

Labor Force:

1. How many employees (including you) are employed
 - a. Full time – 80%

 - b. Half time – 18%

 - c. Seasonal – 1%

 - d. Temporary – 2%

2. What are your hours of operation? Do these hours change seasonally?
9% had hours that changed seasonally

3. Has the number of employees changed in the recent past (up to three years ago)? If so, how?

N=	Total # of Survey Responses	Proportion of Surveys
Increasing	18/67	27%
Stable	7/67	10%
Decreasing	8/67	12%
No Response	34/67	51%

4. Does your rate of employee turnover rate create a barrier for your business?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	20/67	30%
No	32/67	48%
Sometimes	0/67	0%
No Response	15/67	22%

a. If yes, what do you see as reasons for turnover?

Theme- Words	Theme- Phrases
Pay	
Morale	
Poor work ethic	
Addiction and drug testing problems	

5. What are some barriers you face when recruiting quality employees?

Theme- Words	Theme- Phrases
Pay	
Trustworthiness of employees	
Dependability	
Location	
Work Ethic	
Drug/substance abuse	

6. Are there particular types of jobs that are hard to fill? If so, what type of jobs?

Theme- Words	Theme- Phrases
Cooks	
Cashiers	
Servers	

i. Why do you think they are hard to fill?

Theme- Words	Theme- Phrases
Pay	Lack of quality applicants
Hours/schedules	Lack of experience/skills

ii. How do you recruit for these positions?

Theme- Words	Theme- Phrases
Word of mouth	Company website
Online	Facebook and third party posts

7. What is the average starting wage or salary provided to your employees?

N=	Total # of Survey Responses	Proportion of Surveys
< \$7.25/hr	3/67	4%
\$7.25 - \$10/hr	40/67	60%
\$10.01 - \$12/hr	7/67	10%
>\$12/hr	4/67	6%

8. Do you offer benefits to your employees?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	33/67	49%
No	19/67	28%
Sometimes	0/67	0%
No Response	15/67	22%

a. If so, describe?

Theme- Words	Theme- Phrases
Meal	
Health insurance	
Dental	
Vision	
Retirement	

b. If not, why?

Theme- Words	Theme- Phrases
Too expensive/cost	Only part-time employees

9. What skills do you prefer your employees have to execute their job responsibilities

a. Basic Skills

- i. Face to face communications - 59/67
- ii. Phone etiquette - 38/67
- iii. Team work - 53/67
- iv. Being to work on time - 52/67
- v. Appropriate dress - 42/67
- vi. Customer service - 58/67
- vii. Time management - 44/67

b. Educational Skills

- i. Basic math - 45/67
- ii. Reading and writing - 50/67
- iii. Ability to understand, speak, and write in English - 51/67

c. Technical Skills

- i. Basic accounting - 26/67
- ii. Specialized equipment operations - 23/67
- iii. Word Processing - 17/67
- iv. Spreadsheets - 16/67
- v. Database management - 17/67
- vi. Marketing - 13/67
- vii. Sales - 24/67
- viii. Inventory Control - 28/67
- ix. Cash Management - 39/67
- x. Record Keeping - 24/67

d. Other. Please specify:

Theme- Words	Theme- Phrases
People Skills (Soft Skills)	
Cooking	
Computer Skills	

10. Do you provide a formal employee orientation or onboarding process? If so, what does it entail?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	43/67	64%
No	16/67	24%
Sometimes	0/67	0%
No Response	8/67	12%

Theme- Words	Theme- Phrases
	On the job training
	New employee orientation

11. Do you offer training beyond orientation?

a. To address changes in technology, policies, or trends?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	33/67	49%
No	7/67	10%
Sometimes	0/67	0%
No Response	27/67	40%

b. To provide opportunities for cross-training, leadership or career advancement?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	14/67	21%
No	6/67	9%
Sometimes	0/67	0%
No Response	47/67	70%

c. How is training delivered?

Theme- Words	Theme- Phrases
Hands-on	
On the job	
Group sessions	

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d. Is it optional or mandatory?

N=	Total # of Survey Responses	Proportion of Surveys
Optional	2/67	3%
Mandatory	29/67	43%
No Response	36/67	53%

e. Do you pay for your employees to participate in training?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	27/67	40%
No	4/67	6%
Sometimes	0/67	0%
No Response	36/67	54%

12. Which of the following factors impact your employee's ability to work?

- a. Transportation availability - 30
- b. Housing availability - 10
- c. Broadband access - 9
- d. Healthcare access - 8
- e. Child or elder care - 23
- f. Other - 9

Theme- Words	Theme- Phrases
Expensive	Not many options - housing
Issue	Child care is a barrier and expensive for single moms
	Transportation problem with youth

Clients:

13. Please estimate the percentage of your gross sales generated from the following locations:
- a. Within the region? Outside the region? Outside the United States?

N=	Total # of Survey Responses	Proportion of Surveys
Within Region	40	60%
Outside Region	27	40%
Outside US	6	9%

14. Is your business currently selling online?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	23/67	34%
No	34/67	50%
Sometimes	0/67	0%
No Response	10/67	15%

a. If yes, are you facing any obstacles selling online?

Theme- Words	Theme- Phrases
Time	People can't find site easily/exposure to new customers

b. Is there a dedicated person managing the online store?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	16/67	24%
No	3/67	4%
Sometimes	0/67	0%
No Response	48/67	71%

15. How do you advertise your business, if at all?

Theme- Words	Theme- Phrases
Facebook	
Social Media	
Word of Mouth	
Newspaper	
Radio	
Television	

Changes:

16. How does existing or emerging technology affect your business?

Theme- Words	Theme- Phrases
Expensive	Changing technology - keeping up with trends
	Changing technology - expensive and changes the process

a. What are some strategies you have implemented to incorporate these technological changes?

Theme- Words	Theme- Phrases
Facebook	
Social media	
Online software	

17. How do you see your business changing over the next three years?

Theme- Words	Theme- Phrases
Growing	Reaching new customers/members
Expanding	New Locations, adding new equipment, expanding locations
Technology	Adapting to technological changes in the industry
	Identifying technological needs and adapting

- a. Are you considering expanding to new locations? Adding new equipment? Renovating? Going online? Downsizing? Moving? Closing?

N=	Total # of Survey Responses	Proportion of Surveys
Expanding to new locations	21	31%
Adding Equipment	20	29%
Renovating	22	32%
Going Online	12	18%
Downsizing	4	6%
Moving	8	12%
Closing	4	6%
Selling	3	4%

- b. Is your client base changing? Preferences, age, ethnicity, income, etc.

N=	Total # of Survey Responses	Proportion of Surveys
Yes	25/67	37%
No	25/67	37%
Sometimes	0/67	0%
No Response	17/67	25%

Theme- Words	Theme- Phrases
Older crowd	Becoming more diverse
Changing	Migrating to younger population

18. Which of the following would you like to know more about to help position your business for success?

- a. Creating/updating my business plan - 20/67
- b. Selling my business or transitioning it to new ownership - 13/67
- c. Market research to identify existing or new customer bases - 32/67
- d. Available economic incentives - 31/67
- e. Energy efficiency upgrades - 20/67
- f. Support in hiring employees - 17/67
- g. Identifying financing options - 23/67
- h. Disaster relief support – 3/67
- i. Other. Please specify:

Theme- Words	Theme- Phrases
Financing	
Disaster Relief Aid	
Economic development incentives	

19. Does your business have a transition plan for new ownership, leadership or both? If yes, provide a brief summary of plans. If not, what do you think will happen to your business in 10-20 years?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	13/67	19%
No	44/67	66%
Sometimes	0/67	0%
No Response	10/67	15%

Community factors:

20. How has the region's business climate for retail, accommodations, tourism and entertainment changed in the past three years?

Theme- Words	Theme- Phrases
Growing	Exploding exponentially, growth from Pioneer woman & tourism
Declining	Need retail, small businesses closing
Stable	Stagnant, very little change
Revolving	Yo-yo, rises and falls through cycles

21. Which of the following factors impact your business?

a. Cost and availability of land

Theme- Words	Theme- Phrases
Lack of space	No spaces to expand
Too expensive	Cost is too high

b. Cost and availability of buildings

Theme- Words	Theme- Phrases
Low availability	Buildings are old, outdated
Expensive	Prices are very high
Older	

c. Access to credit to support business operations/expansion

Theme- Words	Theme- Phrases
High impact	When banks were locally owned could get credit, not now
	Can't find any help

d. Transportation, infrastructure and planning (roads, zoning, design)

Theme- Words	Theme- Phrases
Poor road conditions	
Zoning clarification	
Parking lots wash out	
No public transportation	

e. Physical infrastructure limitations (sidewalks, signage)

Theme- Words	Theme- Phrases
Sidewalks	Sidewalks need repaired, major problems
Signage	Need more signage

f. Utilities

****Tally and include themes****

Theme- Words	Theme- Phrases
expensive	Access is poor in rural areas
Poor quality	Very few options especially for internet and cell service
	Utilities are very expensive

- i. Water - 33/67
- ii. Sewer - 16/67
- iii. Electric - 17/67
- iv. Street and sidewalk cleaning - 13/67
- v. Solid waste disposal - 5/67
- vi. Gas service - 5/67
- vii. Internet service - 38/67
- viii. Telephone service - 12/67
- ix. Cell services - 20/67

g. Government and regulation - 27/67

Theme- Words	Theme- Phrases
Tax	
Permits	
Licenses	
Regulations	

h. Property taxes – 7/67

Theme- Words	Theme- Phrases
Expensive	

i. Business insurance costs - 15/67

Theme- Words	Theme- Phrases
High	
Expensive	

j. Cost of benefits - 13/67

Theme- Words	Theme- Phrases
Expensive	
High	
Cost prohibitive	

k. Other: - 6/67

Theme- Words	Theme- Phrases
	Damage from weather

22. How do the following affect your business:

Theme- Words	Theme- Phrases
Supportive	Help spread the word
Not supportive	Chamber - Member but little benefit
	Change in local leadership
	Organizations – Creek County Industrial Authority, Visit the Osage
	Main Street – formerly had or non-existent

a. Local business Support

i. Local elected leadership

- Positive impact – 23/67, 34%
- Negative impact – 18/67, 27%
- Neutral – 4/67, 6%
- No Response – 22/67, 33%

ii. Chamber of Commerce

- Positive impact – 20/67, 30%
- Negative impact – 20/67, 30%
- Neutral – 7/67 total, 10%
- No Response – 20/67, 30%

iii. Other economic development organizations

- 13/67, 19%

iv. Main Street Program

- 5/67, 7%

v. Are there other programs from which your business has received assistance?

- 13/67, 19%

b. Quality of life

i. Quality of education

- Good
- Average
- Lacking

ii. Quality of health

- Good
- No hospital
- Average

iii. Recreation

- Good outdoor recreation
- Poor recreation facilities
- limited

iv. Other:

- Churches – great/improve quality of life

23. In what ways is the community supportive of your business?

- Locals are supportive, word of mouth, shop local, loyal

24. What are some specific ways the community can be more supportive of your business?

- Make initiative to engage local leadership, increase visibility, tie into local goals and vision for the area
- Let businesses know how they can provide better service
- Push tourism. Local towns have sites that are not well promoted. If people would travel into town to visit these sites, it would draw more businesses to the area as a whole
- Make purchases

Tourism and travel:

25. Do you feel your business could benefit from regional branding or promotion?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	49/67	73%
No	5/67	7%
Sometimes	0/67	0%
No Response	13/67	19%

26. Do you see yourself as part of the tourism economy or actively promoting tourism in your region? If so, how?

N=	Total # of Survey Responses	Proportion of Surveys
Yes	40/67	59%
No	11/67	16%
Sometimes	0/67	0%
No Response	16/67	24%

Theme- Words	Theme- Phrases
Route 66	Attract out of town business
Tourists	Promote other businesses in town
Promoting	Signage
History	
Attractions	

Misc:

27. What percentage of profits do you reinvest in your business?

Theme- Words/Percentages	Theme- Phrases
100% - 18/67, 27%	
40-90% - 9/67, 13%	
Not enough	
Small	
Not profitable	

What is the one thing that can be accomplished by the Create Bridges project that would benefit your business?

****List****

- More educational opportunities, financial support for business sectors, information
- Sharing data results to use for funding/grants and planning, showcase the relevance of historic sites
- Resources for customer service training, addiction recovery resources, facility that works with workforce
- Broadband and electric costs
- Promote tourism
- Enticing more tourism traffic
- Facelift on Main Street in the town. Remodel of Main Street
- Upgrade and replace equipment
- Branding more regionally, workforce development, stronger support and better communication within the community, "big picture"
- Better access to local business
- Get trained on promotional aspects and ideas
- Yes, getting a storefront, advertising, more space in general. Right now I am selling my front yard
- More people in our community
- This survey is helpful
- Seeing responses could help bank better serve community needs
- More community awareness. Library is a county wide resource.
- Businesses seeing benefit of each promoting others
- Help us figure out how to advertise or cash in on tourism
- More promotion for business and exposure, problems with cancellations, happens too often. More real time changes and updates to website, problems/help with screening

tenants

- Just the forward mentality has helped me! More meetings!
 - Money to area
 - A city government that is progressive in thinking and encourages growth, update codes, remove city official that can't think "growth"
 - We are open to anything that improves the town and/or our museum. We appreciate anything you do to help us with these goals
 - Increase business financing, museums as economic development
 - signage, advertising in the paper. Industries or any type of future projects ahead of time - because they stay for months. Longer-term stop. For example road work - pay well.
- Upcoming projects
- Develop improved community relations, "less headdresses," more authenticity, healthy cultural exchange
 - Utilities cheaper, better internet connections
 - Maybe strengthen the retail community – advertising for example, small businesses on Main Street or in community advertise, Walmart does not advertise locally
 - Connecting resources is always good. Awareness of resources... don't know what we don't know. Don't know what we can/should look for.
 - Ability to discuss these issues and think about the questions asked in this survey allows them to help solve challenges they face as a business owner.
 - grant writing assistance, number one difficulty is dealing with all kinds of people, would like to see more activities at the Bath house with nature walks and bird watching, lots of wildlife that could be an attraction, walking trails more promoted with species, have city government use Facebook more, highlight old buildings and architecture get more investment, identifying native plants and foraging walks, many leader poet would like to have a poetry night, quilts of valor event, free events to generate more people visiting the museum
 - How to build a website for marketing, would like to use Facebook for the business (education), concerns about not knowing how social media can help the business without compromising personal privacy, would like drone footage, budget for running accommodations, what personal affects can/should be left out (Air BnB)
 - Provide some data to assist our marketing programs
 - Funding. Bridge gap between city and our business
 - Bring in more people
 - Getting this known to everyone
 - Get PTDC, Pawnee county, City of Pawnee, and Pawnee tribe on the same page
 - Bridge the communication gap between the tribe and the city. Identify as tourism "identity" and develop a plan. Employee Recruitment! There are hard feelings on both sides of the "green" bridge – any ideas to improve the relationship
 - Decrease barriers to promotion, more qualified workforce
 - City-tribal working together for growth, state-tribal working together for growth and development from turnpike
 - Provide programs/training to help individuals who seek data and skills to negotiate with other communities
 - Improve our ability to communicate with the tribe, city, county, state, public. Grow tourism
 - Help getting traffic flow from 412
 - Decreasing barriers with turnpike and local government bonding
 - What new industry would work in the town of Pawnee? How do you approach

government with new ideas?

- They can help build a regional picture of our communities. This will help us identify potential employees and patrons. They can also provide us with information on what areas would be good to expand into.
- Would love to purchase/rehab a building on Main to improve exposure. Wanting to expand product lines and offer greater services. Looking to have educational classes, red light therapy, and an acupuncturist come regular. My funds are too severely limited to offer much and space is limited. Would like space to bring in refrigerated cases eventually. Also, invite guest vendors. Would like to expand to include hiring more employees.