

**BREVILLE BUSINESS RETENTION AND EXPANSION (BR&E)  
STRATEGIES PROGRAM  
Interview Guide**

Business ID: \_\_\_\_\_  
Supplied by Coordinator:  
Also record on pages 1 &4 of  
survey

BUSINESS NAME:

\_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Phone \_\_\_\_\_ Website \_\_\_\_\_

PERSON INTERVIEWED: \_\_\_\_\_

Job title: \_\_\_\_\_

Date of visit: \_\_\_\_\_

Email \_\_\_\_\_

OTHER KEY OFFICIALS IN THIS ESTABLISHMENT:

Owner \_\_\_\_\_

Chief Exec. Officer \_\_\_\_\_

Plant Manager \_\_\_\_\_

Human Resources Officer \_\_\_\_\_

VOLUNTEER VISITORS:

\_\_\_\_\_

\_\_\_\_\_

**Note to Visitation Coordinator: After placing the ID number on this cover sheet and on pages 1 and 4 of the survey, remove the cover sheet and file separately to ensure confidentiality of results.**

## BUSINESS RETENTION AND EXPANSION STRATEGIES (BR&E) PROGRAM

### Background

*We believe our existing businesses are our best prospects for future development. The purpose of this program is to see how we can help them succeed.*

- I. This program is sponsored locally by the following organizations:
  - name of community organization here*
  - name(s) of other local sponsors here*
  - Minnesota Department of Employment and Economic Development
  - University of Minnesota Extension
  
- II. Technical and applied research assistance for this program is provided by the University of Minnesota Extension.
  
- III. Business, government, and educational leaders have agreed to help us work with our local businesses on this program.
  
- IV. The BR&E program is a cooperative effort involving volunteers drawn from other businesses, local government, and educational institutions.
  
- V. The objectives of the program are:
  1. To demonstrate support for local businesses
  2. To help solve immediate business concerns.
  3. To increase local businesses' ability to compete in the global economy
  4. To establish and implement a strategic plan for economic development.
  5. To build community capacity to sustain growth and development.
  
- VI. Confidentiality - Your individual answers to this survey are confidential and will not be released except as required by law. Your response will be summarized with those of others to produce an overall result in percentages or averages. **If we find an issue in your survey response in which a certain individual or individuals may be able to respond to your concern in a beneficial way, you will be asked at the end of the survey whether you authorize us to release your survey information to them.** In communities that share their visit results with the Grow Minnesota! database, the same confidentiality rules apply.
  
- VII. The "Skip It Rule" - If there is a question that you feel might be best to skip, we will do that; just let us know. There is no need to explain your reasons.
  
- VIII. Copy of Summary Report - Copies of the summary will be provided to all businesses that participate in this survey.

|   |
|---|
| Business ID: _____<br>Supplied by Coordinator |
|---|

**BREVILLE BUSINESS RETENTION AND EXPANSION (BR&E) STRATEGIES PROGRAM**  
**Interview Guide**

Community or township: \_\_\_\_\_ Date: \_\_\_\_\_

**1a. Is all the information on the cover sheet complete and correct? (Circle ONE answer)**

(1) Yes (2) No → **1b. If No, make the necessary corrections.**

**2a. Did your business begin its operation in this community? (Circle ONE answer)**

(1) Yes (2) No → **2b. If No, where did you move from and when?**

| <u>Community</u> | <u>State</u> | <u>Year</u> |
|------------------|--------------|-------------|
| _____            | _____        | _____       |

→ **2c. If Yes, what year?** \_\_\_\_\_

**3. What type of facility is this? (Circle all that apply)**

- (1) Branch
- (2) Distribution
- (3) Headquarters
- (4) Home-based business
- (5) Manufacturing
- (6) Office-operation (non HQ)
- (7) Research & Development
- (8) Retail Sales Office
- (9) Other: \_\_\_\_\_

**4. Is your business locally owned? (Circle ONE answer)**

(1) Yes (2) No → **4b. If No, where is your corporate headquarters located?**  
 (Please identify city, state, & country) \_\_\_\_\_

**5. Do you have multiple locations? (Circle ONE answer)**

(1) Yes (2) No

→ **5b. If Yes, where are they located?** \_\_\_\_\_

**6. Which of the following North American Industry Classification System (NAICS) categories best describes your business? (Circle ONE answer)**

|   |   |
|---|---|
| 1. Administration/Support/Waste Management/Remediation Services | 11. Manufacturing                                 |
| 2. Agriculture/Forestry/Fishing/Hunting                         | 12. Mining, Quarrying, and Oil and Gas Extraction |
| 3. Accommodation/Food Services                                  | 13. Other Services                                |
| 4. Arts/Entertainment/Recreation                                | 14. Professional/Scientific/Technical Services    |
| 5. Construction   | 15. Public Administration                         |
| 6. Educational Services   | 16. Real Estate/Rental and Leasing                |
| 7. Finance/Insurance  | 17. Retail Trade                                  |
| 8. Health Care Services/Social Assistance                       | 18. Transportation and Warehousing                |
| 9. Information  | 19. Utilities                                     |
| 10. Management of Companies & Enterprises                       | 20. Wholesale Trade                               |

**Your product / service**

**7. We are interested in learning about your primary products and services.**

| <b>a. Name the major products or services offered by this establishment</b> | <b>b. What percentage of your total sales comes from each? (Total should equal 100%)</b> | <b>c. Are sales of this product or service? (Circle ONE answer)</b> |
|---|--|---|
| (1)   | %  | (1)Increasing (2)Stable (3)Decreasing                               |
| (2)   | %  | (1)Increasing (2)Stable (3)Decreasing                               |
| (3)   | %  | (1)Increasing (2)Stable (3)Decreasing                               |
| (4) Other products or services (specify)                                    | %  | (1)Increasing (2)Stable (3)Decreasing                               |
| <b>Check total (should equal 100%)</b>                                      | 100 %  |   |

**8a. What is special or unique about your major products or services? (BR&E visitor: Please take detailed notes here.)**

**8b. What are the one or two most important reasons that customers might choose your competitors over you?**

**Labor Force**

9. Please estimate how many workers (including yourself) are employed by you at this location? We'd like you to break this out between full-time and part-time for the two time periods shown.

|                 | a. Full time | b. Part time (as defined by the business) | c. Seasonal (hired by the business) | d. Temp agency employees |
|-----------------|--------------|---|-------------------------------------|--------------------------|
| Currently       |              |   |                                     |                          |
| Three years ago |              |   |                                     |                          |

10. If the number of employees changed from three years ago, please identify up to 3 reasons for the employment change. (Circle UP TO THREE reasons)

|  |
|--|
| (a) Business did not exist 3 years ago |
| (b) Change in management               |
| (c) Change in profits                  |
| (d) Change in subcontracting           |
| (e) Changes in worker efficiency       |
| (f) Corporate decisions/policies       |
| (g) Entered new markets                |
| (h) Expansion                          |
| (i) Government regulation              |
| (j) Growth in demand                   |
| (k) Increased competition              |
| (l) Lack of demand                     |
| (m) New products/services              |
| (n) Renovation                         |
| (o) Technological changes              |
| (p) Other – please specify _____       |
| (q) Not applicable                     |

11. What is the average hourly STARTING wage paid to employees in each category? (If you do not have employees in that category, write Not Applicable or NA)

|   |          |
|---|----------|
| (a) Professional/Managerial (managers, accountants, HR professionals etc.)      | \$ _____ |
| (b) Information Technology  | \$ _____ |
| (c) Engineers, Scientists and Technicians                                       | \$ _____ |
| (d) Arts, Design and other Creative Occupations                                 | \$ _____ |
| (e) Healthcare Related  | \$ _____ |
| (f) Office and Administrative (secretaries, office clerks, receptionists, etc.) | \$ _____ |
| (g) Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)    | \$ _____ |
| (h) Agricultural  | \$ _____ |
| (i) Construction  | \$ _____ |
| (j) Repair and Skilled Maintenance (not janitorial)                             | \$ _____ |
| (k) Unskilled Manufacturing (assembly, production helpers, etc.)                | \$ _____ |
| (l) Skilled Manufacturing (welders, machinists, etc.)                           | \$ _____ |
| (m) Transportation  | \$ _____ |

|  |
|--|
| Business ID: _____<br>Supplied by<br>Coordinator |
|--|

**12. Does your company have problems recruiting employees in the following categories? (Circle ONE answer per line)**

| <u>Category</u>   | <u>Yes</u> | <u>No</u> | <u>Unsure</u> | <u>Not Applicable</u> |
|---|------------|-----------|---------------|-----------------------|
| (a) Professional/Managerial (managers, accountants, HR professionals etc.)      | 1          | 2         | 3             | NA                    |
| (b) Information Technology  | 1          | 2         | 3             | NA                    |
| (c) Engineers, Scientists and Technicians                                       | 1          | 2         | 3             | NA                    |
| (d) Arts, Design and other Creative Occupations                                 | 1          | 2         | 3             | NA                    |
| (e) Healthcare Related  | 1          | 2         | 3             | NA                    |
| (f) Office and Administrative (secretaries, office clerks, receptionists, etc.) | 1          | 2         | 3             | NA                    |
| (g) Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)    | 1          | 2         | 3             | NA                    |
| (h) Agricultural  | 1          | 2         | 3             | NA                    |
| (i) Construction  | 1          | 2         | 3             | NA                    |
| (j) Repair and Skilled Maintenance (not janitorial)                             | 1          | 2         | 3             | NA                    |
| (k) Unskilled Manufacturing (assembly, production helpers, etc.)                | 1          | 2         | 3             | NA                    |
| (l) Skilled Manufacturing (welders, machinists, etc.)                           | 1          | 2         | 3             | NA                    |
| (m) Transportation  | 1          | 2         | 3             | NA                    |

**13. If you answered "yes" for any category in question 12 above, identify up to 3 of the most important reasons for your recruiting problem. (Circle UP TO THREE.)**

- (a) Competition for employees
- (b) High cost of training employees
- (c) High wage rates for labor
- (d) Inadequate labor skills
- (e) Lack of child care
- (f) Poor work attitudes
- (g) Workers cannot pass screening (drug, criminal record check, etc.) please specify \_\_\_\_\_
- (h) Workers lack documentation of legal work status
- (i) Workers will not commute into the area
- (j) Workers will not relocate into the area
- (k) Other \_\_\_\_\_

**14. Please estimate the commute time for your employees.**

- (a) Within a 15 minute drive one way \_\_\_\_\_%
  - (b) 16-30 minute drive one way \_\_\_\_\_%
  - (c) 31-60 minute drive one way \_\_\_\_\_%
  - (d) 61+ minute drive one way \_\_\_\_\_%
- Check total (should equal 100%)**                      100%

**15. What resources are you currently using to locate new employees? (Circle ALL that apply)**

- (a) Ad in local community papers
- (b) Ad in metro / state-wide papers
- (c) Hire our own apprentices
- (d) Hire people who were initially temporary employees
- (e) Internet advertising on job boards (e.g. Craig's List, Indeed, Monster, etc.)
- (f) Internet advertising on our own website
- (g) Internet advertising through social media (e.g. Facebook, LinkedIn, etc.)
- (h) Job Fair
- (i) Minnesota Workforce Center
- (j) Placement office of four-year, community and / or technical colleges
- (k) Private search firm
- (l) Professional associations
- (m) Promote from within
- (n) Referrals from existing employees
- (o) Sign in the window
- (p) Temporary agency / staffing service business
- (q) Union
- (r) Walk-in
- (s) Word of mouth
- (t) Other \_\_\_\_\_
- (u) Not applicable

**16a. Do you expect the number of employees you have in each of the following categories to increase, decrease or stay the same over the next three years? (Circle 1, 2 or 3 for each category)**

**b. If you expect a change, how many employees will be added or subtracted? (Indicate by how many)**

| <u>Category</u>   | <u>Increase</u> | <u>Stay Same</u> | <u>Decrease</u> | <u>How Many?</u> |
|---|-----------------|------------------|-----------------|------------------|
| (a) Professional/Managerial (managers, accountants, HR professionals etc.)      | 1               | 2                | 3               | _____            |
| (b) Information Technology  | 1               | 2                | 3               | _____            |
| (c) Engineers, Scientists and Technicians                                       | 1               | 2                | 3               | _____            |
| (d) Arts, Design and other Creative Occupations                                 | 1               | 2                | 3               | _____            |
| (e) Healthcare Related  | 1               | 2                | 3               | _____            |
| (f) Office and Administrative (secretaries, office clerks, receptionists, etc.) | 1               | 2                | 3               | _____            |
| (g) Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)    | 1               | 2                | 3               | _____            |
| (h) Agricultural  | 1               | 2                | 3               | _____            |
| (i) Construction  | 1               | 2                | 3               | _____            |
| (j) Repair and Skilled Maintenance (not janitorial)                             | 1               | 2                | 3               | _____            |
| (k) Unskilled Manufacturing (assembly, production helpers, etc.)                | 1               | 2                | 3               | _____            |
| (l) Skilled Manufacturing (welders, machinists, etc.)                           | 1               | 2                | 3               | _____            |
| (m) Transportation  | 1               | 2                | 3               | _____            |

17. Overall, how do you rate your employees with respect to their attitude toward work and their productivity? (*Circle ONE answer per line*)

|                          | Poor | Below Average | Fair | Above Average | Excellent |
|--------------------------|------|---------------|------|---------------|-----------|
| (a) Attitude toward work | 1    | 2             | 3    | 4             | 5         |
| (b) Productivity         | 1    | 2             | 3    | 4             | 5         |

18. Employees and owners often need additional training.

(a) Do you need training for either workers or managers?

(1) Yes (2) No

(b) If yes, circle the categories below and please estimate the number of employees

Number of people needing this training

- (a) General Skills \_\_\_\_\_
- (b) Managerial Skills \_\_\_\_\_
- (c) Sales and Marketing \_\_\_\_\_
- (d) Computer Skills \_\_\_\_\_
- (e) Other Skills (please list) \_\_\_\_\_

19. How do you currently train your employees? (*Circle ALL that apply.*)

- (a) A government supported program (e.g. Minnesota Job Skills Partnership or similar program)
- (b) Apprenticeships
- (c) Contract with private vendors for online training
- (d) Contract with private vendors for on-site training
- (e) Contract with public vendors (technical colleges, etc.) for online training
- (f) Contract with public vendors (technical colleges, etc.) for on-site training
- (g) Do not provide any employee training
- (h) In-house training (one-on-one by supervisor or co-worker, training department classes, etc.)
- (i) Self-taught (manuals, videos, training materials)
- (j) Send employees to training offsite
- (k) Other (Please list) \_\_\_\_\_

Customers

20. We are interested in the location of your customers. Please estimate the percent of your gross sales coming from the following locations:

|   |               |
|---|---------------|
| a. Local (within 25 miles)?                     | _____ percent |
| b. Regional (26-100 miles)?                     | _____ percent |
| c. Outside the region but in the United States? | _____ percent |
| d. Outside of the U.S.?                         | _____ percent |
|   | 100% TOTAL    |

21a. Is your business currently exporting internationally? (*Circle ONE answer*)

(1) Yes, we export directly from our business



- (2) Yes, but we sell our product internationally through another company which exports it  
(ex: US parent company, etc.)
- (3) No: **21b. What prevents you from exporting your product?** (*Circle ALL that apply.*)

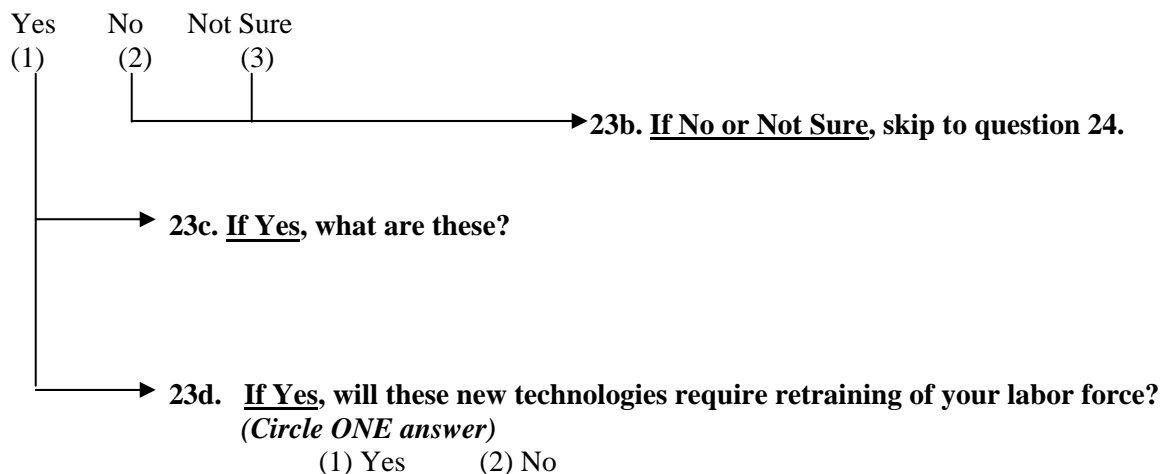
- (a) Business designed to serve specific area  
 (b) Business is too small  
 (c) Concerns about receiving payment  
 (d) Costs / risks are too high  
 (e) Lack of knowledge of foreign countries/markets  
 (f) Lack of specific export knowledge  
 (g) Language barrier  
 (h) Never fully considered it before – but I would like to consider it  
 (i) Restrictive state and or federal regulations  
 (j) Starting plans to export  
 (k) Tough competition  
 (l) Other \_\_\_\_\_

**22. If you export now, or previously exported, please identify problems, if any, that you have exporting your product(s)?** (*Circle ALL that apply*)

- (a) Transportation of product  
 (b) Lack of export financing  
 (c) Restrictive state and/or federal regulations  
 (d) Inadequate knowledge of foreign countries/markets  
 (e) Other \_\_\_\_\_  
 (f) I do not have problems exporting my product(s)  
 (g) Not applicable

### Changes

**23. a. Are there any major technological innovations on the horizon in your industry that might affect your company?** (*Circle ONE answer*)



**24. Does this business have a written transition plan for ownership, leadership, or both?**

- (1) Yes (2) No (3) Not applicable

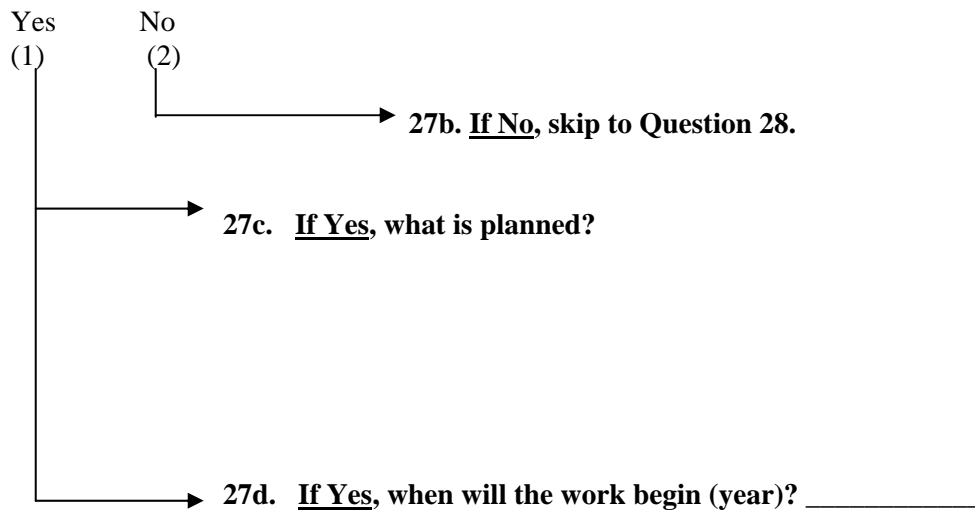
25. Are there changes in your business plan for the next three years? (*Circle ALL that apply*)

- (1) No change in operations
- (2) Change in mix of goods/services
- (3) Add or subtract product lines
- (4) Change production technology or other technology
- (5) Other \_\_\_\_\_

26. Do you have a written business plan?

- (1) Yes (2) No (3) Not applicable

27a. Do you have any plans to modernize or expand your present buildings(s) or equipment?  
(*Circle ONE answer*)



### Future Location Decisions

28. Are you currently considering? (*Circle ALL that apply*)

- (a) Downsizing
- (b) Selling
- (c) Merging with or acquiring another business
- (d) Moving
- (e) Closing
- (f) Expanding – at this location
- (g) Expanding – adding another location
- (h) Other changes to business plan
- (i) None of the above

**29. If you said in Question 28 that you are considering downsizing, selling, moving or closing, what are the reasons? (Circle ALL that apply)**

- (1) Changing market conditions
- (2) Overcrowded building
- (3) No land for expansion
- (4) Transportation problems
- (5) Crime/vandalism
- (6) Low work productivity
- (7) Environmental concerns
- (8) Rigid code enforcement (including ordinances and building codes)
- (9) High local taxes
- (10) High state taxes
- (11) Lease expiration
- (12) Poor telecommunications/internet
- (13) Insufficient labor supply
- (14) Retiring
- (15) Another business opportunity
- (16) Business incentives from other jurisdiction(s)
- (17) Trying to sell business but unable to sell it
- (18) Other (specify) \_\_\_\_\_

**30. If moving or expanding at another location (Yes to Question 28d or 28g), where are you considering? (Circle ALL that apply)**

- (1) In same city as currently located
- (2) Another city in this county (specify city) \_\_\_\_\_
- (3) Another county in the state (specify county and city) \_\_\_\_\_
- (4) Another state (specify city and state) \_\_\_\_\_
- (5) Outside of the United States (specify city and country) \_\_\_\_\_
- (6) Undecided

**31. If not expanding your business, what is the single biggest factor or issue preventing you?**

**32a. Do you rent / lease or does this business own this facility? (Circle ONE answer)**

- (1) Rent /Lease                      (2) Own

└───┬───> **32b. If Rent / Lease, when does the current rental agreement expire?**

**33a. Does your company currently own or rent / lease sufficient property to allow for expansion if necessary? (Circle ONE answer)**

- Yes              Maybe              No  
 (1)              (2)              (3)

└───┬───> **33b. If Maybe or No, what type of land, buildings, and space needs do you foresee?**

## Community Factors

34. If your business had **to select a new location in the near future, how important** would each of the following factors be in the decision-making process?

|   | Not at all<br>Important<br>1 | 2 | 3 | Very<br>Important<br>4 | Not<br>Applicable<br>n/a |
|---|------------------------------|---|---|------------------------|--------------------------|
| <u>A. Workforce</u>                           |                              |   |   |                        |                          |
| 1) Availability of skilled labor              | 1                            | 2 | 3 | 4                      | n/a                      |
| 2) Availability of unskilled labor            | 1                            | 2 | 3 | 4                      | n/a                      |
| 3) Wage rates                                 | 1                            | 2 | 3 | 4                      | n/a                      |
| 4) Employee health care cost                  | 1                            | 2 | 3 | 4                      | n/a                      |
| 5) Union presence                             | 1                            | 2 | 3 | 4                      | n/a                      |
| <u>B. Education and Training</u>              |                              |   |   |                        |                          |
| 1) K-12                                       | 1                            | 2 | 3 | 4                      | n/a                      |
| 2) Higher education within a reasonable drive | 1                            | 2 | 3 | 4                      | n/a                      |
| 3) Technical training programs                | 1                            | 2 | 3 | 4                      | n/a                      |
| <u>C. Transportation/Location</u>             |                              |   |   |                        |                          |
| 1) Highway accessibility                      | 1                            | 2 | 3 | 4                      | n/a                      |
| 2) Air service                                | 1                            | 2 | 3 | 4                      | n/a                      |
| 3) Proximity to major markets                 | 1                            | 2 | 3 | 4                      | n/a                      |
| 4) Proximity to raw materials                 | 1                            | 2 | 3 | 4                      | n/a                      |
| 5) Proximity to service suppliers             | 1                            | 2 | 3 | 4                      | n/a                      |
| 6) Railroad service                           | 1                            | 2 | 3 | 4                      | n/a                      |
| <u>D. Land, Buildings, and Credit</u>         |                              |   |   |                        |                          |
| 1) Availability of land                       | 1                            | 2 | 3 | 4                      | n/a                      |
| 2) Cost of land                               | 1                            | 2 | 3 | 4                      | n/a                      |
| 3) Availability of buildings                  | 1                            | 2 | 3 | 4                      | n/a                      |
| 4) Cost of buildings                          | 1                            | 2 | 3 | 4                      | n/a                      |
| 5) Availability of loans                      | 1                            | 2 | 3 | 4                      | n/a                      |
| 6) Cost of loans                              | 1                            | 2 | 3 | 4                      | n/a                      |
| <u>E. Utilities</u>                           |                              |   |   |                        |                          |
| 1) Energy cost (electric, natural gas)        | 1                            | 2 | 3 | 4                      | n/a                      |
| 2) Energy reliability (electric, natural gas) | 1                            | 2 | 3 | 4                      | n/a                      |
| 3) Telecommunications & broadband reliability | 1                            | 2 | 3 | 4                      | n/a                      |
| 4) Telecommunications & broadband cost        | 1                            | 2 | 3 | 4                      | n/a                      |
| 5) Broadband speed                            | 1                            | 2 | 3 | 4                      | n/a                      |

**34. (continued) If your business had to select a new location in the near future, how important would each of the following factors be in the decision-making process?**

|  | <b>Not at all<br/>Important<br/>1</b> | <b>2</b> | <b>3</b> | <b>Very<br/>Important<br/>4</b> | <b>Not<br/>Applicable<br/>n/a</b> |
|--|---------------------------------------|----------|----------|---------------------------------|-----------------------------------|
| <b><u>F. Local Business Support</u></b>  |                                       |          |          |                                 |                                   |
| 1) Community attitude towards business   | 1                                     | 2        | 3        | 4                               | n/a                               |
| 2) Community promotion of itself and business                                      | 1                                     | 2        | 3        | 4                               | n/a                               |
| 3) Chamber of commerce   | 1                                     | 2        | 3        | 4                               | n/a                               |
| 4) Economic development authority  | 1                                     | 2        | 3        | 4                               | n/a                               |
| 5) Incentives for business investment in facilities, worker skills or more workers | 1                                     | 2        | 3        | 4                               | n/a                               |
| <b><u>G. Quality of Life</u></b>   |                                       |          |          |                                 |                                   |
| 1) Recreational opportunities  | 1                                     | 2        | 3        | 4                               | n/a                               |
| 2) Cultural opportunities  | 1                                     | 2        | 3        | 4                               | n/a                               |
| 3) Social organizations and networks   | 1                                     | 2        | 3        | 4                               | n/a                               |
| 4) Housing supply  | 1                                     | 2        | 3        | 4                               | n/a                               |
| 5) Housing costs   | 1                                     | 2        | 3        | 4                               | n/a                               |
| 6) Health care facilities  | 1                                     | 2        | 3        | 4                               | n/a                               |
| 7) Availability of child care  | 1                                     | 2        | 3        | 4                               | n/a                               |
| <b><u>H. Government and Regulation</u></b>   |                                       |          |          |                                 |                                   |
| 1) Fire Department   | 1                                     | 2        | 3        | 4                               | n/a                               |
| 2) Police Department   | 1                                     | 2        | 3        | 4                               | n/a                               |
| 3) Sewer & Water   | 1                                     | 2        | 3        | 4                               | n/a                               |
| 4) Street Maintenance  | 1                                     | 2        | 3        | 4                               | n/a                               |
| 5) Environmental regulations   | 1                                     | 2        | 3        | 4                               | n/a                               |
| 6) Planning and zoning   | 1                                     | 2        | 3        | 4                               | n/a                               |
| 7) Code enforcement  | 1                                     | 2        | 3        | 4                               | n/a                               |
| <b><u>I. Local Government Financial Management</u></b>                             |                                       |          |          |                                 |                                   |
| 1) Property Taxes  | 1                                     | 2        | 3        | 4                               | n/a                               |
| 2) Other Local Taxes and fees  | 1                                     | 2        | 3        | 4                               | n/a                               |
| 3) Spending priorities   | 1                                     | 2        | 3        | 4                               | n/a                               |
| 4) Budget process & financial management   | 1                                     | 2        | 3        | 4                               | n/a                               |

35. Based on the following factors, please rate your satisfaction with your current location as a place for your company to do business.

|   | Very Dissatisfied<br>1 | 2 | 3 | Very Satisfied<br>4 | Don't know<br>DK |
|---|------------------------|---|---|---------------------|------------------|
| <b>A. Workforce</b>                           |                        |   |   |                     |                  |
| 1) Availability of skilled labor              | 1                      | 2 | 3 | 4                   | DK               |
| 2) Availability of unskilled labor            | 1                      | 2 | 3 | 4                   | DK               |
| 3) Wage rates                                 | 1                      | 2 | 3 | 4                   | DK               |
| 4) Employee health care cost                  | 1                      | 2 | 3 | 4                   | DK               |
| 5) Union presence                             | 1                      | 2 | 3 | 4                   | DK               |
| <b>B. Education and Training</b>              |                        |   |   |                     |                  |
| 1) K-12                                       | 1                      | 2 | 3 | 4                   | DK               |
| 2) Higher education within a reasonable drive | 1                      | 2 | 3 | 4                   | DK               |
| 3) Technical training programs                | 1                      | 2 | 3 | 4                   | DK               |
| <b>C. Transportation/Location</b>             |                        |   |   |                     |                  |
| 1) Highway accessibility                      | 1                      | 2 | 3 | 4                   | DK               |
| 2) Air service                                | 1                      | 2 | 3 | 4                   | DK               |
| 3) Proximity to major markets                 | 1                      | 2 | 3 | 4                   | DK               |
| 4) Proximity to raw materials                 | 1                      | 2 | 3 | 4                   | DK               |
| 5) Proximity to service suppliers             | 1                      | 2 | 3 | 4                   | DK               |
| 6) Railroad service                           | 1                      | 2 | 3 | 4                   | DK               |
| <b>D. Land, Buildings, and Credit</b>         |                        |   |   |                     |                  |
| 1) Availability of land                       | 1                      | 2 | 3 | 4                   | DK               |
| 2) Cost of land                               | 1                      | 2 | 3 | 4                   | DK               |
| 3) Availability of buildings                  | 1                      | 2 | 3 | 4                   | DK               |
| 4) Cost of buildings                          | 1                      | 2 | 3 | 4                   | DK               |
| 5) Availability of loans                      | 1                      | 2 | 3 | 4                   | DK               |
| 6) Cost of loans                              | 1                      | 2 | 3 | 4                   | DK               |
| <b>E. Utilities</b>                           |                        |   |   |                     |                  |
| 1) Energy cost (electric, natural gas)        | 1                      | 2 | 3 | 4                   | DK               |
| 2) Energy reliability (electric, natural gas) | 1                      | 2 | 3 | 4                   | DK               |
| 3) Telecommunications & broadband reliability | 1                      | 2 | 3 | 4                   | DK               |
| 4) Telecommunications & broadband cost        | 1                      | 2 | 3 | 4                   | DK               |
| 5) Broadband speed                            | 1                      | 2 | 3 | 4                   | DK               |

35. (continued) Based on the following factors, please rate your satisfaction with your current location as a place for your company to do business.

|  | Very Dissatisfied<br>1 | 2 | 3 | Very Satisfied<br>4 | Don't know<br>DK |
|--|------------------------|---|---|---------------------|------------------|
| <b>F. Local Business Support</b>   |                        |   |   |                     |                  |
| 1) Community attitude towards business   | 1                      | 2 | 3 | 4                   | DK               |
| 2) Community promotion of itself and business                                      | 1                      | 2 | 3 | 4                   | DK               |
| 3) Chamber of commerce   | 1                      | 2 | 3 | 4                   | DK               |
| 4) Economic development authority  | 1                      | 2 | 3 | 4                   | DK               |
| 5) Incentives for business investment in facilities, worker skills or more workers | 1                      | 2 | 3 | 4                   | DK               |
| <b>G. Quality of Life</b>  |                        |   |   |                     |                  |
| 1) Recreational opportunities  | 1                      | 2 | 3 | 4                   | DK               |
| 2) Cultural opportunities  | 1                      | 2 | 3 | 4                   | DK               |
| 3) Social organizations and networks   | 1                      | 2 | 3 | 4                   | DK               |
| 4) Housing supply  | 1                      | 2 | 3 | 4                   | DK               |
| 5) Housing costs   | 1                      | 2 | 3 | 4                   | DK               |
| 6) Health care facilities  | 1                      | 2 | 3 | 4                   | DK               |
| 7) Availability of child care  | 1                      | 2 | 3 | 4                   | DK               |
| <b>H. Government and Regulation</b>  |                        |   |   |                     |                  |
| 1) Fire Department   | 1                      | 2 | 3 | 4                   | DK               |
| 2) Police Department   | 1                      | 2 | 3 | 4                   | DK               |
| 3) Sewer & Water   | 1                      | 2 | 3 | 4                   | DK               |
| 4) Street Maintenance  | 1                      | 2 | 3 | 4                   | DK               |
| 5) Environmental regulations   | 1                      | 2 | 3 | 4                   | DK               |
| 6) Planning and zoning   | 1                      | 2 | 3 | 4                   | DK               |
| 7) Code enforcement  | 1                      | 2 | 3 | 4                   | DK               |
| <b>I. Local Government Financial Management</b>                                    |                        |   |   |                     |                  |
| 1) Property Taxes  | 1                      | 2 | 3 | 4                   | DK               |
| 2) Other Local Taxes and fees  | 1                      | 2 | 3 | 4                   | DK               |
| 3) Spending priorities   | 1                      | 2 | 3 | 4                   | DK               |
| 4) Budget process & financial management   | 1                      | 2 | 3 | 4                   | DK               |

**36. Do you have any suggestions for improving the items above (in Question 35.) that you gave lower ratings to? If so, please give the item number and your suggestion for each item:**

**37 a. Do the following community features related to tourism have a positive impact, no impact, or negative impact on your business? (Circle ONE answer for each item)**

|  | Very Positive Impact |    | No Impact |    | Very Negative Impact |
|--|----------------------|----|-----------|----|----------------------|
| (a) Activities for children and teens              | +2                   | +1 | 0         | -1 | -2                   |
| (b) Amusement and recreation activities            | +2                   | +1 | 0         | -1 | -2                   |
| (c) Arts and cultural events                       | +2                   | +1 | 0         | -1 | -2                   |
| (d) Community atmosphere                           | +2                   | +1 | 0         | -1 | -2                   |
| (e) Community diversity                            | +2                   | +1 | 0         | -1 | -2                   |
| (f) Festivals or events                            | +2                   | +1 | 0         | -1 | -2                   |
| (g) Historic atmosphere (downtown, barns, etc.)    | +2                   | +1 | 0         | -1 | -2                   |
| (h) Information for tourists                       | +2                   | +1 | 0         | -1 | -2                   |
| (i) Landscapes (downtown, farm, natural)           | +2                   | +1 | 0         | -1 | -2                   |
| (j) Lodging facilities                             | +2                   | +1 | 0         | -1 | -2                   |
| (k) Meeting/conference facilities                  | +2                   | +1 | 0         | -1 | -2                   |
| (l) Museums/historic sites                         | +2                   | +1 | 0         | -1 | -2                   |
| (m) Natural environment                            | +2                   | +1 | 0         | -1 | -2                   |
| (n) Outdoor recreation (including hunting/fishing) | +2                   | +1 | 0         | -1 | -2                   |
| (o) Proximity to potential visitors                | +2                   | +1 | 0         | -1 | -2                   |
| (p) Seasonal tourism                               | +2                   | +1 | 0         | -1 | -2                   |
| (q) Transportation access for potential visitors   | +2                   | +1 | 0         | -1 | -2                   |

**37b. Which of the features listed in Question 37a do you feel should be the focus of a marketing image for this community? (Please list the LETTERS for UP TO THREE choices)**

\_\_\_\_\_ First choice

\_\_\_\_\_ Second choice

\_\_\_\_\_ Third choice



**38a. Please rate the following factors about retail in this community. (Circle ONE for each item)**

|  | Poor<br>1 | 2 | 3 | Excellent<br>4 | Don't<br>Know<br>DK |
|--|-----------|---|---|----------------|---------------------|
| (a) Advertising  | 1         | 2 | 3 | 4              | DK                  |
| (b) Coordinated store hours  | 1         | 2 | 3 | 4              | DK                  |
| (c) Customer service   | 1         | 2 | 3 | 4              | DK                  |
| (d) Exterior atmosphere of the area (e.g. front entrances, rear entrances, landscaping, street trees, store fronts, sidewalks, cleanliness, signage) | 1         | 2 | 3 | 4              | DK                  |
| (e) Feeling of safety (e.g. lighting, security)  | 1         | 2 | 3 | 4              | DK                  |
| (f) Group advertising  | 1         | 2 | 3 | 4              | DK                  |
| (g) Hours - Evening  | 1         | 2 | 3 | 4              | DK                  |
| (h) Hours - Weekend  | 1         | 2 | 3 | 4              | DK                  |
| (i) Internet presence (i.e. can you find community retailers online?)  | 1         | 2 | 3 | 4              | DK                  |
| (j) Knowledge and friendliness of local personnel  | 1         | 2 | 3 | 4              | DK                  |
| (k) Merchandising by retailers   | 1         | 2 | 3 | 4              | DK                  |
| (l) Other (specify)  | 1         | 2 | 3 | 4              | DK                  |
| (m) Parking situation (e.g. number of spaces, location)  | 1         | 2 | 3 | 4              | DK                  |
| (n) Prices   | 1         | 2 | 3 | 4              | DK                  |
| (o) Public restrooms   | 1         | 2 | 3 | 4              | DK                  |
| (p) Quality of merchandise handled by merchants  | 1         | 2 | 3 | 4              | DK                  |
| (q) Special events or promotions in the shopping area  | 1         | 2 | 3 | 4              | DK                  |
| (r) Traffic flow / signage   | 1         | 2 | 3 | 4              | DK                  |
| (s) Variety of businesses  | 1         | 2 | 3 | 4              | DK                  |
| (t) Variety of places to eat   | 1         | 2 | 3 | 4              | DK                  |

**38b. What three items from the above list are the most important to be improved (*Identify UP TO THREE LETTERS from the above list*)**

\_\_\_\_\_ First choice

\_\_\_\_\_ Second choice

\_\_\_\_\_ Third choice

**39. Considering all the factors in Question 38, how would you rate the overall atmosphere in your local shopping area? (*Circle ONE answer*)**

(1) Poor            (2) Below Average        (3) Average            (4) Above Average        (5) Excellent

**Summary Questions**

**40. What is your overall opinion of your community (i.e. where your business is) as a place to conduct business? (*Circle ONE answer*)**

(1) Poor            (2) Below Average        (3) Average            (4) Above Average        (5) Excellent

**41. What is your overall opinion of your community (i.e. where your business is) as a place to live? (*Circle ONE answer*)**

(1) Poor            (2) Below Average        (3) Average            (4) Above Average        (5) Excellent

**42. What state and local policies are of greatest significance to your company?**

**43. We have covered many issues. Please help us set some priorities on how the BR&E Task Force can help your business or what we should work on to help all of our existing businesses grow and expand. Please give your additional comments. (BR&E visitor, please take notes on back of page, if need be).**

**44. If we find an issue in your survey response in which a certain individual or individuals may be able to respond to your concern in a beneficial way, do you authorize us to release your survey information to them? (Circle ONE answer)**

(1) **Yes Your contact information will be shared with the resource person(s) to aid them in understanding your company and the concern. Please sign here to authorize release of your survey information to the appropriate, selected resources:**

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(2) **No We will provide you information about the resources available to assist you, and you will make the first contact with the resource. The resource person(s) will not have access to your survey.**

*Thank you for participating in our Business Retention and Expansion Strategies Visitation Program. We appreciate the time you've given us and the contribution your business is making to our local economy.*

*We cannot promise to solve the concerns you mentioned, but we will promise to try. If we can help you in the future, please call:*

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