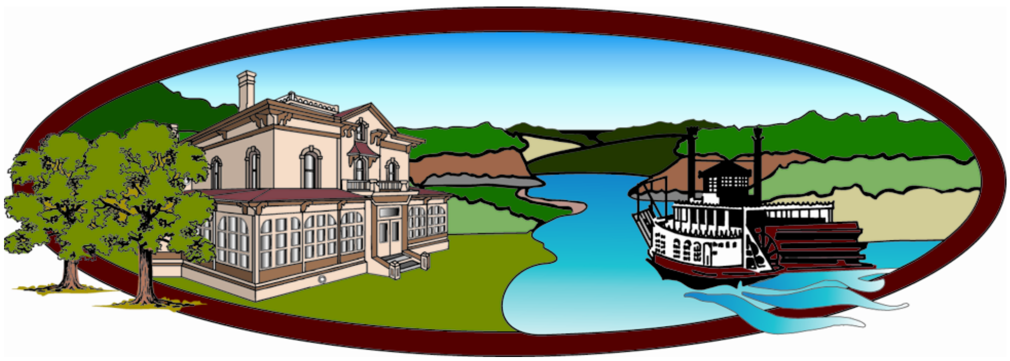
Prairie du Chien



2005 – 2006
Wisconsin Business Retention
&
Expansion Study

A joint project of:
Prairie du Chien Industrial Development Corporation,
City of Prairie du Chien
and
State of Wisconsin Department of Commerce

City of Prairie du Chien, Wisconsin

TABLE OF CONTENTS

commerce.wi.gov
Wisconsin
Department of Commerce

P. O. Box 7970
Madison, Wisconsin 53707
(608) 266-1018
TDD #: (608) 264-8777

Jim Doyle, Governor
Mary P. Burke, Secretary

August 2006

I. FOREWORD

As Wisconsin's economy continues to face change, it is imperative that government and economic development agencies at state and local levels work collaboratively to assist local businesses. Gathering data and feedback from business CEOs provides valuable information that can help communities develop strategic plans aimed at strengthening their local economies. In support of this philosophy, the Wisconsin Department of Commerce created a business retention program.

Commerce believes that economic development initiatives implemented at the municipal level hold the key to the successful revitalization of Wisconsin's economy. Furthermore, efforts designed to help local administrators gain a better understanding of local business needs should serve as a key component of all local economic development programs.

Economic development activities that focus solely on attracting new businesses often yield insufficient returns for the investment. Efforts to retain and expand existing businesses can aid in stabilizing a community's economic base and create an environment conducive to attracting business. Another component of local economic development activity is the promotion of small businesses. A study, called "The Job Creation Process," conducted at the Massachusetts Institute of Technology under the direction of Dr. David Birch, revealed that 60 to 80 percent of all new jobs are generated from the expansion of existing businesses, and the creation of new small businesses. In addition, a survey conducted by the American Economic Development Council and Arthur D. Little, Inc. showed 41 to 61 percent of the jobs in Wisconsin were created by the expansion of existing business. Therefore, the retention and prosperity of existing businesses is extremely vital to the economic stability and growth of any community.

Prairie du Chien Mayor Cheryl Mader, City Administrator Gordon Gallagher, Prairie du Chien Chamber of Commerce Executive Director Sharon Dearborn, and the Prairie du Chien Industrial Development Corporation demonstrated enthusiastic support for a business retention program; therefore the Department of Commerce agreed to co-sponsor a study in Prairie du Chien.

The data obtained will serve as the foundation for planning and implementing sound economic development strategies in the area. This information will be invaluable in defining municipal efforts to improve Prairie du Chien's economic stability today and in the future.

This project would not have been successful without the advice, assistance and support of all individuals involved. Their efforts are greatly appreciated.

Mary Burke, Secretary
State of Wisconsin Department of Commerce

II. ACKNOWLEDGMENTS

The Wisconsin Business Retention and Expansion Study (WIBRES) – Prairie du Chien was conducted through the joint sponsorship and sustained support of:

Prairie du Chien Industrial Development Corporation

City of Prairie du Chien

and

State of Wisconsin Department of Commerce

This study could not have been accomplished without the expertise and cooperation of a variety of individuals. Special gratitude is extended to those members of the Industrial Development Corporation who volunteered to conduct interviews.

A special thank-you is extended to those firms participating in the study. Without their time and candid responses, this project would not have been possible.

Cheryl Mader, Mayor
City of Prairie du Chien

Gordon Gallagher, City Administrator
City of Prairie du Chien

VOLUNTEER INTERVIEWERS

Phil Dagnon

Sharon Dearborn

Roger Dyer

Tom Farrell

Garth Frable

Bonnie Homuth

Bob McDonald

Cheryl Mader

Dick Mergen

Mark Oehler

Bob Standorf

Tom Steiner

INDUSTRIAL DEVELOPMENT CORPORATION

Phil Dagnon

Sharon Dearborn

Roger Dyer

Brian Edwards

Tom Farrell

Joe Faust

Bonnie Homuth

Bob McDonald

Rory Meisner

Dick Mergen

Mark Oehler

Bob Standorf

Tom Steiner

WISCONSIN DEPARTMENT OF COMMERCE

Bill Winter	Area Development Manager
Geri Petersen	Wisconsin Business Retention & Expansion Consultant

III. INTRODUCTION

BACKGROUND

A healthy and diverse business community has been the economic backbone of Wisconsin's major cities and is vitally important to the overall well being of the state. With the nature of competition, technology and consumer choices continually changing, it is necessary for businesses to respond to these changes in a timely manner. If not, the potential loss of employment and the accompanying hardships this can cause the community, not only in terms of tax dollars, but also in terms of impact on other area businesses, is significant. Therefore, local governments must address the current and future needs of the businesses in their area as a part of their on-going strategic economic development activities.

In light of the fiscal reality affecting most municipal budgets, it has become even more important that the public sector dollars available for economic development are used to gain the greatest return on investment. We must also acknowledge that our continuing local economic success cannot be taken for granted; it must be worked at. The significance of dedicated leadership and well-funded economic development programs has never been greater than in challenging economic times such as today.

Many Wisconsin business executives have been inundated over the last several years by aggressive campaigns from other states (particularly the sunbelt states) offering impressive financial packages and tax incentives, it has become imperative for communities to develop strategies aimed at maintaining a healthy economic base.

One such strategy has been to focus on retaining those businesses established in the area and to create an environment, which encourages growth of those firms. Expansion of existing facilities can have a ripple effect on the community's economy. Expanding and retaining firms can be the simplest and most efficient way to increase local employment and production. The subsequent multiplier effect will increase the tax base of the community and upgrade the quality of life of all who live there.

A key focus in adding jobs to relevant business sectors is on bringing in revenue from outside the community. Companies with products (hard or soft) for sale beyond Wisconsin’s borders create jobs that are paid for by out-of-state customers. This adds new money to the local economy, enlarging the local pie rather than dividing it. This benefits the community and its locally focused businesses.

Ultimately, if retention and expansion efforts prove effective, and a healthy, positive business environment prevails, the stage will be set for new business attraction. Reasonable operating costs, a good infrastructure, and a local government with the reputation of responding to the needs of its existing businesses increase the odds that business attraction efforts will succeed.

An examination of Wisconsin's economic development efforts revealed a pattern of limited public resources available for economic development initiatives at local levels. In addition, limited emphasis on business retention resulted in the loss of some businesses from the state. The Wisconsin Department of Commerce, Division of Business Development offers this business retention and expansion survey program to enhance state initiatives.

Prairie du Chien was chosen as a project site for several reasons: 1.) There is a significant business base, 2.) The Prairie du Chien Industrial Development Corporation and the City of Prairie du Chien felt the study would compliment Main Street efforts that are currently underway, and 3.) The Prairie du Chien Industrial Development Corporation expressed confidence in their ability to coordinate the necessary volunteers and support to successfully complete the project.

Members of the Prairie du Chien Industrial Development Corporation acted in the capacity of a taskforce. It was their responsibility to: 1.) Determine if an addendum questionnaire was needed to address community specific issues, 2.) Develop the list of business contacts, 3.) Assist with business interviews, 4.) Monitor survey responses, 5.) Develop recommendations based on survey results, and 6.) Identify follow-up measures.

PURPOSE OF THE REPORT

The purpose of this study is to create a confidential, comprehensive data profile on businesses in the community in order to develop a systematic approach to retention. Re-studies also serve as a follow-up; indicating how economic changes have impacted the business community, determining current needs and plans, and verifying past situations have been corrected. These programs enable the community to develop targeted marketing and retention programs as well as identify those areas where expansion and retention efforts can be improved.

OBJECTIVES OF THE REPORT

The major objectives of the study are to:

1. Conduct personal interviews with chief executive officers of the businesses.
2. Develop a data base profile of businesses in the community.
3. Gain an understanding of the business community's view of the local economy.
4. Determine companies' business plans for the future (i.e., expansion and/or relocation), and thereby set up an early warning system for local action.
5. Acquaint business leaders with assistance available through various economic development programs.
6. Improve the communications bridge between local/county government and the business community.
7. Identify specific concerns and problems of the local businesses and provide solutions to those problems in a swift and effective way.

An overall objective of the business retention and expansion project is related to the process itself. By conducting the study, business executives are provided an opportunity to have their opinions listened to and passed directly on to municipal representatives in a highly confidential manner. It is a positive step for local government toward understanding the implications of their policies for this very important segment of the community. The underlying goal is to be responsive to business needs.

IV. PROCEDURES & METHODOLOGY

The task force reviewed the WIBRES survey instrument to verify it was appropriate for Prairie du Chien's business region. The questionnaire contains 12 categories:

I. History and Status of Present Location
II. Nature of Business
III. Physical Specifications of Plant
IV. Markets and Customers
V. Competitors
VI. Future Plans
VII. Labor and Manpower
VIII. Assessment of Government Services (Infrastructure)
IX. Financial Matters
X. Energy Matters
XI. Community Linkage
XII. Overall Impressions

Both objective and subjective questions were included in the survey. An addendum was attached to the survey to collect community specific information.

Members of the Prairie du Chien Industrial Development Corporation (IDC) developed the list of businesses that were targeted to complete the survey. Businesses participating in the study ranged in size from six to 500 employees.

A. DATA COLLECTION PROCEDURES

Persons from local government and IDC members having experience with the business community were selected to conduct personal interviews with the businesses. The volunteer interviewers became familiar with business retention program, the survey instrument, the interview process, and the strict confidentiality of the project. They were charged with recording the subjective as well as objective information obtained during the course of the interview.

The Wisconsin Business Retention and Expansion Study questionnaire was distributed to 32 Prairie du Chien businesses accompanied by a letter explaining the program and urging each individual to participate. Shortly after the questionnaires were received, volunteer interviewers scheduled appointments for follow-up interviews with the chief executive officers of participating companies assigned to them. The purpose of the interview was to provide the opportunity to discuss key questions and collect the completed questionnaire. A total of 29 main questionnaires and 28 addendum questionnaires were completed.

B. DATA ANALYSIS

The interviewers returned each completed questionnaire to Project Manager Garth Frable, City Planning and Zoning Administrator. Based on the interviewer's written comments and preliminary inspection by the project manager, businesses requiring immediate attention were identified. The Wisconsin Department of Commerce provided a data base and instruction for entering the collected survey data. Garth Frable performed this function ensuring confidentiality of the data. The data file was then returned to the Department of Commerce for analysis of the objective as well as narrative questions.

C. CONFIDENTIALITY

Due to the in-depth nature of the survey questions, confidentiality was strongly emphasized throughout this project. Interviewers were selected on this basis. Once the interviews were completed, only the project manager, the interviewer and the Wisconsin Department of Commerce employee working on the project had direct access to the individual questionnaire responses.

V. MAJOR FINDINGS

The Wisconsin Business Retention and Expansion Study (WIBRES) conducted in Prairie du Chien targeted a business population consisting of 32 firms; 29 firms completed the survey questionnaire representing 91% participation.

This section is based on the summary of the 29 survey instruments compiled between 4th quarter 2005 and 1st quarter 2006. It contains chart illustrations and a brief narrative description highlighting selected items of significance. Appendix A of this report presents a complete and detailed listing of the numeric questionnaire results. Appendix B lists detailed responses to an Addendum that was distributed to collect data on current, community specific issues. Twenty-eight respondents completed the addendum questionnaire.

A similar study for Prairie du Chien was conducted in 1999. Comparisons between the prior study and the current study must be interpreted carefully as the business populations surveyed differ. Seventeen businesses participated in both studies. References to the data from the previous study are made throughout this Major Findings section.

Composite data, which is cited in this report, is a compilation of survey answers collected from other Wisconsin communities during the previous two years. Those communities include the following: Columbia County, Middleton, Jefferson County, Barron County, Lafayette County, Shawano County, City of Berlin.

Please note that all percentage figures are based on the number of responses to that question, unless otherwise indicated. Due to rounding, percentage totals may not always equal 100%.

NATURE OF BUSINESS

Business interests among the Prairie du Chien businesses participating in the survey are diverse with slightly higher fractions dealing in miscellaneous manufacturing, service, and the medical/health care industries. Figure 1 illustrates the top six focuses among the participating businesses. This information can be helpful in guiding business attraction efforts in order to maintain a diverse business base while complementing the existing industries doing business in the county.

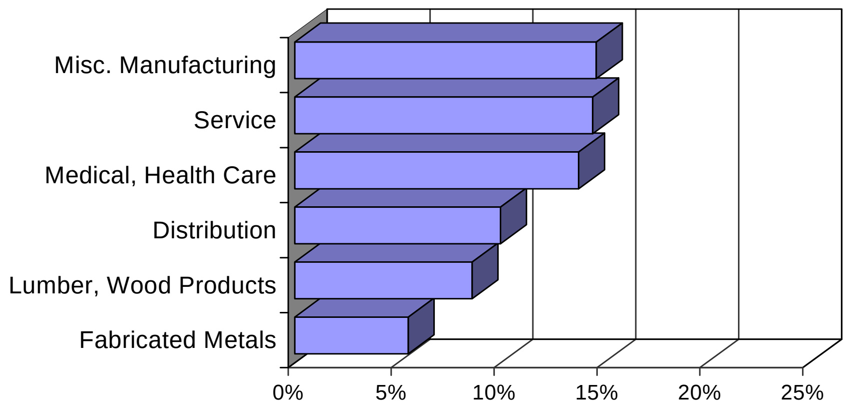


Figure 1 - Types of Business

BACKGROUND

The location of the corporate headquarters in the immediate area is a significant factor for business retention and expansion since, historically, a firm is less likely to relocate if its headquarters is already established in the community. Respondents report the local facility is the headquarters for 55% of the firms. This figure is 19 points below the composite average (74%) of other communities surveyed in the past two years. Of the responding businesses, 24% are headquartered elsewhere in Wisconsin, and 21% out of state. Figure 2 shows the distribution of headquarters locations. The percentage reporting local HQ is up seven points from prior-study findings of 48%. A lower percent currently report out-of-state headquarters: 21% versus 30% in 1999.

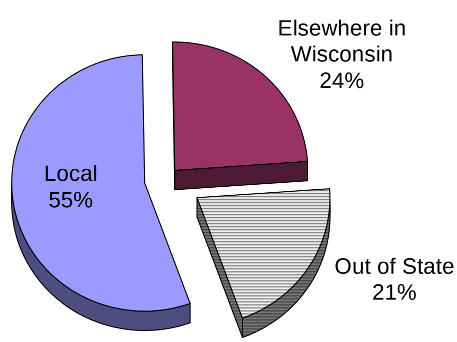


Figure 2 - Location of Headquarters

Many (76%) of the businesses surveyed have locations in addition to the local community site, a percentage well above the 48% of those surveyed over the past two years. In 1999 91% reported multiple locations. A majority (82%) of the businesses are incorporated.

Many well-established businesses took part in the survey; 71% have been in business more than 21 years. There is evidence of new-business activity in the area as well as seven percent (two businesses) have opened their doors within the past two years. Figure 3 shows business start-up patterns for the Prairie du Chien business region.

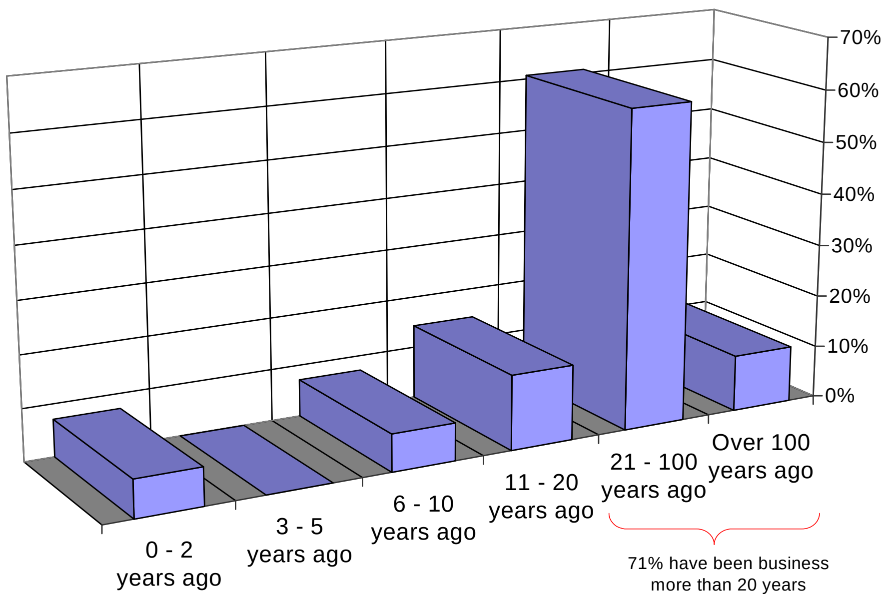


Figure 3 - Year Business Established

Building ownership is a complex issue regarding business retention and expansion. Some businesses may own real estate as a strategy for building owners' wealth. Other companies may acquire real estate to protect a large investment in equipment. High growth knowledge-based companies may not acquire real estate because they expect to outgrow facilities in a short period of time. Figure 4 shows 93% of the Prairie du Chien businesses own, while 7% lease. The composite figures are: 73% own, 23% lease, and 4% combine ownership and leasing. Data from the 1999 study indicated 87% owned and 13% leased.

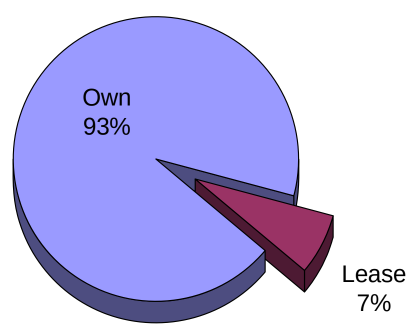


Figure 4 - Facility Ownership

The executives were asked to rank 13 factors as they negatively impact the current or future development of the company's product (meaning its business activity). The factors they rank highest in importance are market condition/economy, domestic competition and regulatory constraints (see Figure 5). Overall, executives rank these factors similar to the composite. In 1999 the top issues reported by Prairie du Chien survey participants were domestic competition and labor supply followed by market condition/economy. When asked about key issues facing the firm in the next 3-5 years, the most frequently given responses were labor related followed by concerns about competition. (Appendix A, Question 134).

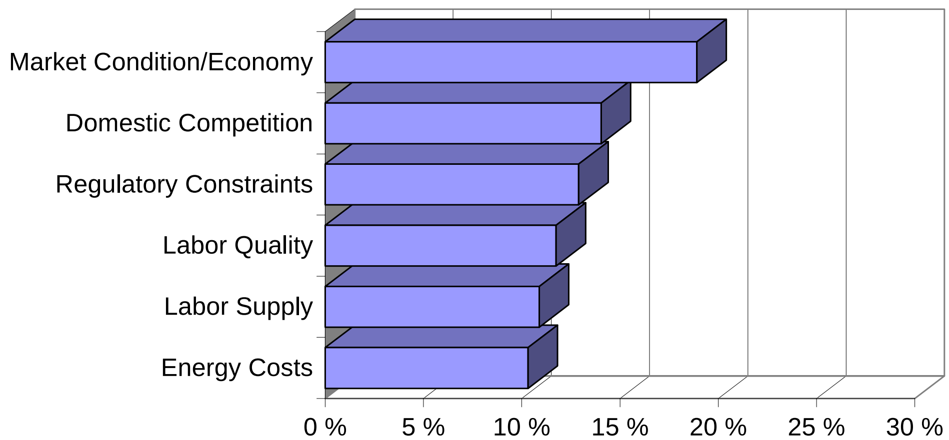


Figure 5 - Negative Factors Affecting Product Development

The survey participants were asked to identify the geographic location of raw materials and supplies utilized by their business. Tallied results reflect 16% of supplies come from the local area/county, 36% from elsewhere in Wisconsin, 26% from Midwestern states, and 19% from across the nation. Another 4% of supplies are obtained from international locations. Some executives offered products/services that would be beneficial to have located closer to Prairie du Chien. Three listed food distributor; other responses included boxes, corrugate supplies, pallets, shipping, steel manufacturing, and truck parts.

Satisfaction with the method used to transport supplies and finished products may be a factor when a firm decides where to locate. The Prairie du Chien executives report that 74% of *supplies* are transported via truck, 11% by common carrier, and 9% by personal/company vehicle, while a smaller amount of supplies are transported via air, ship, or rail. The most popular method used for transporting *finished products* is also truck; 75% of finished products are shipped via truck, 20% by personal/company vehicle, 4% by common carrier, while a very small portion of supplies are transported via air or rail. The executives responding to the survey also rated how well the modes of transportation serve their business needs, all shown in Table A. A vast majority (93%) of the respondents report having adequate car and truck access to the building.

	Excellent	Good	Fair	Poor
Truck	12	10	1	0
Common Carrier	11	8	0	0
Rail	0	2	2	3
Air	0	1	0	3
Ship	0	1	0	2
Personal/Company Vehicle	7	2	1	0

Table A - Methods of Transportation

MARKETS AND CUSTOMERS

Many (54%) of the respondents describe the number of customers they serve as increasing while 36% say the number remains stable. However, 11% describe the number of customers they serve as decreasing.

The Prairie du Chien executives report that more than a third (37%) of their customers are located in the local area. They say 23% are located elsewhere in Wisconsin and 29% are located throughout the Midwest. In addition, 9% are located nationally, while a small percentage (2%) of their customers are situated outside of the U.S. Figure 6 illustrates the distribution of customers in these locations.

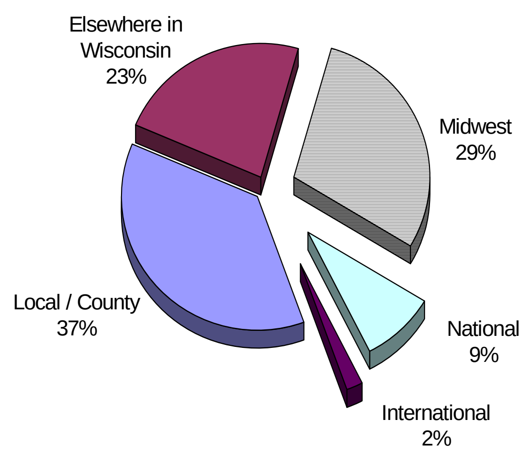


Figure 6 - Customer Location

The Internet has become a vehicle for some of the Prairie du Chien companies to conduct business sales. While 52% say none of their sales come from Internet transactions, 7% report the Internet is the vehicle used for more than 25% - 50% of company sales. Another 7% use it for between 10% - 25% of sales, and 33% report up to 10% of sales are conducted over the Internet.

The executives are asked if they supply finished products directly to the federal, state, or local government. Two of the respondents report government sales account for more than

75% of their sales, and one says 50% – 75% of sales are to governments. The majority reporting government contracting activity say it totals less than 10% of company sales. Currently, 28% supply products or services to federal government, 29% supply to the state, with 38% supplying to the local government. The figures for federal contracts are slightly higher than the composite average of 24%; those for state contracts are only slightly below the composite figure (31%) and the percentage holding local government contracts in Prairie du Chien is the same as the average of what others statewide are reporting. Figure 7 illustrates the percentage of executives who currently *supply* to government and the percentage of executives who are *interested* in initiating or expanding government contracts.

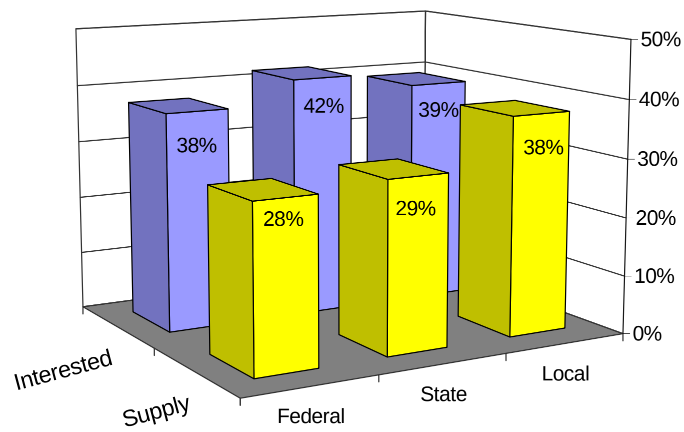


Figure 7 - Government Contracts

The executives' *interest* in expanding government contracts at the federal and state levels is somewhat different than the interest of their counterparts in other Wisconsin communities; 38% of the Prairie du Chien executives are expressing an interest in federal contracts and 42% in state contracts. The composite averages are 30% for interest in federal and 35% for state. Interest in local government contracts is expressed by 39% of the Prairie du Chien survey respondents, the same percentage as the composite average.

COMPETITION

More than half of the survey participants (54%) describe their company's market share as increasing. While 35% say it is stable, 12% report a decrease in market share.

The majority of the respondents' competitors are located within Wisconsin; 24% are reportedly in the local area and 38% elsewhere within the state. Additional competitors (15%) are located in the Midwest and 19% are scattered nationally. Four percent of the respondents' competitors are in international locations. Figure 8 (next page) shows the percentage of competitors in the different locations.

Executives also responded as to how they view their competitors. Of the responding Prairie du Chien executives, 64% feel competitors are "making significant inroads" or are a "future threat" to their business (see Figure 9) compared to 61% statewide. Other local executives surveyed (24%) feel competitors have “no real impact” and 12% respond that competitors have “never been a consideration.”

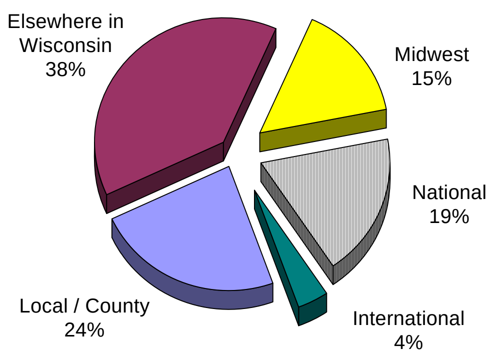


Figure 8 - Competitor Locations

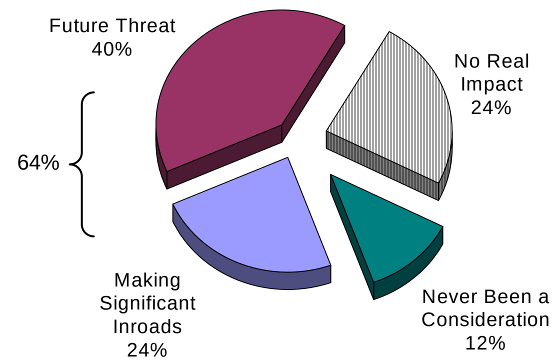


Figure 9 - Competitive Threat

BUSINESS GROWTH AND EXPANSION PLANS

Executives interviewed in the study hold top-level positions and are familiar with future plans. Many shared ideas related to potential growth and expansion of their business operations at the present site or some other location. Three quarters of the responding businesses (75%) currently have sufficient property to allow for expansion of their existing building(s), which is higher than the composite average of 68%. Ten executives (36%) report plans to expand an existing building(s) at the site; this figure is 11 points above the composite average of 25%. Expansion plans would add a total of 76,000 square feet to business sites in Prairie du Chien. Executives were asked when expansion construction would take place. One person indicated that construction is planned for sometime this year and three others expect to begin next year. Three reported having plans for expansion within the next five years; two others were unsure of the timeframe.

Survey results indicate 22% of the responding executives (six firms) have plans for a new building either at the present site or elsewhere in the community. This is slightly higher than the composite average, which is 17%. The executives estimate the new building construction would total 520,000 square feet. When asked to project timing, one executive stated the company plans to build within the current year and three more within the next year. One respondent is planning new construction sometime within the next five years. Another respondent expressed plans for new construction, but was unsure of the timeframe.

More than one third of Prairie du Chien executives (39%) report plans to modernize or improve their present building(s) now or in the near future, and 79% plan to improve their equipment. The study found that 78% of the respondents say there are technological innovations that they plan to put in place within the next two years.

Of the responding executives, 22% (six firms) plan to expand their business elsewhere in Wisconsin; this finding is higher than the composite average of 14%. When asked about out-of-state expansion, 28% (seven executives) report having such plans. The composite average for those with out-of-state expansion plans is 12% (lower, by comparison). Figure 10 demonstrates the executives' reported expansion plans.

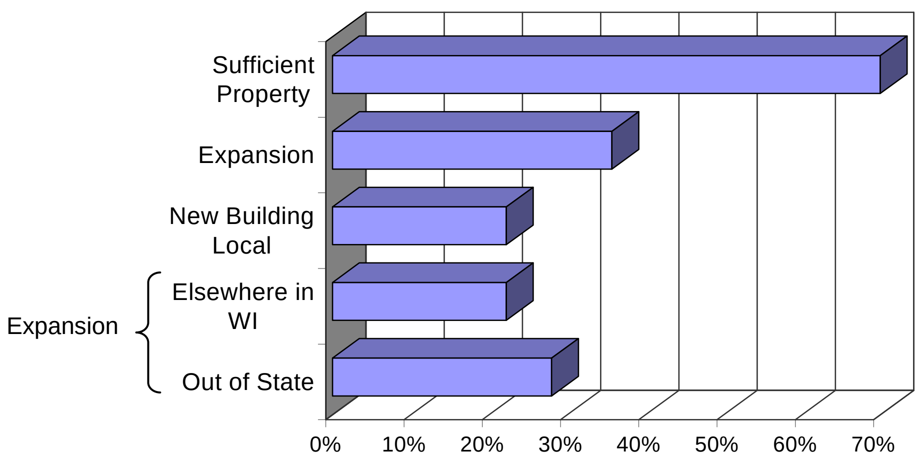


Figure 10 - Expansion Plans

Two of the responding Prairie du Chien executives (7%) report immediate or future plans to move all or part of the operation to another location; two more (7%) indicate this is a possibility. Further investigation of the data reveals that one of the moves would be to another local site, two would be outside the area, and one did not indicate location plans. The composite average is 8% saying a move was *probable*, with an additional 5% indicating the *possibility* of a move.

As part of their economic development, states attempt to persuade companies to relocate or expand in their state. Survey findings indicate that 8% of the Prairie du Chien firms report being contacted by another state's representative in an attempt to have the business relocate. This is 7 percentage points below the composite average (15%). States mentioned were Tennessee, North Carolina, and Arkansas. Higher interest was evident in 1999 when 33% reported being targets of marketing efforts; the main interest at that time came from Iowa and Nebraska. Data gathered in an addendum attached to this survey prove 64% feel property tax is a negative factor in retaining businesses in the community.

When asked to estimate the chances for phasing out or shutting down the operation with no plans for expansion elsewhere, one Prairie du Chien business executive said it is “Probable" and six said the likelihood is “Remote." Twenty executives estimated the probability of shutting down the business is "Non-existent."

LABOR AND MANAGEMENT

When asked for employee figures, 26 Prairie du Chien firms responded that they currently employ a total of 3,713 full-time people. The businesses range in size from six to 500 employees. A series of questions about employment history and projections over a 10-year period, from five years ago to five years into the future, generated data that reflects an aggressive growth pattern over the past five years (see Figure 11). Executives anticipate the rate of growth will slow only slightly over the next five years. Data gathered from those answering all five questions in the series (15 firms) reflects the following: Current employment is 5% higher than one year ago and 14% higher than five years ago. The executives anticipate a 3% increase next year leading to an overall increase of 11% in the next five years. Business attractions and start-ups will also impact employment numbers.

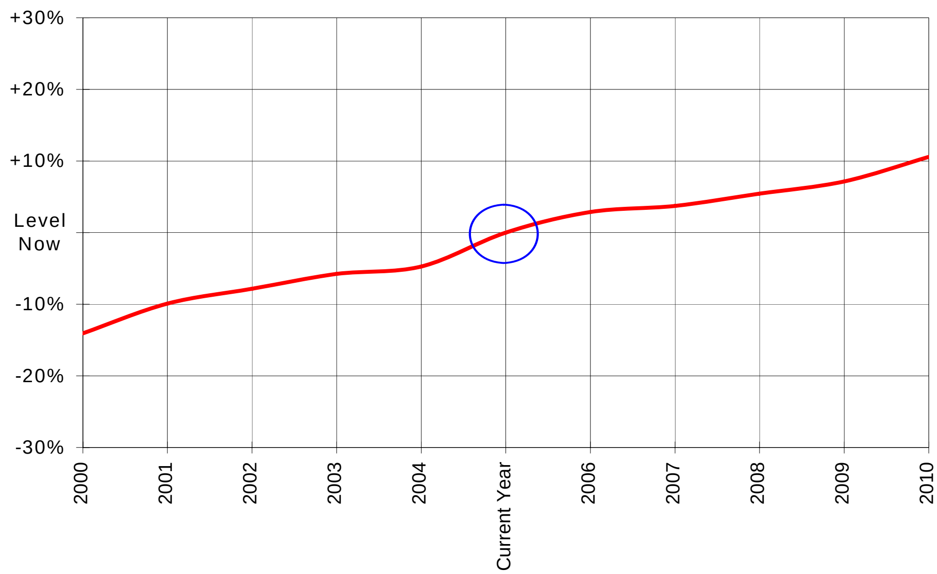


Figure 11 - Ten Year Employment Data

Composite figures indicate part-time positions play an important role in business operations; 76% of interviewed businesses statewide report the use of part-time workers. Prairie du Chien findings, with 86% of the firms utilizing part-time people, are somewhat different than their interviewed counterparts. The total number of part-time employees reported by survey respondents is 641. Of firms using part-time workers, the majority (59%) utilize 19 or fewer with 48% of the executives citing seasonal fluctuations as a factor impacting the quantity of part-time workers. This is slightly higher than those citing seasonal fluctuations in the composite (42%). Another 25% feel economic fluctuations have an impact, which is lower than the composite average of 38%. A higher percentage of Prairie du Chien businesses employ part-time workers today than in 1999, when 77% reported employing workers on a part-time basis.

The Prairie du Chien executives are asked to supply the average overall wage offered for various positions. The average hourly rate offered by employers in Prairie du Chien for professional/technical staff positions is $24 and $11.84 for office staff. The average rate offered for highly skilled positions is $15.67 per hour, semi-skilled positions average $10.51 hourly, and rates for unskilled positions in Prairie du Chien average $8.51 per hour. Compared to 1999 data, rates for highly skilled workers are down 14%; the average rate for highly-skilled positions reported in the prior survey was $18.14. Rates for semi-skilled positions are up 4% from $10.13 and unskilled average rates offered in 1999 have increased 10%, up from $7.72 (average rates for professional/technical staff positions and office staff position were not collected in the prior study, but were most likely included in the highly-skilled category - perhaps explaining why average figures were higher than current). Comparing wage averages to composite findings reveals current average wages in Prairie du Chien are lower than other surveyed areas in the state in all categories, *except* the average wage for professional/technical staff, which is higher.

High employee turnover rates generally are perceived as being a costly problem for employers because of the significant cost of hiring and training. Of the Prairie du Chien executives who responded to the question regarding total annual turnover rates, 52% report a turnover rate of 10% or less; 21% from 11%-25%, and 21% have an annual turnover of over 25% of their employees (see Figure 12, next page). Employers find the most common reasons for employee turnover are other opportunities and termination due to performance or work ethic. In the prior study, 41% said wages and benefits played a key role in employee turnover; the current study found 28% attributed turnover to wages and benefits.

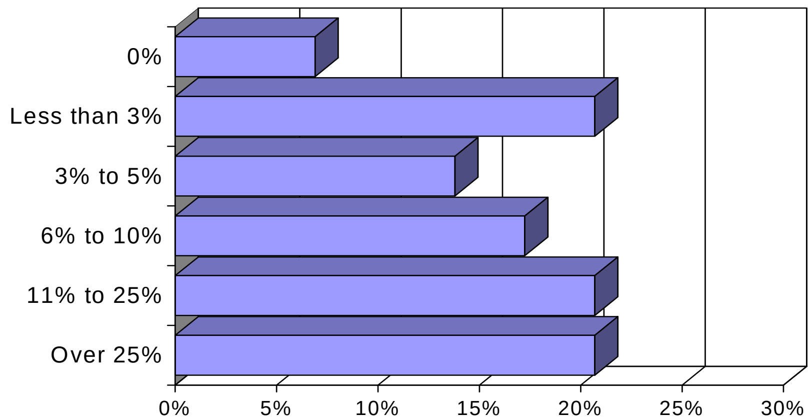


Figure 12 - Turnover Rates

The survey indicates that 79% of the executives state their employees need skills training to perform their job responsibilities at the required level, which is the same as the composite average. In regard to dollars budgeted to training, 63% say the company's investment in training programs is increasing, 4% say it is decreasing, and 33% report there is no change. A majority of companies (67%) invest less than 3% of their annual sales in employee training.

One source of training has been made available through government-sponsored job development programs. The federal government has attempted to get employers to hire disadvantaged unemployed workers by providing financial incentives. When asked if they were familiar with jobs development/training programs sponsored by county, state, or federal government, many (42%) said they were not. Executives rate the programs available as seen in Table B.

Program	Useful	Not Useful	No Opinion
Job Center	88%	4%	8%
WI Mfg. Outreach Center	8%	23%	69%
WI Mfg. Extension Partnership	17%	8%	75%
Technical College	79%	5%	16%
University	41%	12%	47%
Apprenticeship	44%	6%	50%
School-to-Work	40%	20%	40%

Table B - Employee Training Programs Perceptions

EMPLOYMENT OF WORK FORCE

Data was collected to determine which positions employers have the most difficulty filling. The Prairie du Chien executives report they are having the greatest difficulty recruiting for professional/technical staff positions. This lends insight to why the area's average wage in this category is higher than the average of others surveyed statewide. The survey finds that 57% report difficulty recruiting for professional/technical staff positions. Fifty percent say they have difficulty recruiting for blue-collar positions, and 32% express difficulty recruiting for office support staff.

Consideration must be given to factors that have an impact on recruiting employees in the state of Wisconsin. As shown in Figure 13, the Prairie du Chien executives believe the most positive factor dealing with recruiting is the quality of life with cost of living and the K-12 education system rated favorably as well. The factor considered to have the most negative impact is personal taxes. Addendum survey findings show 64% feel the property tax is a negative factor in bringing in new employees to the Prairie du Chien area. Amenities offered in the surrounding area can influence employee and business attraction and retention. Three quarters of the survey participants feel Prairie du Chien's downtown business district is a valuable part of the community, though most (96%) feel there is a need for change; 26% say major change is needed and 70% say only minor change is needed. Eighty-five percent feel the area has adequate housing stock and 65% feel it offers adequate and reasonably priced child care.

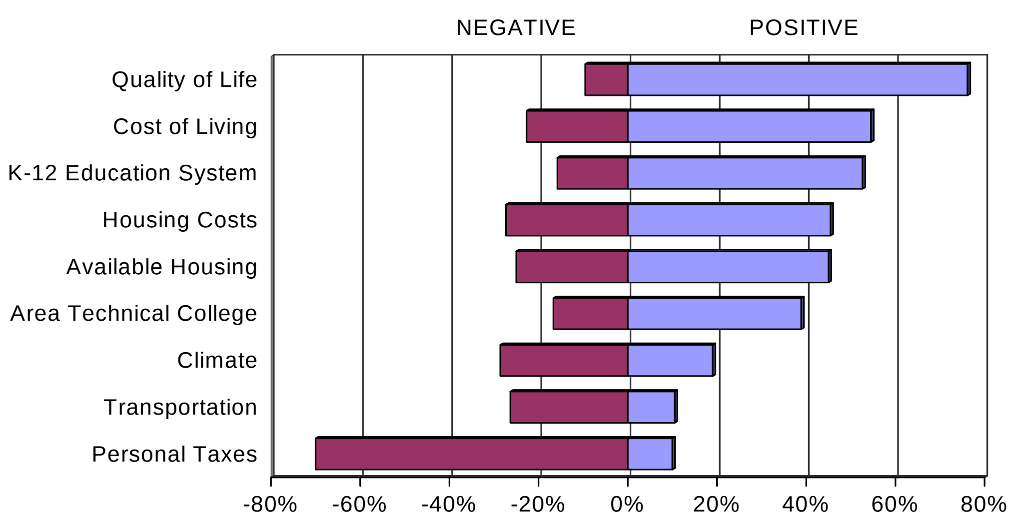


Figure 13 - Factors Affecting Recruiting

Employers report a variety of sources used in seeking new and replacement employees. Local newspaper advertisement and word of mouth are used most frequently and considered the best sources. The most often used second-choice options include the Internet and Job Service (Appendix A, Question 77). More than half (52%) of those surveyed say the area does not have adequate labor supply for their company. The type of labor most needed is skilled labor (Addendum questions A06 and A07).

The quality of labor management relations can be a key factor when companies are making local decisions. Figure 14 shows the percentage of the Prairie du Chien businesses associated with a union (17%). This encompasses 10% of the total full-time employment base reported by survey participants. The two-year composite shows 9% of firms are associated with a union. In 1999, only 4% of the interviewed companies reported union involvement.

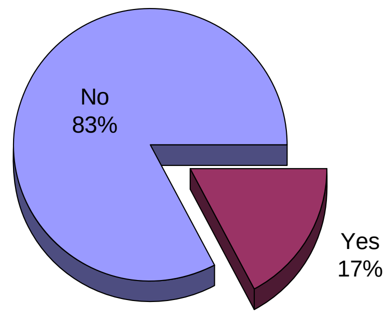


Figure 14 - Labor Unionization

ASSESSMENT OF GOVERNMENT SERVICES

Government services can play a role in the success of a firm's operation in the area. Firms rated their levels of satisfaction with site, environmental, and physical plant services provided by the community. While they are quite satisfied with some services, respondents indicated there is room for improvement in other areas. Water pressure and supply provided to the building is expressed as adequate by 100% of the study participants. However, 29% expressed dissatisfaction with storm water drainage or sanitary sewer services and 35% report flash flooding on nearby streets. While most (93%) are happy with snow removal and (90%) say streets are cleaned regularly, 21% report serious potholes in the pavement near the facility.

When asked if voice lines provided by the local phone company are adequately meeting business communication needs, 93% said “Yes.” Data lines provided in the area are considered adequate by 79% of the executives; 18% would like to see improvement. Wireless communication services were reported as adequate by 54%, while 29% say wireless is not meeting their business needs.

Crime in the area is a little higher than what was reported in 1999. Fourteen percent report employees have been victims of crime near the facility within the past 12 months, and 21% say the facility has been the target of vandalism or burglary within the same time period. In the prior study, vandalism/burglary was reported by only 8% and crime by 12%. Still, 93% say they feel local law enforcement agencies are doing all they can to protect employees and property. Satisfaction with local fire protection capabilities is expressed by 96% of respondents. A majority (89%) of the executives feel code enforcement efforts are being adequately and evenly applied (Appendix A, Questions 86 through 102 for a complete list of tallied results).

TRANSPORTATION

The majority of workers drive their own car as their primary means of transportation to and from work; others (2%) car pool, while 1% walk or bike and 3% use yet another form of transportation. The survey found that 59% of the executives responded that public transportation is not available to and from the work site; 29% would like it to be available.

The importance of public transportation services used for business travel is suggested by the degree of usage. This study found many of the surveyed businesses (67%) use the company automobile for business travel and 85% use personal vehicles in this capacity. Air travel to and from Prairie du Chien Airport is used by 11% of the respondents, 11% travel through La Crosse Municipal Airport, and another 11% use the Madison Airport. A couple respondents report use of Minneapolis/St. Paul or Chicago airports. The use of air transportation is down from the 1999 study when 29% reported use of Prairie du Chien Airport, 42% used La Crosse, and 33% used Dubuque.

ECONOMIC DEVELOPMENT PROGRAMS

An effort was made to determine the extent of familiarity or personal contact the firms had with the various economic development programs, and their degree of satisfaction. Table C (next page) shows how respondents feel about various financing options available. The local lending institutions are seen as some of the more useful options available to executives in Prairie du Chien. Based on the number responding "No Opinion" to the options offered, it could be that many are unfamiliar with the array of financing alternatives available to them.

Program	Useful	Not Useful	No Opinion
Local Lending Institutions	67%	11%	22%
Targeted Jobs Tax credit	36%	14%	50%
Small Bus. Admin. Financing	17%	33%	50%
Industrial Revenue Bonds	20%	20%	60%
County/City Revolving Loan Fund	27%	13%	60%
Tax Incremental Financing	40%	20%	40%
WI Housing & Econ. Dev. Authority	14%	29%	57%

Table C - Financing Options Perceptions

Figure 15 shows that 61% of the responding executives rate local economic development as excellent or good, 18% rate it as fair, and a rating of poor is given by 4%. The rating of excellent and good combined is 18 points above the composite average, which is 43%. Comparing local findings to the state averages indicates that local executives are generally satisfied with the direction taken by those involved in economic development in Prairie du Chien. The prior survey found economic development ratings even more favorable: 25% - Excellent, 50% - Good, 12% Fair, and 4% - Poor.

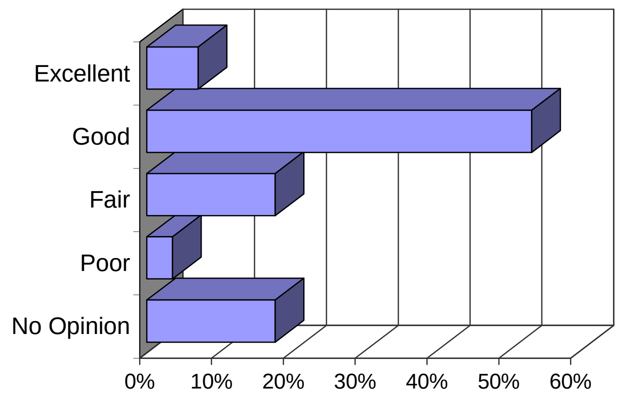


Figure 15 - Local Economic Development

LOCAL GOVERNMENT

The same effort was made to determine the level of contact and degree of satisfaction with the various local boards. A high degree of satisfaction is a good indicator of a strong community. The police department, fire department, fire inspector, and elected officials receive the highest satisfactory ratings from the executives in Prairie du Chien. Typically, the rating for elected officials is not as favorable as what was received locally. The complete results are shown in Appendix A, Question 111.

The local government also scores higher among Prairie du Chien business executives than the average of other surveyed communities statewide. When asked their opinion of the local government, 86% say it is excellent or good and 7% give it a rating of fair. None of the executives rated local government as poor. The combined rating for excellent and good is 24 points above the 62% composite average (Figure 16). The opinion of local government is much higher than reported in 1999 when 58% gave a rating of good and 33% fair.

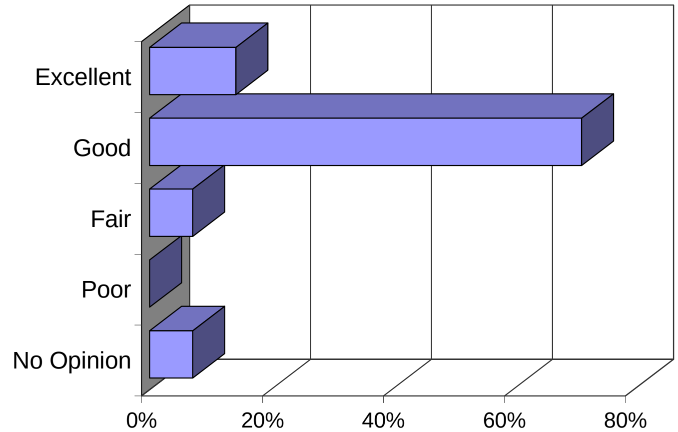


Figure 16 - Satisfaction with Local Government

FINANCIAL MATTERS

The executives were asked to provide several items under the title of financial matters, including how stable sales are for the company. Examined as a whole, this data can help to paint a picture of the business climate in the local area and in the region. Sales are reported as increasing by 67% of the respondents. Others (22%), report sales are stable, while 11% say sales are decreasing (the composite figures are 63% - increasing; 27% - stable; and 9% - decreasing). Study participants were asked to indicate the percentage of annual sales dedicated to research and development (R&D). An allocation of up to 5% was indicated by 39% of respondents. Some (13%) report that 5% -10% goes for R&D and 9% dedicate 10% - 20%. On the other hand, 39% of responding firms dedicate nothing to this area.

Figure 17 (next page) displays the responses received when the executives were asked to rank the factors they feel most negatively impact their present financial condition. The factor that received the highest number of marks overall was energy costs, though market condition/economy was rated the most important factor by the highest number of respondents. Material costs also rated highly as a factor of great importance, but did not receive as many marks overall as employee wage/benefits. In the two-year composite findings, market condition/economy ranked first, with employee wage/benefits ranking second, material costs third, and energy costs fourth. In the 1999 survey, labor costs and material costs followed the top factor of market condition/economy.

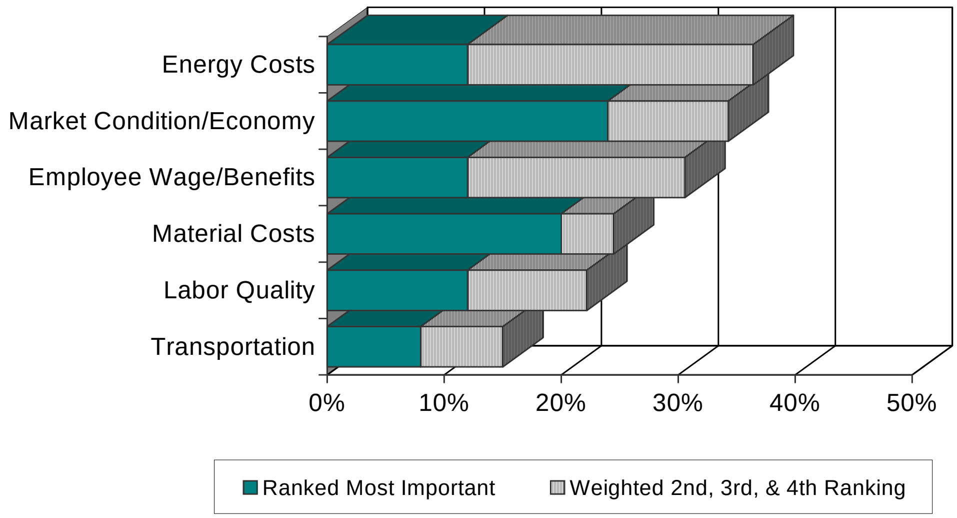


Figure 17 - Factors Adversely Affecting Financial Condition

The executives were asked where the company's primary banking institution is located. Figure 18 shows that 59% of the executives indicate financial transactions for the company are handled locally, 19% say they are handled elsewhere in Wisconsin and 22% indicate most banking is done out of state. In 1999, the percentage reporting out-of-state banking was six points higher than reported in the current study.

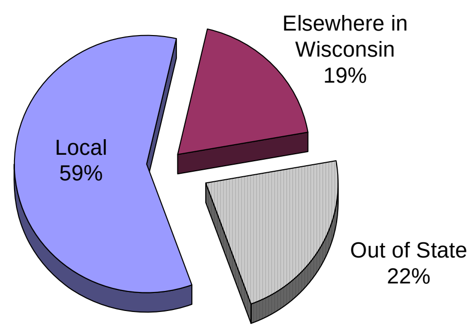


Figure 18 - Primary Bank Locations

Economic conditions influence company development and expansion. As previously reported in this Major Findings section (under the heading of Future Plans), many of the executives intend to expand, build, modernize or improve equipment and some indicated there are technological innovations they plan to put in place soon. An important factor relates to how the industries will finance such improvements. Respondents were to indicate all methods of payment that would be used. As shown in Figure 19 (next page), cash flow and conventional financing are the most likely options.

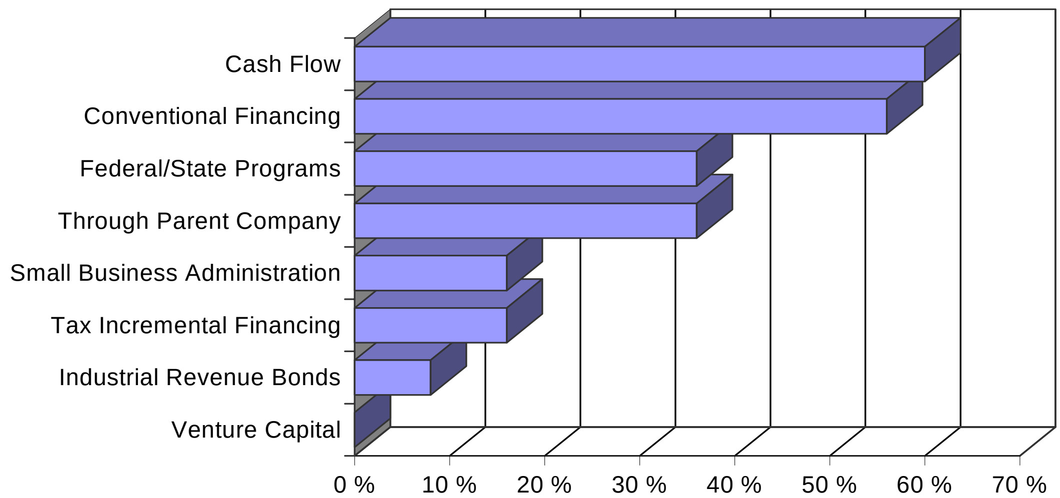


Figure 19 - Preferred Financing Methods

ENERGY MATTERS

Data was collected to determine projections in utility needs for the next three years. Executives indicated how business needs may change in regard to energy, water, sewer, and communication services. The biggest area of anticipated increase in usage is in communication services: voice lines, data lines, and wireless service. The full results are shown in Appendix A, Question number 119. Nearly one third of the executives (31%) report having an energy-back-up system. A few of the survey respondents (7%) report difficulty working with local utilities.

COMMUNITY LINKAGE

Community involvement, through memberships and affiliations by businesses in local organizations, serves to develop a company's ties with the community. Figures indicate the Prairie du Chien executives are very involved with the community. Of the respondents, 82% have a membership with the Prairie du Chien Area Chamber of Commerce, which is much higher than the average chamber membership percentage reported by others statewide (66%). Prairie du Chien Chamber membership numbers were similar among the participants in the survey conducted in 1999. Currently, 39% of the executives are members of other business organizations. Sixty-eight percent of the respondents expressed an interest in getting more involved in community organizations.

One factor that might determine involvement in the community is the location of residence. Of the executives responding to this survey, 77% indicated that they reside locally or within the county. Another 12% live elsewhere in Wisconsin and 12% reported living outside of the state.

OVERALL IMPRESSIONS

The executives were asked to give their overall opinion of their local community and the state as a place to conduct business. As Figure 20 displays, 89% of the responding executives feel the community is an excellent (33%) or good (56%) place to do business. This finding is 11 points above the 78% composite average for an excellent or good rating. Current findings are even more positive than prior study findings when 29% gave a rating of excellent, 58% good and 13% poor. Prairie du Chien executives also rate their experience of doing business in the state higher than their Wisconsin counterparts. When rating the state as a place to do business, 86% say it is excellent or good; the composite figure is 62%.

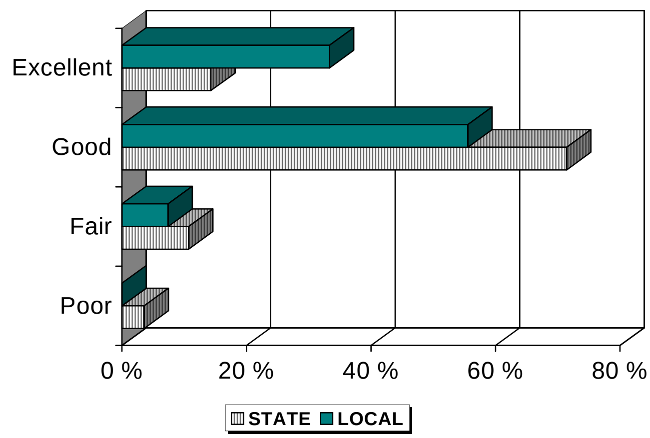


Figure 20 - A Place for Business

Survey respondents also were asked to give their overall opinion of the State of Wisconsin Department of Commerce. Ratings, which range from fair to good, are illustrated in Figure 21. The executives also had the opportunity to make suggestions or recommendations for working with the Wisconsin Department of Commerce. Their comments are available in Appendix A, Question 137.

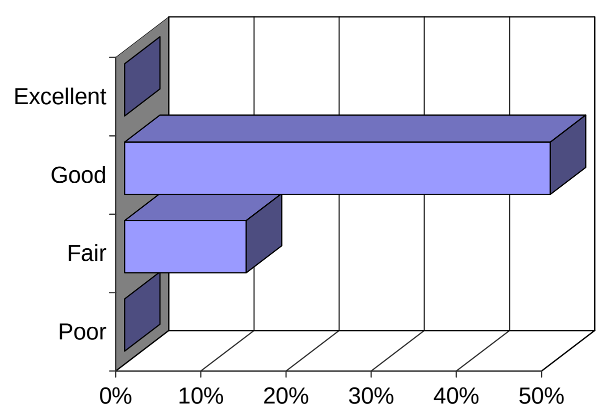


Figure 21 –
Department of Commerce Ratings

The Department of Commerce administers several programs in an effort to stimulate commerce in Wisconsin's communities. Executives were asked to rate these programs as to their usefulness. The results are shown in Table D below.

Program	Useful	Not Useful	No Opinion
Business Planning Assistance	5%	5%	89%
Financing Programs	42%	0%	58%
Labor Training Programs	45%	0%	55%
Community Development Zones	32%	0%	68%
Main Street Program	48%	5%	48%
International Trade Program	11%	11%	79%

Table D - Administered Programs Perceptions

The executives were asked about improvements in Wisconsin as a place to do business. As Figure 22 shows, 17% of the Prairie du Chien executives feel the business climate has improved over the past few years, 14% feel conditions have gotten worse, and 62% feel conditions have remained stable.

The positive attitudes of the business executives in Prairie du Chien are reflected in more than one instance when examining the survey findings. Their predictions on the state's *future* business climate once again exemplify this. Survey results show 39% feel conditions will improve, 7% feel conditions will worsen, while 54% feel they will stay the same. Prairie du Chien predictions are more optimistic than others surveyed statewide; composite findings for future expectations are 26% - Improve, 46% - Stay the same, and 21% - Worsen.

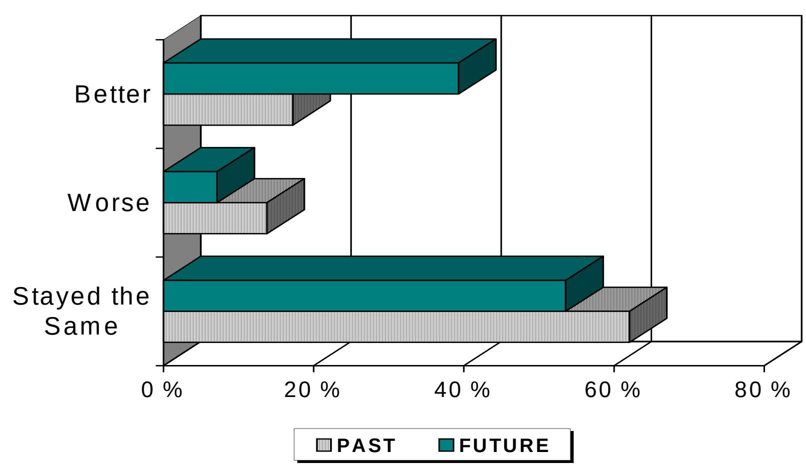


Figure 22 Improvements in Business Climate-Past/Future

VI. CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

The results of the Prairie du Chien Business Retention and Expansion Study are discussed in detail in the preceding Major Findings section. There are several conclusions that can be drawn from the data results. These include:

1. The interviewed Prairie du Chien business region is diverse with the largest percentage of those interviewed dealing with the miscellaneous manufacturing and service industries.
2. More than one half of the interviewed firms (55%) serve as the company headquarters, with 76% stating there are additional facilities located in other communities. Of the businesses responding, 82% are incorporated.
3. Many surveyed businesses are well established and have been operating more than 21 years. Two start-up businesses have been established in the past two years.
4. The top factors negatively impacting the companies' current or future development are market condition/economy and domestic competition.
5. Of the interviewed executives, 28% report supplying a portion of their products and/or services to federal government, 29% to state government, and 38% locally. Some Prairie du Chien executives are expressing an interest in initiating or expanding government contracts: 38% - federal; 42% - state; and 39% have local interest.
6. The majority of respondents' customers reside in the local area. Most of the executives describe their customer base as increasing or stable.
7. The majority of business competition comes from within Wisconsin. Nearly two thirds of the executives (64%) feel competitors are "making significant inroads" or are a "future threat" to their business.
8. When describing market shares for the companies' products/services, 54% say it is increasing, 12% say it is decreasing, and 35% feel it has remained stable.
9. The study finds that of the Prairie du Chien businesses responding, 93% own the business facility and 7% lease.

10. Many of the businesses (75%) reported having enough property to expand at the present location, and 36% have definite expansion plans.

11. Of the responding executives, 22% have plans for a new building either at the present site or elsewhere in the community.

12. Some of the executives (39%) have plans to modernize or improve their present building(s) within the next two years, and 79% have plans to modernize or improve their equipment.

13. Results indicate 22% of the executives have plans to expand the business in another Wisconsin community; 28% reported plans to expand out of state.

14. The study found that 7% of the executives (two persons) indicated plans to move all or part of the operation, either now or in the future. An additional 7% say a move is possible. One of the moves would be to another local site.

15. One survey respondent expressed probable plans to shut down the business with no plans for expansion elsewhere.

16. Other states have contacted 8% of the interviewed businesses in an attempt to persuade them to relocate.

17. Of the interviewed executives, 26 responded that they currently employ 3,713 full-time people. Data gathered from those responding to all five questions in a series about employment (15 executives) reflects the following: Current employment is 5% higher than one year ago and 14% higher than five years ago. The executives anticipate an increase of 3% next year and an increase of 11% over the next five years.

18. A total of 641 part-time workers are employed by 86% of the executives.

19. Employees in professional/technical roles earn an average of $24.00 hourly, while office staff average $11.84 per hour. Highly skilled employees in Prairie du Chien receive an average hourly wage of $15.67, semi-skilled employees receive an average of $10.51, and unskilled workers receive an average of $8.51.

20. The Prairie du Chien executives report they are having the greatest difficulty recruiting for professional/technical staff positions. The survey finds that 57% report difficulty recruiting for professional/technical staff positions. Half (50%) say they have difficulty recruiting for blue-collar positions, while 32% express difficulty recruiting for office support staff.

21. The Prairie du Chien executives believe the most positive factors dealing with recruiting are the quality of life and cost of living. The factor considered to have the most negative impact is personal taxes.

22. Investment in training programs is increasing for 63% of the executives, decreasing for 4%, and staying the same for 33%.

23. Of the respondents, 17% report an association with a union, encompassing 10% of the full-time employment base.

24. The study finds 61% of the executives rate their local economic development efforts as excellent or good, 18% responded "fair," 4% said “poor,” and 18% expressed no opinion.

25. Of the executives responding to this survey, 86% rated their local government excellent or good, 7% responded “fair,” and 7% had no opinion.

26. Responses indicate that 67% of businesses have seen an increase in gross sales, 11% have seen a decrease, and 22% report gross sales remain stable. Nearly two-thirds of the respondents (61%) dedicate a portion of annual sales to research and development.

27. Two factors most negatively impacting the firms' present financial condition are market condition/economy and energy costs.

28. Of the respondents, 82% are Area Chamber of Commerce members, 39% are members of other business organizations, and 68% signify an interest in participating in community organizations.

29. Of the executives responding to this survey, 89% feel their local community is an excellent or good place to do business. The state received an excellent or good rating from 86% of the respondents.

30. The study finds 17% of the executives feel Wisconsin's business climate has improved over the past few years, 62% feel it has not changed, 14% feel conditions have gotten worse, and 7% had no opinion.

31. Where Wisconsin's future business climate is concerned, 39% of the respondents feel the climate will improve over the next few years, 54% feel it will stay the same, and 7% anticipate conditions will deteriorate.

RECOMMENDATIONS

Existing Business Retention and Expansion

1) Continue annual "check-ups" by the City and Industrial Development Corporation with local business and industry to identify opportunities and threats to growth of existing businesses.

2) Focus on expanding and developing support businesses that provide needed goods and services to existing industry.

3) Focus on improving "quality-of-life" factors – housing, shopping opportunities, cultural resources – with an emphasis on the downtown revitalization and redevelopment.

4) Utilize TIF aggressively and creatively to encourage quality job development (above average wages with benefits).

5) Contact the Business Procurement Assistance Center to set up a workshop for businesses expressing interest in initiating or expanding government contracts.

Workforce Development

6) Work with Prairie du Chien schools, Southwest Technical College, UW-Platteville, and Upper Iowa University to meet and support training needs identified in the survey as well as on-going training needs of local businesses.

7) Take advantage of the Governor's recently announced Youth Apprenticeship Grants for Southwest Wisconsin. Increase business participation in the development and use of job shadowing and internship programs at the high school and college level.

8) Develop a list of job development/training programs that are available and distribute that information to business CEO's.

Business Environment

9) Focus on improving "quality-of-life" factors with emphasis on attracting quality employees.

   a) Housing
      - City: Conduct housing needs assessment study.
      - City and Redevelopment Authority: Investigate developing subdivision using Tax Increment Financing.

b) Increase shopping opportunities through revitalization of downtown and redevelopment of blighted and underutilized properties.

c) Provide additional cultural and recreational opportunities.

10) Focus on improving government.

a) Implement Lean Six Sigma in all government functions to improve speed and quality of government services. Utilize Ft. Wayne, Indiana model.

b) Investigate opportunities to cooperate and consolidate government services among local governments and where possible reduce middle-management while putting “more boots on the ground” to provide quick, efficient, and high-quality service.

c) Develop a county-wide approach to economic development.

d) Hold quarterly meetings with area businesses, City staff, and state agencies to improve government processes and channels of communication.

e) Implement the infrastructure segment of the Comprehensive Plan.

f) Implement development of a Storm Water Utility.

<u>New Business Attraction</u>

11) Form “marketing team” to contact and visit businesses to inform them about the Prairie du Chien area and what it has to offer.

12) Continue to list and update information of commercial buildings and land available in the Prairie du Chien area on Location One Information System (LOIS).

APPENDIX A

PRAIRIE DU CHIEN SUMMARY OF RESPONSES
BASED ON 29 FIRMS

* 3M
AGT Enterprises, Inc.
* Bennett Hardwoods
* Cabela's Inc.
Coaches/Huckleberry's Restaurant
Country Inn & Suites
Crawford County
* Design Homes, Inc.
Dick's Supermarket
Dillman Equipment, Inc.
* Excel Brush Works
* Franciscan Skemp
* Gundersen Lutheran PDC Clinic
* Howe Printing Company, Inc.
Isle of Capris - Marquette
* Lori Knapp, Inc.
* MPC
* Nelson Hardwood Lumber Company
* Opportunity Center
* Prairie Beer Distributing Co. Inc.
* Prairie Industries, Inc.
Prairie Maison
Prairie du Chien Correctional Institution
Prairie du Chien Schools
Trausch Distributing
UFP Ventures II, Inc.
* Waste Management
* Wolf Machine Incorporated
* Wyalusing Academy

*Indicates participation in this study and in the prior study conducted in 1999.

Composite figures are displayed in the far right column, where appropriate, for comparison to statewide averages of data collected over the past two years.

In 1999 a similar study was conduct in Prairie du Chien with 25 participants; 17 of the respondents took part in both studies. Where possible, Prior Study figures are displayed to reflect findings from the study conducted in Prairie du Chien in 1999. Due to redesign of the WIBRES survey questionnaire in 2002, data are not availble for comparison to all questions.

Communities included in the composite study are: City of Berlin, Shawano County, Middleton, Baron County, Columbia County, Jefferson County, and Lafayette County.

I. HISTORY AND STATUS OF PRESENT LOCATION

1. Where is your firm's corporate headquarters located?

			1999 Prior Study	Composite
Local	16	55.2%	47.8%	73.8%
Elsewhere in Wisconsin	7	24.1%	21.7%	11.5%
Out of State*	6	20.7%	30.4%	13.9%
Out of United States*	- -	- -	- -	0.9%

2. Does your firm have multiple locations?

			1999 Prior Study	Composite
Yes	22	75.9%	91.3%	48.4%
No	7	24.1%	8.7%	51.6%

3. Where?
(Executives are asked to indicate all that apply. Percentages are based on multiple responses.)

			1999 Prior Study	Composite
Executives Responding	22		21	
Local	5	22.7%	42.9%	
Elsewhere in Wisconsin	17	77.3%	61.9%	
Out of State*	12	54.5%	61.9%	
Out of United States*	5	22.7%	14.3%	

4. If you have businesses in other areas, how does the nature of business relate to this facility?
(Executives are asked to indicate all that apply. Percentages are based on multiple responses.)

			1999 Prior Study	Composite
Executives Responding	21			
Similar product/service	18	85.7%		
Supply to/support local operation	6	28.6%		
Local operation supplies/supports them	6	28.6%		
Independent business focus	3	14.3%		

5. What is the likelihood of consolidating operations?

			1999 Prior Study	Composite
Probable	- -	- -		4.7%
Possible	2	9.1%		13.0%
Remote	7	31.8%		40.0%
Non existent	13	59.1%		42.3%

6. When was your firm established?

			1999 Prior Study	Composite
0 - 2 years ago	2	7.1%		3.0%
3 - 5 years ago	- -	- -		4.8%
6 - 10 years ago	2	7.1%		11.3%
11 - 20 years ago	4	14.3%		18.4%
21 - 100 years ago	17	60.7%		54.8%
Over 100 years ago	3	10.7%		7.8%

7. What form of organization does your business have?

			1999 Prior Study	Composite
Corporation (S or C)	23	82.1%		69.4%
Cooperative	- -	- -		2.6%
Partnership	- -	- -		2.4%
Limited Liability Corp.	2	7.1%		12.9%
Limited Liability Partnership	- -	- -		1.8%
Sole Proprietorship	- -	- -		8.5%
Other*	3	10.7%		2.4%

II. NATURE OF BUSINESS

8. What is the nature of your business?

			Composite
Administration	0.30	1.0%	0.5%
Agriculture	- -	- -	3.3%
Chemical, Petroleum, Rubber, Plastics	1.10	3.8%	2.0%
Communication	- -	- -	1.2%
Computer, Computer Software	- -	- -	1.4%
Construction	1.10	3.8%	3.2%
Consulting	- -	- -	1.1%
Distribution	2.90	10.0%	2.5%
Education	1.00	3.4%	0.6%
Electrical, Electrical Equipment	- -	- -	2.6%
Energy	- -	- -	1.0%
Fabricated Metals	1.60	5.5%	3.7%
Financial/Insurance/Real Estate	- -	- -	7.4%
Food, Food Products	1.10	3.8%	11.2%
Hospitality	0.90	3.1%	3.2%
Lumber, Wood Products	2.50	8.6%	5.0%
Machinery, Excluding Electrical	- -	- -	0.9%
Medical, Health Care	4.00	13.8%	6.3%
Misc. Manufacturing	4.25	14.7%	10.4%
Paper, Allied Products	- -	- -	0.4%
Primary Metals	- -	- -	0.8%
Printing, Publishing	1.00	3.4%	2.3%
Recreation	- -	- -	0.8%
Research	- -	- -	0.4%
Retail	1.05	3.6%	10.8%
Service	4.20	14.5%	11.9%
Stone, Clay, Glass, Concrete	- -	- -	1.1%
Telemarketing	- -	- -	0.0%
Textiles and Apparel	- -	- -	0.5%
Transportation	- -	- -	2.0%
Waste, Recycling	1.00	3.4%	1.4%
Other*	1.00	3.4%	

Question 8 Explanation:

The first column lists the type of business in the survey.

The second column lists the headcount or number of respondents based on their percent of involvement (if a company is involved in multiple businesses, ie: 50% Education, 40% Consulting, and 10% Communication, the headcount will display .50, .40, and .10).

The third column shows the community percent of involvement in each business type based on the number of executives responding to question 8.

9. What percent of raw materials/supplies utilized by your business come from the following areas?

		Composite
Local/County	15.5%	22.9%
Elsewhere Wisconsin	35.7%	26.1%
Midwest	26.1%	21.7%
National	19.1%	22.6%
International	3.6%	6.7%

II. NATURE OF BUSINESS

Composite

10. Please list suppliers that you would like to have located closer to your facility.
    Product/Service:

    3 - Food Distributor (2); Food distribution
    Boxes
    Corrugate suppliers
    Pallets
    Shipping
    Steel manufacturing
    Truck parts

11. What percent of your raw materials/supplies are transported in the following manner?

Truck	73.8%
Common Carrier	11.0%
Rail	2.0%
Air	0.3%
Ship	0.1%
Personal/company vehicle	8.5%
Other	4.3%

12. What percent of your finished products are transported in the following manner?

Truck	74.8%
Common Carrier	3.7%
Rail	1.8%
Air	0.1%
Ship	- -
Personal/company vehicle	19.8%
Other	- -

13. How well do the following modes of transport serve your business needs?

	Excellent	Good	Fair	Poor
Truck	12	10	1	- -
Common Carrier	11	8	- -	- -
Rail	- -	2	2	3
Air	- -	1	- -	3
Ship	- -	1	- -	2
Personal/Company Vehicle	7	2	1	- -
Other	- -	- -	- -	- -

14. Which of the following factors, if any, have the greatest negative impact on the current / future development of your product or business?
    (Rank up to four in order of priority: 1=Greatest Impact, etc.)

	Rankings				
Factors	One	Two	Three	Four	Total
Global Competition	4	- -	- -	- -	4
Regulatory Constraints	4	2	1	3	10
Domestic Competition	3	3	5	3	14
Energy Costs	2	3	2	4	11
Material Shortages	1	2	3	- -	6
Antiquated Machinery	- -	- -	1	1	2
Insufficient Space	1	- -	- -	- -	1
Transportation Problems	- -	- -	- -	3	3
Interest Rates	- -	1	1	- -	2
Market Condition/Economy	5	5	2	2	14
Labor Supply	2	3	5	- -	10
Labor Quality	3	3	1	3	10
Employee Wage/Benefits	2	3	2	2	9
Other	- -	1	- -	- -	1
Total Responses	27	26	23	21	97

III. PHYSICAL SPECIFICATION OF PLANT

15. Do you own or lease this location?

	Count	Percent	Prior Study	Composite
Own	27	93.1%	87.0%	73.0%
Lease	2	6.9%	13.0%	23.5%
Both	- -	- -	- -	3.5%

16. If you lease, when does the lease expire?

No Responses

17. What is the property size of this location?

Total acres: 392

1 acre	3	12.0%
2 acres	2	8.0%
3 - under 5 acres	5	20.0%
5 - under 10 acres	4	16.0%
10 - 25 acres	7	28.0%
26 - 50 acres	2	8.0%
Over 50 acres	2	8.0%

18. How much building space do you occupy at your current location?

Total square feet: 2,700,979

Under 2,500 sq. ft.	- -	- -
2,500 - 5,000 sq. ft.	1	4.8%
5,001 - 7,500 sq. ft.	2	9.5%
7,501 - 10,000 sq. ft.	1	4.8%
10,001 - 25,000 sq. ft.	4	19.0%
25,001 - 50,000 sq. ft.	3	14.3%
50,001 - 100,000 sq. ft.	5	23.8%
Over 100,000 sq. ft.	5	23.8%

19. If you use additional space elsewhere in the community for this business, how much?

Total square feet: 255,780

Under 2,500 sq. ft.	- -	- -
2,500 - 5,000 sq. ft.	1	12.5%
5,001 - 7,500 sq. ft.	1	12.5%
7,501 - 10,000 sq. ft.	2	25.0%
10,001 - 25,000 sq. ft.	- -	- -
25,001 - 50,000 sq. ft.	2	25.0%
50,001 - 100,000 sq. ft.	2	25.0%
Over 100,000 sq. ft.	- -	- -

20. Is car and truck access to your building adequate?

	Count	Percent	Prior Study	Composite
Yes	26	92.9%	91.3%	92.2%
No	2	7.1%	8.7%	7.8%

21. Is there adequate on-site parking for your employees?

	Count	Percent	Prior Study	Composite
Yes	23	82.1%	82.6%	86.9%
No	5	17.9%	17.4%	13.1%

IV. MARKETS, CUSTOMERS

22. What percent of your customers are located in the following areas?

		Composite
Local/County	37.0%	44.2%
Elsewhere in Wisconsin	22.9%	24.0%
Midwest	29.4%	12.5%
National	8.7%	16.6%
International*	2.0%	2.6%

23. What percent of your company's sales is conducted over the Internet?

			Composite
None	14	51.9%	58.1%
Less than 10%	9	33.3%	31.8%
10% - 25%	2	7.4%	5.3%
25% - 50%	2	7.4%	2.7%
50% - 75%	- -	- -	0.9%
More than 75%	- -	- -	1.1%

24. How would you describe the number of customers you serve?

			Composite
Increasing	15	53.6%	59.8%
Decreasing	3	10.7%	10.3%
Stable	10	35.7%	29.9%

25. Do you directly sell to any levels of government shown below?

				Prior Study	Composite
Federal:	Yes	7	28.0%	28.0%	23.7%
	No	18	72.0%	72.0%	73.2%
	Don't Know	- -	- -	- -	3.1%
State:	Yes	7	29.2%	40.0%	31.5%
	No	17	70.8%	60.0%	65.0%
	Don't Know	- -	- -	- -	3.5%
Local:	Yes	9	37.5%	32.0%	38.2%
	No	14	58.3%	68.0%	58.8%
	Don't Know	1	4.2%	- -	3.0%

26. If Yes, approximately what percent of your sales are to governments?

Less than 10%	8	72.7%
10% - 25%	- -	- -
25% - 50%	- -	- -
50% - 75%	1	9.1%
More than 75%	2	18.2%

27. Are you interested in initiating or expanding government contracts?

				Prior Study	Composite
Federal:	Yes	9	37.5%	56.0%	30.3%
	No	11	45.8%	44.0%	53.1%
	Don't Know	4	16.7%	- -	16.7%
State:	Yes	10	41.7%	64.0%	34.9%
	No	10	41.7%	36.0%	48.6%
	Don't Know	4	16.7%	- -	16.5%
Local:	Yes	9	39.1%	64.0%	38.5%
	No	10	43.5%	36.0%	44.6%
	Don't Know	4	17.4%	- -	16.9%

28. If there are customers that would benefit by relocating closer to your facility, please provide information.
Product/service:

No Responses

V. COMPETITORS

29. What percent of your competitors are located in the following areas?

		Composite
Local/County	23.6%	39.9%
Elsewhere in Wisconsin	38.6%	24.8%
Midwest	15.3%	11.4%
National	18.5%	18.8%
International*	4.0%	5.0%

30. What effect are your primary competitors having on your business?

			Prior Study	Composite
Making Significant Inroads	6	24.0%	24.0%	18.8%
Future Threat	10	40.0%	44.0%	42.3%
No Real Impact	6	24.0%	28.0%	31.2%
Never Been a Consideration	3	12.0%	4.0%	7.7%

31. How would you describe the market share of your company's products/services?

			Composite
Increasing	14	53.8%	52%
Decreasing	3	11.5%	11%
Stable	9	34.6%	38%

VI. FUTURE PLANS

32. Do you own or lease sufficient property to allow for expansion of your building(s) at this location?

			Composite
Yes	21	75.0%	67.6%
No	7	25.0%	32.4%

33. Are you planning any expansion of your existing building(s) at this location?

			Composite
Yes	10	35.7%	24.8%
No	18	64.3%	75.2%

34. If Yes, when do you plan to start construction?

Now in progress	- -	- -
This Year	1	11.1%
Next Year	3	33.3%
Within 5 Years	3	33.3%
Beyond 5 Years	- -	- -
Don't Know	2	22.2%

35. How large would this addition be?

Total square feet	76,000	
Under 2,500 sq. ft.	1	25.0%
2,500 - 5,000 sq. ft.	1	25.0%
5,001 - 7,500 sq. ft.	- -	- -
7,501 - 10,000 sq. ft.	- -	- -
10,001 - 15,000 sq. ft.	1	25.0%
15,001 - 25,000 sq. ft.	1	25.0%
25,001 - 50,000 sq. ft.	- -	- -
Over 50,000 sq. ft.	- -	- -

36. Do you have any plans to modernize or improve your present building(s) within the next two years?

			Composite
Yes	11	39.3%	38%
No	17	60.7%	63%

37. Do you have plans for a new building on your present site or elsewhere in the community?

			Composite
Yes	6	22.2%	17.0%
No	21	77.8%	83.0%

38. How large will the building be?

Total square feet	520,000	
Under 2,500 sq. ft.	- -	- -
2,500 - 5,000 sq. ft.	- -	- -
5,001 - 7,500 sq. ft.	- -	- -
7,501 - 10,000 sq. ft.	- -	- -
10,001 - 15,000 sq. ft.	- -	- -
15,001 - 25,000 sq. ft.	1	50.0%
25,001 - 50,000 sq. ft.	- -	- -
Over 50,000 sq. ft.	1	50.0%

39. When do you plan to start construction?

Now in progress	- -	- -
This Year	1	16.7%
Next Year	3	50.0%
Within 5 Years	1	16.7%
Beyond 5 Years	- -	- -
Don't Know	1	16.7%

VI. FUTURE PLANS

40. Do you have plans to expand elsewhere in the state?

			Composite
Yes	6	22.2%	14.5%
No	21	77.8%	85.5%

41. If Yes, where?

Within 50 Miles	2	33.3%
Within 100 Miles	3	50.0%
Elsewhere in the State	1	16.7%

42. If Yes, when?

Now in progress	4	66.7%
This Year	- -	- -
Next Year	1	16.7%
Within 5 Years	1	16.7%
Beyond 5 Years	- -	- -
Don't Know	- -	- -

43. Do you have plans to expand outside the state?

			Composite
Yes	7	28.0%	11.8%
No	18	72.0%	88.2%

44. If Yes, where?

Executives Responding	7	
Midwest	5	71.4%
Sunbelt	- -	- -
East Coast	- -	- -
West Coast	1	14.3%
Other US*	1	14.3%
International*	1	14.3%

45. If Yes, when?

Now in progress	1	14.3%
This Year	- -	- -
Next Year	- -	- -
Within 5 Years	6	85.7%
Beyond 5 Years	- -	- -
Don't Know	- -	- -

46. Do you have any plans to modernize or improve your present equipment within the next two years?

			Composite
Yes	22	78.6%	73%
No	6	21.4%	27%

47. Are there technological innovations that you plan to put in place within the next two years?

			Composite
Yes	21	77.8%	67.3%
No	6	22.2%	32.7%

48. Do you have any plans to move all or part of your operation from this location?

			Prior Study
Yes	2	7.1%	20.0%
No	24	85.7%	80.0%
Possible Candidate	2	7.1%	- -

VI. FUTURE PLANS

Composite

49. If Yes, where do you plan to move?

Local	1	33.3%
Elsewhere in Wisconsin	2	66.7%
Midwest	- -	- -
East Coast	- -	- -
Sunbelt	- -	- -
West Coast	- -	- -
Other US*	- -	- -
International*	- -	- -

50. If Yes, when do you plan to move?

Now in progress	- -	- -
This Year	- -	- -
Next Year	- -	- -
Within 5 Years	3	75.0%
Beyond 5 Years	- -	- -
Don't Know	1	25.0%

51. If Yes, why do you plan to move?

	Rankings				
Factors	*One*	*Two*	*Three*	*Four*	*Total*
Closer to Customer	1	- -	- -	- -	1
Building Overcrowded	- -	1	- -	- -	1
No Land to Expand	1	- -	- -	1	2
Access/Egress Problems	- -	- -	1	- -	1
Labor Costs	- -	1	- -	- -	1
Labor Supply	- -	1	- -	- -	1
Energy Costs	- -	- -	2	- -	2
Regulatory Concerns	1	- -	- -	- -	1
Property Taxes	- -	1	- -	- -	1
State Corporate Taxes	- -	- -	1	1	2
Other*	1	- -	- -	1	2
Total Responses	4	4	4	3	15

52. In the past few years, have other states' representatives contacted you trying to get you to move your company from Wisconsin?

			Prior Study	Composite
Yes	2	7.7%	33.3%	14.7%
No	24	92.3%	66.7%	85.3%

53. Which states had representatives contacted you?
Tennessee, North Carolina, Arkansas

54. What is the likelihood of phasing out or shutting down this operation with no plans for expansion elsewhere?

			Prior Study	Composite
Probable	1	3.7%	- -	1.3%
Possible	- -	- -	- -	10.0%
Remote	6	22.2%	32.0%	38.9%
Non-existent	20	74.1%	68.0%	49.8%

55. If probable or possible, why?
Labor force

VII. LABOR AND MANPOWER MATTERS

Composite

56. to 60. What is your approximate number of full-time employees for the following years?

Number of Employees	Five Years Ago	Last Year	Current	Next Year	Five Years from Now
0	- -	- -	- -	- -	- -
1 - 4	- -	- -	- -	- -	- -
5 - 9	1	1	1	1	1
10 - 19	4	6	6	5	2
20 - 39	3	2	3	4	4
40 - 69	4	4	3	3	3
70 - 99	2	1	1	- -	- -
100 - 249	4	7	7	6	5
250 - 499	1	4	4	1	2
500 - 999	1	1	1	1	- -
1000 and over	- -	- -	- -	- -	- -
Total Employment Size	2,102	3,579	3,713	2,191	1,802
Average Company Size	105	138	143	104	106
Median Company Size	50	68	73	42	42
Number of Executives Responding	20	26	26	21	17
Number of Executives Responding to all questions in this series			15		

61. How many shifts do you have in your operation?

One	12	41.4%
Two	5	17.2%
Three	10	34.5%
Other*	2	6.9%

62. Do you employ part-time employees?

			Prior Study
Yes	25	86.2%	77.3%
No	4	13.8%	22.7%

63. If Yes, how many part time employees?

	Staff	Contract	Total	
1 - 4	8	- -	8	36.4%
5 - 9	- -	- -	- -	- -
10 - 19	4	1	5	22.7%
20 - 39	3	- -	3	13.6%
40 - 69	5	- -	5	22.7%
70 - 99	- -	- -	- -	- -
100 or More	1	- -	1	4.5%
Total part-time employment:	631	10	641	

64. Is the number of part-time employees related to seasonal fluctuation?

			Prior Study
Yes	12	48.0%	25.0%
No	13	52.0%	75.0%

65. Is the number of part-time employees related to economic fluctuation?

Yes	6	25.0%	18.8%
No	18	75.0%	81.3%

VII. LABOR AND MANPOWER MATTERS

66. What percent of your employment is:

		Prior Study	Composite
Professional/Technical	17.1%		24.4%
Office Staff	12.0%		13.8%
Highly Skilled	10.6%	23.4%	19.4%
Semi-Skilled	37.4%	39.7%	27.1%
Unskilled	22.9%	36.9%	15.3%

67. What is the average hourly wage in your company (excluding benefits) for:

	Professional Tech	Office Staff	Highly Skilled	Semi-Skilled	Unskilled
Under $6.00	- -	- -	- -	- -	2
$6.00 - 7.99	- -	1	- -	3	3
$8.00 - 9.99	1	1	- -	5	3
$10.00 - 11.99	- -	6	4	4	3
$12.00 - 13.99	- -	7	- -	4	- -
$14.00 - 15.99	2	1	3	3	- -
$16.00 - 17.99	1	1	2	- -	1
$18.00 - 19.99	3	- -	1	- -	- -
$20.00 - 24.99	3	1	1	- -	- -
$25.00 - 29.99	1	- -	- -	- -	- -
$30.00 - 34.99	2	- -	1	- -	- -
$35.00 - 39.99	- -	- -	- -	- -	- -
$40.00 - 44.99	- -	- -	- -	- -	- -
$45.00 and Over	2	- -	- -	- -	- -
Average Wage	$24.00	$11.84	$15.67	$10.51	$8.51
Mean Wage	$22.00	$12.00	$15.00	$10.00	$8.75

68. Do the majority of your employees need skills training to perform at the required level?

			Prior Study	Composite
Yes	23	79.3%	66.7%	79.5%
No	6	20.7%	33.3%	20.5%

69. Does your firm require all workers to have a high school diploma or equivalent?

			Prior Study	Composite
Yes	10	34.5%	20.0%	46.4%
No	19	65.5%	80.0%	53.6%

70. What percent of your employees reside within this county?

Less than 40%	4	14.8%
40% to 49%	2	7.4%
50% to 59%	2	7.4%
60% to 69%	2	7.4%
70% to 79%	3	11.1%
80% to 89%	6	22.2%
90% to 99%	6	22.2%
100%	2	7.4%

Overall workforce living in the county based on executives responding to questions 56 and 70 — 62.5%

VII. LABOR AND MANPOWER MATTERS

71. What percent of your employees, on the average, retire annually?

			Prior Study	Composite
0%	10	34.5%	n/a	52.1%
Less than 3%	18	62.1%	95.5%	44.8%
3% to 5%	1	3.4%	4.5%	2.4%
6% to 10%	- -	- -		0.7%
11% to 25%	- -	- -		- -
Over 25%	- -	- -		- -

72. What is your total employee turnover rate, on the average, annually?

			Prior Study	Composite
0%	2	6.9%	n/a	15.5%
Less than 3%	6	20.7%	35.3%	29.3%
3% to 5%	4	13.8%	18.2%	15.7%
6% to 10%	5	17.2%	9.1%	15.9%
11% to 25%	6	20.7%	31.8%	16.1%
Over 25%	6	20.7%	4.5%	7.5%

73. What percent of your new employees leave within the first six months?

			Prior Study	Composite
0%	3	10.3%	n/a	26.9%
Less than 3%	8	27.6%	45.6%	37.2%
3% to 5%	4	13.8%	4.5%	7.0%
6% to 10%	4	13.8%	18.2%	9.9%
11% to 25%	7	24.1%	18.2%	11.1%
Over 25%	3	10.3%	13.6%	7.9%

74. What is the most common reason for employee turnover?
(Respondents are asked to indicate all that apply. Percentages based on total responses.)

			Composite
Executives Responding	29		
Career change	6	20.7%	23.5%
College graduation	2	6.9%	8.8%
Job security	1	3.4%	3.7%
Other opportunity	20	69.0%	54.3%
Relocation, spouse/family	3	10.3%	18.3%
Retirement	7	24.1%	14.9%
Skills don't align	6	20.7%	20.0%
Wage/benefits	8	27.6%	19.6%
Terminated, performance	13	44.8%	35.2%
Terminated, work ethic	11	37.9%	24.4%

75. Are replacement employees difficult to recruit?

				Prior Study	Composite
Blue Collar:	Yes	14	50.0%	64.7%	35.0%
	No	14	50.0%	35.3%	49.6%
	Not Applicable	- -	- -		15.4%
Office Support (hourly):	Yes	9	32.1%		21.2%
	No	19	67.9%		61.8%
	Not Applicable	- -	- -		16.9%
Professional/Technical:	Yes	16	57.1%	77.8%	48.0%
	No	10	35.7%	22.2%	35.1%
	Not Applicable	2	7.1%		16.9%

VII. LABOR AND MANPOWER MATTERS

76. How do the following effect your recruiting?

	Positive	Negative	No Effect
Quality of Life	16	2	3
Cost of Living	12	5	5
Climate	4	6	11
Housing Costs	10	6	6
Available Housing	9	5	6
Personal Taxes	2	14	4
K-12 Education System	10	3	6
Area Technical College	7	3	8
Transportation	2	5	12
Other*	- -	1	3

77. How do you obtain replacement employees?

	Best	Also Used
Word of Mouth	6	17
Newspaper	12	11
Internet	1	13
Private Services	- -	- -
Job Service	2	18
Storefront Sign	- -	3
Area Tech College	2	4
University/College	1	5
Other*	2	2

78. Are you familiar with "jobs development program/training programs" sponsored by county, state, or federal government?

Yes	15	57.7%
No	11	42.3%

79. Please give your perception of the following.

	Useful	Not useful	No opinion
Job Center	21	1	2
WI Mfg. Outreach Center	1	3	9
WI Mfg. Extension Partnership	2	1	9
Technical college	15	1	3
University	7	2	8
Apprenticeship	7	1	8
School -to-Work	6	3	6

80. Is your investment in employee training programs:

Increasing	17	63.0%
Decreasing	1	3.7%
No change	9	33.3%

81. Approximately what percent of annual sales does the company invest in training?

			Composite
0%	1	6.7%	6.8%
0.1% to 3%	10	66.7%	65.5%
3.1% to 5%	3	20.0%	18.3%
5.1% to 10%	- -	- -	6.5%
10.1% to 15%	- -	- -	0.6%
Over 15%	1	6.7%	2.2%

VII. LABOR AND MANPOWER MATTERS

82. Is the number of unfilled positions in your company:

				Composite
Increasing	3	12.0%		9.5%
Decreasing	- -	- -		11.8%
No change	22	88.0%		78.8%

83. What new training programs would you like to have offered by area technical college(s) to meet your changing needs?

Blueprint reading
CDL Drivers Training
CEU programs for CMAs.
Construction techniques
Custodial staff
Customer service, how to handle customers, proper dress and grooming, basic business communication
Fabrication
Increase nursing programs
Life skills - interview and communication skills
Maintenance & plastic processing
Maintenance procedures
Maintenance tech
Meat processing
Medical assistance
Press room and post press operators
Productivity - increasing productivity
Public relation/people skills
Public relations
Slot machine technical training
SW Tech has adequate programs to meet needs.
Training - supervisor training
Welding

Other comments:

Currently hire an outside firm to do some on-site training
Company has own training program focused on safety.
In-house training, some with Southwest Technical College

84. Does your firm have a union?

			Prior Study	Composite
Yes	5	17.2%	4.3%	9.2%
No	24	82.8%	95.7%	90.8%

85. If Yes, what percent of your work force is unionized?

				Composite
Less than 10%	1	25.0%		3
10% to 25%	- -	- -		1
25% to 50%	1	25.0%		2
50% to 75%	- -	- -		12
More than 75%	2	50.0%		22

				Composite
Overall workforce unionized based on executives responding to questions 56, 84, and, if 84 = Yes, 85.	9.9%			13.2%

VIII. ASSESSMENT OF GOVERNMENT RELATIONS, REGULATIONS, AND SERVICES

				Prior Study	Composite
86. Is the water pressure and supply provided to your building adequate?					
	Yes	29	100.0%	96.0%	96.3%
	No	- -	- -	4.0%	3.7%
87. Are you satisfied with the storm water drainage and sanitary sewer services provided by your local government to your site?					
	Yes	20	71.4%	84.0%	90.4%
	No	8	28.6%	16.0%	9.6%
88. Are voice lines provided by the local phone company adequate for your business communication needs?					
	Yes	26	92.9%		95.8%
	No	2	7.1%		4.2%
89. Are data lines provided by in your area adequate for your business communication needs?					
	Yes	22	78.6%		84.2%
	No	5	17.9%		10.0%
	Not applicable	1	3.6%		5.8%
90. Are wireless communication services provided in your area adequate for your business needs?					
	Yes	15	53.6%		68.0%
	No	8	28.6%		18.9%
	Not applicable	5	17.9%		13.1%
91. Is waste disposal a problem at your local site?					
Solid:	Yes	- -	- -	8.0%	8.5%
	No	29	100.0%		85.7%
	Not Applicable	- -	- -		5.8%
Liquid:	Yes	1	3.6%	- -	5.5%
	No	22	78.6%		73.9%
	Not Applicable	5	17.9%		20.6%
Hazardous:	Yes	1	3.6%	4.2%	3.9%
	No	23	82.1%		64.3%
	Not Applicable	4	14.3%		31.8%
92. Has your facility been the target of vandalism or burglary within the last twelve months?					
	Yes	6	20.7%	8.0%	22.0%
	No	23	79.3%		78.0%
93. Have you or any of your employees been the victim of a crime (i.e., mugging) within a quarter mile of your facility during the past twelve months?					
	Yes	4	14.3%	12.0%	5.5%
	No	24	85.7%		94.5%
94. Do you feel that local law enforcement agencies are doing all they can to protect your employees/property?					
	Yes	26	92.9%		88.0%
	No	2	7.1%		12.0%
95. Are you satisfied with the present configuration of traffic lights, one-way streets, and stop signs in the area?					
	Yes	17	63.0%	44.0%	75.0%
	No	10	37.0%	56.0%	25.0%

VIII. ASSESSMENT OF GOVERNMENT RELATIONS, REGULATIONS, AND SERVICES

96. If No, what would you like to see changed?
    - A through street on the east side would be positive
    - Concerned about proposed roundabouts
    - Frederick Street intersection
    - High traffic turning concerns
    - Install stoplight at intersection of Highways 18 and 35 eastbound
    - Lights not timed correctly on Marquette Road
    - Need sidewalk in the neighborhood, need better patrolling for speeding cars
    - No Main Street trucking
    - Poor quality of State Street, should be one-way or have no parking -- staff & clients walk, bike, or use wheelchairs
    - Railroad crossing
    - Truck traffic ban on North Main Street
    - Turning lanes and one way streets, lights by Highway 18 and Main Street
    - Turning lanes into property

Question	Response	Count	Percent	Prior Study	Composite
97. Do you feel that local fire protection capabilities are satisfactory for your needs?	Yes	27	96.4%	88.0%	97.6%
	No	1	3.6%	12.0%	2.4%
98. Are there serious potholes in the pavement near to your facility?	Yes	6	21.4%	4.0%	16.0%
	No	22	78.6%	96.0%	84.0%
99. Do you experience flash flooding on nearby streets?	Yes	10	34.5%	12.0%	11.2%
	No	19	65.5%	88.0%	88.8%
100. Is snow removal adequate on the streets near your facility?	Yes	27	93.1%	88.0%	94.5%
	No	2	6.9%	12.0%	5.5%
101. Are the streets near your facility cleaned regularly?	Yes	26	89.7%	84.0%	85.4%
	No	3	10.3%	16.0%	14.6%
102. Do you feel code enforcement efforts are being adequately and evenly applied?	Yes	25	89.3%	90.9%	86.6%
	No	3	10.7%	9.1%	13.4%
103. Is public transportation available for your employees?	Yes	12	41.4%	40.0%	
	No	17	58.6%	60.0%	
104. If No, do you want it?	Yes	4	28.6%	25.0%	
	No	10	71.4%	75.0%	

105. What percent of your employees use the following means of transportation to get to work?

Means	Percent
Car	93.3%
Car Pool	2.1%
Bus/Public Transportation	0.1%
Walk / Bicycle	1.1%
Motor Cycle / Snow Mobile / AT	0.3%
Other*	3.0%

106. Which of the following means of transportation are regularly used for business purposes?

				Composite
Executives Responding	27		24	
Air Travel to /from Prairie du Chien Airport	3	11.1%	29.2%	
Air Travel to /from La Crosse Municipal Airport	3	11.1%	41.7%	
Air Travel to /from Dubuque Airport	- -	- -	33.3%	
Bus	1	3.7%	- -	
Amtrak (Rail)	- -	- -	- -	
Personal Auto	23	85.2%	75.0%	
Company Auto	18	66.7%	66.7%	
Other*	6	22.2%	4.2%	

107. What is your perception of the following financing options?

Program	Useful	Not Useful	No Opinion
Local Lending Institutions	12	2	4
Targeted Jobs Tax credit	5	2	7
Small Bus. Admin. Financing	2	4	6
Industrial Revenue bonds	3	3	9
County/City Revolving Loan Fund	4	2	9
Tax Incremental Financing	6	3	6
WI Housing & Econ. Dev. Authority	2	4	8

108. What is your perception of the following organizations?

Program	Useful	Not Useful	No Opinion
Area Chamber of Commerce	22	2	3
Local Econ. Dev. Corp.	14	2	10
County Econ. Dev. Corp	- -	- -	- -

109. How would you rate local municipal economic development efforts?

			Prior Study	Composite
Excellent	2	7.1%	25.0%	7.8%
Good	15	53.6%	50.0%	35.1%
Fair	5	17.9%	12.5%	23.9%
Poor	1	3.6%	4.2%	15.7%
No Opinion	5	17.9%	8.3%	17.4%

110. How could these efforts be improved to better meet the needs of your company?

Develop north end of town
Encourage more employment
Enticement of higher paying organizations moving to the area
Find ways to improve the quality of applicants
I was supposed to get a sign by the highway.
Modify TIF plans to allow for facility modifications/improvements
More industry Better salaries
One stop location for development needs; PDRI critical to improvement of the community
Show desire to help local businesses

VIII. ASSESSMENT OF GOVERNMENT RELATIONS, REGULATIONS, AND SERVICES

111. What is your opinion of the following?

	Satisfied	Dis-satisfied	No Opinion	Doesn't Apply
Planning Commission	11	2	8	2
Board of Zoning Appeals	11	- -	9	3
Municipal Engineering Staff	11	- -	9	3
Municipal Assessor's Staff	12	- -	9	2
Health Inspector	15	- -	6	2
Building Inspector	13	- -	7	3
Fire Inspector	20	- -	3	- -
Public Works Department	16	2	4	1
City Administrator	15	2	4	2
County Administrator	12	- -	9	2
Police Department	21	- -	2	- -
Fire Department	20	- -	3	- -
Elected Officials	17	1	3	2

112. Overall, what is your opinion of local government in this community?

			Prior Study	Composite
Excellent	4	14.3%	- -	11.0%
Good	20	71.4%	58.3%	51.3%
Fair	2	7.1%	33.3%	23.8%
Poor	- -	- -	- -	9.4%
No Opinion	2	7.1%	8.3%	4.5%

113. What improvements would you recommend?

Appraisals not consistent
Good working relationship with City.
Local government good, reducing council size is a good idea
Lowering taxes
More communication   Engage the public more
Need to patrol for speeding
Only 1 representative per ward instead of two
Pay some of the highest property taxes in the state, lets make our city look like it
Reduce debt
Reduce mill rate
Smaller council
Spending within the means of the community

IX. FINANCIAL MATTERS

114. Are your firm's gross sales:

			Composite
Increasing	18	66.7%	63%
Decreasing	3	11.1%	9%
Stable	6	22.2%	27%

115. What percent of the company's annual sales are dedicated to research and development?

			Composite
None	9	39.1%	35%
Less than 5%	9	39.1%	42%
5% - 10%	3	13.0%	17%
10% - 20%	2	8.7%	5%
Over 20%	- -	- -	2%

116. How would your firm pay for or finance technological innovations, expansions, and modernizations? (Executives are asked to indicate all that apply. Percentages are based on multiple responses.)

Executives Responding	25	
Conventional Financing	14	56.0%
Federal/State Programs	9	36.0%
Through Parent Company	9	36.0%
Venture Capital	- -	- -
Cash Flow	15	60.0%
Industrial Revenue Bonds (IRB)	2	8.0%
Small Business Administration (SBA)	4	16.0%
Tax Incremental Financing (TIF)	4	16.0%
Other*	- -	- -

117. What are the most important factors, if any, negatively impacting your company's present financial condition?

(Rank up to four: 1 = Most Important, etc.)

	Rated 1	Rated 2	Rated 3	Rated 4
Labor Quality	3	1	5	2
Labor Supply	- -	3	1	2
Transportation	2	1	2	3
Interest Rates	2	- -	- -	- -
Energy Costs	3	7	4	2
Material Costs	5	1	1	1
Local Property Taxes	- -	1	- -	1
State Corporate Income Taxes	- -	- -	1	- -
Federal Corporate Income Taxes	- -	- -	- -	1
Market Condition/Economy	6	3	2	- -
Employee Wage/Benefits	3	4	6	1
Property/Liability Ins. Costs	1	3	- -	3
Other*	1	1	- -	1

118. Where is your company's primary banking institution?

			Prior Study	Composite
Local	16	59.3%	56.0%	68%
Elsewhere in Wisconsin	5	18.5%	16.0%	19%
Out of State*	6	22.2%	28.0%	13%
Out of U.S.*	- -	- -		- -

X. ENERGY MATTERS

Composite

119. Do you anticipate a change in utility needs at your facility in the next three years?

Program	Increase	Decrease	No Change
Oil	2	- -	8
Natural Gas	7	1	15
Propane Gas	1	1	11
Electricity	8	2	12
Water	9	- -	16
Sewer	8	- -	17
Voice Lines	10	- -	14
Data Lines	13	- -	12
Wireless Service	9	- -	11

120. Do you have an energy back-up system?

			Prior Study	Composite
Yes	9	31.0%	31.8%	23.3%
No	20	69.0%	68.2%	76.7%

121. Have you experienced any difficulties in working with local utilities?

			Prior Study
Yes	2	6.9%	8.7%
No	27	93.1%	91.3%

122. Comments regarding utilities:

Positive:

- Good relationship, very responsive
- Excellent
- Good relationships

Misc:

- Cost - charge too much, but very helpful in reducing our energy costs
- Drainage - stormwater   Sewer line through property
- Poor electrical service, no option.

XI. COMMUNITY LINKAGE

				Prior Study	Composite
123. Is your firm a member of the Area Chamber of Commerce?					
	Yes	23	82.1%	84.0%	66.1%
	No	5	17.9%	16.0%	33.9%
124. Is your firm a member of any other business organization in the local area?					
	Yes	11	39.3%	25.0%	44.2%
	No	17	60.7%	75.0%	55.8%
125. Are you interested in participating in community organizations?					
	Yes	17	68.0%	75.0%	
	No	8	32.0%	25.0%	
126. Where is your residence?					
	Local/County	20	76.9%	80.0%	
	Elsewhere in Wisconsin	3	11.5%	12.0%	
	Outside Wisconsin*	3	11.5%	0.8%	
	Outside United States*	- -	- -	- -	

XII. OVERALL IMPRESSIONS

127. What is your overall opinion of the local community as a place in which to do business?

			Prior Study	Composite
Excellent	9	33.3%	29.2%	27.1%
Good	15	55.6%	58.3%	51.2%
Fair	2	7.4%	- -	16.0%
Poor	- -	- -	12.5%	5.3%
No Opinion	1	3.7%	- -	0.4%

128. What do you see as positive?

6 - Good work force (2); Good work ethic (3); Good, hardworking people
4 - Attitude; Local flexibility, positive attitude toward business; Good place to do business with a more open-minded attitude; Attitude of people, loyalty of people and employees
3 - Small town; Population size; Small town, friendly
2 - Home; Hometown feel
2 - Location; Proximity to Iowa
2 - Tourism
Beautiful tourist town
Bridge
Chamber promotes area
Community building improvements
Good working relationship with 3M; want to expand mailing business segment; Opportunity Center board does not want to get larger.
Improve appearance of City
More business development
Parks
Rich history
River
Rural community
Schools
Support of organization

129. What do you see as negative?

3 - Need grocery store (2); Need grocery store north side of town
3 - Quality labor in plastic industries; Lack of unskilled labor; Not enough labor
2 - Tax burdens; Tax levels
Attracting professionals
Conservative attitude
Difficulty in getting liquor license
Improve downtown, need department store
Lack of places like Menards
Lack of redevelopment of downtown area. Developments should be fairly decided. Would still like to build convention center
Lack of solid population growth
Little growth
Low wages
Need competitive hardware store
Own 19 acres but are unable to expand
Professional recruiting
Shopping limitations
Too many restaurants
Traffic

XII. OVERALL IMPRESSIONS

130. What is your opinion of the State of Wisconsin as a place in which to do business?

			Prior Study	Composite
Excellent	4	14.3%	16.7%	12.0%
Good	20	71.4%	75.0%	50.1%
Fair	3	10.7%	8.3%	28.6%
Poor	1	3.6%	- -	8.0%
No Opinion	- -	- -	- -	1.3%

131. Over the past few years, would you say that as a place to do business, Wisconsin has gotten:

			Composite
Better	5	17.2%	11.1%
Worse	4	13.8%	26.4%
Stayed the Same	18	62.1%	53.6%
No Opinion	2	6.9%	8.9%

132. Thinking about Wisconsin as a place to do business in the next few years, do you expect it to get:

			Composite
Better	11	39.3%	26.4%
Worse	2	7.1%	21.0%
Stay the Same	15	53.6%	45.9%
No Opinion	- -	- -	6.7%

133. How do you think Wisconsin can become more pro-business in the next three to five years?

7 - Regulatory relief (DNR); Reduce regulatory bureaucracy; Regulations regarding outside contractors; Less regulation (2); Less restrictive; De-regulate petty environmental laws
4 - Taxes; Tax cuts/lower(4); Tax relief; Lower real estate taxes
3 - Insurance; More help with health care costs; Workers compensation insurance
Attract younger generation, provide extras to attract businesses
Continue to market cities
Employer-employee a little out of balance
Heavy support for manufacturing, more manufacturing friendly
More incentives for bigger companies to locate in smaller communities
Pass bill pending to give credit to manufacturers for working with sheltered workshops.

134. What are the key issues facing your firm in the next three to five years?

10 - Labor (3)/Labor quality (2); Labor quality in the plastic industry; Labor supply; Recruiting; Being able to attract and keep good employees; Keeping highly skilled employees
7 - Competition (4); Unfair competition; Global competition; Competition growth
4 - Economy (3); Local economy
3 - Insurance; Aging workforce, increase for services for baby boomers; Cost of employee benefits
3 - Taxes (2); Increased taxes
2 - Budget; Budget deficit
2 - Material costs; Price of raw materials
2 - Regulation; Regulatory mandates, Medicare, Medicaid
Cost of employee salaries
County, state, and federal funding for the developmentally disabled
Energy prices
Expand customer based
Interest rates
Landfill space
Maintaining excellence while experiencing rapid growth
Need to be closer to point of consumption
Property expansion
Relocation
Smoking ban
Staying on the cutting edge of technology
Supply

XII. OVERALL IMPRESSIONS

135. What is your overall opinion of the State of Wisconsin Department of Commerce?

			Composite
Excellent	- -	- -	4.1%
Good	14	50.0%	26.5%
Fair	4	14.3%	21.5%
Poor	- -	- -	3.9%
No Opinion	10	35.7%	43.9%

136. What is your perception of the following Department of Commerce administered programs?

Program	Useful	Not Useful	No Opinion
Business Planning Assistance	1	1	17
Financing Programs	8	- -	11
Labor Training Programs	9	- -	11
Community Development Zones	6	- -	13
Main Street Program	10	1	10
International Trade Program	2	2	15

137. What suggestions or recommendations do you have for working with the Wisconsin Dept. of Commerce?

They should call on us sometime.
Apply greater amount of grant dollars to Prairie du Chien to preserve historical and economical value.
Industrial incentives
Fewer regulatory hurdles
Use UCC codes for construction like Iowa
Lower property taxes

XIII. ADDITIONAL DETAIL ON SELECT QUESTIONS

I.01 Where is your firm's corporate headquarters located?

Out of State

- Biloxi, MS
- Minnesota
- Houston, Texas
- St. Cloud, Minnesota
- Nebraska
- Michigan

I.03 Does your firm have multiple locations? Where?

Out of State

- CO, IA, MO, LA, MS, FL
- Iowa & Minnesota
- MN, IA, IL, NV
- IA & MN
- IA

Out of United States

- Mexico
- Bahamas
- 37 countries

I.07 What form of organization does your business have?

- Public School System
- Government
- State agency

II.08 What is the nature of your business?

- Entertainment

VI.44 Do you have plans to expand outside the state? Where?

Other US

- Southeast

International

- UK, Singapore

VI.51 Do you have any plans to move all or part of your operation from this location? Why?

- Developer
- Merger

VII.77 How do you obtain replacement employees?

- Radio
- Job fair
- Radio/TV
- Walk ins

VIII.106 Which of the following means of transportation are regularly used for business purposes?

- Air Travel Madison
- Air to Madison
- Air - Madison
- St. Paul
- Air - Chicago & Minneapolis

XIII. ADDITIONAL DETAIL ON SELECT QUESTIONS

IX.117 What are the most important factors, if any, negatively impacting your company's present financial condi

- 3M
- Self-insured medical costs
- Government reimbursement

XI.126 Where is your residence?

Outside Wisconsin

- Iowa
- Iowa
- Iowa

Outside United States

- No responses

PRAIRIE DU CHIEN SURVEY ADDENDUM

A01. Do you see Prairie du Chien's downtown Business District as a valuable part of the community?

Absolutely	21	75.0%
Somewhat	6	21.4%
Not Really	1	3.6%

A02. How would you rate the need for change to Prairie du Chien's downtown Business District?

Major Change Needed	7	25.9%
Minor Change Needed	19	70.4%
No Change Needed	1	3.7%

A03. Do you patronize Prairie du Chien's downtown area with friends and family?

Frequently	12	41.4%
Somewhat	15	51.7%
Rarely	2	6.9%
Never	- -	- -

A04. Do you think Prairie du Chien has adequate housing stock?

Yes	23	85.2%
No	4	14.8%

A05. If No, indicate which types of housing are needed?

Apartments	1	20.0%
Condominiums	- -	- -
Middle income housing	2	40.0%
Low income housing	1	20.0%
Upper income housing	1	20.0%
Other	- -	- -

A06. Do you think the area has adequate labor supply for your company?

Yes	13	48.1%
No	14	51.9%

A07. If No, what type of labor supply do you feel we need?

Unskilled	3	17.6%
Skilled	11	64.7%
Managerial	3	17.6%
Other	- -	- -

A08. Do you think the property tax is a negative factor in retaining your business in our community?

Yes	12	46.2%
No	14	53.8%

A09. Do you think the property tax is a negative factor in bringing in new employees?

Yes	16	64.0%
No	9	36.0%

A10. Do you think the Prairie du Chien area offers adequate corporate meeting facilities?

Yes	18	66.7%
No	9	33.3%

A11. Do you think the Prairie du Chien area offers adequate, reasonably priced child care services for your employees?

Yes	15	65.2%
No	8	34.8%

A12. Would you be interested in cooperating with local schools in providing an apprenticeship program?

Yes	14	56.0%
No	4	16.0%
Currently cooperate with local schools	7	28.0%

A13. Does tourism affect your business?

Yes	13	46.4%
No	15	53.6%

A14. Comments:

What is good for 3M is good for the Opportunity Center.
Found roundabout at Mt. Horeb very confusing
Airport is too small, 3M cannot use its corporate jet, thickness of runway not adequate
Downtown businesses need to be open until 8 PM or 9 PM.
More retail and less service needed
Considering expansion of current building, storage for inventory and raw materials

City of
Prairie du Chien

commerce.wi.gov
Wisconsin
Department of Commerce