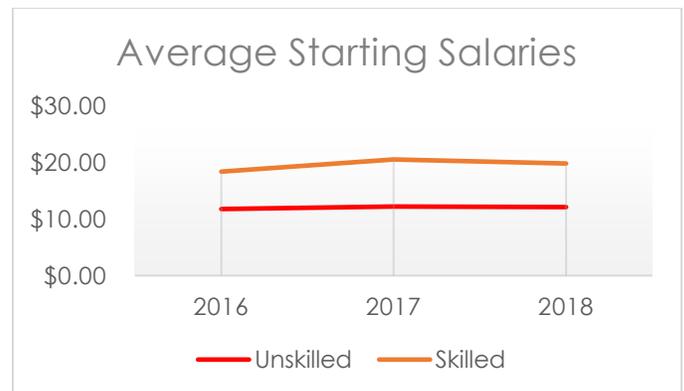
As is the case nationwide, labor availability continues to be an area of difficulty for local employers. This year, 61% of respondents indicated they had difficulty recruiting employees locally. The following graph shows that unskilled as well as skilled labor positions continue to be the most difficult to recruit:

**Labor categories where recruiting problems are experienced most:**



Customer service skills (interpersonal communications) were identified as the top skills seen lacking in potential employees interviewed by respondents. General competency skills (basic math, reading/writing, problem solving, etc.), Managerial skills, and Computer skills were ranked as the second most needed followed by: Professional skills, Specialized skills, and Equipment operation and Mechanical skills.

New questions were implemented beginning in the 2016 BR&E survey in an effort to track the average starting salaries for both skilled and unskilled workers. The trend of the past 3 years of data can be seen below:



In 2018, \$12.13 per hour was the combined average starting wage reported when asked for the average starting salary of unskilled worker. This wage remained very close to those reported in previous years. \$19.85 per hour was the combined average starting salary for skilled workers. This was slightly less than the 2017 combined average of \$20.58, but continues to be representative of the premium paid to workers credentialed and skilled in their line of work.

Taking into consideration the future workforce needs of local businesses, respondents were also asked to project the number of replacement employees they would need over the next 5 year period due to factors such as business expansion and employee retirements. 16 employers provided a response to the question, and the sum total of new employees needed of those respondents was 896.

Although this small portion of Wyandot County businesses who responded to the 2018 BR&E survey includes the largest employers in the county, the estimated need for almost 900 replacement employees over the next 5 years would suggest the demand for new employees to be much greater when factoring in the 518 total businesses located in Wyandot County.

## View of Wyandot County

Business leaders in and around Wyandot County play a pivotal role in the overall attractiveness of the area to potential businesses looking at expansion. If existing businesses are performing well and have positive interaction with local public and private leadership, it is a good indicator of what potential businesses can expect if they were to locate operations close by. Suppliers and customers dependent on existing local businesses may also wish to be in closer proximity to that business if it is thriving and can offer cost advantages,

which can lead to attraction of that outside industry as well. The BR&E program aims to identify characteristics of Wyandot County that can aid or hinder business growth as well as potential business attraction efforts in the immediate area.

When asked from a business perspective about their general opinion of Wyandot County as a place to do business; 36% responded it was excellent, 58% rated it as good, and only 6% rated it as average. No businesses responded with the lowest of ranking possibilities.

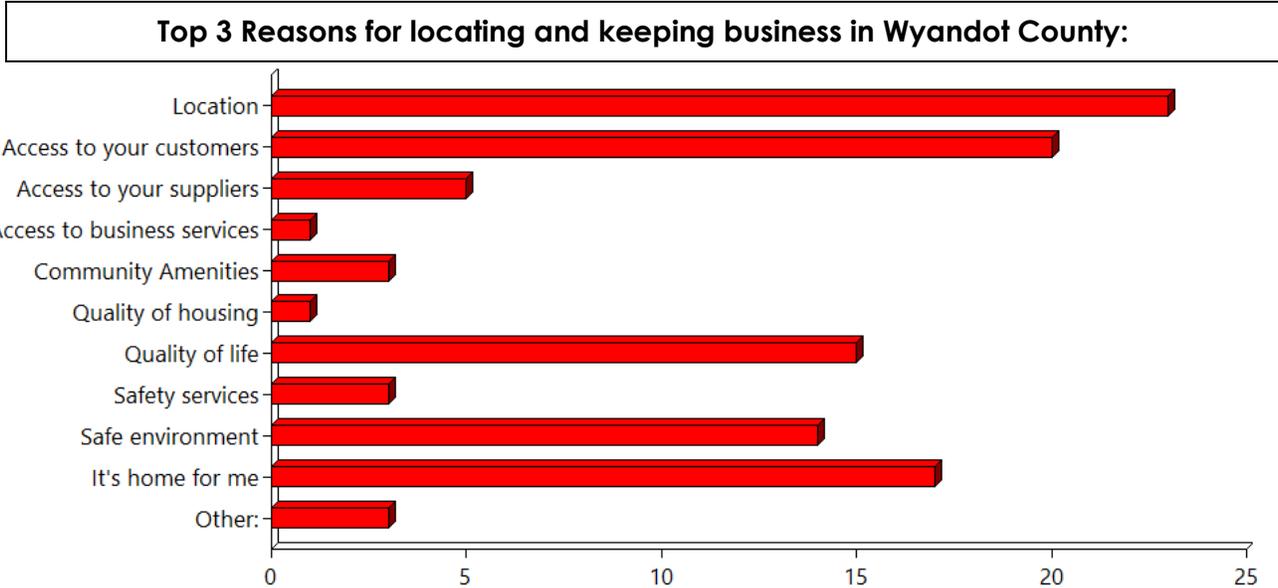
Among the services and amenities in Wyandot County that local businesses are most satisfied with; Fire protection was ranked highest followed by Roads, highways and freeways; and then Police protection. These services and amenities have consistently ranked in the top three choices for many years. The 2, 4-lane freeways, 9 state routes, and 3 rail lines intersecting Wyandot County are heavily relied upon and make it attractive to area businesses.

On the opposite end, High speed internet access was ranked by far as the top local service or amenity that businesses were most dissatisfied with. This also marks another consecutive year that this service was ranked above all others for dissatisfaction.

Participants were asked for their top 3 reasons for locating and keeping their

business in Wyandot County. The responses can be seen below:

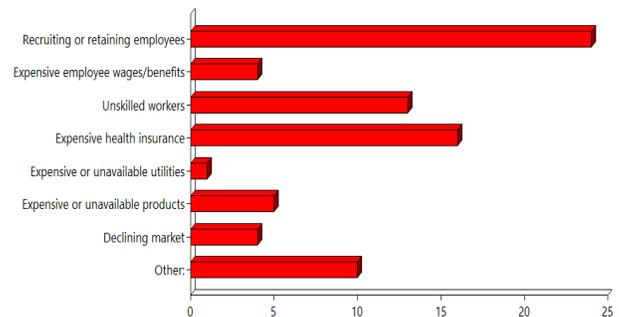
specific reason was provided for these responses.



Location, access to customers, and the fact that it was home for many respondents jumped out as the top reasons. Again, the access that Wyandot County's location provides to local businesses continues to be a major location factor for the county and remained a consistent strength. Location and access to customers has been ranked as two of the top three factors for the past six years of BR&E data.

Other questions asked to gauge overall challenges for local business due to zoning and other regulations yielded positive results. 12% reported that rules and regulations (zoning, permitting, etc.) had been a difficulty for their business. No

Respondents were also asked for their top 3 challenges related to doing business in Wyandot County.



Once again participants indicated that recruiting or retaining employees was their top challenge. Expensive health insurance was rated as the second largest challenge to Wyandot County businesses. These were also the top 2 challenges in 2017.

## Action Plan

A primary objective of any Business Retention & Expansion program, outside of creating a narrative of the strengths and weaknesses in a local economy, is to assist in crafting a course of action for local community, public, and business leaders as well as economic development professionals. This action plan should work to address concerns and build on the strengths identified in the collected BR&E data.

Changing negative trends in the local economy does not take place in the short-term, and therefore the action plan must also lay the groundwork for sustaining local economic prosperity.

The BR&E assessments done for Wyandot County in 1996, 2006, 2012 - 2017 and now in 2018 all expressed similarly trending data in many areas, which has been noted throughout this report. The data has maintained the importance of past action plan objectives, which were derived after the initial implementation of the Wyandot County BR&E program. The differentiating trends between data from year-to-year also highlight new areas that should be targeted moving into the future. The changes in data derived over the past five-plus years has led to the creation of new objectives for this updated action plan as well:

***Objective One: Enhance and encourage cooperation between business leaders, government leaders, and education leaders to further the goals and purposes of the BR&E initiative.***

Collaboration and cooperation among local leaders remains the number one factor that can either enhance and/or limit the success and effectiveness of the BR&E program. This aspect becomes even more prevalent in a rural community such as Wyandot County. A gathering of resources and efforts from many individuals are necessary to disseminate and collect survey information as well as make company visits. Over the past four years the county commissioners, municipal leaders, and various WCOED board members took part in BR&E visits, which should remain a common practice in the future.

This year the WCOED again made a push to bring local educational partners into economic development planning, discussions, and leadership. During 2018, all three local school districts with physical facilities in Wyandot County joined the WCOED board membership. This will enhance the ability to create a more holistic countywide economic development effort.

***Objective Two: Improve the quality and quantity of the local workforce to satisfy the current and anticipated future needs of local businesses.***

This objective was stated in the original Wyandot County BR&E study conducted in 1996, and current collected BR&E data makes this objective more relevant today than ever. As previously noted, workforce, and particularly the availability of needed workforce, remains to be one of the largest issues facing local employers. Although it is expressed year-after-year by Wyandot County employers, this issue is widespread. Organizations in many areas of Ohio and the nation face problems finding skilled and trained talent. Many labor market experts through examining available government data estimate as many as 25 million, or 47%, of all new job openings from 2010 to 2020 will fall into the 'middle-skills' range, which the U.S. is already seeing a shortage of qualified workers in.<sup>6</sup>

The WCOED must be one of the community leaders in garnering an adequate labor pool to support the ongoing growth of local businesses. Last year the economic development organization facilitated the creation of a new workforce development and talent retention system called Community Opportunity (.com). The system was designed to have the necessary workforce development community partners, including education, businesses, and

program leaders, work through a uniform system that connects local talent with local opportunities. The hyper-local platform has since engaged all of these audiences.

Another new workforce development effort was established in 2018 through partnership of the Wyandot Chamber of Commerce. The Wyandot Employment Task Force brought together five necessary communities of interest (Business and Industry, Government, Community, Education and Training, and Talent leaders) to analyze and develop new efforts to improve the local workforce situation. This is a concerted effort never before taken in the Wyandot County community.

**Objective Three: Connect local business leaders to programs, services, and other resources available through local, State, and Federal agencies.**

What could be argued as one of the primary benefits of a local Business Retention & Expansion program is the fact that it many times leads to the early identification of growth and expansion plans considered by local employers. In Wyandot County, the BR&E program has led to the identification of these potential projects and in many cases applicable

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<sup>6</sup> Kochan, T., Finegold, D., & Osterman, P. (2012). WHO CAN FIX THE "MIDDLE-SKILLS" GAP?. Harvard Business Review, 90(12), 81-90.

resources were identified and successfully used to help make those projects a reality

The Wyandot County Office of Economic Development has knowledge of these resources and programs from which local businesses can benefit. Many forms of assistance are available and have been garnered to help remove roadblocks to local business expansion.

A strong BR&E program creates a direct outlet of communication to community and policy leaders, which results in a more business- and growth-friendly environment for local industry.

**Objective Four: Connect the needs of local business to policymakers at the state and federal levels by participating in opportunities to relay collected informational from the local BR&E effort.**

As previously stated, a local BR&E program serves as a direct line of communication between industry and local policy and decision makers. Although, that communication and the BR&E response data should not be limited to the local level. It is the responsibility of local BR&E practitioners to also relay this information to greater levels outside the local jurisdiction making the larger region and state more business-friendly wherever possible.

Much of the information collected in the Wyandot County BR&E program assesses opinions of working not only in the county, but within the state of Ohio. The concerns

expressed by local companies should be directed to those individuals who can possibly have a positive effect on those issues from a more macro-level.

## Summary

Data collected through the Wyandot County Business Retention & Expansion program continues to assist local economic development officials, community leaders, and stakeholders in planning future strategies that best aid local business growth.

The identification of rapidly growing local firms continues to provide local economic development officials with the ability to proactively assist with the growth of area businesses.

Two local expansion projects were implemented during 2018, which included heavy involvement and assistance from the Wyandot County Office of Economic Development. These projects were all originally discovered through the BR&E program.

As noted throughout this report, much of the data collected during the 2018 BR&E program mirrored that of previous years. Overall, the outlook on the local economy appears to remain positive. Businesses are making investments in many areas of their operations, generally increasing their

market bases, and in many cases increasing local employment levels.

The geographic location and abundant transportation access provided by Wyandot County continue to be identified as the top decision-making factors for companies to both locate and remain in Wyandot County. Ensuring continued transportation access and other heightened public services continues to remain a large driver keeping existing businesses in the area.

Although overall the local economic narrative continues to show many strengths, there are still ongoing concerns faced by local businesses that will help to guide ongoing efforts for local leaders. Again in 2018, the difficulty to recruit and retain both skilled and unskilled labor was seen as one of the greatest hardships for local firms. Although it is a local issue, the lack of needed labor is a problem plaguing firms across the country.

During the past years of the Wyandot County Office of Economic facilitating Wyandot County's BR&E program, while some collected indicators may change,

the vast majority continue to remain the same. This raises the question of whether the method for data collection should be adjusted looking at the 2019 program year. As the speed of business continues to move faster, only one visit or exchange with a local company may not be adequate to service their needs or to stay aware of the opportunities they may create.

In Wyandot County, local leaders must continue to find ways to combat the negative trends identified by the BR&E program, and build upon those items identified as most valued to the profitable growth of local industry, which may require new approaches to the BR&E program.

A strong Business Retention & Expansion program is regarded by many to be a key offering of any local economic development organization. There is no doubt that Wyandot County's BR&E program has proven to be highly effective in both providing a better understanding of the local economy as well as helping to sustain and enhance it.

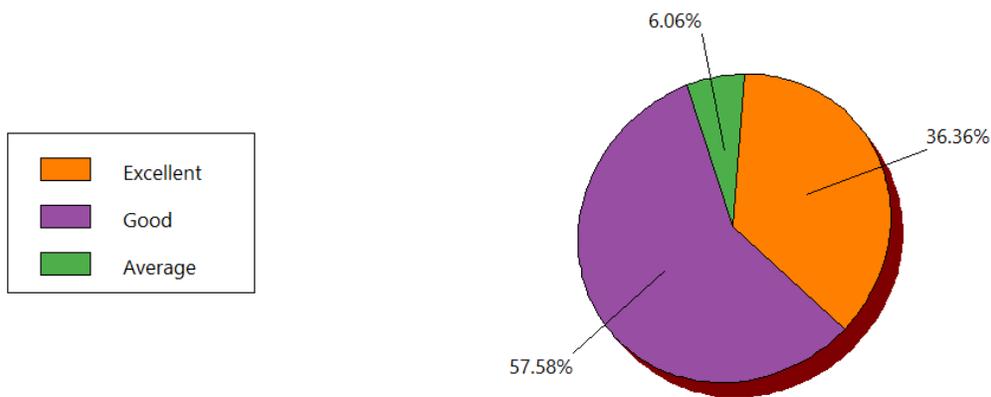
## Appendix A: 2018 BR&E Survey Results

### Survey Results

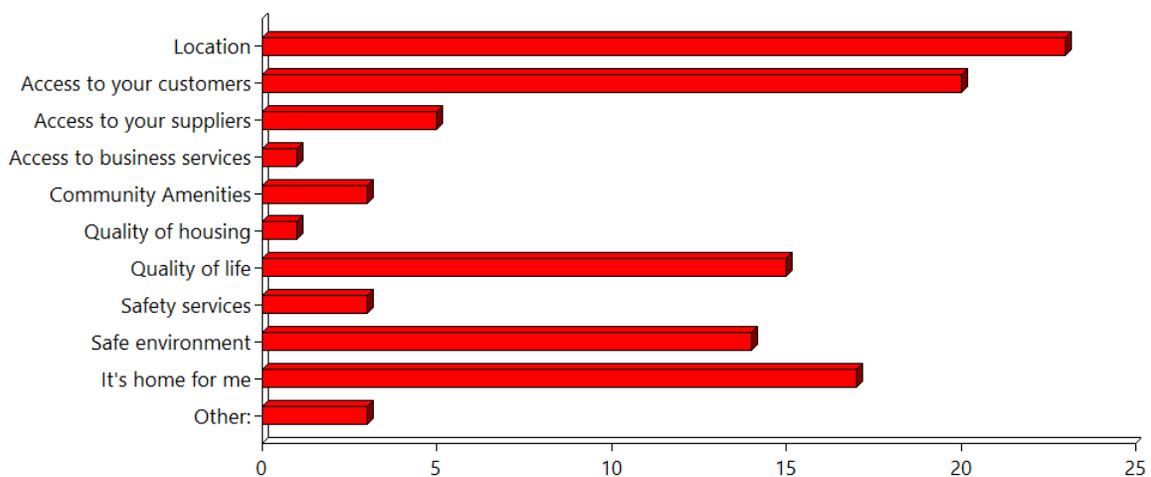
The following is a graphical depiction of the responses to each survey question. Additional comments provided by respondents, if any, are included after each graph.

### Section – BUSINESS ENVIRONMENT

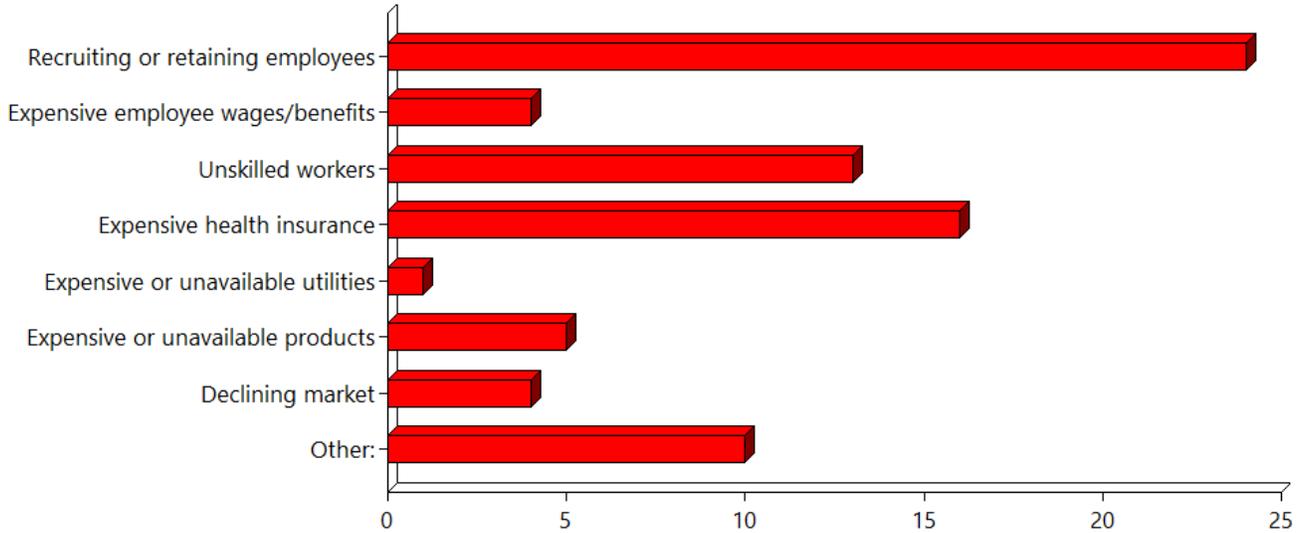
#### 1. What is your overall opinion of Wyandot County as a place to do business?



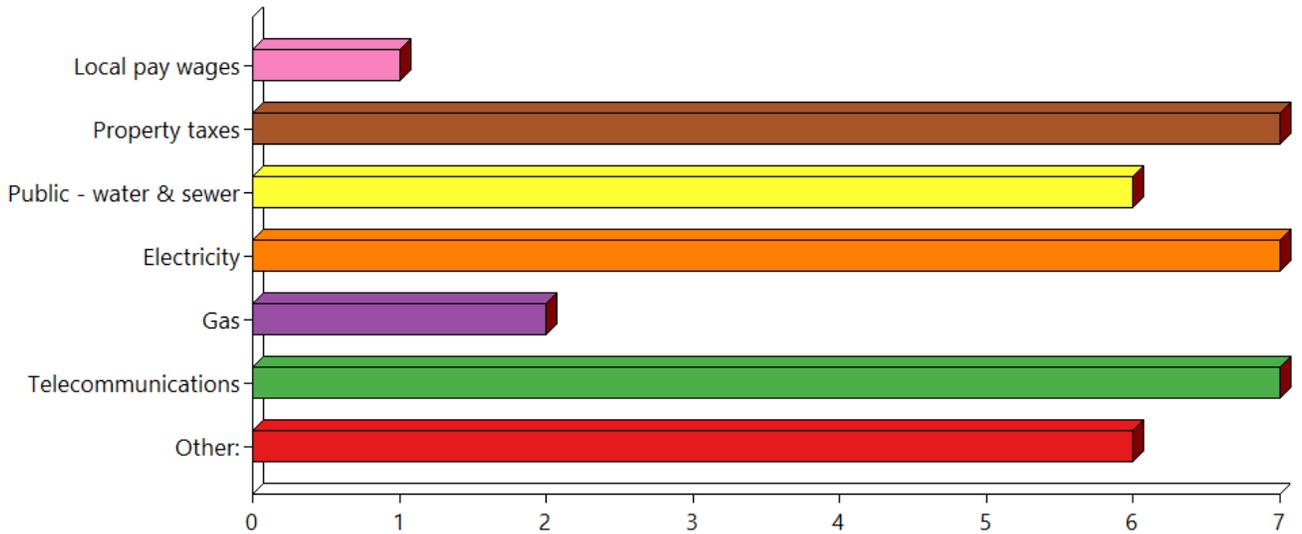
#### 2. What are the top three (3) reasons you chose to locate and keep your business in Wyandot County?



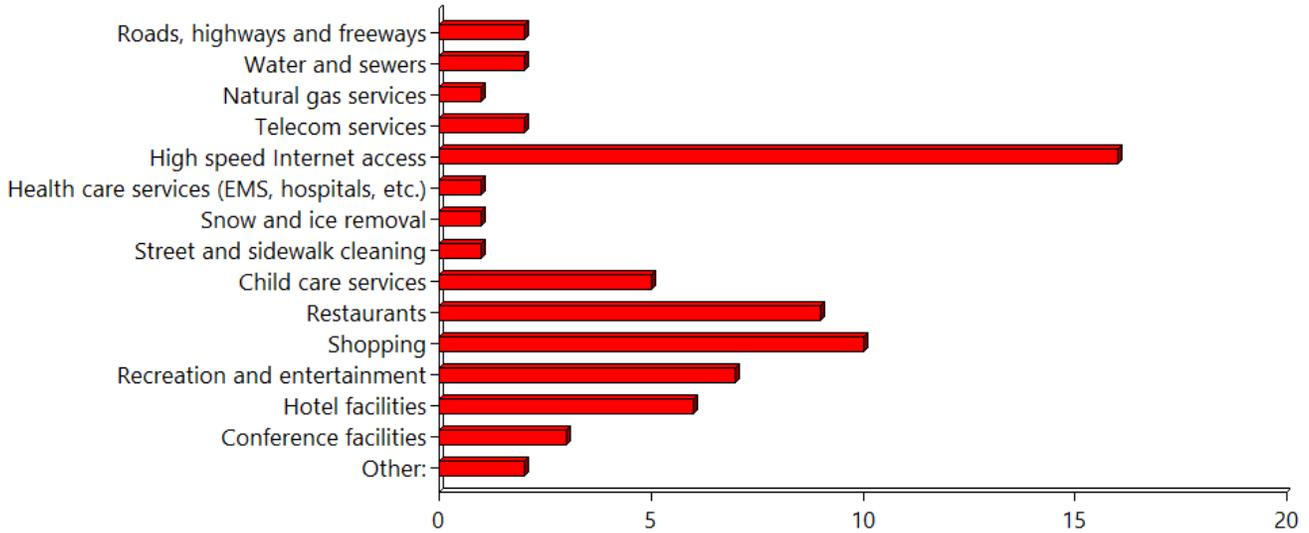
3. What are the top challenges you face as a business owner/operator in Wyandot County?



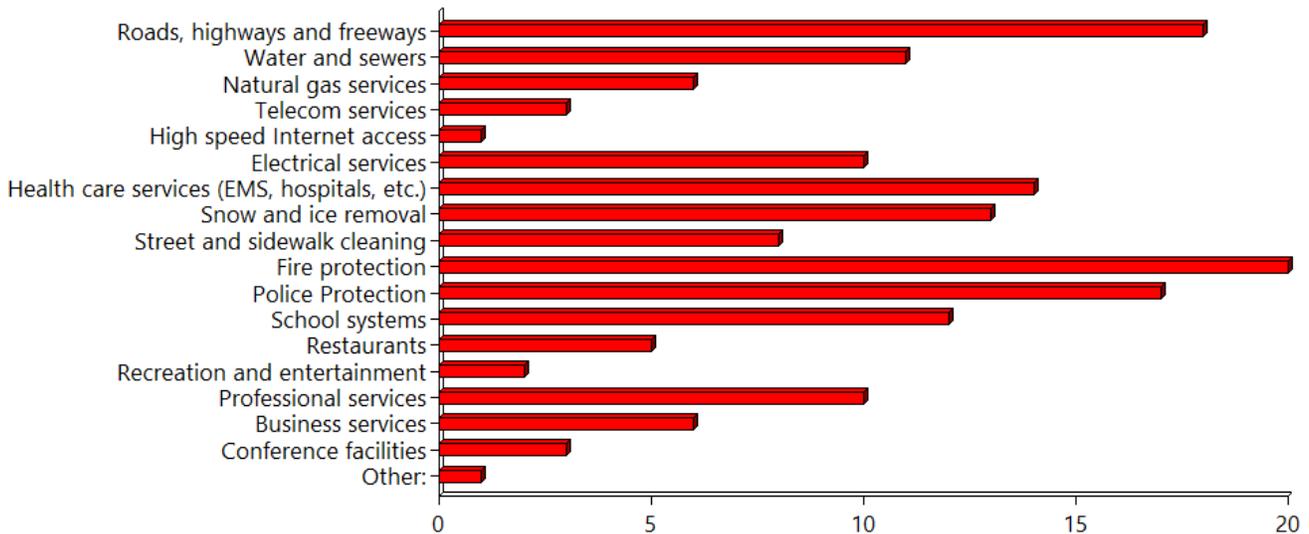
4. Please indicate the business costs in Wyandot County that you believe are more expensive than they ordinarily should be (if any):



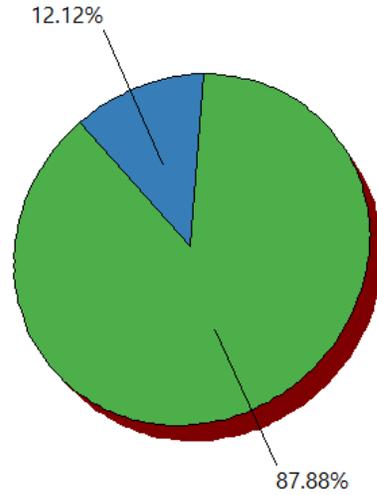
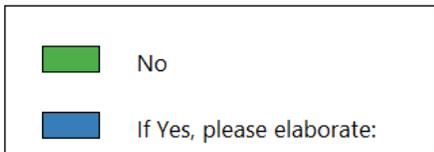
5. From your perspective as a businessperson, please select the SERVICES and AMENITIES in Wyandot County that you are DISSATISFIED with (if any):



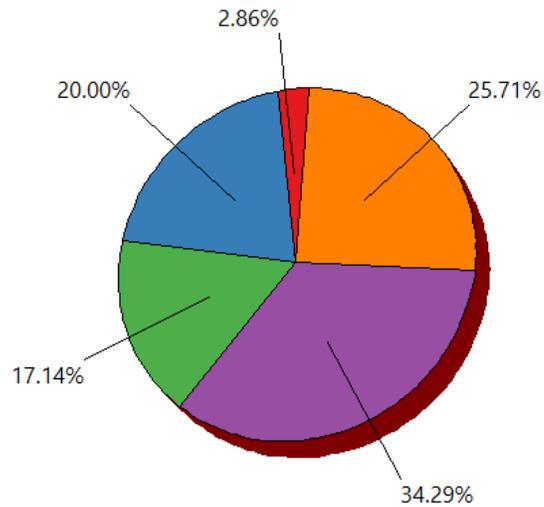
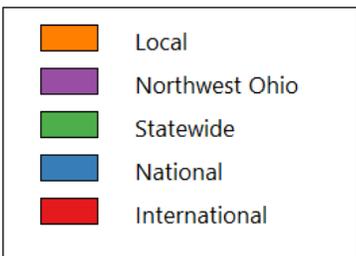
6. Please select the SERVICES and AMENITIES with which you are most SATISFIED.



7. Have any local rules and regulations (zoning, permitting, etc.) been a hindrance to your business operations or expansion efforts?



8. What is your company's primary geographic market?

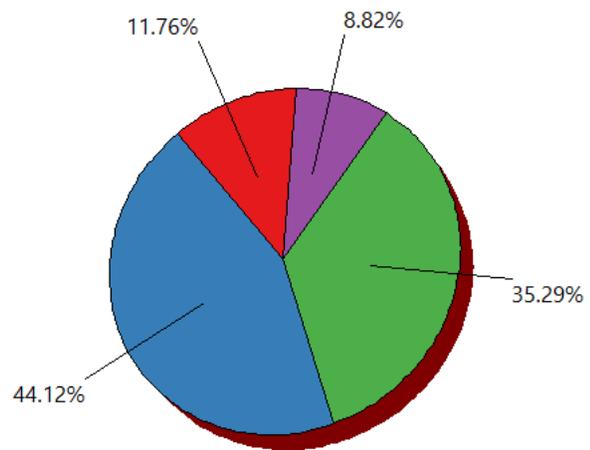
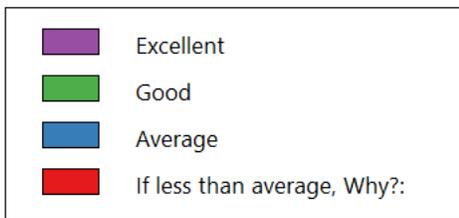


## Section - LOCAL WORKFORCE

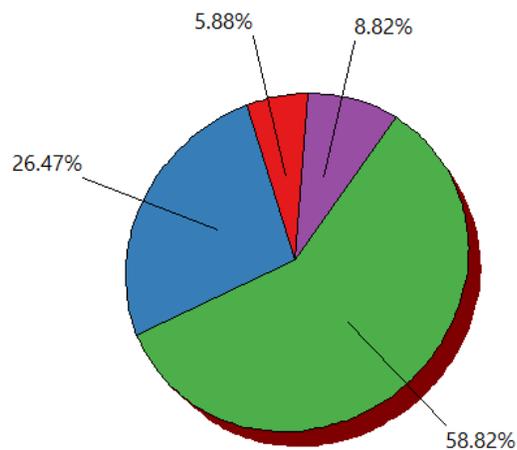
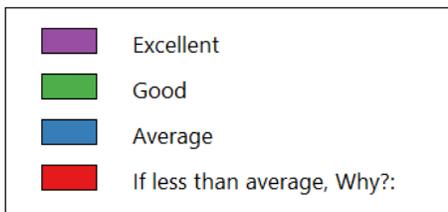
### Instructions Provided To Respondents

Please rate the following aspects of the Hourly and Salaried labor force in Wyandot County:

#### 9. How would you rate the local HOURLY labor force?



#### 10. How would you rate the local SALARIED (staff and management) labor force?



11. How many employees work at your Wyandot County business location? Please break out the number of part-time vs. full-time employees if applicable.

- 1 FT
- 1 FT; 1 PT
- 100
- 120 hourly; 6 salary
- 130
- 15 FT; 25 PT
- 2
- 2 FT; 1 PT
- 2 FT; 28 PT
- 2 FT; 3 PT
- 20
- 225
- 27
- 3
- 3 FT; 1 PT
- 3 FT; 2 PT
- 3 FT; 5 PT
- 30 FT
- 325
- 35 FT; 19 seasonal
- 36 FT; 3 PT; 13 seasonal
- 4
- 400
- 450
- 48
- 50 hourly; 20 salary
- 71
- 75
- 900 FT; 50 PT
- 33

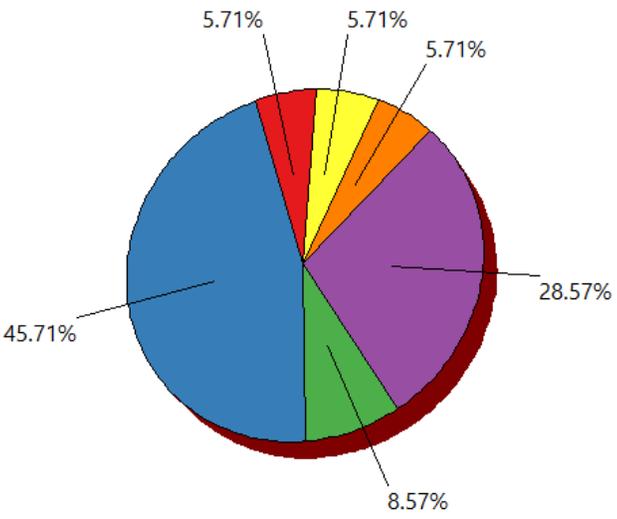
12. If your total workforce has increased since 12 months ago, please indicate by what number:

- 1
- 100
- 15
- 15%
- 2

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- 20
- 3
- 3 FT; 1 PT
- 30
- 50
- 6 (2 responses)
- No increase (4 responses)

13. What is the average length of employment?



14. What is the average starting salary of your unskilled workers (general labor / entry-level positions)?

- \$9.00 / hour
- \$9.50 / hour (2 responses)
- \$9.95 / hour
- \$10 to \$12.00 / hour
- \$10 / hour (4 responses)
- \$10.40 / hour
- \$11 / hour
- \$12 / hour (3 responses)
- \$12.50 / hour
- \$13.00 / hour (3 responses)
- \$13.50 / hour
- \$13.25 – 13.50 / hour

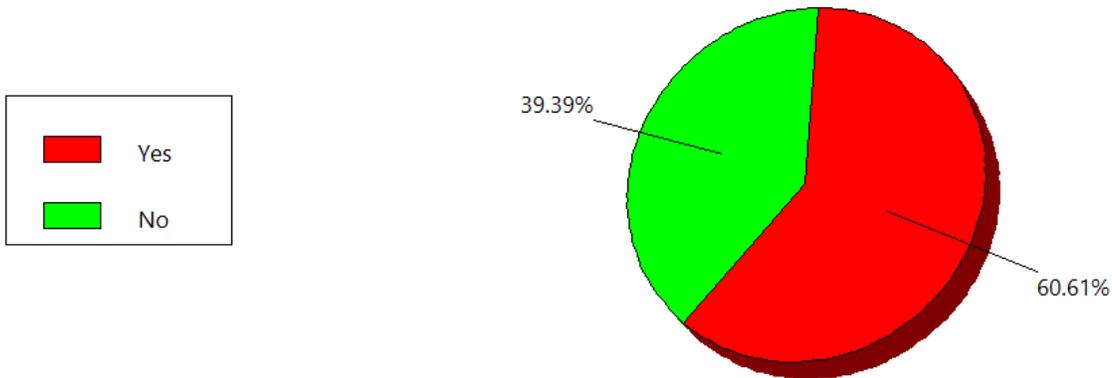
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- \$14.10 / hour
- \$14.50 / hour
- \$15.00 / hour (2 responses)
- \$20.00 / hour

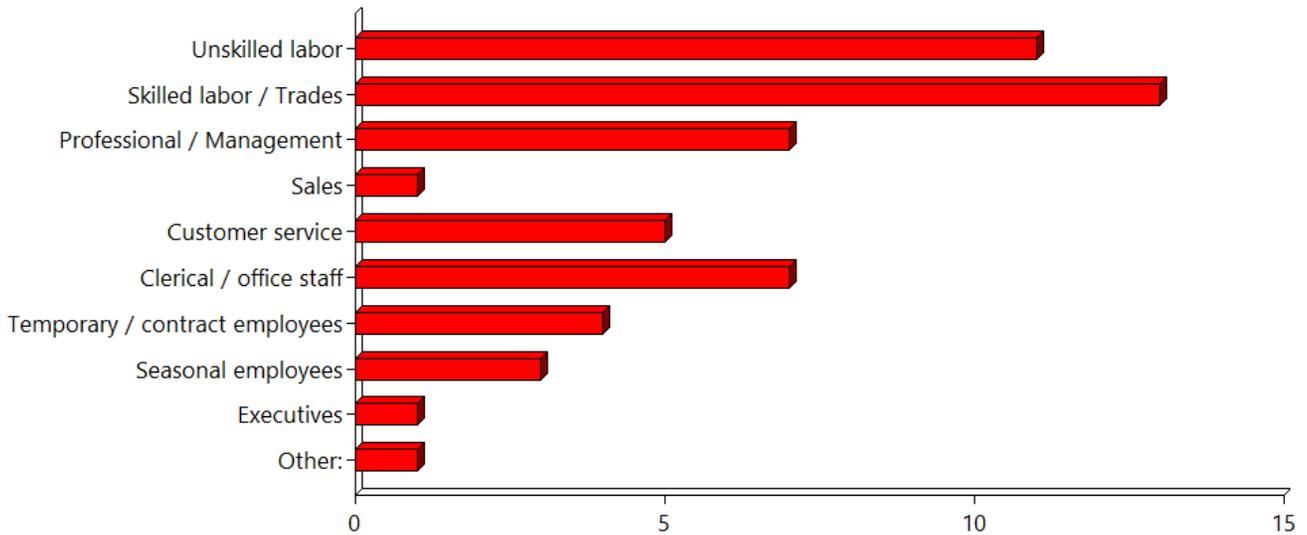
15. What is the average starting salary for your skilled workers (technical certification / degree required)?

- \$11.00 / hour
- \$11.50 / hour
- \$12.00 / hour
- \$12 – 15.00 / hour
- \$13.00 / hour (2 responses)
- \$14 – 16.00 / hour
- \$16 – 16.50 / hour
- \$17.00 / hour
- \$18.00 / hour (2 responses)
- \$19.00 / hour
- \$20.00 / hour (3 responses)
- \$22.00 / hour
- \$22.27 / hour
- \$23.50 / hour
- \$25.00 / hour
- \$26.00 / hour
- \$50.00 / hour
- \$60,000 – 80,000 / year

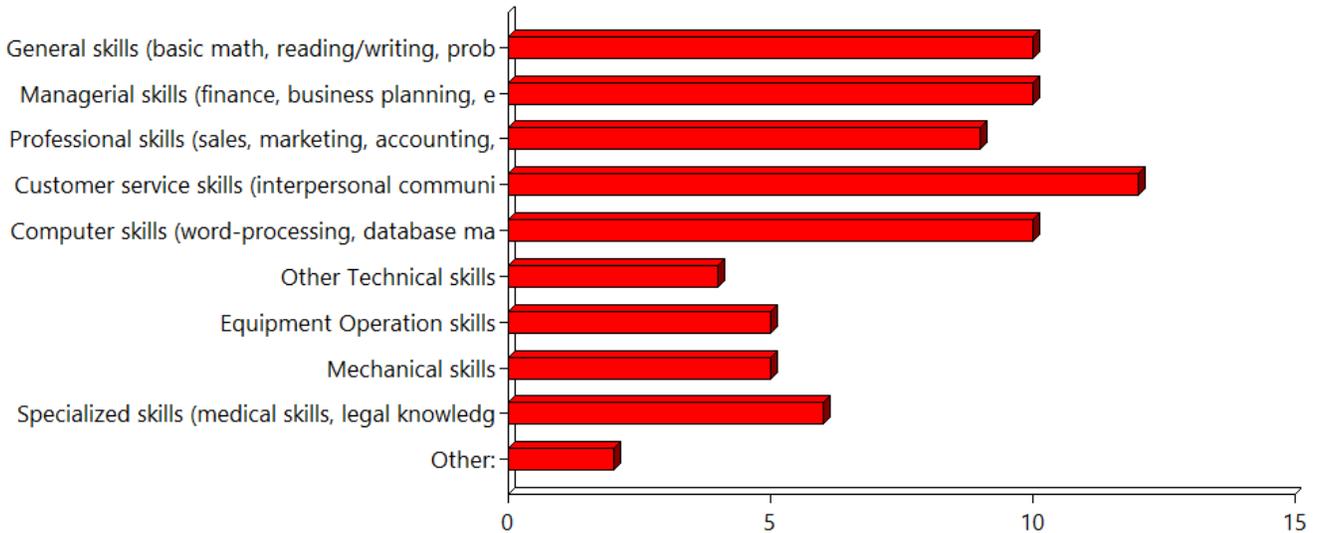
16. Does your business have difficulty recruiting employees?



17. If so, with which types of labor categories are you experiencing recruiting problems?



18. Please select the skills your find are lacking in potential employees you have interviewed (select all that apply):



19. How many new and replacement employees do you expect to hire in the next 5 years because of expansion, retirements, leaving, firing, etc.?

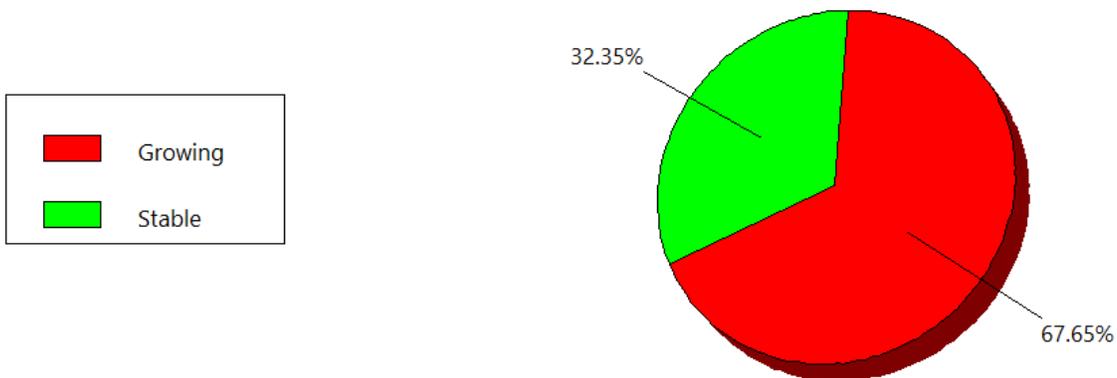
- 0-2
- 1 (4 responses)
- 10
- 10-15
- 20
- 200
- 250 (2 responses)
- 3
- 3-5
- 30
- 5
- 6
- 50 (2 responses)

## Section - FUTURE PLANS

20. Do you work with any customers or suppliers that may be able to profitably operate in the immediate area? If so, please identify them:

- Ancillary Medica; Skilled home care; Wellness and public transportation; Information technology; Computer sales and repair
- Confidentiality requirements
- There is a multitude of clients we could service if we had the people
- W. Lewis Consturction
- Yes, we deal with local frowers and operators for produce, eggs, and meat.
- N/A (2 responses)
- No (2 responses)

21. Does your company have plans for growth over the next 3 years?



22. If so, please provide more information:

- Always watching for new market areas
- Bringing more production and some assembly in house
- Diversified product offerings; Increased volumes
- I would like to add at least one skilled person to the office to increase production
- Involving ourselves in more community events, outdoor seating, and off site offerings.
- Launching two new FCA programs over next 12 months

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- More affordable senior housing
- N/A
- Opening a bring in Tiffin, OH
- Our business is poised for a 200% growth over the next 24 months, and will be adding a 3<sup>rd</sup> office location in Union County. Wyandot County will still be the “headquarters”.
- Rapidly expanding offices in surrounding counties with need for core business staff and admin staff locally.
- Steady growth to relatively stable right now. Would bring on additional programs if workforce could be increased and stable.
- Want to grow
- We are a muni, growing steadily, increasing housing, increasing manufacturing base due to good workforce locally
- We plan to grow our Wyandot County balance sheet of our operation by 5-7% annually as well as potentially look to add a second location in the 3-5 year range.
- We would like to grow in Northwest Ohio
- Will continue to grow in Wyandot and surrounding counties as well as central Ohio.

*23. If you have any plans to modernize, renovate, or expand your present building(s) or equipment in the near future; please describe the type of plans, time frame, and any constraints faced:*

- 18 months, implementation of more equipment
- Assisted living
- Constantly improving electric, water and sanitary sewer systems per grants, joint projects and revenues
- General annual investment in machinery and equipment
- General modernization/renovation that needs to continue in retail
- Likely to purchase or build new, updated facilities in 1-2 years
- N/A (3 responses)
- None at this time (3 responses)
- Nothing specific except some normal equipment replacement/repairs
- Probably add another line along with 3D printer
- Remodel to add more work share space
- Renovated facility in 2016
- Renovations planned
- There are potential plans, but nothing set in stone.
- To add a second drive thru this summer

*24. Is there anything the Wyandot County Office of Economic Development could do to help your business remain profitable and continue growing in the Wyandot County community?*

- Any local assistance to recruit and retain employees. Continue to have water/sewer issues at plant.
- As I tell you, you do a great job for all of Wyandot County.

- Communicate the master plan.
- Continue communications
- Continue to attract businesses to Wyandot County and our service area
- Continue to develop the workforce to retain and recruit jobs to the community. We rely on a stable work force as our base and stable jobs with good wages are important to our growth strategy.
- N/A (3 responses)
- Provide resources for providing professional services in the new technology age
- Stay in touch on developments in the area.
- Upgrade SR-199
- Work to continue to do what you are trying to do to keep the community growing
- Local businesses are telling us they like what you provide and generate.



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The Wyandot County Office of Economic Development is a 501(c)(6) non-profit organization.