

**Economic Development Committee**  
**Hooksett Business Retention and Expansion Program**  
**Meeting Minutes**  
**Tuesday, June 23, 2015**

**Call to Order:** The meeting was called to order at 4:00 pm.

**Present:** Andre Garron (UNH Cooperative Extension), David Scarpetti, Muamer Durakovic, Ivan Gult, Dan Legueux, Matt Barrett, Jo Ann Duffy (Town Planner), Carolyn Cronin (Assistant Town Planner).

**Hooksett Business List Development**

Last meeting we finished the 62's and we need to get into the 71's of the Industries List to complete the Business List.

*Accommodation & Food Services (72)*

Tap House, Tucker's, Fairfield Inn, Supreme Pizza, Asian Breeze, 99 Restaurant, Dunkin' Donuts, USA Subs, Pizza Man, Bavaria German.

*Other Services, Except Public Administration (81)*

Auto Re-Nu-It, Under the Hood, Valvoline, Sullivan Tire, Twisted Cycles, Pianoarts, Dude's Barber Shop, Supercuts, Barking Dog, Deerhead Sportsman Club, American Legion.

The next step is to make sure the information is accurate (owner name, phone number, address)

**Survey Review**

Review the BRE survey and discuss any questions or changes. These will be sent to businesses and filled out. Businesses will know that their individual responses are confidential. We are only able to give aggregate info if there is a Right to Know request. They will fill out the survey on their own, but the goal is that face to face conversation with them to go over the answers.

**Visitor Recruitment**

We are looking at about 100 businesses so we will need 50 visitors. We have about 20 so far, including all of us, so we need to work on getting more visitors. We need to revisit the list of potential visitor places to tap into (ex. Businesses, schools, non-profits). We need to pitch the 5-hour commitment. It is one hour of training and four hours of visits. We may want to meet late July/early August to regroup because the next time we meet we will be establishing dates for the training. At the training session we will ask the visitors to pick their 4 businesses. Once they decide when to visit, we will send a letter to the business and visitor will follow up with a phone call and set up the interview.

**a. Target Date to Start Business Visitation**

We can get this done in a two-week period. After the training, people will contact them. The September-November timeframe is critical.

**b. News Article**

The press release will go out as an introduction to the program. As more details get hammered out, we will refine information and put more out.

**c. Letters to Businesses**

Letters go out from the Town after the visitor contacts the town to let them know they will be contacting the business soon.

**i. Timing of Sending Letter**

There will ideally be a two-week timeframe to do all interviews.

**d. Visitation Training**

We will discuss the date at the next meeting.

**Next Meeting**

Tuesday, July 28 at 4:00pm

The meeting adjourned at 5:40 pm.

Respectfully submitted by,

Carolyn Cronin  
Assistant Planner



Business ID: \_\_\_\_\_  
For Visitation Coordinator only



**BUSINESS RETENTION AND EXPANSION PROGRAM**  
**Interview Guide**

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 \_\_\_\_\_

Personnel Officer \_\_\_\_\_

VOLUNTEER VISITORS: \_\_\_\_\_

Please Print

\_\_\_\_\_

Please Print

**Note to Visitation Coordinator: After placing the ID number on this cover sheet and on pages 1 and 3 of the survey, remove the cover sheet and file separately to ensure confidentiality of results.**



## BUSINESS RETENTION AND EXPANSION 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 by the following organization(s):  
  
The Town of Hooksett/Economic Development Committee
- II. Technical and applied research assistance for this program is provided by the University of New Hampshire Cooperative Extension.
- III. Business, government, and educational leaders have agreed to help us work with our local businesses on this program.
- IV. The survey 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.**
- 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 Final Report - Copies of the summary will be provided to all businesses that participate in this survey.

*This survey instrument was developed by the University of Minnesota Extension and amended by the University of New Hampshire Cooperative Extension.*



## Business Retention and Expansion Strategies Program Survey

Community: \_\_\_\_\_

Date: \_\_\_\_\_

Q1. Is all the information on the cover sheet complete and correct? (Check one answer). If no, make the necessary corrections.

- Yes
- No

Q2a. Did your business begin its operation in this community? (Check one answer)

- Yes
- No

Q2b. If no, where did you move from and when?

Community \_\_\_\_\_

State \_\_\_\_\_

Year \_\_\_\_\_

Q2c. If yes, what year? \_\_\_\_\_

Q3. What type of facility is this? (Check all that apply)

- Branch
- Distribution
- Headquarters
- Home-based business
- Manufacturing
- Office-operation (non HQ)
- Research & Development
- Retail Sales Office
- Other: \_\_\_\_\_

Q4a. Is your business locally owned? (Check one answer)

- Yes
- No

Q4b. If No, where is your corporate headquarters located? (Please identify city, state & country)

Q5a. Do you have multiple locations? (Check one answer)

- Yes
- No

Q5b. If Yes, where are they located?

Q6. Which of the following North American Industry Classification System (NAICS) categories best describes your business? (Check one answer)

- Administration/Support/Waste Management/Remediation Services
- Agriculture/Forestry/Fishing/Hunting
- Accommodation/Food Services
- Arts/Entertainment/Recreation
- Construction
- Educational Services
- Finance/Insurance
- Health Care Services/Social Assistance
- Information
- Management of Companies & Enterprises
- Manufacturing
- Mining, Quarrying, and Oil and Gas Extraction
- Other Services
- Professional/Scientific/Technical Services
- Public Administration
- Real Estate/Rental and Leasing
- Retail Trade
- Transportation and Warehousing
- Utilities
- Wholesale Trade

**Your product/service**

Q7. We are interested in learning about your primary products and services.

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

Q8a. What is special or unique about your major products or services?

Q8b. What are the one or two most important reasons that customers might choose your competitors over you?

**Labor Force**

Q9. 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				

Q10. If the number of employees changed from three years ago, please identify up to 3 reasons for the employment change. (Check up to three reasons)

- Business did not exist 3 years ago
- Change in management
- Change in profits
- Change in subcontracting
- Changes in worker efficiency
- Corporate decisions/policies
- Entered new markets
- Expansion
- Government regulation
- Growth in demand
- Increased competition
- Lack of demand
- New products/services
- Renovation
- Technological changes
- Other \_\_\_\_\_



Q11. 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)

	Average Hourly Wage or NA
Professional/Managerial (managers, accountants, HR professionals etc.)	
Information Technology	
Engineers, Scientists and Technicians	
Arts, Design and other Creative Occupations	
Healthcare Related	
Office and Administrative (secretaries, office clerks, receptionists, etc.)	
Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	
Agricultural	
Construction	
Repair and Skilled Maintenance (not janitorial)	
Unskilled Manufacturing (assembly, production helpers, etc.)	
Skilled Manufacturing (welders, machinists, etc.)	
Transportation	

Q12. Does your company have problems recruiting employees in the following categories?  
(Circle one answer per line)

	Yes	No	Unsure	Not Applicable
Professional/Managerial (managers, accountants, HR professionals etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engineers, Scientists and Technicians	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts, Design and other Creative Occupations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healthcare Related	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office and Administrative (secretaries, office clerks, receptionists, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agricultural	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Repair and Skilled Maintenance (not janitorial)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unskilled Manufacturing (assembly, production helpers, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skilled Manufacturing (welders, machinists, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13. 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)

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

Q14. Please estimate, by percentage, the commute time for your employees. Total should equal 100%.

	By %, commute time for your employees
Within a 15 minute drive one way	
16-30 minute drive one way	
31-60 minute drive one way	
61+ minute drive one way	

Q15. What resources are you currently using to locate new employees? (Circle all that apply).

- Ad in local community papers
- Ad in metro / state-wide papers
- Hire our own apprentices
- Hire people who were initially temporary employees
- Internet advertising on job boards (e.g. Monster, Craig's List, etc.)
- Internet advertising on our own website
- Internet advertising through social media (e.g. Facebook, LinkedIn, etc.)
- Job Fair
- New Hampshire Office of Workforce Opportunity
- Placement office of four-year, community and / or technical colleges
- Private search firm
- Professional associations
- Promote from within
- Referrals from existing employees
- Sign in the window
- Temporary agency / staffing service business
- Union
- Walk-in
- Word of mouth
- Other \_\_\_\_\_

Q16. 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? (Check Increase, Stay Same, Decrease as it applies). If you expect a change, how many employees will be added or subtracted? (Indicate by how many).

	Increase	Stay Same	Decrease	How Many
Professional/Managerial (managers, accountants, HR professionals etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Information Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Engineers, Scientists and Technicians	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Arts, Design and other Creative Occupations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Healthcare Related	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Office and Administrative (secretaries, office clerks, receptionists, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Agricultural	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Repair and Skilled Maintenance (not janitorial)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Unskilled Manufacturing (assembly, production helpers, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Skilled Manufacturing (welders, machinists, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Q17. 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
Attitude toward work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18a. Employees and owners often need additional training. Do you need training for either workers or managers?

- Yes
- No

Q18b. If yes, please estimate the number of employees needing training for each category.

	Number of People Needing Training
General Skills	
Managerial Skills	
Sales and Marketing	
Computer Skills	
Other Skills (please list)	

Q19. How do you currently train your employees? (Check all that apply)

- A government supported program (e.g. NHWorks or similar program) Apprenticeships
- Contract with private vendors for online training
- Contract with private vendors for on-site training
- Contract with public vendors (technical colleges, etc.) for online training
- Contract with public vendors (technical colleges, etc.) for on-site training
- Do not provide any employee training
- In-house training (one-on-one by supervisor or co-worker, training department classes, etc.)
- Self-taught (manuals, videos, training materials)
- Send employees to training offsite
- Other (Please list) \_\_\_\_\_

**Customers**

Q20. We are interested in the location of your customers. Please estimate the percent of your gross sales coming from the following locations:

By % - (all items should total 100%)	
Local (within 25 miles)	
Regional (26-100 miles)	
Outside the region but in the United States	
Outside the U.S.	

Q21a. Is your business currently exporting internationally? (Check one answer)

- Yes, we export directly from our business
- Yes, but we sell our product internationally through another company which exports it (ex: US parent company, etc.)
- No

Q21b. If no, what prevents you from exporting your product? (Check all that apply)

- Business designed to serve specific area
- Business is too small
- Concerns about receiving payment
- Costs / risks are too high
- Lack of knowledge of foreign countries/markets
- Lack of specific export knowledge
- Language barrier
- Never fully considered it before- but I would like to consider it
- Restrictive state and or federal regulations
- Starting plans to export
- Tough competition
- Other \_\_\_\_\_

Q22. If you export now, or previously exported, please identify problems, if any, that you have exporting your product(s). (Check all that apply)

- Transportation of product
- Lack of export financing
- Restrictive state and/or federal regulations
- Inadequate knowledge of foreign countries/markets
- Other \_\_\_\_\_
- I do not have problems exporting my product(s)

## Changes

Q23a. Are there any major technological innovations on the horizon in your industry that might affect your company? (Check one answer)

- Yes
- No
- Not Sure

Q23b. If yes, what are these?

Q23c. If yes, will these new technologies require retraining of your labor force?

- Yes
- No

Q24. Does this company have a succession plan (ownership/management)?

- Yes
- No
- Not Applicable

Q25. Are there changes in your business plan for the next three years? (Check all that apply)

- No change in operations
- Change in mix of goods/services
- Add or subtract product lines
- Change production technology
- Other \_\_\_\_\_

Q26. Do you have a written business plan?

- Yes
- No

Q27a. Do you have any plans to modernize or expand your present building(s) or equipment?

- Yes
- No

Q27b. If Yes, what is planned?

Q27c. If yes, when will the work begin (year)

### Future Location Decisions

Q28. Are you currently considering? (Check all that apply)

- Downsizing
- Selling
- Merging with or acquiring another business
- Moving
- Closing
- Expanding-at this location
- Expanding-adding another location
- Other changes to business plan
- None of the above

Q29. If you said in Question 28 that you are considering downsizing, selling, moving or closing, what are the reasons? (Check all that apply)

- Changing market conditions
- Overcrowded building
- No land for expansion
- Transportation problems
- Crime/vandalism
- Low work productivity
- Environmental concerns
- Rigid code enforcement (including ordinances and building codes)
- High local taxes
- High state taxes
- Lease expiration
- Poor telecommunications/internet
- Insufficient labor supply
- Retiring
- Another business opportunity
- Business incentives from other jurisdiction(s)
- Trying to sell business but unable to sell it
- Other(specify)

Q30. If moving or expanding at another location, where are you considering? (Check all that apply)

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



Q31. If not expanding your business, what is the single biggest factor or issue preventing you?

Q32a. Do you rent / lease or does this business own this facility? (Check one answer)

- Rent/Lease
- Own

Q32b. If Rent/Lease, when does the current rental agreement expire?

Q33a. Does your company currently own or rent / lease sufficient property to allow for expansion if necessary? (Check one answer)

- Yes
- Maybe
- No

Q33b. If Maybe or No, what type of land, buildings, and space needs do you foresee?

**Community Factors**

Q34. 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 Important	2	3	Very Important	Not Applicable
<b>A. Workforce</b>					
1. Availability of skilled labor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Availability of unskilled labor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Wage rates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Employee health care cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Union presence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>B. Education and Training</b>					
1. K-12	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Higher education within a reasonable drive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Technical training programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>C. Transportation/Location</b>					
1. Highway accessibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Air service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Proximity to major markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Proximity to raw materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Proximity to service suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Railroad service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Public Transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>D. Land, Buildings, and Credit</b>					
1. Availability of land	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Cost of land	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Availability of buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Cost of buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Availability of loans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Cost of loans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>E. Utilities</b>					
1. Energy cost (electric, natural gas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Energy reliability (electric, natural gas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Telecommunications & broadband reliability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

Q35. Based on the following factors, please rate your satisfaction with your current location as a place for your company to do business.

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

	Very Dissatisfied	2	3	Very Satisfied	Don't Know
2. Energy reliability (electric, natural gas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Telecommunications & broadband reliability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Telecommunications & broadband cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Broadband speed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>F. Local Business Support</b>					
1. Community attitude towards business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Community promotion of itself and business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Chamber of commerce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Economic development authority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Incentives for business investment in facilities, worker skills or more workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>G. Quality of Life</b>					
1. Recreational opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Cultural opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Social organizations and networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Housing supply	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Housing costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Health care facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Availability of child care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>H. Government and Regulation</b>					
1. Fire Department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Police Department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Sewer & Water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Street Maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Environmental regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Planning and zoning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Code enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I. Local Government Financial Management</b>					

	Very Dissatisfied	2	3	Very Satisfied	Don't Know
1. Property Taxes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Other Local Taxes and fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Spending priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Budget process & financial management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q36. 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:

Q37a. Do the following community features related to tourism have a positive impact, no impact, or negative impact on your business? (Check one answer for each item)

	Very Positive Impact (2+)	1+	No Impact (0)	-1	Very Negative Impact (-2)
(a) Activities for children and teens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(b) Amusement and recreation activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(c) Arts and cultural events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(d) Community atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(e) Community: diversity:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(f) Festivals or events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(g) Historic atmosphere (downtown, barns, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(h) Information for tourists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(i) Landscapes (downtown, farm, natural)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(j) Lodging facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(k) Meeting/conference facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(l) Museums/historic sites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(m) Natural environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very Positive Impact (2+)	1+	No Impact (0)	-1	Very Negative Impact (-2)
(n) Outdoor recreation (including hunting/fishing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(o) Proximity to potential visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(p) Seasonal tourism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(q) Transportation access for potential visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q37b. 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

Q38a. Please rate the following factors about retail in this community. (Circle one for each item)

	Poor	2	3	Excellent	Don't Know
(a) Advertising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(b) Coordinated store hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(c) Customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(d) Exterior atmosphere of the area (e.g. front entrances, rear entrances, landscaping, street trees, store fronts, sidewalks, cleanliness, signage)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(e) Feeling of safety (e.g. lighting, security)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(f) Group advertising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(g) Hours - Evening	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(h) Hours - Weekend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(i) Internet presence (i.e. can you find community retailers online?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(j) Knowledge and friendliness of local personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(k) Merchandising by retailers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Poor	2	3	Excellent	Don't Know
(m) Parking situation (e.g. number of spaces, location)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(n) Prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(o) Public restrooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(p) Quality of merchandise handled by merchants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(q) Special events or promotions in the shopping area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(r) Traffic flow/signage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(s) Variety of businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(t) Variety of places to eat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- Q38b. What three items from the above list in Question 38a are the most important to be improved? (Identify up to three letters from the above list)
- First Choice  
Second Choice  
Third Choice
- Q39. Considering all the factors in Question 38a, how would you rate the overall atmosphere in your local shopping area? (Check one answer)
- Poor
  - Below Average
  - Average
  - Above Average
  - Excellent
- Q40. What is your overall opinion of your community (i.e. where your business is) as a place to conduct business? (Check one answer)
- Poor
  - Below Average
  - Average
  - Above Average
  - Excellent



Q41. What is your overall opinion of your community (i.e. where your business is) as a place to live? (Check on answer)

- Poor
- Below Average
- Average
- Above Average
- Excellent

Q42. What state and local policies are of greatest significance to your company?

## Broadband

- Q43. How important is broadband (high speed internet) to your business?
- Very Important
  - Important
  - Somewhat important
  - Not important
- Q44. What types of internet connection do you have at your business (If more than one, which is used more)?
- Cable
  - DSL
  - Fiber Optics
  - Wireless
  - Satellite
  - Dial-up
  - Other \_\_\_\_\_
  - If more than one, which is used more \_\_\_\_\_
- Q45. What does your business currently use the internet for (check all that apply).
- Advertise
  - Sell your product (ecommerce)
  - Support Services
  - Train staff/Clients
  - Manage Data
  - Research
  - Recruit employees
  - Communicate with clients/customers
  - Teleworking (Use of broadband away from the office)
  - Other \_\_\_\_\_
- Q46. What is the current upload speed?
- Less than 1.5 Mbps
  - 1.6-2.99 Mbps
  - 3-5.99 Mbps
  - 6-9.99 Mbps
  - 10-24.99 Mbps
  - 25-100 Mbps
  - Greater than 100 Mbps
  - Not sure

To measure your upload and download speed, go to the following link: [http://iwantbroadbandnh.org/speed\\_test](http://iwantbroadbandnh.org/speed_test)

- Q47. What is the current download speed? (See results from above speed test)
- Less than 1.5 Mbps
  - 1.6-2.99 Mbps
  - 3-5.99 Mbps
  - 6-9.99 Mbps
  - 10-24.99 Mbps
  - 25-100 Mbps
  - Greater than 100 Mbps
  - Not sure
- Q48. Is your internet upload and download speed connectivity sufficient for your business needs?
- Yes
  - No
  - Not sure
- Q49. We have covered many issues. Please help us set some priorities on how the UNHCE 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.
- Q50. 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?
- Yes - Your contact information will be shared with the resource person(s) to aid them in understanding your company and the concern.
  - No - We will provide you information about the resource 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.

