



Wyandot County, OH Business Retention and Expansion Program

Local perceptions informing policy

Final Report – December 2019



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

December 2019

Prepared by:

Gregory Moon

Executive Director, Wyandot County Office of Economic Development
Executive Director, Wyandot County Regional Planning Commission
and

The Wyandot County Business Retention and Expansion Task Force

Support for this program provided by:
Wyandot County Board of Commissioners
Wyandot County Office of Economic Development



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Introduction

Since 2008 Wyandot County public, business, and community leaders have made an effort to ensure the annual implementation of a Business Retention and Expansion (BR&E) program. 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. BR&E is seen as 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.¹

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 business leaders serve as a community's best ambassadors to recruit new firms as well as a source of leads when seeking new firms to recruit.²

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 a full-time Extension Educator was hired to lead the local economic development effort. In late-2008 the Wyandot County Office of Economic Development (WCOED), a 501(c)(6) nonprofit public / private partnership, was formed and led by the OSU Extension Educator who served as its director. In turn the director carried out the responsibility of implementing the county's

¹ 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].

² Morse, G. 2004. *The Retention and Expansion of Existing Businesses*. CARDI-Cornell, Ithaca, NY.
http://www.cdtoolbox.net/economic_development/000195.html.

BR&E program. In 2015, the WCOED Executive Director became a direct employee of Wyandot County and since that year 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 Economic Development Director served as the local BR&E practitioner. In doing so this individual 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 many 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 included, and at least 15 other employers would be visited based on need; for a total of at least 30 local businesses included. In 2019 well over 30 local business visits were conducted by the WCOED Executive Director for various reasons, but only a certain number of formal BR&E surveys were recorded as completed in this year's Final Report. Some incomplete surveys we deemed unusable due to incomplete or inadequate information collected during a BR&E visit. In total, 42 complete responses were collected.

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, various WCOED members and economic development partners from the region and state level joined the BR&E practitioner on a visit sporadically throughout the year. The inclusion of these individuals enhanced one of the primary facets of the BR&E program, which is to open direct lines of communication between business, policy, and community leaders, and to be a liaison for various assistance opportunities.

Program Benefits and Outcomes

Data from the local BR&E effort is used to not only assess the local economy, but to also 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 2019 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 assistance for any challenges those companies 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 2019 program were successfully implemented. In total, three Wyandot County businesses moved forward with expansion projects during 2019 where the WCOED was able to directly provide assistance in the process. These projects resulted in the new capital investment of over \$9.2 million.

Wyandot County, OH Demographic Overview³

- In 2018, Wyandot County had an estimated population of [21,935](#). Since the year 2000, the population of Wyandot County has decreased by 4.2 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 [42.2](#). The U.S. median age was [39.4](#).
- 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 2019, the unemployment rate in Wyandot County was [2.9%](#), the state of Ohio was [3.9%](#), and the U.S. average was [3.3%](#) (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
Total population change since year 2000	-4.2%	3.0%	16.3%
Male population	49.7%	49.0%	49.2%
Female population	50.3%	51.0%	50.8%
Median age (years)	42.2	39.4	38.2
Total households	9,157	4,633,145	118,825,921
Average household size	2.39	2.44	2.63
Percent high school graduate or higher	90.5%	89.8%	87.3%
Percent bachelor's degree or higher	15.0%	27.2%	30.9%

³ Information obtained from the U.S. Census Bureau, 2018 Population Estimates and 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>)

Economy in Wyandot County, OH⁴

ECONOMY	Wyandot County	Ohio	United States
Civilian labor force (Oct. 2019)	13,000	5,829,000	164,576,000
Unemployment Rate (Oct. 2019)	2.9%	3.9%	3.3%
Mean travel time to work (minutes)	21.7	23.4	26.4
Median income (dollars)	32,131	31,266	32,141

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

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

⁴ 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, OH⁵

COST OF LIVING	Wyandot County	Ohio	United States
Overall	77.5	82.6	100
Grocery	90.6	96.1	100
Health	104.9	87.4	100
Housing	49.3	60.9	100
Median Home Cost	\$114,036	\$140,700	\$231,200
Utilities	101.3	100	100
Transportation	69	83.9	100
Miscellaneous	97.3	97.4	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 77.5. Comparatively, the overall cost of living for the state of Ohio less than the national average at 82.6, and Wyandot County scores another 5 points lower than the state.
- The Wyandot County, OH cost of living exceeds 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 22.5% below that of the U.S. average.

⁵ 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

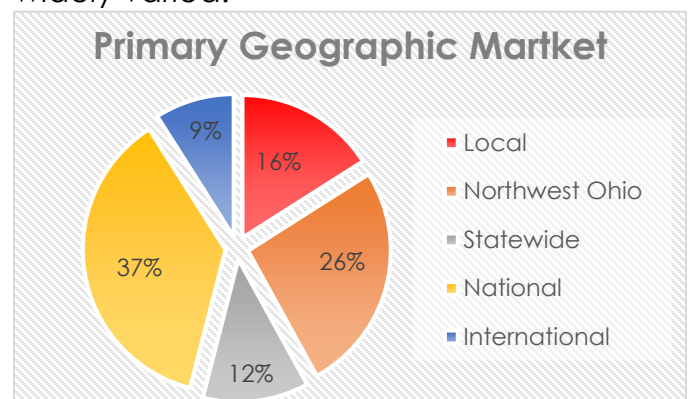
The 2019 Wyandot County Business Retention and Expansion program included the completion of surveys and retention calls beginning as early as May and as late as October. Again for 2019, the BR&E survey was adjusted and condensed from prior years. This was done to increase participation, and removed questions deemed redundant. Much of this information was collected numerous times in past years. The Wyandot County Office of Economic Development 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 42 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 2019 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 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

2019 BR&E data again showed overall profitable growth among participants as 65% reported plans for growth over the next 3 years, and 35% reported their business as stable. No respondents reported a projected decline in business in the near future.

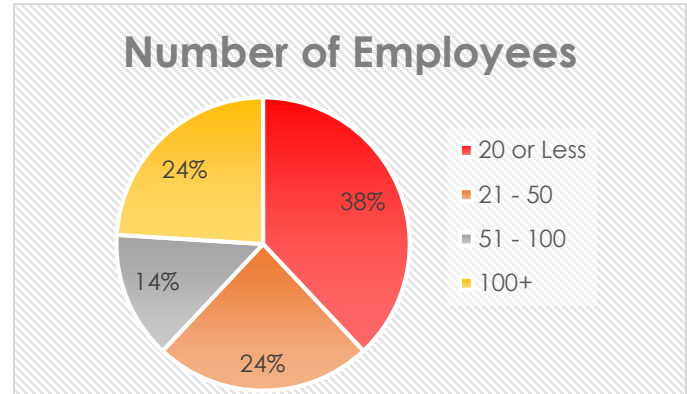
Similar to previous years' BR&E data collected, many (73%) of the businesses who indicated they were growing also reported they had plans to modernize, renovate, or expand their operation, or they had recently completed a related project.

To aid in these future growth efforts, respondents were asked how the local economic development office could be of most assistance. 42% responded they could benefit from workforce development efforts, while another 26% 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):



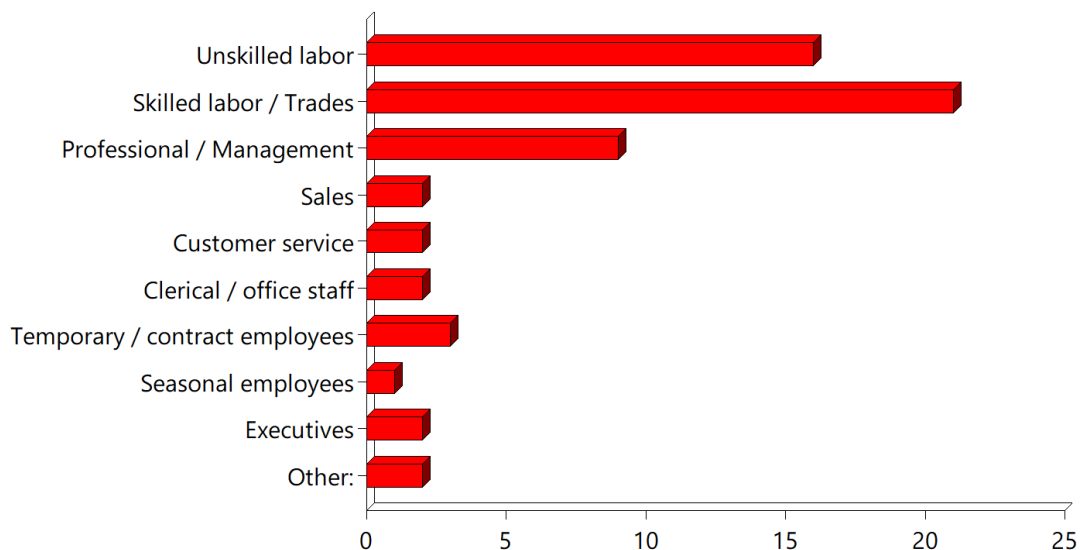
One-third of respondents said the average length of employment at their location was 10 years or more, 36% reported an average length of employment at 5-10 years, 21% at 1-5 years, and the other 10% reported average length of employment as less than 1 year.

As is the case nationwide, labor availability continues to be an area of difficulty for local employers. This year, 67% of respondents reported having difficulty recruiting employees locally.

Skilled trades continued to be the most difficult category of workforce to recruit, but unskilled labor was not far behind. This continues to be the local trend in recruiting difficulty for the past many years.

The following graph displays how various labor categories ranked in difficulty to recruit for among local businesses:

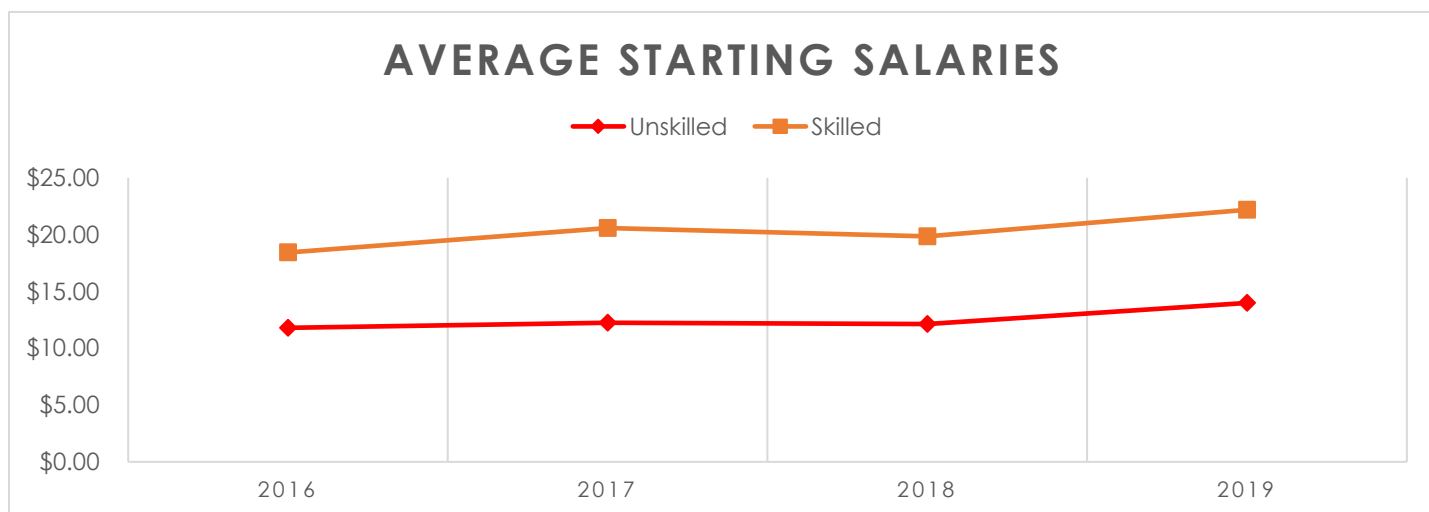
Labor categories where recruiting problems are experienced most:



Also continuing previous years' data trends, Customer Service (interpersonal communications) were identified as the top skills seen lacking in potential employees interviewed by respondents, and General Competency skills (basic math, reading/writing, problem solving, etc.) were ranked as the second most

needed followed by Equipment Operation and Mechanical skills.

A few new questions implemented beginning in the 2016 BR&E survey help to track the average starting salaries for both skilled and unskilled workers. The trend in this data for the past 4 years can be seen in the following graph:



In 2019, \$13.99 per hour was the combined average starting wage reported when asked for the average starting salary of unskilled workers. \$22.19 per hour was the combined average starting salary for skilled workers.

These combined averages outpaced those reported in previous years, and is representative of the increased wage competition local employers face as the challenges in a limited labor pool continue to remain a top concern.

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. The sum total of new employees needed over the next 5 years was over 1,000.

Although this small portion of Wyandot County businesses who responded to the 2019 BR&E survey includes the largest employers in the county, the estimated need for more than 1,000 replacement employees over the next 5 years would suggest the demand for new employees to be much greater when factoring in the over 500 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, 60% rated it as good, and only 5% 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; Roads, highways and freeways was ranked highest followed by Fire and 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.

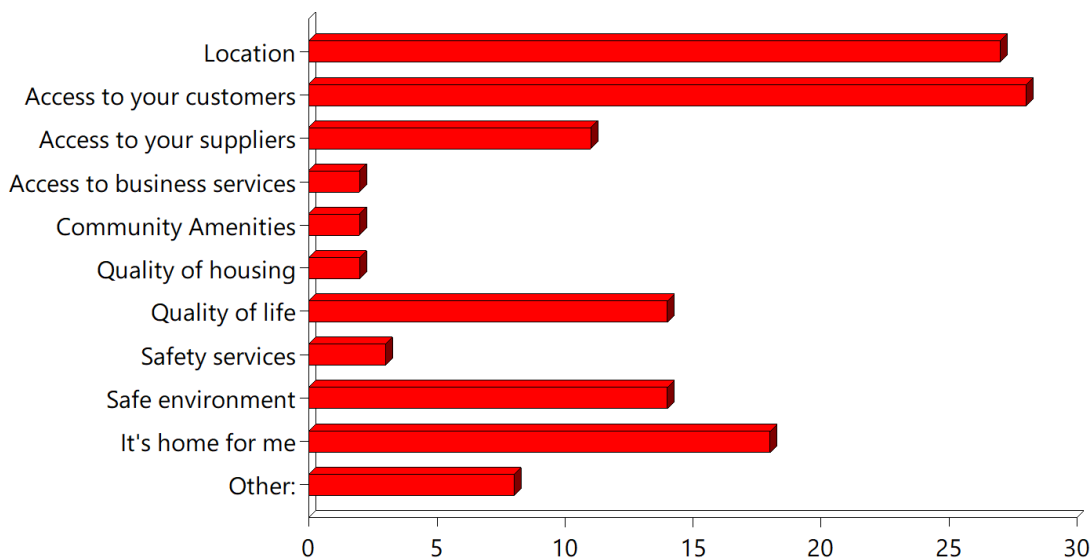
Participants were asked for their top 3 reasons for locating and keeping their business in Wyandot County, which can be seen in the graph below.

Access to customers, followed by Location and then Access to suppliers were reported as the top reasons. Again, the

access that Wyandot County's geographic location provides to local businesses continues to be a leading 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 seven years of BR&E data.

Other questions asked to gauge overall challenges for local business due to zoning and other regulations yielded positive results. 17% reported that rules and regulations (zoning, permitting, etc.) had been a difficulty for their business. The reasons provided included denials or difficulties with various taxing jurisdictions or public departments, and did not only center around one in particular.

Top 3 Reasons for locating and keeping business in Wyandot County:



Top 3 Challenges to doing business in Wyandot County:



Respondents were also asked for their top 3 challenges related to doing business in Wyandot County. The responses can be seen in the graph above.

Once again participants indicated that recruiting or retaining employees was their top challenge. Expensive health insurance and unskilled workers rated as the second greatest challenges to Wyandot County businesses. These were also the top challenges in 2018.

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 – 2018, and now in 2019, 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 six-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 many years, BR&E efforts included individuals from the public and private sector, which should remain a common practice in the future.

This year the WCOED again made a push to bring local public and private partners into economic development planning, discussions, and leadership.

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 throughout the nation face problems finding talent.

The WCOED must be a leader in the community working to garnering an adequate labor pool to support the ongoing growth of local businesses. These efforts can be seen in the 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.

The WCOED has since worked to facilitate and provide leadership to the Task Force throughout 2019, and the effort has seen many objectives come to fruition.

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 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 public and private stakeholders in planning future strategies that aid local business growth.

The identification of growing companies provides the local economic development effort the ability to proactively assist in and enhance that growth potential.

Multiple local expansion projects were implemented during 2019, three of which were identified proactively by BR&E program efforts. As a result, these projects were provided some form of assistance during the early stages by the Wyandot County Office of Economic Development.

Again, much of the data collected during the 2019 BR&E program mirrored that of previous years. Overall, the outlook on the local economy remains highly 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 remains a large driver in retaining existing businesses.

Although the local economic narrative continues to show many strengths, there are still ongoing concerns faced by area businesses that will help to guide ongoing efforts for local leaders. Again in 2019, the difficulty to recruit and retain both skilled and unskilled labor was seen as the greatest challenge for local firms. The lack of needed labor is a problem plaguing not only Wyandot County, but firms across the country.

The anticipated need from respondents for new employees over the next 5 years being over 1,000 total, and the fact that employers reported hiring 351 employees over the past 12 months, reaffirms that workforce development must be at the top of local priorities well into the future.

Since the facilitation of Wyandot County's BR&E program through its own economic development organization, a vast majority of indicators remain similar year after year. As has been proven many times over, the value of successful BR&E is very high, but there may be ways to tailor the program to better serve the needs of Wyandot County.

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.

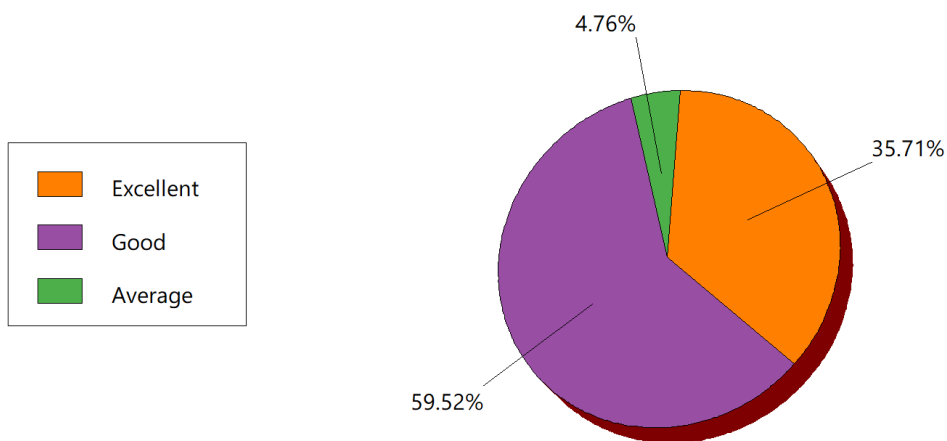
Appendix A: 2019 BR&E Survey Results

Survey Results

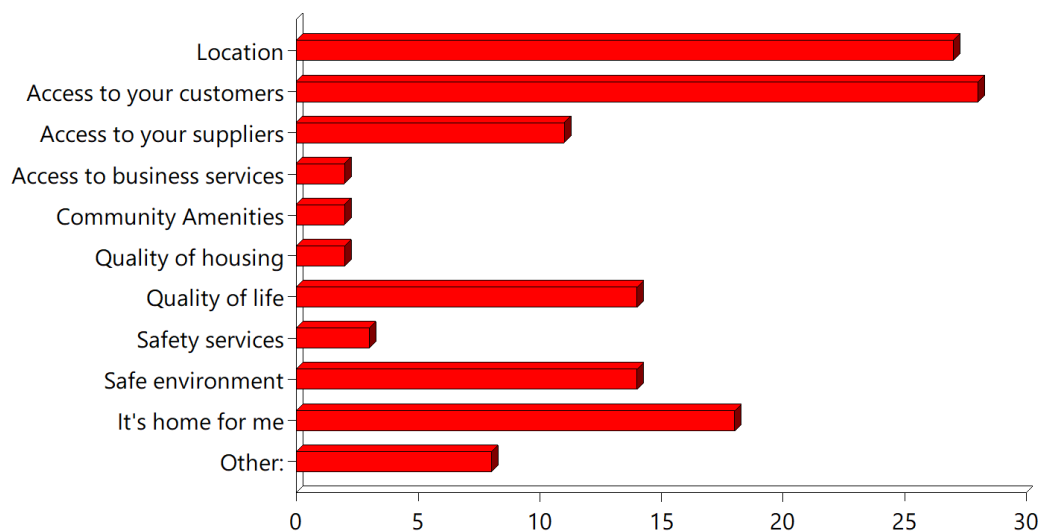
The following is a graphical depiction of the responses to each survey question. Additional comments provided by respondents, if any, are included after each graph.

Section – BUSINESS ENVIRONMENT

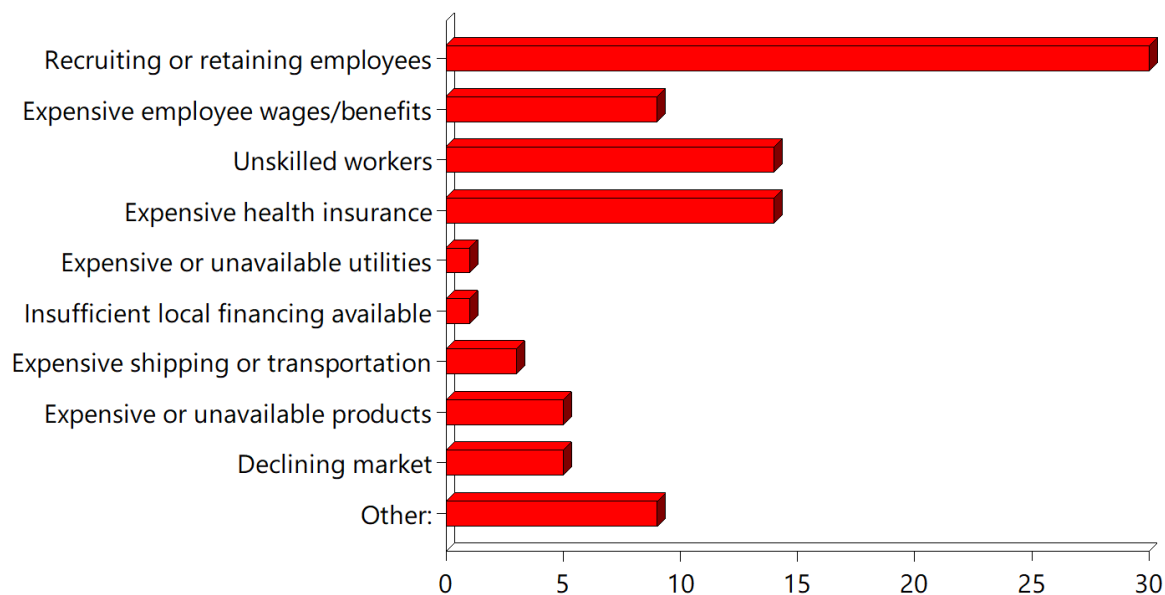
1. What is your overall opinion of Wyandot County as a place to do business?



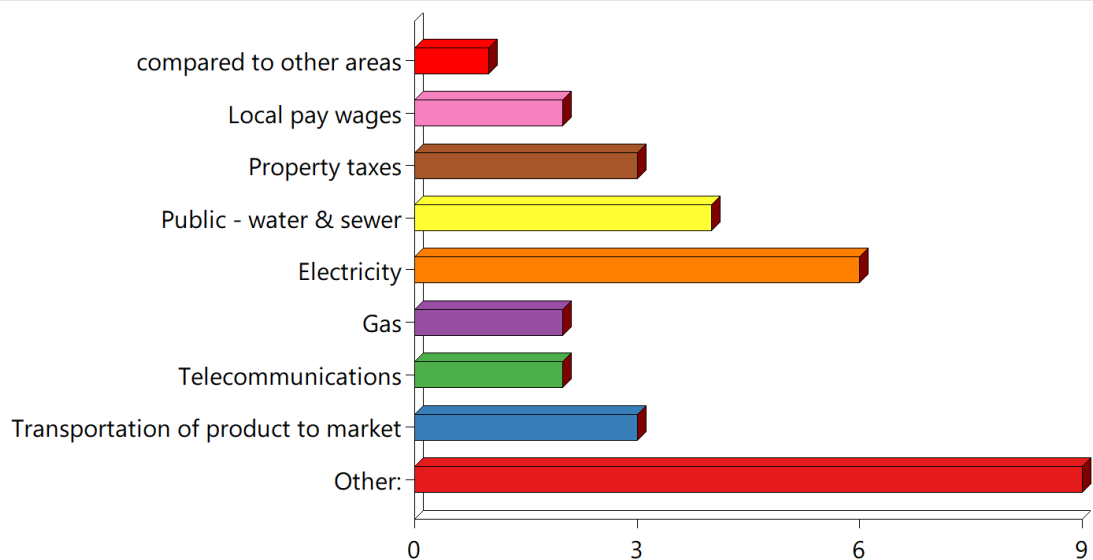
2. What are the top three (3) reasons you chose to locate and keep your business in Wyandot County?



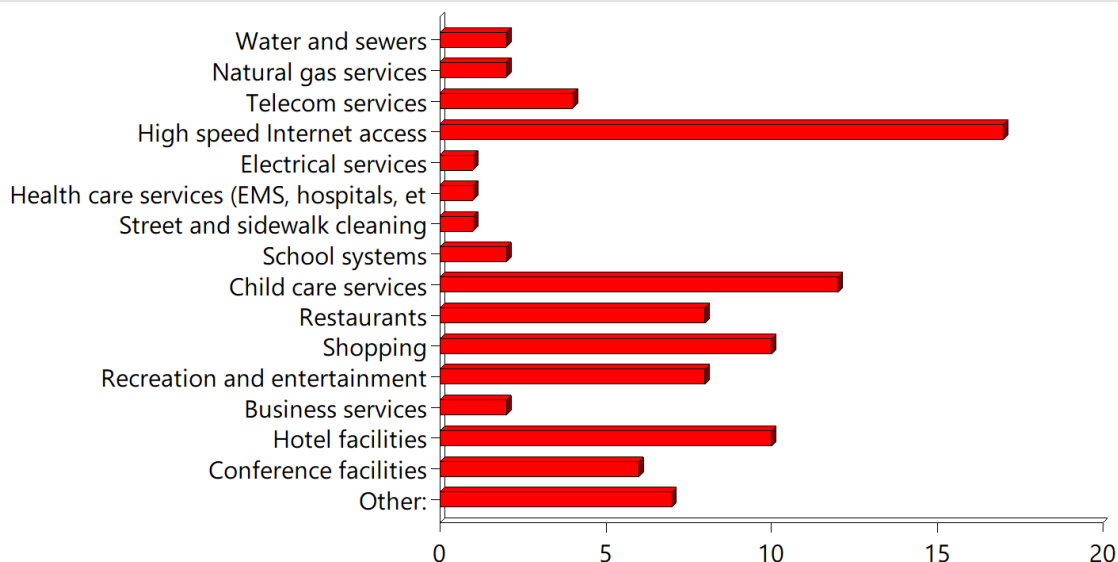
3. What are the top challenges you face as a business owner/operator in Wyandot County?



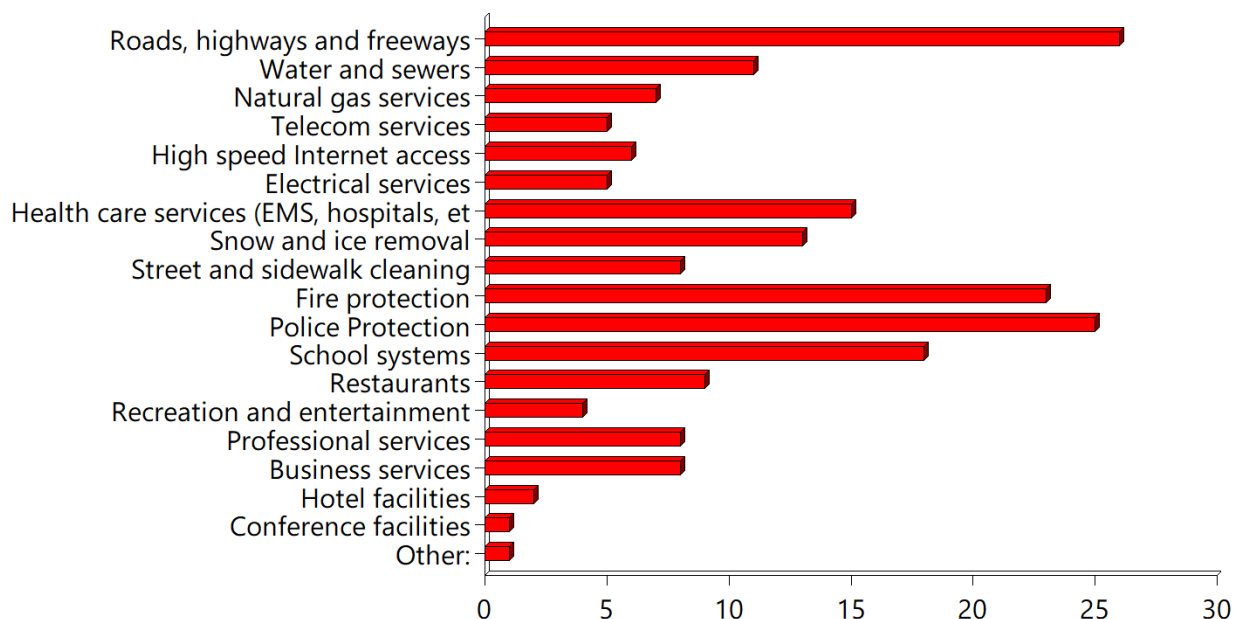
4. Please indicate the business costs in Wyandot County that you believe are more expensive than they ordinarily should be (if any):



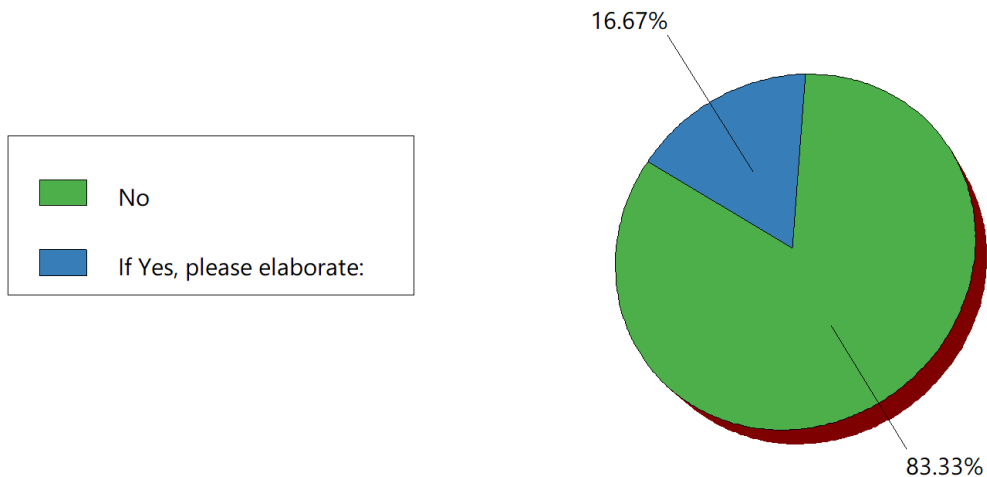
5. From your perspective as a businessperson, please select the SERVICES and AMENITIES in Wyandot County that you are DISSATISFIED with (if any):



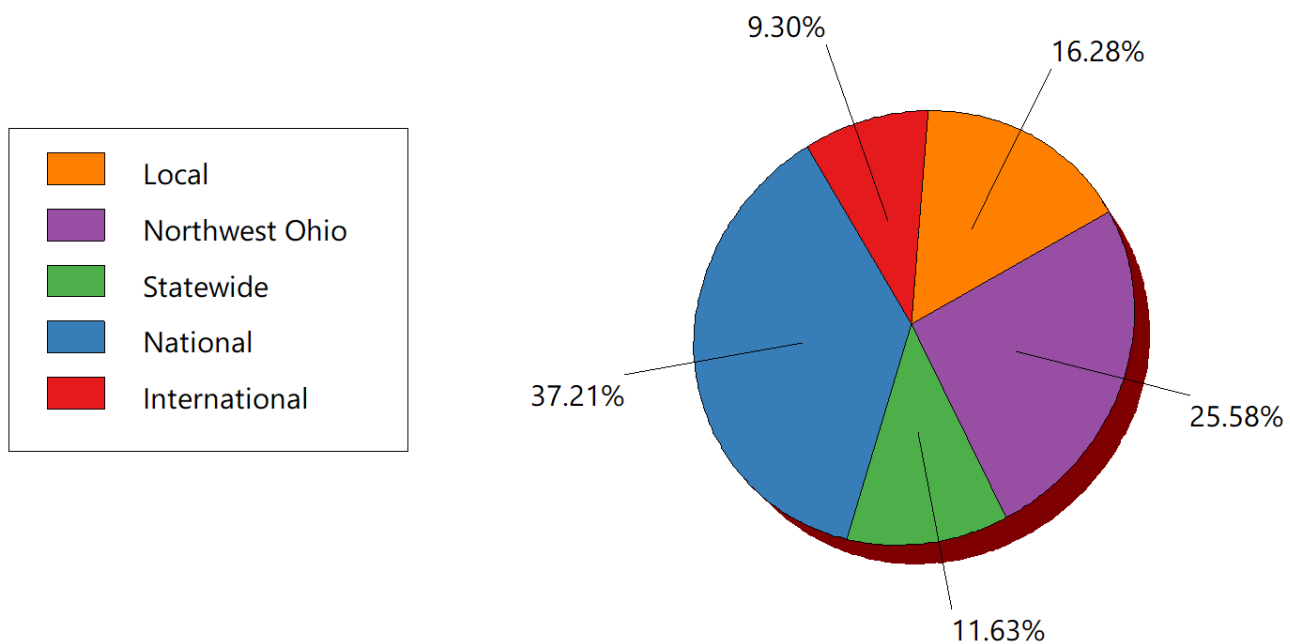
6. Please select the SERVICES and AMENITIES with which you are most SATISFIED.



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?

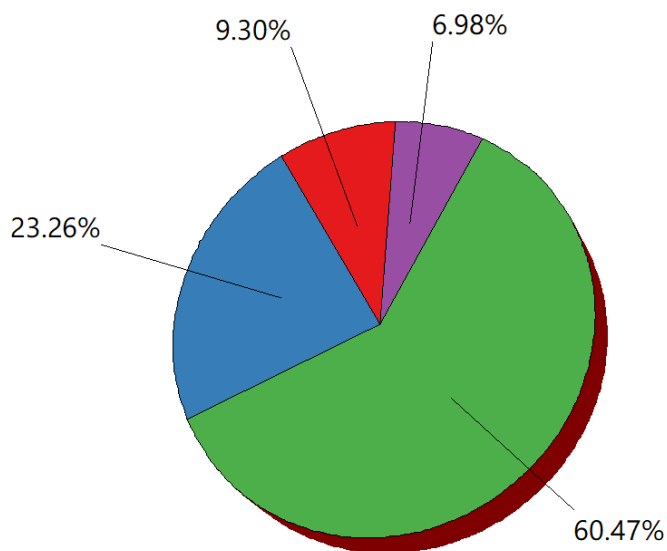
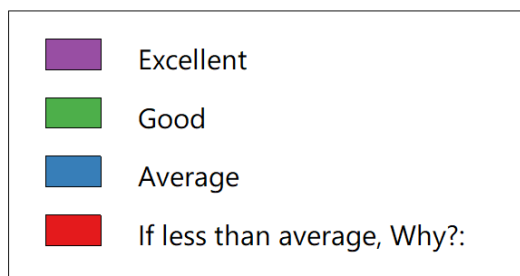


Section - LOCAL WORKFORCE

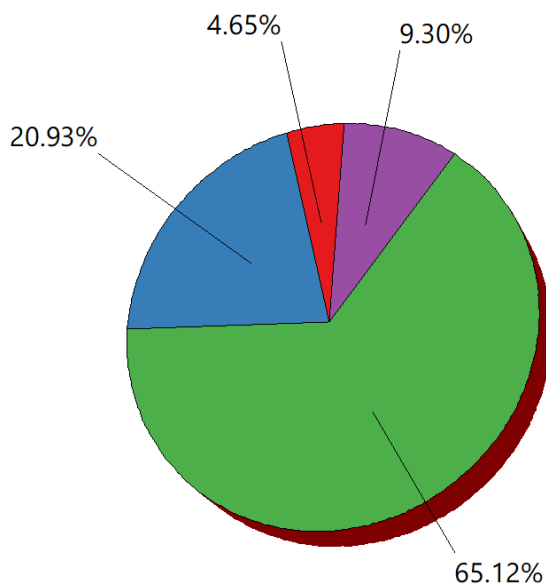
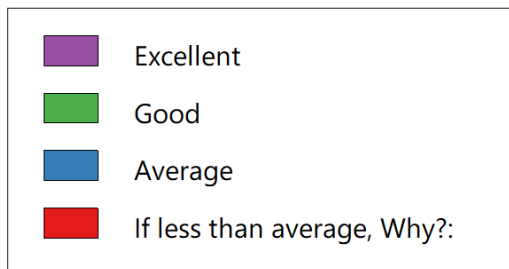
Instructions Provided To Respondents

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?



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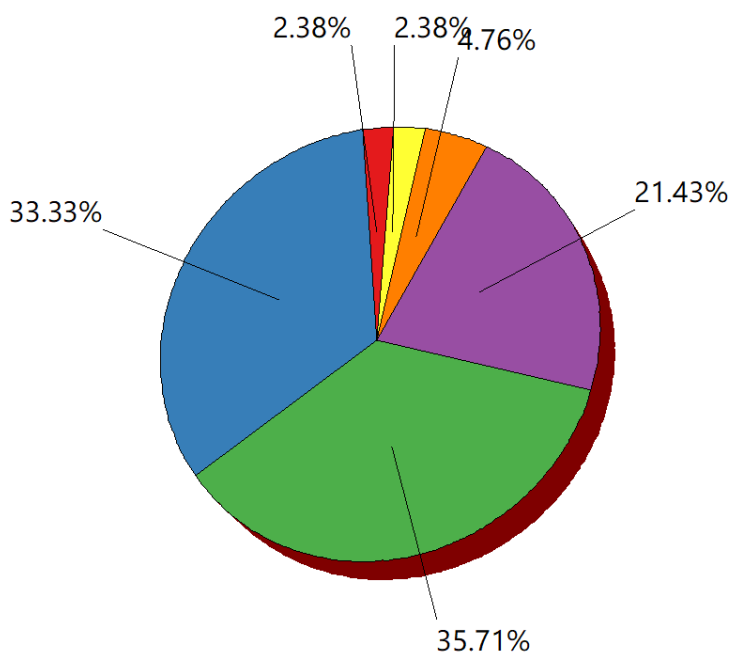
11. How many employees work at your Wyandot County business location? Please break out the number of part-time vs. full-time employees if applicable.

- | | |
|---------------|--------------------|
| • 10 FT | • 279 FT; 113 PT |
| • 10 FT; 2 PT | • 4 |
| • 100 | • 4 FT; 2 PT |
| • 14 FT; 1 PT | • 40 (3) |
| • 14 FT | • 40 FT |
| • 2 | • 5 FT |
| • 20 FT | • 5 FT |
| • 20 FT | • 50 FT; 3 PT |
| • 20 FT; 1 PT | • 571 |
| • 225 FT | • 6 (2) |
| • 230 | • 6 FT; 100-200 PT |
| • 27 | • 65 FT; 15 PT |
| • 27 FT | • 7 FT; 1 PT |
| • 3 FT; 4 PT | • 70 FT; 3 PT |
| • 30 | • 75 |
| • 35 FT; 5 PT | • 750 FT; 150 PT |
| • 35 FT | • 80 FT |
| • 350 FT | • 890 |
| • 350-400 | • 150 |
| • 36 FT | |

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

- 1 (6 responses)
- 120
- 2 (3 responses)
- 3 (5 responses)
- 50
- 6
- 60-70
- 8
- 60
- 15
- 0 (6 responses)

13. What is the average length of employment?



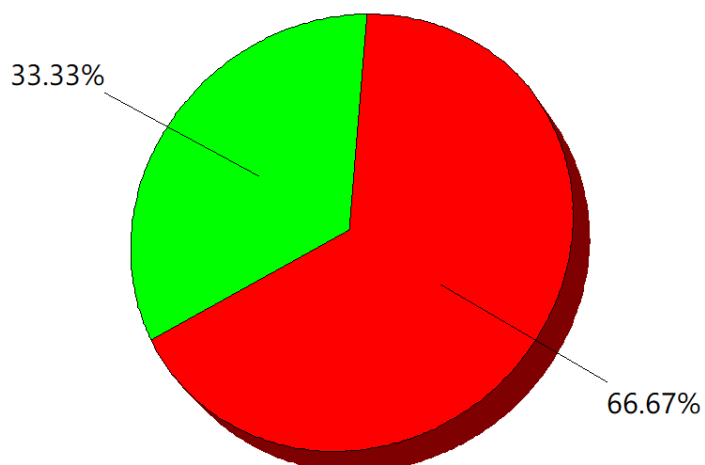
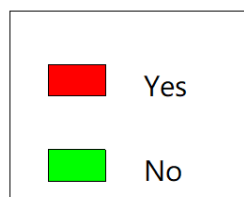
14. What is the average starting salary of your unskilled workers (general labor / entry-level positions)?

- \$10.00 / hour (4 responses)
- \$10.50 / hour
- \$12.00 / hour (4 responses)
- \$12.50 / hour (4 responses)
- \$12.75 / hour
- \$13.00 / hour
- \$14.00 / hour (6 responses)
- \$14.06 / hour
- \$14.10 / hour
- \$14.50 / hour
- \$15.00 / hour (8 responses)
- \$15.38 / hour (2 responses)
- \$16.5 / hour (2 responses)
- \$17.00 / hour
- \$20.00 / hour
- \$24.00 / hour

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

- | | |
|--------------------------------|--------------------------------|
| • \$14.00 / hour (3 responses) | • \$24.00 / hour (2 responses) |
| • \$15.00 / hour | • \$24.04 / hour |
| • \$16.00 / hour | • \$25.00 / hour (3 responses) |
| • \$17.00 / hour | • \$26.00 / hour (2 responses) |
| • \$18.00 / hour (4 responses) | • \$26.44 / hour |
| • \$18.50 / hour | • \$27.50 / hour |
| • \$19.23 / hour (3 responses) | • \$32.00 / hour |
| • \$20.00 / hour (5 responses) | • \$33.00 / hour |
| • \$21.63 / hour | • \$36.06 / hour |
| • \$22.00 / hour (3 responses) | • \$40.00 / hour |
| • \$23.50 / hour | |

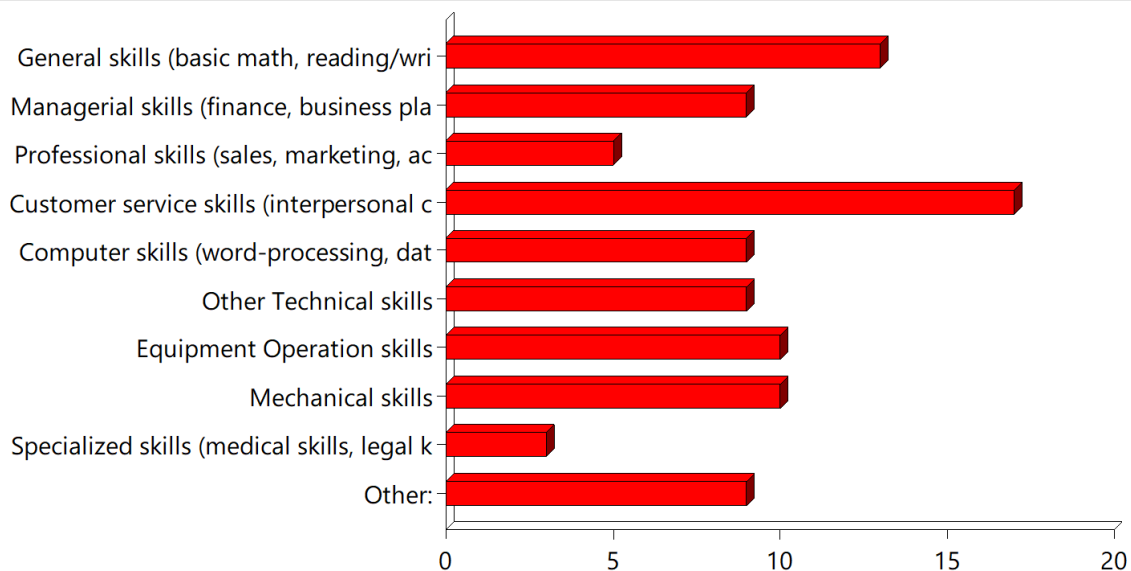
16. Does your business have difficulty recruiting employees?



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.?

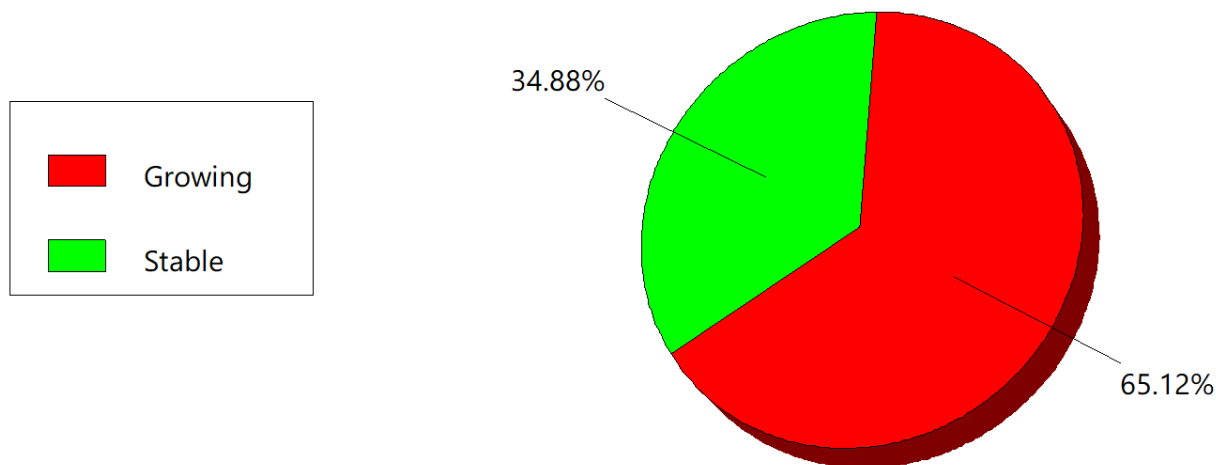
- 1 (3 responses)
- 1.5
- 2 (3 responses)
- 2.5
- 3 (2 responses)
- 4
- 5 (6 responses)
- 7
- 7.5 (2 responses)
- 10
- 12.5
- 15 (3 responses)
- 20
- 37.5
- 200 (2 responses)
- 400
- 100%
- Difficult question because we are continuously recruiting to get the right people. We have about a 60% retention of people that we hire with the biggest issue being attendance.
- Hard to answer.
- Status quo
- Unknown
- We hire about 75 employees annual for turnover. We just increased the headcount by 30.

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:

- IT department
- Many subs
- Most need larger city.
- No (7 responses)
- Yes – the local quarries
- Yes, unable to identify due to privacy (2 responses)

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



22. If so, please provide more information:

- (Not reported for confidentiality)

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:

- (Not reported for confidentiality)

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?

- Anything to help recruit workers is a must!
- Biggest challenge has been attracting and retaining hourly personnel.
- Bringing in more business helps out opportunity to continue to work and keep out employyes woking in the county.
- Child care and transportation are two of the main reasons people cannot hold jobs.
- Continue to ensure Wyandot County remains a good place to live and work. Help the available workforce understand what opportunities are available in the county and what certifications may make them more employable.
- Employee recruitment and trainging and development; education of current high school juniors and seniors and the non-college opportunities in the county.

- Expanded connections to the large family owned groups in town. Expanded resources for recruiting quality talent to the community.
- Help to educate the younger population of the importance of working in healthcare.
- Help finding employees
- Keeping up with JobsOhio
- Keeping communication open between members
- Nothing specific (4 responses)
- More families coming into town
- Provide insight about what employers are doing in other counties to differentiate themselves to employees/candidates or invest in building a competent candidate pool for the future.
- Providing leads on new businesses that may be coming to the area.
- Tax incentives and bringing additional new business to the county.
- We have always appreciate your support and assistance.
- Workforce development.
- Wyandot County does a great job supporting and helping local business operate and grow.
- Great job.



Wyandot County Office of Economic Development, Inc.

109 S. Sandusky Ave., Room 16

Upper Sandusky, OH 43351

Phone (419) 294-6404

Fax (419) 294-6415

Email gmoon@wcoed.com

URL www.wcoed.com

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