



CREATE Academy Phase II
Wednesday, September 22, 2021
9:00-10:30 am

Partners



Phase I States



Phase II States





MEET THE TEAM

NC STATE

EXTENSION



Thank you to our Sponsor!

CREATE BRIDGES

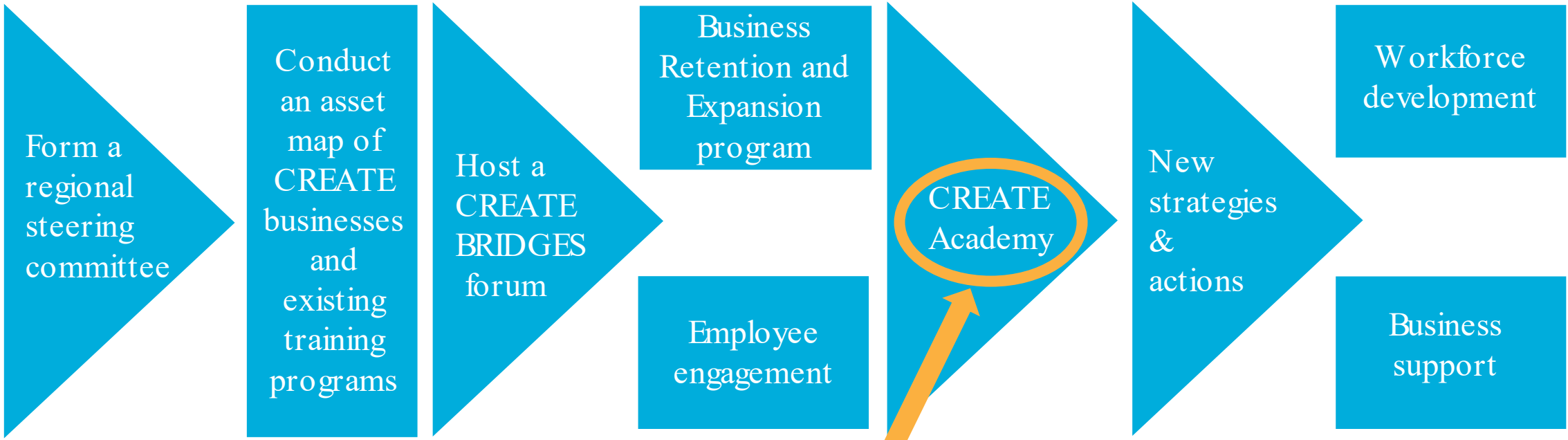


Stands for:

Celebrating **RE**tail, **A**ccommodations,
Tourism, and **E**ntertainment by
Building **R**ural **I**nnovations and **D**eveloping
Growth **E**conomies



CREATE BRIDGES PROCESS



We're here!

Today's Agenda



- Overview of the data used for the CREATE Academy
 - CREATE Businesses
 - Data
 - Opportunities for action
 - CREATE Employees
 - Data
 - Opportunities for action
- Employer Panel Discussion
- Subsector Breakout Vision Sessions

Data-driven Planning



- Secondary economic data (regional data profile)
- CREATE Forum perspectives
- Business owner perspectives (BR&E)
- Employee perspectives (survey)



- Initial reactions & ground-truthing
- Themes & commonalities across datasets
- Prioritization & strategy development



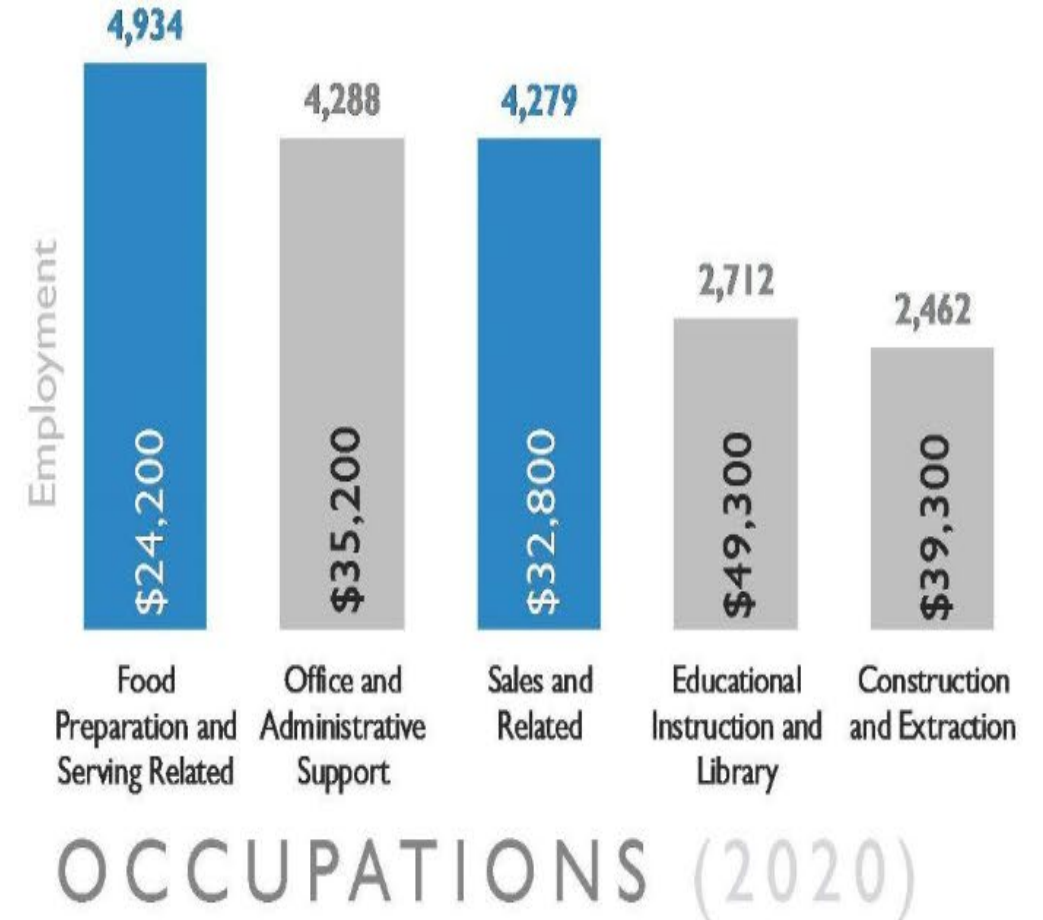
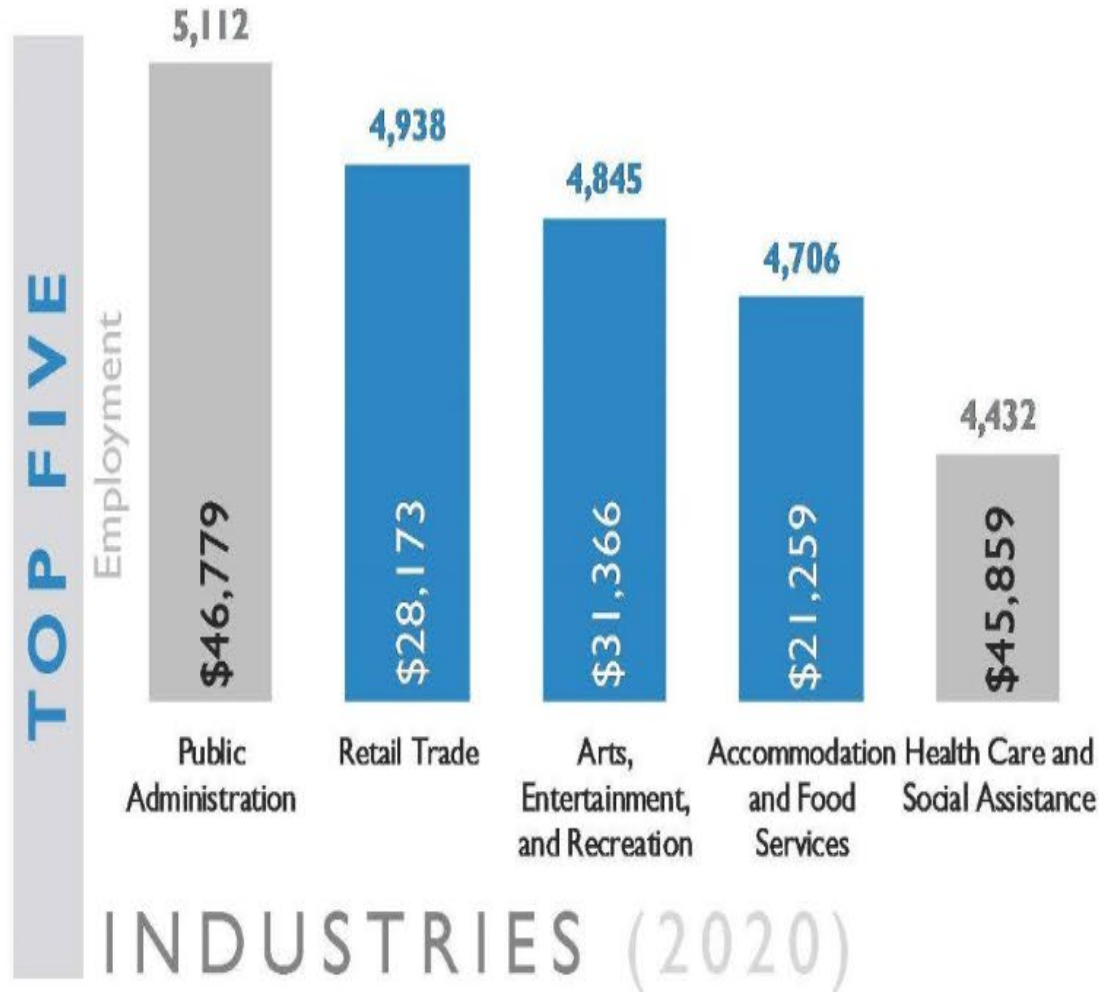
CREATE Businesses

Business data



- Employment and wage data (JobsEq)
- Customer draw: pull factors (Woods and Poole) and BRE interviews
- Online presence (pre/post COVID): BRE interviews
- Future plans/succession planning: BRE interviews
- Workforce and training needs: BRE interviews

TOP FIVE REGIONAL INDUSTRIES AND TOP FIVE REGIONAL OCCUPATIONS



Top 3 Industry Subsectors



Industry	Subsector	Employment	Average Annual Wages
Retail	General Merchandise Stores	549	\$21,209
	Supermarkets & Other Grocery Stores	1,078	\$21,997
	Gasoline Stations with Convenience Stores	347	\$19,541
Arts & Entertainment	Nature Parks & Other Similar Institutions	25	\$64,996
	Independent Artists, Writers & Performers	85	\$25,569
	Historical Sites	72	\$21,468
Accommodation & Food	Restaurants & Other Eating Places	3,052	\$19,494
	Hotels (except Casinos) & Motels	884	\$26,007
	Food Service Contractors	415	\$23,344
Tourism	Casinos (except Casino Hotels)	3,472	\$29,581
	Golf Courses & Country Clubs	666	\$42,413
	All other Amusement & Recreation Industries	300	\$22,449

Data Source: JobsEQ, 2018 data

Range (N=35)	In Region	Outside Region	
100%	1	0	
75-99%	5	13	
50-74%	2	5	
1-49%	16	4	

BR&E Source of Sales



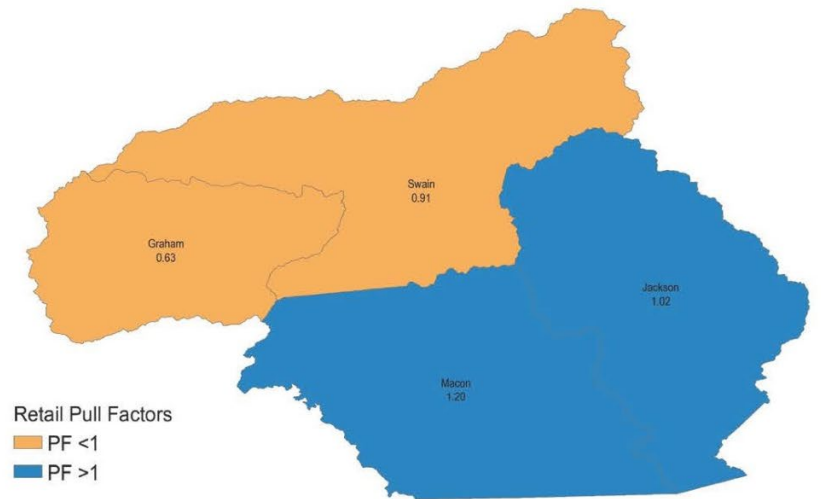
Data Source: North Carolina Department of Revenue

PULL FACTORS (2020)

A Pull Factor (PF) measures a county's ability to attract shoppers in the retail sector.

PF > 1: the county is pulling retail shoppers from another county.

PF < 1: the residents are shopping in another county.



Data Source: Woods & Poole

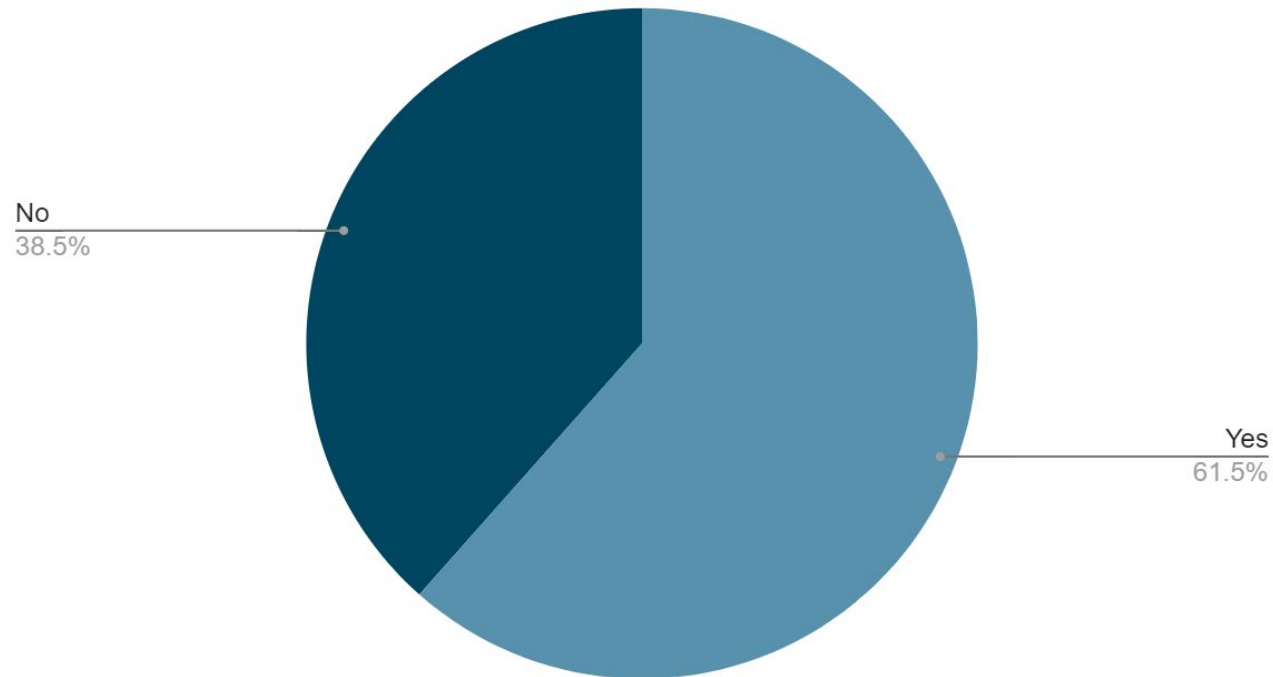
PULL FACTORS

IONAL PROFILE

Online Presence



Is Your Business Currently Selling Online?



Obstacles to Selling Online

Unreliable Broadband
Time Constraints
Need Dedicated Staff
Shipping Costs
Staying Current

Future Plans & Customer Changes



	Expanding Locations	New Equipment	Renovating	Going Online	Downsizing	Moving	Closing
Yes	9	18	18	18	1	0	0
No	15	4	4	6	23	24	24

	Changing Client Base?
Yes	13
No	9

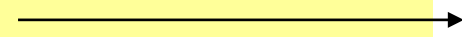
Common Changes in Client Base

- Trending Younger
- Multigenerational and Pet-Friendly
- More Diverse

Information/Training Desired



- Support in Hiring Employees (13)
- Available Economic Incentives (11)
- Market Research (10)
- Energy Efficiency Upgrade (7)
- Identifying Financing Options (6)
- Creating/Updating Business Plan (4)
- Disaster Relief Support (4)
- Selling/Transitioning My Business (2)



	Have Succession Plan?
Yes	9
No	13

Factors Impacting Business



Frequently Cited as Needing Some Work

- Cost/Availability of Land
- Cost/Availability of Buildings
- Cost of Benefits
- Cost of Business Insurance
- Signage
- Sidewalks
- Internet Service/Broadband
- Workforce Housing

Mostly Cited as Working Well

- Tourism Development authority
- Chambers of Commerce
- Local Elected Leadership
- Economic Developers

Other Business Perspectives



- Ways community can be more supportive
 - Spend more money, shop local, use services after purchase
 - Support the influx of tourists and tourism development
- One thing CB could do to benefit you?
 - Build a better sense of community among regional businesses
 - Build the pipeline for a talented workforce
 - Relieve the affordable housing shortage
 - Increase tourism
 - Provide regular workforce and business trainings
 - Improve broadband
- Benefit from regional branding? 20 yes, 5 no

Retail: Top Subsectors



Subsector	Employment	Avg. Ann. Wages	Forecast Ann. Growth
Supermarkets and Other Grocery (except Convenience) Stores	1,078	\$21,997	-0.3%
General Merchandise Stores, including Warehouse Clubs and Supercenters	549	\$21,209	-0.4%
Gasoline Stations with Convenience Stores	347	\$19,541	-0.5%
Home Centers	326	\$29,591	-0.3%
Department Stores	264	\$20,865	-0.6%

Data Source: JobsEQ, 2020

Entertainment: Top Subsectors



Subsector	Employment	Avg. Ann. Wages	Forecast Ann. Growth
Independent Artists, Writers, and Performers	85	\$26,569	0.1%
Historical Sites	72	\$21,468	2.1%
Nature Parks and Other Similar Institutions	25	\$64,996	1.9%
Spectator Sports	13	\$11,858	1.4%
Museums	7	\$38,234	1.4%

Data Source: JobsEQ, 2020

Accommodation: Top Subsectors



Subsector	Employment	Avg. Ann. Wages	Forecast Ann Growth
Restaurants and Other Eating Places	3,052	\$19,494	0.7%
Hotels (except Casino Hotels) and Motels	884	\$26,007	-0.1%
Food Service Contractors	415	\$23,344	0.4%
RV (Recreational Vehicle) Parks and Recreational Camps	129	\$31,152	1.5%
Drinking Places (Alcoholic Beverages)	75	\$20,592	0.2%

Data Source: JobsEQ, 2020

Tourism: Top Subsectors



Subsector	Employment	Avg. Ann. Wages	Forecast Ann. Growth
Casinos (except Casino Hotels)	3,472	\$29,581	-0.5%
Golf Courses and Country Clubs	666	\$42,413	1.1%
All Other Amusement and Recreation Industries	300	\$22,449	1.6%
Fitness and Recreational Sports Centers	125	\$28,107	1.4%
Marinas	60	\$33,696	1.2%

Data Source: JobsEQ, 2020

Opportunities for Action- Businesses



- What needs seem really important to you (overall region perspective)?
- What are some topics in which we could get quick/easy wins?
- What are topics that might need longer-term investment?

Opportunities for Action- Businesses



If we were to tackle these, who is missing today that needs to be involved?



CREATE Employees

Employee data



- CREATE occupations and wage data: JobsEq
- Barriers to work (Perceptions vs Reality): BRE & Employee perspective survey
- Training needs: BRE & Employee perspective survey

Retail Industry



EMPLOYMENT



4,938

Regional employment / **15,624,022** in the nation

WAGES



\$28,173

Avg Wages per Worker / **\$35,039** in the nation

Data Source: JobsEQ, 2020

Retail: Top Occupations



Occupation	Employment	Avg. Ann. Wages	Annual Demand
Retail Salespersons	1,151	\$25,700	162
Cashiers	1,043	\$22,200	181
Stockers and Order Fillers	457	\$25,900	61
First-Line Supervisors of Retail Sales Workers	443	\$43,800	43
Customer Service Representatives	122	\$29,400	14

Entertainment* Industry



EMPLOYMENT



213

Regional employment / **984,649** in the nation

WAGES



\$28,527

Avg Wages per Worker / **\$62,845** in the nation

Data Source: JobsEQ, 2020

* Includes Arts

Entertainment: Top Occupations



Occupation	Employment	Avg. Ann. Wages	Annual Demand
Writers and Authors	26	\$80,600	3
Musicians and Singers	16	\$60,800	2
Tour Guides and Escorts	11	\$32,500	2
Producers and Directors	6	\$77,400	1
Curators	6	\$47,800	1

Data Source: JobsEQ, 2020

Accommodation* Industry



EMPLOYMENT



4,706

Regional employment / **12,244,553** in the nation

WAGES



\$21,259

Avg Wages per Worker / **\$22,795** in the nation

Data Source: JobsEQ, 2020

* Includes Food Services

Accommodation Top Occupations



Occupation	Employment	Avg. Ann. Wages	Annual Demand
Fast Food and Counter Workers	937	\$21,300	190
Waiters and Waitresses	784	\$22,700	154
Cooks, Restaurant	450	\$25,500	78
Maids and Housekeeping Cleaners	288	\$24,600	38
First-Line Supervisors of Food Preparation and Serving Workers	273	\$38,600	44

Data Source: JobsEQ, 2020

Tourism Industry



EMPLOYMENT



4,633

Regional employment / **1,639,802** in the nation

WAGES



\$31,626

Avg Wages per Worker / **\$26,899** in the nation

Data Source: JobsEQ, 2020

Tourism: Top Occupations



Occupation	Employment	Avg. Ann. Wages	Annual Demand
Gambling Dealers	599	\$22,100	89
Amusement and Recreation Attendants	323	\$22,900	80
Waiters and Waitresses	287	\$21,900	56
Cooks, Restaurant	194	\$25,800	30
First-Line Supervisors of Gambling Services Workers	177	\$47,800	27

Data Source: JobsEQ, 2020

Barriers to Employee Ability to Work



Business Perspective (N=33)

- Housing Availability (15)
- Transportation Availability (14)
- Child or Elder Care (13)
- Broadband Access (7)
- Healthcare Access (2)

Employee Perspective (N=41)

- Reliability of Co-workers (8)
- Broadband Access (8)
- Healthcare Access (6)
- Housing Availability (5)
- Mental and behavioral Health Services Access (5)
- Child or Elder Care (3)
- Transportation Availability (2)

Top Five Skills Needed



Retail

Customer and Personal Service
Mechanical
Sales and Marketing
Administration and Management
Oral Expression

Accommodation

Customer and Personal Service
Food Production
Public Safety and Security
Oral Comprehension
Oral Expression

Entertainment

English Language
Customer and Personal Service
Instructing
Writing
Oral Expression

Tourism

Customer and Personal Service
Stamina
Gross Body Coordination
Instructing
Administration and Management

Employee Skills



Employer Preferred (N=29)

- Time Management (11)
- Being to Work On Time (10)
- F2F Communication (9)
- Phone Etiquette (8)
- Appropriate Dress (7)
- Teamwork, Specialized Equipment, Spreadsheets, Database Management, Marketing, Customer Service (6)
- English, Basic Accounting, Recordkeeping (5)

Employee Current Skills (N=41)

- Math, Reading & Writing, English (39)
- On Time, Appropriate Dress (37)
- Cash handling (35)
- F2F Communication, Phone Etiquette, Problem-Solving, Word Processing (34)
- Teamwork, Customer Service (33)
- Basic Accounting (31)
- Quality Control (27)
- Record Keeping (25)
- Sales (21)

Employee Needs (N=41)

- Ability to speak a language other than English (24)
- Marketing (21)
- Database Management, Specialized Equipment (20)
- Spreadsheets, Safety, COR, SafeServ (18)
- Sales, Ability to Manage Other Staff (17)
- Product Display (14)
- Inventory Control (12)
- Time Management (11)

Employee Training



Employer Offered (N=23)

- Orientation (18) – primarily shadowing, on-the-job
- Beyond Orientation (21)
- Related to Changes (20)
- Cross-training/Advancement (17)

Employee Received (N=72)

- Orientation-Informal by supervisor/co-worker (32)
- Orientation-Written (15)
- Formal training class (6)
- Orientation-Online (11)

- To Stay Current (17)
- No Additional (13)
- To Move Up (12)
- Cross-Training in Multiple Positions (13)

- Post-promotion (16/25)

Employer Support for Employees



Employer Offers (N=20)

- Flexible Schedule (19)
- Discounts/Free Product, Cross-Training (16)
- Periodic Pay Raises (14)
- Paid Vacation, Bonuses (11)
- Higher Wages, Paid Holidays (10)
- Providing Purpose (9)
- Health Insurance (8)
- Paid Sick Leave (6)
- Transportation (5)
- Child Care (4)
- Tuition Support (2)
- Retirement (1)
- Debt Relief (0)

Employee Receives (N=31)

- Flexible Schedule (25)
- Higher wages (23)
- Discount/Free Produce (22)
- Opportunities for Learning (21)
- Bonus (18)
- Cross training (16)
- Periodic pay raises, Paid Vacation, Paid Sick Leave, Providing Purpose (15)
- Health insurance (14)
- Retirement Plan (10)
- Tuition Support (9)
- Transportation Assistance (7)
- Child Care Assistance (3)
- Debt Relief (2)

Employee Would Benefit (N=31)

- Periodic Pay Raises (15)
- Retirement Plan, Paid Sick Leave (14)
- Bonuses (13)
- Paid Vacation, Health Insurance, Debt Relief (12)
- Profit Sharing (11)
- Tuition Support (10)
- Higher Wages, Child Care (7)

Other Employee Perspectives



- 84% would not consider leaving their employer. Of those:
 - 29% want to stay in their current position
 - 9% want to move up the career ladder with their current employer
 - 25% enjoy working in the industry
 - 10% enjoy their position but need more money
 - 15% think their position is a good fit for their work skills
- 92% feel very or somewhat valued by employer
- 86% feel valued by community
- 15% have some college; 50% have college degrees; 15% high school graduates

Why did you choose your current job?



Activity is enjoyable (22)
Learn/Try something new (15)
Hours/Season (13)
Social interaction (12)
Predictable pay (12)
Benefits (4)

Other (12)
Life Circumstances
Last chance before
leaving
Close to home
Independence

Opportunities for Action- Employees



- What needs seem really important to you (overall region perspective)?
- What are some topics in which we could get quick/easy wins?
- What are topics that might need longer-term investment?

Opportunities for Action- Employees



If we were to tackle these, who is missing today that needs to be involved?



Breakout Session Poll



Employer Panel

Question 1



- Most employees indicated that they intend to stay in their present position. That indicates a general satisfaction with their pay, hours of work, co-workers, and type of work they do.
- As a representative of retail/accommodation/tourism sectors, do you feel the survey accurately represents how you believe your employees feel?
- In other words, do you think that the amount of pay your employees receive, is the single, most important factor in their job decisions? Or are there other factors that impact an employee's level of job satisfaction?

Question 2



- When employees were asked what skills they would like to improve, their top interests (scoring 40% and above) were:
 - a. Marketing
 - b. Database Management
 - c. Spreadsheets
 - d. Specific technical skills, like safety, CPR, SafeServ
 - e. Ability to manage other staff
 - f. Ability to understand, speak, and write in a language other than English
- Do your employees express a similar desire to learn these skills?
- Have you heard of any other desired skill requests from your employees?

Question 3



- You also heard that most employees receive some sort of informal orientation as well as receive trainings beyond orientation to stay current in their position as well as to cross-train in multiple positions.
- How do you conduct your orientation and what types of trainings do you offer your employees?

Question 4



- You also heard that most employees receive some sort of informal orientation as well as receive trainings beyond orientation to stay current in their position as well as to cross-train in multiple positions.
- How do you conduct your orientation and what types of trainings do you offer your employees?

Follow-up Question Could any of these trainings lead to a promotional opportunity for your employees?

Question 5



The majority of employees who responded to the survey indicate that they currently benefit from flexible scheduling, higher than average wages, seasonal bonuses, paid holidays and paid vacation days, product discounts, a sense of purpose, and learning opportunities. Periodic pay raises, paid sick leave, and health insurance were provided to about half of the respondents.

In addition to the above, some employees answering the survey also indicated that they feel that they would greatly benefit from:

- Debt relief
- Childcare assistance
- Tuition support
- Retirement plan
- Profit sharing/employee ownership

Do you provide any of these benefits? Why or why not?



Now Let's Switch to Business Needs...

Question 1



Some business owners indicated that employee turnover is a barrier for their business. They attributed this turnover primarily to housing, seasonal employment, and simply not enough people working in the region.

Do you also see employee turnover as a challenge to the industry?

If so, what do you think can be done about it?

Question 2



Recruitment of employees who are interested in filling front line positions and who can pass a drug test is also a big need. We're told that each of you has successfully recruited qualified workers for your business.

What's your secret?

Question 3



The top skills businesses indicated their employees could improve upon were:

- a. Face to face communications
- b. Being to work on time
- c. Time management
- d. Phone etiquette

Are these the major skill areas you believe your employees should improve on?

And, if these are not the major skills your employees should improve on, what are the major skill areas?

How do we integrate the skills that the employees want to improve upon with the skills that employers think they need?

Sector Vision Sessions



The vision is the dream.
The vision describes.
The vision is poetry.
The vision is about possibilities.
The vision describes what.
The vision is an aspiration.
The vision appeals to imagination.
The vision is striven for.

The plan is the blueprint.
The plan analyzes.
The plan is prose.
The plan is about policies.
The plan shows how.
The plan is a legal document.
The plan appeals to reason.
The plan is implemented.

How Will the Vision Be Used?



- To determine short, mid, and long-term impacts of the CREATE BRIDGES planning process.
- To guide the strategy development and implementation process.



GO TO BREAKOUT ROOMS



BREAKOUT ROOM REPORT OUTS

Next Steps



- Review reports on your own
 - Think about opportunities identified today
 - Is there something else that should be on the list? Let Chanel Nestor or Becky Bowen know.
- Reach out to others that need to be involved in strategy decisions
- First Strategy meeting (October 27 1-3 pm) Business Needs
- Second Strategy meeting (mid-November TBD) Workforce Needs

Evaluation



Please tell us what you think!

https://msudafvm.com/1.qualtrics.com/jfe/form/SV_6F0Sm3drbL10BjU