



University of New Hampshire
Cooperative Extension

Letter of Transmittal

Date: October 28, 2016

To: Jo Ann Duffy, Town Planner
Paul Scarpetti, Overall Coordinator

From: Andre Garron, Economic Development
Specialist

Two draft copies of the Hooksett Business Retention and Expansion Report for review and comment

As requested back in September, please make sure that we captured all of the people that were part of the BR&E effort (i.e. Leadership Team, Taskforce, Volunteer Visitors and businesses).



TOWN OF HOOKSETT BUSINESS RETENTION AND EXPANSION

FINAL REPORT

OCTOBER 20, 2016

UNH COOPERATIVE EXTENSION
COMMUNITY & ECONOMIC DEVELOPMENT PROGRAM

UNIVERSITY OF NEW HAMPSHIRE
131 Main Street, Durham NH 03824

Hooksett Business Retention and Expansion Program

Retreat Report

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Summary

The town of Hooksett began its Business Retention and Expansion (BR&E) program on March 24, 2015. The Hooksett Economic Development Committee played a key role in bringing this program to Hooksett along with the support from the Hooksett Town Council. The BR&E program consist of *Three Steps*:

Step 1- Organize → **Step 2- Prioritize** → **Step 3 Implement**

Step 1 was completed in June 2016:

- 117 (out of a list of 500) Businesses were selected in Hooksett to sample survey;
- 25 volunteers were recruited to participate in the program;
- 34 Surveys were completed and returned; and
- 12 Red Flag issues were recorded in Hooksett.

Step 2 began by reviewing red flag issues uncovered by the interview process. A Campus Review Meeting was held on August 15, 2016 to discuss the survey results and begin to develop strategies and projects. A Leadership Team and Taskforce retreat was organized and held on September 20, 2016 at Hooksett Town Hall. A small number of Members of both Leadership Team and Taskforce were in attendance. Three strategies and four projects were developed as a result of the Campus Review meeting, which concluded Step 2. **The strategies and projects are:**

Strategy 1: Integrate business retention and outreach to improve communication with the business community

Projects:

1. Update the municipal website to provide strategic and tactical economic development information that will help with the development process and provide useful information about programs, land, utilities and other elements of development process that would encourage economic growth in Hooksett.
2. Examine water and sewer expansion in key areas in Hooksett. While the response to water and sewer infrastructure issues in questions 35 and 36 was positive. The open ended questions indicated that some businesses thought that sewer and water issues were key to economic growth.
3. Establish a schedule of business follow up visits per year to solicit their input on local economic development efforts. Provide information on programs or projects that would help them to grow and create jobs. Examine having an annual business forum to provide input on upcoming economic development initiatives and to keep an on-going dialogue with the business community.

Strategy 2: Create and promote Tourism opportunities in Hooksett

Project:

1. The businesses surveyed indicated that improving recreational activities was important. Some members of the Leadership Team and Taskforce felt that the Merrimack River, which runs down the middle of town, was a largely untapped source of potential tourist and recreational activities. Developing and improving the trail system along the river and connecting onto other trail resources in town may provide the boost to this effort.

Chapter I. Background on the Hooksett Business Retention and Expansion Project

The purpose of this chapter is to provide an overview of the Hooksett Business Retention and Expansion Program. The first section of this chapter briefly explains the role of Business Retention and Expansion (BR&E) as an economic development strategy. The second section addresses the Hooksett BR&E Program's objectives and sponsorship and highlights the key steps involved in conducting the program. The third section includes the names of the many people involved in the Hooksett BR&E Program. The people involved in organizing the program, visiting businesses, and setting priorities are an important strength of a BR&E visitation program. The final section describes the technical and research assistance provided by the University of New Hampshire Cooperative Extension.

Importance of Business Retention and Expansion (BR&E)

Business Retention and Expansion has become a key element of local economic development efforts. The BR&E economic development program focuses on the retention and expansion of existing businesses to assist them in navigating today's global economy. While the attraction of new business start-ups is an important part of an overall economic development strategy, many communities now recognize that helping existing businesses to survive and grow is key element to a successful economic development effort.

An expansion or contraction is defined as a change in employment at an existing plant or business location. A start-up or dissolution is defined as the creation or closing down of a separate plant or business location. This "churning" of business creation, dissolution, expansion, and contraction is a natural part of a local economy. The BR&E challenge to a community is to capture the expansions while taking preventative actions to reduce the number of dissolutions and diminish the contractions.

Commonly, more jobs are created by business expansions than by new business start-ups. Hooksett, in launching this BR&E visitation program, has the potential to improve the climate for existing businesses and therefore benefit from the continued presence and growth of those businesses.

Another benefit of a BR&E visitation program is the information provided by the survey on the community's strengths and weaknesses. The strengths can be highlighted in community promotional material, while the weaknesses give the community an opportunity to make important changes and show businesses it is responsive. By acknowledging its weaknesses, a community also shows businesses it is trustworthy and will take a realistic look at its situation.

A final benefit of a BR&E visitation program, like the one being conducted in Hooksett, is how the process enhances the team of local leaders. The team is much broader than many other local economic development teams since it includes representatives from education and government in addition to business and economic development leaders. This diverse membership allows the local BR&E task force to bring in more resources, ideas, and contacts to address problems identified in the survey. Quite often, this local team will continue to interact in addressing other community concerns that arise long after the official program has ended.

Overview of the Hooksett BR&E Program

The Hooksett Business Retention and Expansion (BR&E) Program is a community effort that began on March 24, 2015. This section of the report details important milestones that have been achieved and details the future goals of the program.

Program Objectives

The Hooksett BR&E Program has five key objectives:

1. To demonstrate support for local businesses;
2. To help solve immediate business concerns;
3. To increase local businesses' ability to compete in the global economy;
4. To establish and implement a strategic plan for economic development; and
5. To build community capacity to sustain growth and development.

Program Sponsors

The Hooksett BR&E Program is sponsored by the following organizations:

- Town of Hooksett;
- Hooksett Economic Development Committee
- University of New Hampshire Cooperative Extension

Program Organization

Typically, a BR&E program is organized and launched by a core group of community members. From this core group, additional volunteers are added, beginning with five to eight individuals willing to serve on the Leadership Team. Each of the Leadership Team members play a special role in the BR&E program. From the Leadership Team comes additional volunteers (the BR&E Task Force) assist in conducting the business visits, and finally, the businesses willing to participate in those visits. It is important to note, the Leadership Team is also responsible for the coordination of the milestone meetings and for building community awareness of the program. The Hooksett Leadership Team held its first meeting on March 24, 2015, officially launching the program.

As mentioned earlier, the Leadership Team is responsible for the recruitment of the volunteer Task Force. In addition to assisting in the business visits, the BR&E Task Force also serves as a guide for the BR&E process. It should be noted, the Task Force also joins the Leadership Team at their retreat where the group is provided the overall results of the surveys and sets priorities for how to respond to the survey results.

Task Force Orientation and Volunteer Training

The Hooksett Leadership Team and Task Force held its first meeting together on June 9, 2015. At this meeting, the Task Force learned about the BR&E program and provided input on the survey and business list.

Two Volunteer Visitor training sessions were held on September 16, 2015. The Volunteer Visitor training sessions orient volunteers to the BR&E process and train them on delivering the survey.

Business Selection

The Hooksett Leadership Team and Taskforce identified 600 businesses in the community, of which the team selected 117 businesses as its sample survey group. The Team used a combination of random and convenience sampling to select businesses targeted for visits. A list of all businesses in Hooksett was obtained from Reference USA and business information from the community. The Team examined the list of selected businesses and added businesses they felt were critical in the BR&E process. Any business not included on the list could "opt in" and request to be visited by the team. Efforts were undertaken to ensure that a diversity of businesses that were selected best represented the businesses community in Hooksett. As a result of this business selection process, the sampled population of businesses was not entirely random; some of the larger businesses which were identified in the most recent New Hampshire Economic and Labor Market Information (EMLI) Bureau's "Community Profile" were added to the list in Hooksett. Convenience samples are typical of many BR&E programs. They are not statistically representative of the greater business population, yet represent some of the larger businesses that were interviewed. The Leadership Team and Task Force's goal was to visit 117 businesses.

Business Visits

The Hooksett Leadership Team and Task Force conducted business visits from September 2015 to May 2016. The visits were conducted by teams of two. The visitors were made up of volunteers and members of the Leadership Team and Task Force. Each participated in each business visit effectively capturing the information shared by businesses during the visits.

Out of 600 businesses identified for a 117 business survey sample size for Hooksett's BR&E program, 34 businesses completed the survey visits. Although the amount of completed surveys fell well short for the response rate to be statistically valid. The information gained by the process is still very valuable in helping to move Hooksett economic development effort forward. While the individual survey responses are confidential, it is important to acknowledge the effort of participating businesses.

Hooksett Businesses

The following 34 businesses graciously agreed to be interviewed as part of the BR&E visitation process.

Ambrose Equipment	Leathal Sounds	Valvoline Instant Oil Change
CGI B	Goodale's Bike Shop, Inc.	Bass Pro Shop
TD Bank	Regal Cinemas (8)	Johnson Golden Harvest
Fairfield Inn & Suites	Step Above Most	Tri Town Arena
United Health Care	Granite State Gymnastics & Dance	Supreme House of Pizza
Twisted Cycles	Collins Tree Service, Inc.	New England Tap House
Macy Industries, Inc	Focus Physical Therapy	Faulkner's Landscaping & Nursery, Inc.
White Birch Brewing	Little Apples Daycare & Learning Center	Osborne's Agway
GE Aviation	Under The Hood Auto Service LLC	Poultry Products Co. Inc.
Sub Station	ProCon	Ambrose Equipment
Barrett Insurance	Paradigm Plumbing, Heating & A/C Inc.	
Auto Re-Nu-It Auto Body LLC	Blue Ribbon Fence & Landscaping	
TRF Enterprises Inc., dba Servpro of Manchester		

Campus Research Review

While the Warning Flag Review identified individual business concerns, the Campus Research Review meeting identified overarching, universal themes in the survey results. Once these were identified, the Campus Research Review participants suggested ideas for potential strategies and projects the Leadership Team and Task Force might undertake to address the issues and concerns of the businesses. The Hooksett Campus Research Review participants included members of the Leadership Team and Taskforce, economic development professionals, which in this case were representatives from Southern New Hampshire Regional Planning Commission, Peter T. Paul School of Business and Economics, NH Dept. of Resource and Economic Development and University of New Hampshire Cooperative Extension faculty. The Hooksett BR&E Campus Research Review was held on August 15, 2016.

Key Findings Report Development

Following the Campus Research Review meeting, University of New Hampshire Extension prepared a Key Findings Research Report. The goal of the Key Findings Research Report is to detail the overarching strategies identified by the Campus Research Review team and to put forth potential projects. Potential projects are ideas the Leadership Team and Task Force might use to address the larger strategies identified by the survey. The Key Findings Research Report also summarizes the survey data, gives a history of the BR&E project, provides context on the local economy and demographics, and contains the raw survey data.

The Hooksett BR&E Leadership Team and Taskforce sent the completed surveys to the University of New Hampshire for tabulation and analysis. A summary of the data was prepared for the Campus Research Review meeting. This Key Findings Research Report was then drafted based on the input of the review panel and other ideas.

Task Force Retreat

A three-hour Leadership Team and Taskforce Retreat was held on September 20, 2016. At the retreat, the Key Findings were presented to a small number of Hooksett's team which included the overall results of the survey, overarching strategies for addressing the universal issues identified, and potential projects for addressing these issues as determined by the Campus Review Team, Leadership Team and Taskforce.

Based on the findings of the Retreat, the Leadership Team and Task Force then sets priorities on major projects to implement. The Leadership Team and Task Force is free to adopt any of the projects listed in this report, to revise and then adopt any of the projects, or to develop its own projects. Quite often, a community will do all three of these in the process of adopting a final list of three to five priority projects.

A project is not considered as a priority project unless at least three people on the Leadership Team and Task Force are willing to take responsibility to see that steps are taken to implement it. The people who agree to work on each project do not need to be experts on the topic and can recruit others from outside the Leadership Team and Task Force to work on the project.

Implementation Resources Meeting

Following the Retreat, the Hooksett Leadership Team and Task Force may choose to work with individuals from outside the group who might have projects similar to theirs. The group will usually ask these resource people three questions:

1. Is your group doing any work similar to our proposed project that benefits businesses in our area;
2. If yes, what are you doing and to what degree are you reaching businesses in Hooksett; and
3. Would you be willing to collaborate with us and/or how could our BR&E Leadership Team and Task Force help your program?

The priority projects might be modified after these conversations. An Implementation Resources Meeting for the Leadership Team and Task Force will allow the teams to exchange this information and coordinate opportunities and challenges discovered during this resource information gathering process.

The Community Commencement Meeting is the meeting to celebrate the end of the BR&E visitation and planning phase and the beginning of the Hooksett BR&E implementation phase. All of the Task Force members, volunteer visitors, local media, and visited businesses are invited. Other local government, business, and community leaders are also invited, as well as regional and state agency representatives and members of the community.

Quarterly Implementation Meetings

After the community commencement meeting, the Project team will meet quarterly to discuss progress on the projects and how they might overlap. At quarterly meetings, project work groups will report out their progress and solicit input from group members.

People Involved in the Hooksett BR&E Program

The following groups have been critical to the success of Hooksett's BR&E Program: 1) the Leadership Team, 2) the Task Force, and 3) the businesses visited. The Campus Review team also deserves acknowledgement for their participation in the process.

BR&E Leadership Team

The Leadership Team coordinated the BR&E program as well as participated in all parts of the Project, including the business visits. This Team will lead the group into the implementation phase.

Hooksett BR&E Leadership Team Members

Overall Coordinator – Muamer Durakovic & David Scarpetti

Business Resource Coordinator – Jo Ann Duffy

Milestone Meeting Coordinator – Joel Breton and Matt Barrett

Visitation Coordinators – Carolyn Cronin and Paul Scarpetti

Media Coordinator – Stacey Breton

Hooksett BR&E Task Force

For its part the Task Force addressed warning flag issues, set priorities for action, and will lead implementation of selected projects. Task Force members also participated in the business visits.

Hooksett BR&E Task Force Members

Ivan Gult

Gail McCarthy

Hooksett Volunteers

Matt Mercier	Roxanne Small
Jocelyn Scarpetti	Stacy St. George
Emily Breton	Dan Bouchard
Jessica Beckwith	Barb Cocci
Lisa Szerlog	Denise Petrin
Maria Mercier	Dan Legueux
Ted Donahoe	Matt Barrett
Steve Korzyniowski	Steve Smith

Campus Research Review Team

The Campus Research Review panel was comprised of University Faculty and Hooksett Task Force Members. A list of participants in the Campus Research Review follows.

Campus Research Review Members

Overall Coordinator –David Scarpetti
Business Resource Coordinator –Jo Ann Duffy

BR&E Task Force Members

Marc Miville, Town Council
Gail McCarthy
Dean Shankle, Town Administrator

University of New Hampshire

- Deborah McManus Avery, Business Development Specialist. NH Dept. of Economic Development
- Jack Munn, Chief Planner-Southern New Hampshire Regional Planning Commission
- Kim Clark, Peter T. Paul School of Business and Economics
- Charlie French, UNHCE Program Leader-Community and Economic Development Program
- Geoff Sewake, Community and Economic Development Field Specialist
- Andre Garron, State Specialist, Economic Development

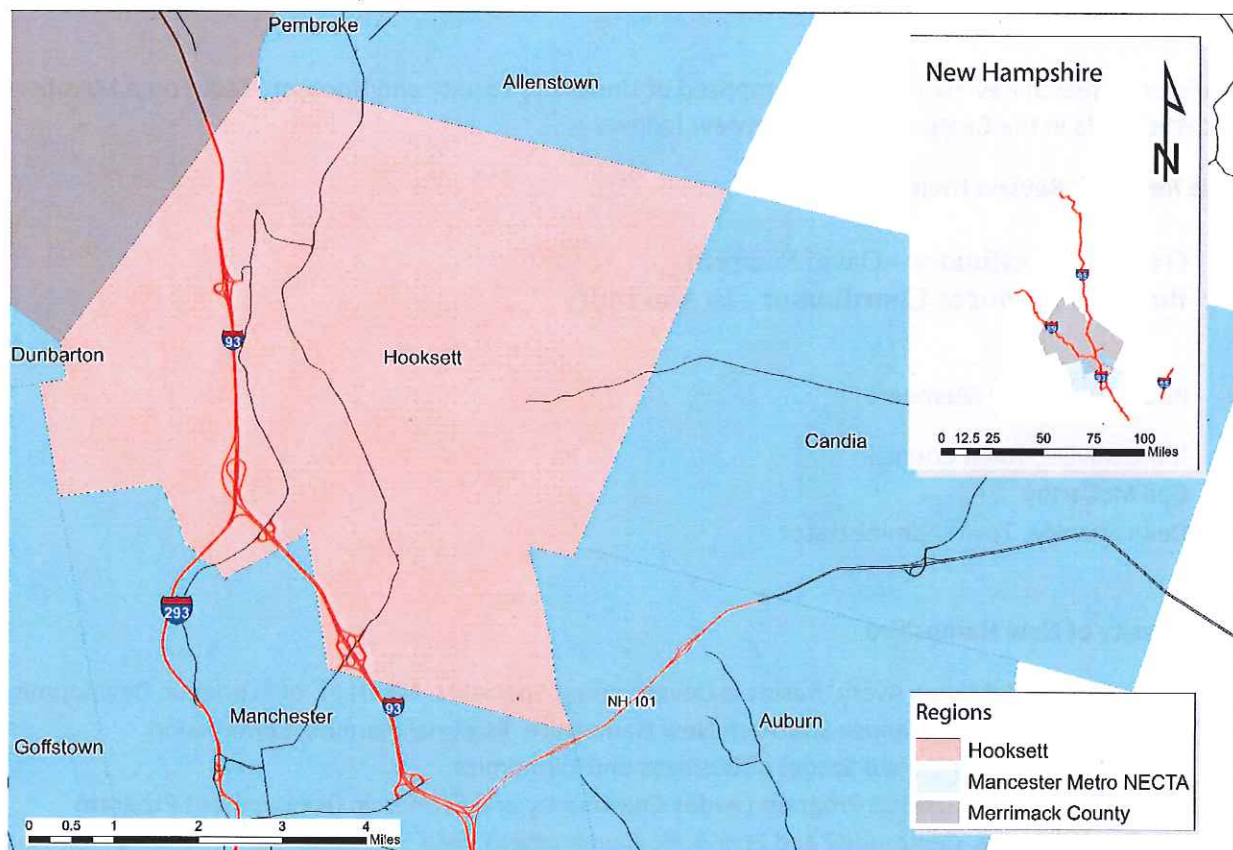
Chapter II. Profile of Hooksett's economy and demographic.

II. Profile of Hooksett economy and demographic.

The town of Hooksett (population 13,451) resides in Merrimack County and the Manchester Metro New England City & Town Area (NECTA) labor market, in southern New Hampshire, about 10 miles north from the downtown Manchester. **See Map 1, below.** The Manchester Metro NECTA labor market includes the New Hampshire communities of Allenstown, Auburn, Bedford, Candia, Dunbarton, Hooksett, Manchester, New Boston, Pembroke and Weare. A labor market is an area defined by the U.S. Department of Labor, Bureau of Labor Statistics that can be distinguished by its geographic and economic integration that provides employment, close to a person's place of residence.

New Hampshire's most populous community, Manchester (population 109,565), and New Hampshire's state capitol, Concord (population 42,695), are conveniently located to the south and north, respectively, approximately a 15 minute drive. In addition, Boston, Massachusetts (population 617,594), is a little over an hour drive to the southeast (US Census). Major transportation routes include Interstate 93, US Route 3, and New Hampshire Routes 3A, 27 and 28B.

Map 1. The Town of Hooksett as located in the Manchester Metro NECTA labor market, Merrimack County, and the State of New Hampshire.



A. Demographics.

According to the United States Census, there were approximately 13,451 people residing in Hooksett (2010). Looking at Merrimack County and the Manchester Metro NECTA labor market, there were an estimated 146,445 and 199,033 people, respectively (US Census, 2010). When compared to the population of the State of New Hampshire (1,316,470 persons), Merrimack County and the Manchester Metro NECTA labor market respectively make up about 11 and 15 percent, of the state's population (US Census, 2010). If we look at the population trend from 2000 to 2010 for Hooksett we find that it has grown by 12.9 percent. **See Table 1.** By comparison, Merrimack County, the Manchester Metro NECTA labor market, and the State have grown by 7, 3.4 and 6.5 percent, respectively. **See Table 1.**

Table 1. Population Trend, 2000-2010 (US Census, 2000 & 2010).

Area	Population (2000)	Population (2010)	Percent Change
Hooksett	11,721	13,451	12.9%
Merrimack County	136,225	146,445	7.0%
Manchester Metro NECTA labor market	190,403	199,033	4.3%
New Hampshire	1,235,786	1,316,470	6.5%

If we look at the communities located within Merrimack County and the Manchester Metro NECTA labor market, we find that there's a wide range of communities, from the small Town of Hill (population 1,089) to the largest city in New Hampshire, Manchester (population 109,565). **See Table 2.** The three communities experiencing the highest growth in the Merrimack County and the Manchester Metro NECTA labor market are, New Boston (22.2 percent), Dunbarton (19.3 percent), and Newbury (17.9 percent). **See Table 2.** The three communities experiencing the highest population loss are Weare (negative 13 percent), Allenstown (negative 12.1 percent) and Auburn (negative 5.8 percent). **See Table 2.**

The Town of Hooksett has an age make up more akin to the Manchester Metro NECTA labor market than the state or Merrimack County. **See Table 3.** For example, both Hooksett and the Manchester Metro NECTA labor market have a higher population of those under 44 than Merrimack County or the state. **See Table 3.**

In regards to race/ethnicity, the Town of Hooksett has 0.7 percent fewer nonwhite population than the State average. **See Table 4.** When compared to Merrimack County, Hooksett has a 0.7 percent higher nonwhite population. Finally, when compared to the Manchester Metro NECTA labor market, Hooksett has 4 percent fewer nonwhite population. **See Table 4.**

Table 2. Population Trend, 2000-2010, for Merrimack County and the Manchester Metro NECTA labor market (US Census, 2000 & 2010).

Town/City	Manchester Metro NECTA labor market	Merrimack County	Population (2000)	Population (2010)	Percent Change
Allenstown	X	X	4,843	4,322	-12.1%
Andover		X	2,109	2,371	11.1%
Auburn	X		4,953	4,682	-5.8%
Bedford	X		18,274	21,203	16.0%
Boscawen		X	3,672	3,965	7.4%
Bow		X	7,138	7,519	5.1%
Bradford		X	1,454	1,650	11.9%
Candia	X		3,909	3,911	0.1%
Canterbury		X	1,979	2,352	15.9%
Chichester		X	2,236	2,523	11.4%
Concord		X	40,687	42,695	4.7%
Danbury		X	1,071	1,164	8.0%
Dunbarton	X	X	2,226	2,758	19.3%
Epsom		X	4,021	4,566	11.9%
Franklin		X	8,405	8,477	0.8%
Goffstown	X		17,651	16,929	-4.3%
Henniker		X	4,433	4,836	8.3%
Hill		X	992	1,089	8.9%
Hooksett	X	X	11,721	13,451	12.9%
Hopkinton		X	5,399	5,589	3.4%
Loudon		X	4,481	5,317	15.7%
Manchester	X		107,006	109,565	2.3%
New Boston	X		4,138	5,321	22.2%
Newbury		X	1,702	2,072	17.9%
New London		X	4,116	4,397	6.4%
Northfield		X	4,548	4,829	5.8%
Pembroke	X	X	6,897	7,115	3.1%
Pittsfield		X	3,931	4,106	4.3%
Salisbury		X	1,137	1,382	17.7%
Sutton		X	1,544	1,837	15.9%
Warner		X	2,760	2,833	2.6%
Weare	X		8,785	7,776	-13.0%
Webster		X	1,579	1,872	15.7%
Wilmot		X	1,144	1,358	15.8%

Table 3. Population by Age (OEP, 2010).

Area	Total	0-14	15-24	25-34	35-44	45-54	55-64	65 and Over
Hooksett	13,451	18.5%	14.8%	10.4%	14.7%	17.1%	12.9%	11.7%
Merrimack County	146,445	17.5%	13.2%	11.0%	13.5%	17.3%	13.8%	13.7%
Manchester Metro NECTA labor market	199,033	18.8%	13.6%	13.3%	14.2%	16.4%	12.1%	11.6%
New Hampshire	1,316,470	17.6%	13.5%	11.0%	13.6%	17.2%	13.5%	13.5%

Table 4. Population Estimate by Race/Ethnicity (OEP, 2010).

Area	Population (2010)	White	Other
Hooksett	13,451	94.6%	5.4%
Manchester Metro NECTA labor market	199,033	90.6%	9.4%
Merrimack County	146,445	95.3%	4.7%
New Hampshire	1,316,470	93.9%	6.1%

In 2013, the New Hampshire Office of Energy and Planning in partnership with the state Regional Planning Commissions, conducted a projected population study. Based on the findings of that study, by the year 2040, Hooksett is projected to grow by 16.1 percent (NH OEP, 2013). **See Table 5.** Significantly, this is nearly double the projected growth of the state (8.4 percent), Merrimack County (9.2 percent), and the Manchester NECTA labor market (8.4 percent). **See Table 5.**

Table 5. Projected Population Growth (OEP, 2013).

Area	Population (2010)	Population (2020)	Population (2040)	Percent Change
Hooksett	13,451	14,713	15,610	16.1%
Manchester Metro NECTA labor market	199,033	20,5813	215,693	8.4%
Merrimack County	146,445	150,652	159,845	9.2%
New Hampshire	1,316,470	1,359,836	1,427,098	8.4%

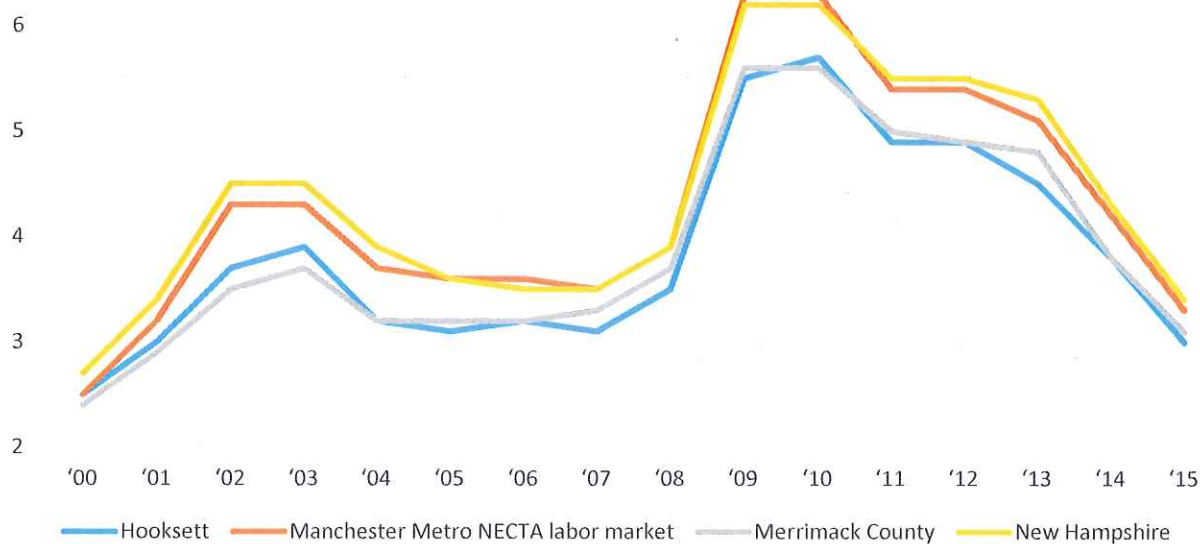
B. Unemployment.

Since 2000, the unemployment rate in the Town of Hooksett has generally held near or below the Merrimack County, Manchester Metro NECTA labor market and New Hampshire average. **See Table 6 & Figure 1.**

Table 6. Percent Unemployment, 2000-2013 (NH Employment Security, 2006 to 2016).

Area	'00	'01	'02	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15
Hooksett	2.5	3.0	3.7	3.9	3.2	3.1	3.2	3.1	3.5	5.5	5.7	4.9	4.9	4.5	3.8	3.0
Manchester Metro NECTA labor market	2.5	3.2	4.3	4.3	3.7	3.6	3.6	3.5	3.9	6.3	6.3	5.4	5.4	5.1	4.2	3.3
Merrimack County	2.4	2.9	3.5	3.7	3.2	3.2	3.2	3.3	3.7	5.6	5.6	5.0	4.9	4.8	3.8	3.1
New Hampshire	2.7	3.4	4.5	4.5	3.9	3.6	3.5	3.5	3.9	6.2	6.2	5.5	5.5	5.3	4.3	3.4

Figure 1. Percent Unemployment, 2000-2015 of Hooksett as Compared to Other Regions. (NH Employment Security, 2006 to 2016).



C. Employment and Wages.

The estimated average weekly wage in 4th quarter of 2015 for the Town of Hooksett was \$1,096. **See Table 7.** By comparison, the State average weekly wage was \$1,139.27, or \$43.27 higher. **See Table 7.** When compared to the rest of Merrimack County (\$1,047.19), Hooksett made \$48.81 more. When compared to the Manchester Metro NECTA labor market (\$1,191.60), the labor market's average weekly wage was \$95.60 higher. **See Table 7.**

Table 7. 2015 4th Quarter, Employment and Wages for All Sectors (NH Employment Security, 2016).

Area	Average Employment	Average Weekly Wage
Hooksett	9,700	\$1,096.00
Manchester Metro NECTA labor market	106,959	\$1,191.60
Merrimack County	76,755	\$1,047.19
New Hampshire	646,588	\$1,139.27

An examination of the Town of Hooksett reveals at least one likely cause of the lower average weekly wage, wages in the Service-Providing Industries, as compared to the State, Hillsborough County and the Nashua Labor Market (New Hampshire Area). **See Table 8.**

Table 8. 2015 4th Quarter, Employment and Wages for Hooksett (NH Employment Security, 2016).

Community	Industry	Average Quarterly Employment	Average Weekly Wage
Hooksett	Service-Providing Industries	7,225	\$994.12
Manchester Metro NECTA labor market	Service-Providing Industries	82,231	\$1,162.01
Merrimack County	Service-Providing Industries	50,199	\$1,003.40
New Hampshire	Service-Providing Industries	462,426	\$1,115.45

According to the New Hampshire Employment Security (2016), the top five employers in Hooksett are GE Aviation (approximately 800 employees), Southern New Hampshire University (approximately 700 employees) and United Healthcare (approximately 500 employees), Cigna Health Care (approximately 249 employees), and Shaw's Supermarket (approximately 249 employees). **See Table 8, above.**

According to the US Census (2014), the top three employment industries in the Town of Hooksett are, Educational Services (18.4 percent), Retail Trade (17.9 percent), and Finance and Insurance (15 percent). **See Table 9, below.**

Table 9. Employment Industries by Percent Share in Hooksett (US Census, 2014).

NAICS Code	Share
Educational Services	18.4%
Retail Trade	17.9%
Finance and Insurance	15.0%
Manufacturing	8.6%
Wholesale Trade	7.2%
Construction	6.2%
Accommodation and Food Services	4.9%
Administration & Support, Waste Management and Remediation	3.9%
Other Services (excluding Public Administration)	2.7%
Professional, Scientific, and Technical Services	2.5%
Health Care and Social Assistance	2.3%
Transportation and Warehousing	2.2%

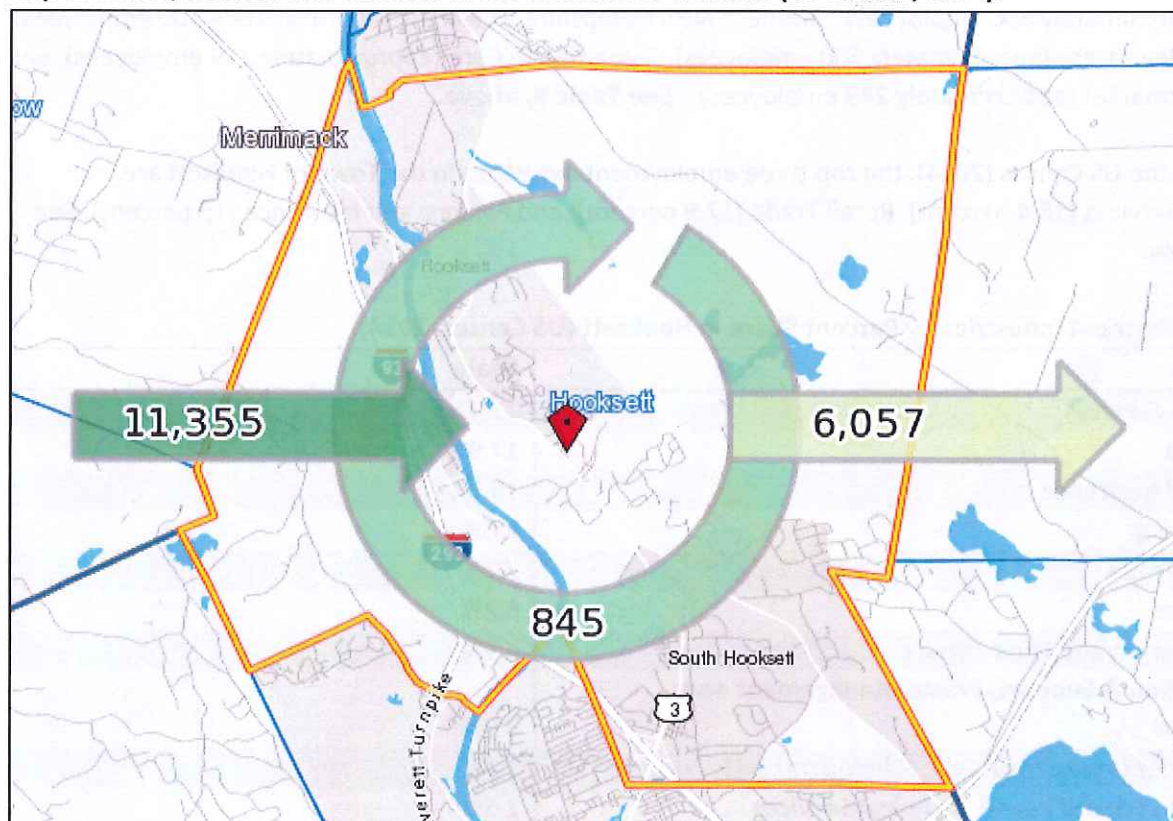
Utilities	1.9%
Real Estate and Rental and Leasing	1.8%
Management of Companies and Enterprises	1.1%
Public Administration	1.1%
Arts, Entertainment, and Recreation	0.9%
Information	0.7%
Mining, Quarrying, and Oil and Gas Extraction	0.4%
Agriculture, Forestry, Fishing and Hunting	0.2%

The US Census also provides information on community workforce inflow, internal and outflow. According to the US Census, the Town of Hooksett only 12.2 percent of Hooksett residents are employed in Hooksett, while 87.8 percent are employed outside of the Town. Of the total Hooksett workforce (all employment within the Town), 93.1 percent live outside the Town. See Table 10 and Map 2, below.

Table 10. Inflow and Outflow of Workforce by Percent Share in Hooksett (US Census, 2014).

Category of Workforce Group	Percent Share
Employed in the Selection Area but Living Outside	93.1%
Living in the Selection Area but Employed Outside	87.8%
Living and Employed in the Selection Area	12.2%

Map 2. Inflow, Internal and Outflow of the Hooksett Workforce (US Census, 2014).



If we examine the educational attainment for the workforce in Hooksett, we find that around 50 percent of the workforce has some college or higher. **See Table 11, below.** With the exception of the Less than High School category, Hooksett generally follows the educational attainment of the statewide workforce average.

Table 11. Educational Attainment by Percent Share in Hooksett (US Census, 2014).

Educational Attainment	Percent Share
Hooksett	
Less than high school	5.5%
High school or equivalent, no college	20.1%
Some college or Associate degree	24.4%
Bachelor's degree or advanced degree	25.4%
Educational attainment not available (workers aged 29 or younger)	24.6%
New Hampshire	
Less than high school	6.2%
High school or equivalent, no college	20.8%
Some college or Associate degree	24.9%
Bachelor's degree or advanced degree	25.1%
Educational attainment not available (workers aged 29 or younger)	23.1%

Chapter III. BR&E Key Findings

This chapter presents the business survey results, describes the types of businesses visited, their characteristics, and then introduces three strategies for addressing the issues and opportunities identified in the survey. The potential local projects were developed by the author based on feedback from the Campus Research Review meeting, Leadership Team and Taskforce, survey data, and, lastly, on general economic development theory and practice.

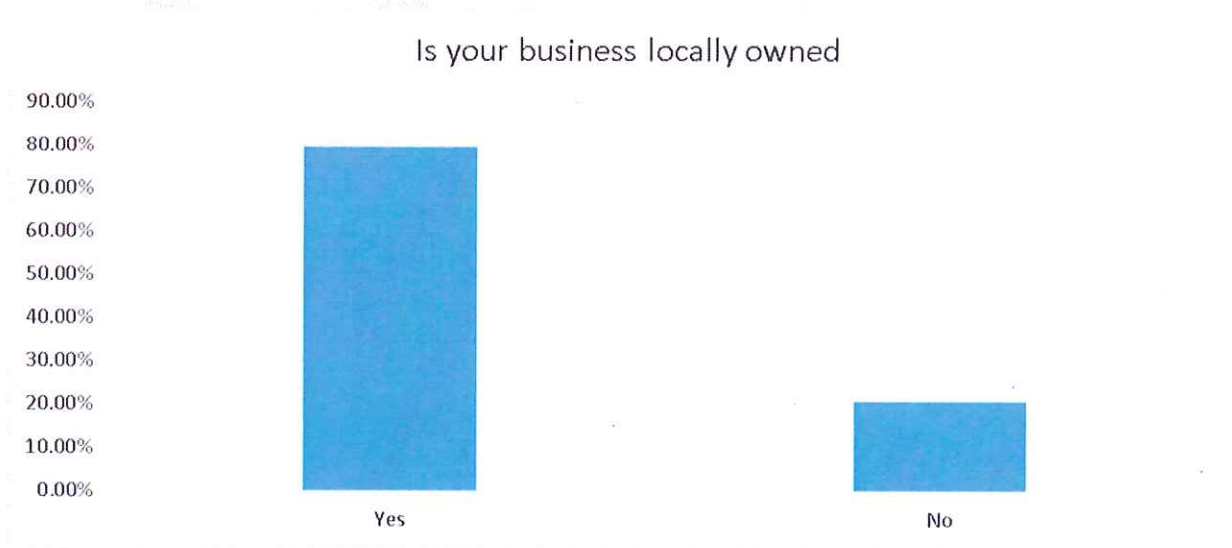
The potential local projects are suggestions for the Leadership Team and Task Force to consider in order to address business concerns in the community expressed through the responses on the survey form. Recommendations for projects to implement were made by the Campus Review Meeting held on August 15, 2016.

The final priority projects will then be selected and developed by the Hooksett BR&E Leadership Team and Taskforce. Hooksett might use the suggested projects from this report, they might modify them, or they might adopt new projects developed locally. Typically, a community BR&E will result in three to five projects to move into immediate implementation. However, Hooksett may choose to phase more projects in over time.

Key Findings of Businesses Visited

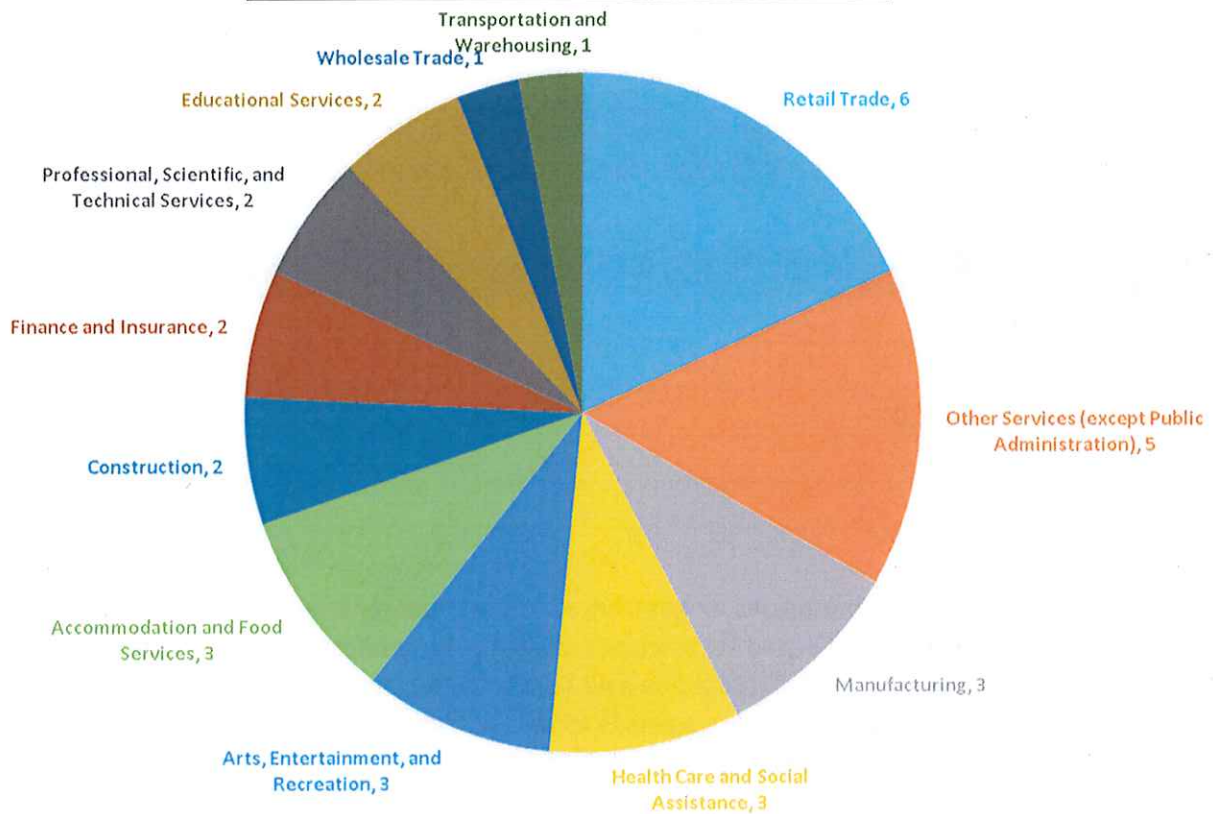
Participants in the Hooksett BR&E program attempted to visit 117 local business of which 34 businesses participated in the program, visited by the Hooksett Leadership Team, Taskforce and 26 volunteer visitors. The business visitation, part of Step 1, took place from March 24, 2015 to May 27, 2016.

The Hooksett's Leadership Team and Task Force used a comprehensive method to select businesses targeted for visits. See Ch. 1 of this report for the business selection process used. Of the 34 businesses visited in Hooksett, 79 percent are locally-owned (see Chart 3-1) and only 21 percent of the businesses surveyed are not locally-owned. Having a high percentage of locally owned businesses significantly contributes to the economic stability of the community by being a stabilizing force weathering the peaks and valleys of the national economy. Locally owned businesses tend to stay and contribute to the local economy through hiring local people and buying supplies and other item locally as well.



Hooksett decided on a diverse sample of businesses to visit and survey (see chapter 1 for details, p. 3). The final mix of the 34 businesses surveyed resulted in Retail being having the most returned surveys (6), followed by Other Services (5), Manufacturing, Healthcare and Social Assistance, Arts, Entertainment and Recreation and Accommodation and Food Services tied with (3). See Chart 3-2 below.

Chart 3-2: Businesses Categories by Industry



Surveyed businesses in Hooksett currently employs a total of 2027 people. According to chapter 2 of this report, in 2016, the average employment in Hooksett was 9700. Total employment of surveyed businesses grew over three years prior to the BR&E visits. Chart 3.3 shows that Hooksett full time employment grew by 1033 full time jobs, 95 part time, 43 seasonal jobs and Temp job increased by 89 jobs.

Chart 3-3: Increase in Employment

	Full Time	Part time (as defined by the business)	Seasonal (hired by the business)	Temp agency employees
Currently	2027	190	59	142
Three years ago	994	95	16	53
Difference	1033	95	43	89

Table 3.3 shows the several reasons for the increase in employment in Hooksett. Growth in demand was cited by 33 percent of the businesses surveyed and 33% indicated expansion contributed to an increase in employment over the three years.

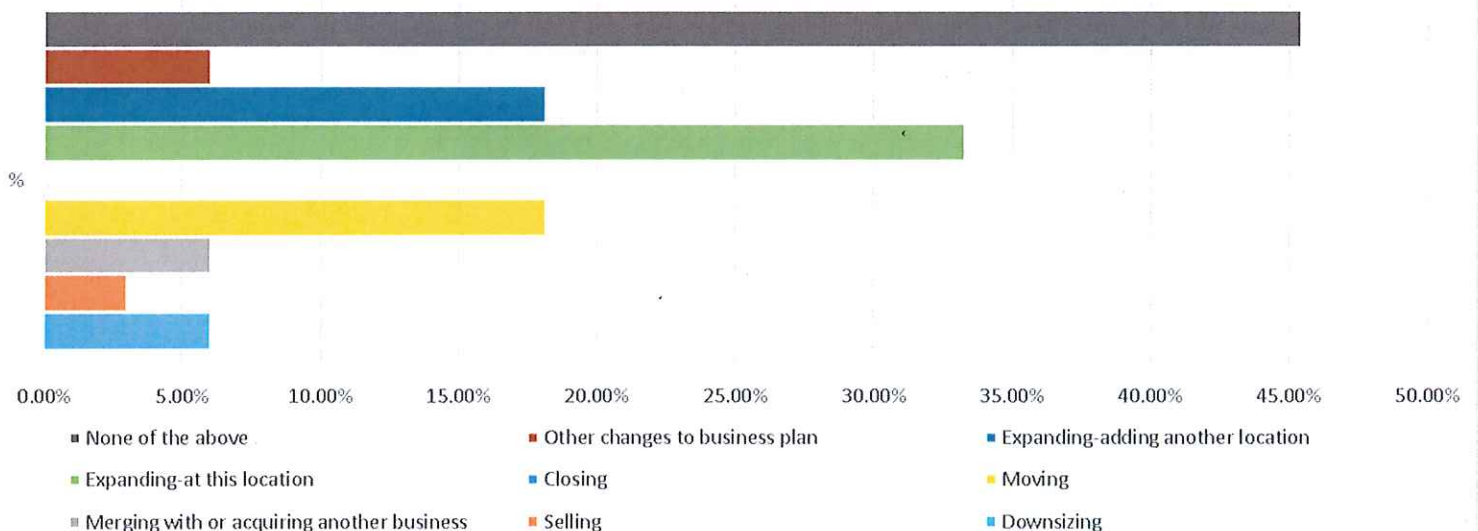
Table: 3.3: Top Reasons For Change in Employment over Past Three Years	Hooksett
Growth in demand	33%
Expansion	33%
Changes in worker efficiency	22%
Entered New Markets	22%
Other	22%

The average starting wage for all businesses ranges from \$10.66 an hour for Unskilled Service Workers, to \$31.88 an hour for Engineers, Scientist and Technician (Table 3.4). These rates translate into weekly starting wages for full-time employees of \$426.40 (Based on a 40 hr. work week) for the lowest category to \$1,275.20 for the highest category. The average weekly wage in Hooksett, as highlighted in chapter 2, is \$735.10. The highest weekly wages in Hooksett was Management of Companies of \$2,114.08.

Table 3.4: Average Hourly Starting Wage Paid by Category	Hooksett
Professional/Managerial (managers, accountants, HR professionals etc.)	\$24.03
Information Technology	\$25.00
Engineers, Scientists and Technicians	\$31.88
Arts, Design and other Creative Occupations	\$20.83
Healthcare Related	\$15.38
Office and Administrative (secretaries, office clerks, receptionists, etc.)	\$15.10
Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	\$10.66
Agricultural	
Construction	\$22.17
Repair and Skilled Maintenance (not janitorial)	\$17.38
Unskilled Manufacturing (assembly, production helpers, etc.)	\$14.33
Skilled Manufacturing (welders, machinists, etc.)	\$19.92
Transportation	\$17.33

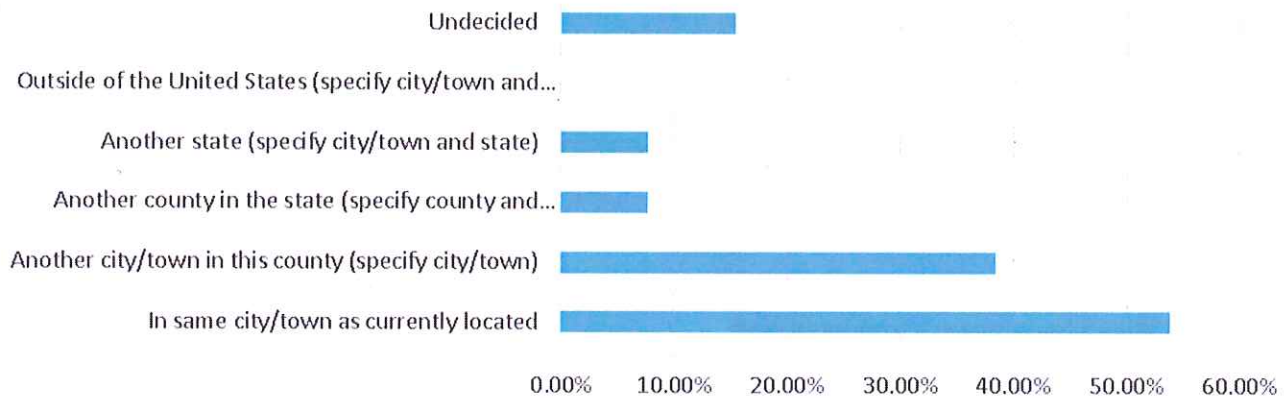
Several businesses in Hooksett are planning to expand or add a new location. A very small number of businesses planned to close or indicated moving from Hooksett, as shown in Chart 3-4. The majority of the respondents in Hooksett indicated “None of the above”, which can be interpreted that they are content at their current location.

Chart 3.4: Are you currently considering?



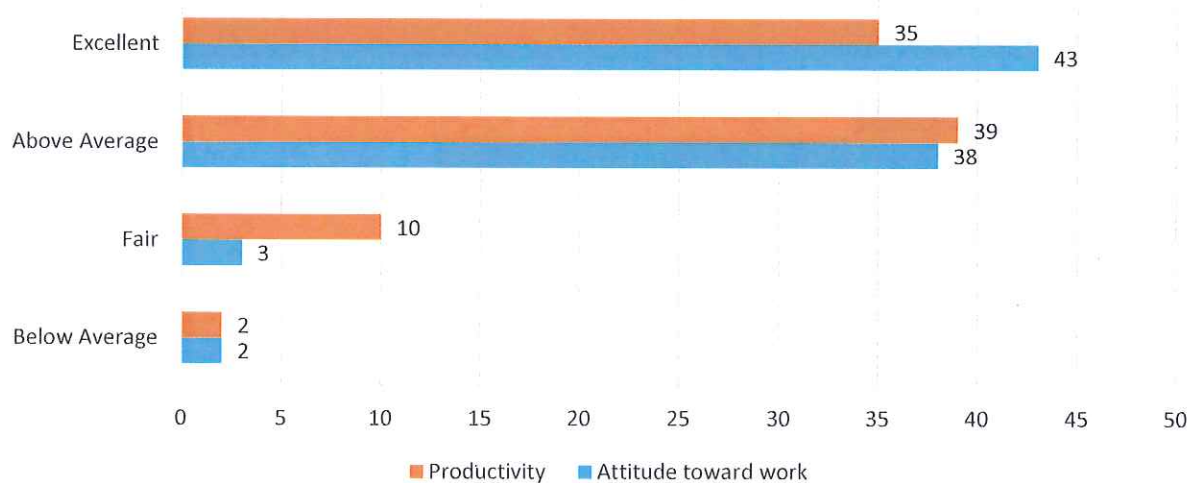
38% of the businesses surveyed indicated that their investments will occur in another city or town within the county. In our red flag discussion, we determined that most of these businesses currently have a presence in Hooksett and seek additional presence in a new market area. However, as many as nine of the investments would occur elsewhere (see Chart 3-5).

Chart 3.5: Where Investment will Occur
(expansion, renovation, new facility., etc.)



Businesses surveyed in Hooksett identify the workforce in town as having an above average to excellent view on its community's rating on its attitude towards work and productivity.

Chart 3.6: Overall, how do you rate your employees with respect to their attitude toward work and their productivity?



Finally, businesses shared their opinion of Hooksett as a place to do business and as a place to live. On average, businesses scored Hooksett as an "Average" place to do business and an "Above Average" place to live.

Chart 3.7: What is your overall opinion of your community (i.e., where your business is) as a place to conduct business?

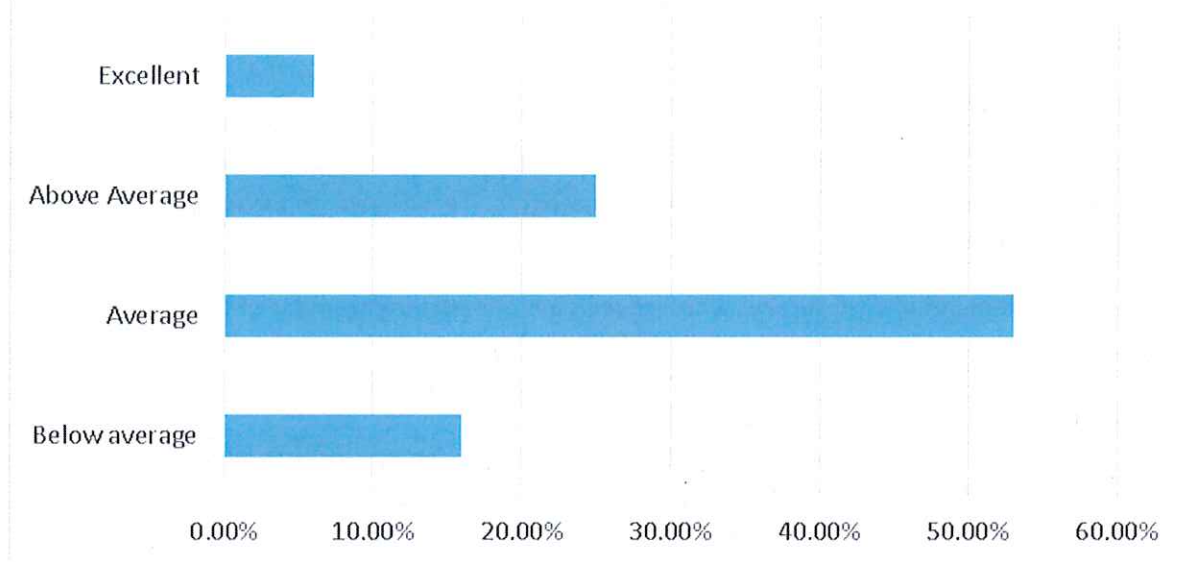
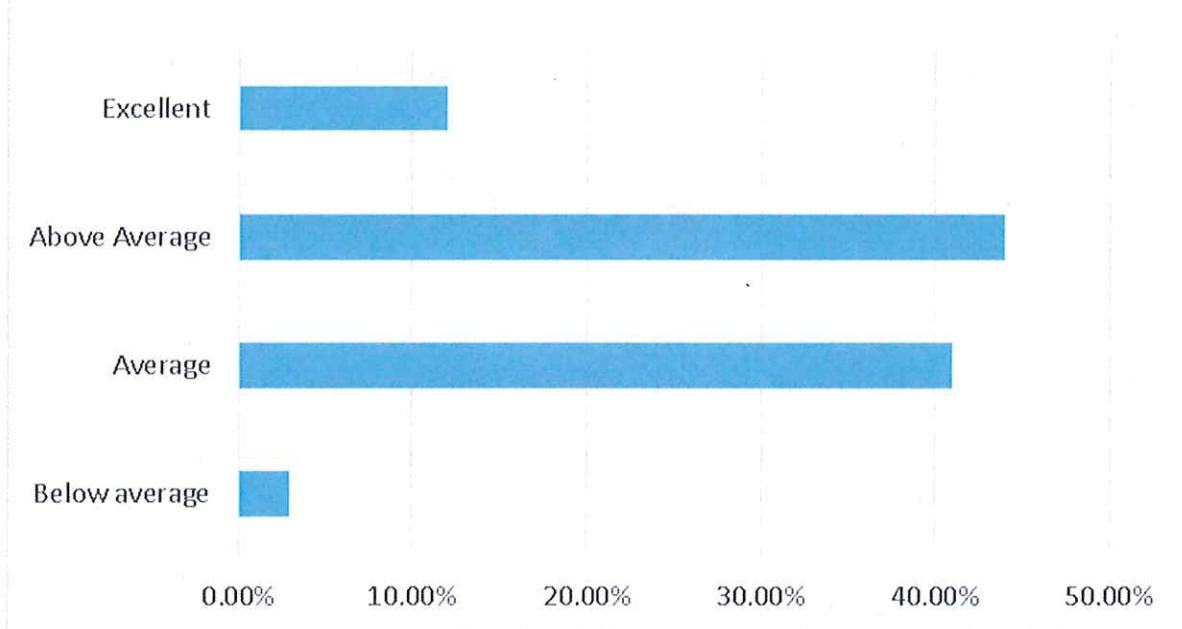


Chart 3.8: What is your overall opinion of your Community (i.e., where your business is located) as a place to live?



Chapter IV. Survey Analysis and Results

The previous chapter identified the key findings of the survey data tabulated for the Town of Hooksett. The information gathered by the surveys will be the foundation of establishing projects that will attempt to address the issues the businesses communicated through the surveys to help them grow and expand. As mentioned before, we cannot thank each visitor enough for the time they gave to visit and collect information from each of the 34 participating businesses.

Strengths, Weaknesses, Opportunities, and Threats

During the Campus Research Review meeting (see Chapter 1 of this report), participants were asked to look critically at a summary of the survey results and identify any strengths, weaknesses, opportunities, and threats in the data. Some important data points:

- Overall, 34 businesses completed surveys which reveals a moderate engagement of the business sector in Town;
- Hooksett is the 4th largest community in Manchester Metropolitan NECTA labor market---74% of the jobs in Hooksett are in the Service Providing Industries;
- The remaining 26% of the jobs in Hooksett are in the Good Producing Industries; and
- On the horizon, businesses indicated that they see technology challenges within their respective industries and a related need to train their workforce to meet those challenges.

Strengths identified include:

1. 79% of the businesses in town are locally owned;
2. The surveyed businesses also indicated they have a high regard for workers Productivity and Attitude toward at work and expect to increase their employment base by 141 jobs over the next three years; and
3. The businesses surveyed have an Above Average opinion (44%) of Hooksett as a place to do business and an Above Average opinion (46%) on Hooksett as a place to live.
4. Lastly, of the businesses surveyed, 50% indicated that ownership/management did have a succession plan;

Weaknesses identified include:

1. Only 12% of the workforce live and work in Hooksett. 88% live in town and commute out to work.
2. 50% of the businesses surveyed indicated inadequate labor skill in their recruiting efforts ;
3. Limited infrastructure for business expansion;
4. Lastly, when asked what three items are the most important community factors to be improved, the business response was traffic flow and signage, Special events or promotions in the shopping area and variety of businesses.

The Campus Research Review panel identified several opportunities within the survey responses.

Opportunities identified include:

1. Over 40% of the businesses surveyed indicated that they will undergo major technological changes in the future;
2. 61% of the businesses surveyed responded that they have plans to modernize or expand their present building;
3. A majority of the businesses surveyed indicated that they seek to expand in town
4. Better utilizing the river as a key asset for recreational opportunity; and
5. Continued retention efforts for business outreach, engagement and improved communication;

Threats identified included:

1. 81% of the businesses surveyed indicated that their workforce will require retraining to keep up with technological changes in the workplace
2. Running out of room for business expansion and issues related to expansion;
3. Creating a more business friendly environment in Hooksett;
4. Lack of sewer expansion in key areas of Hooksett;

Most of the ideas presented in this report, as pertinent to Hooksett's BR&E program, were contributed by the 11 people that attended the Campus Review meeting held on the main campus of the University of New Hampshire and the Leadership Team and Taskforce retreat held on August 15, 2016.

Overview of Business Retention and Expansion Strategies

Business retention and expansion programs have a long history. These programs exist to serve the existing business community by educating decision makers and community leaders on better understanding what issues are restraining the growth and prosperity of the business sector. Realizing profits are a key component to the retention and expansion of businesses. A community's environment, its sense of place, to live and raise a family are important as well in attracting and retaining a diverse and productive workforce. Loyalty to the community alone cannot keep businesses in a community. In a free market economy, such as the United States, making a profit is the responsibility of business owners and managers. Government and community groups cannot singularly make a business profitable. However, to the extent that government and community groups can influence the business environment in their community, they can help businesses survive and grow. The next section of this report details strategies and potential projects Hooksett can consider to help its businesses become more competitive and, therefore, remain in and contribute to the local economy.

The potential projects included in this report are intended to be ideas the community can consider during its Leadership Team and Task Force Retreat. The proposed themes and Projects were developed using the input received at the Campus Review Team meeting, and based on economic development theory, experience and practice. The projects reflect the results of the input received and analysis of the business survey.

None of the projects included in this report will address all of the businesses' concerns or serve as a key to prosperity for all businesses and the community. However, they are all potential options that can help strengthen the business sector and the local economy. Note that feasibility analysis has not been conducted on these potential project ideas.

After the Leadership Team and Task Force prioritizes its recommendations, the recommendations will be taken to the Hooksett Town Council to report. The Hooksett Leadership Team and Taskforce will determine how the recommendations will move into implementation. The most effective BR&E implementation involves collaboration among various sectors in the community. This collaboration is a benefit in itself to the local businesses as it provides a forum for addressing important issues, efficiently links businesses to policy makers, helps minimize the duplication of services, and helps inform a cross-section of the community about economic and business issues.

Business Retention and Expansion Strategies for Hooksett

Strategy 1: Help to Improve Hooksett's Workforce skills and training

Strategy 2: Integrate business retention and outreach to improve communication with business community

Strategy 3: Create and promote Tourism opportunities in Hooksett

Process for Setting Priority Recommendation

For each of the above strategies, we will use the following process at the Hooksett Leadership Team and Taskforce Retreat to refine the proposed strategies and projects:

1. Survey results from the BR&E business visits will be reviewed;
2. The Leadership Team and Taskforce participants will review the suggested strategies and projects to insure they are responding to the businesses' concerns;
3. The Leadership Team and Taskforce participants will nominate projects they feel best fit the local area (including new suggestions or modifications of the potential projects in this report); and
4. After final discussion, the Leadership Team and Taskforce will use the Impact Feasibility grid to determine three to five high impact and high feasibility projects.

The recommendations of the BR&E Leadership Team and Taskforce will be presented to the Hooksett Town Council.

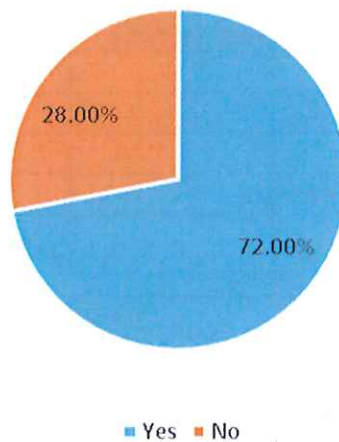
Strategy 1: Help to Improve Hooksett's Workforce skills and training

Overview of Strategy

The businesses surveyed throughout this program have reaffirmed that attracting a qualified workforce was not a problem. Keeping and improving the skills of the existing workforce was the issue. The businesses surveyed identified close to 350 employees in need of training in computer, managerial and general skills.

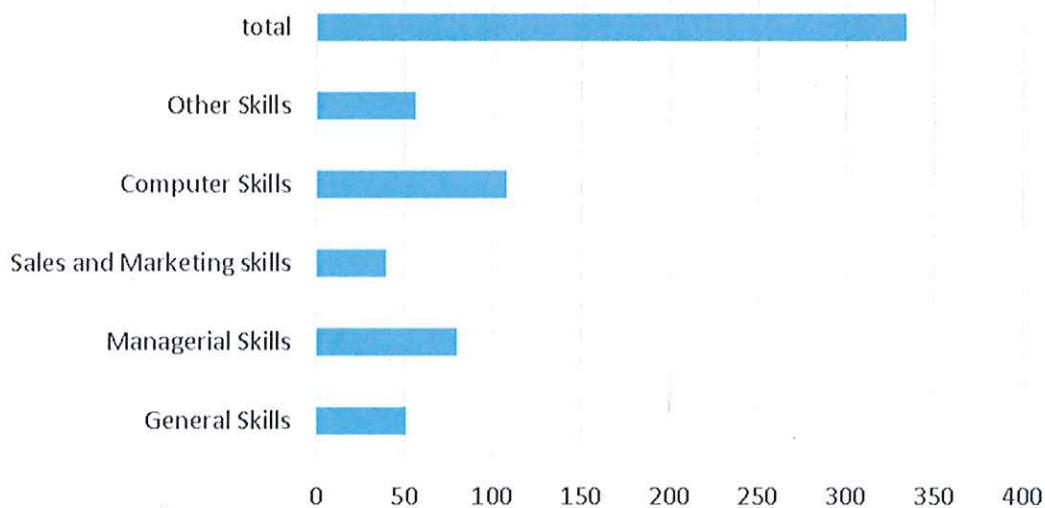
Survey Results Related to the Strategy

Do you need training for either worker or manager?



72% of the business surveyed indicated that additional training was needed by both worker and manager. The businesses also responded that over 100 employees need additional training in computer skills followed by improvement in their managerial skills.

Hooksett



Employees in need of training

Job increase over next three years

	How Many
Professional/Managerial (managers, accountants, HR professionals etc.)	1.5
Information Technology	
Engineers, Scientists and Technicians	2
Arts, Design and other Creative Occupations	
Healthcare Related	
Office and Administrative (secretaries, office clerks, receptionists, etc.)	3
Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	25.5
Agricultural	
Construction	2.5
Repair and Skilled Maintenance (not janitorial)	35
Unskilled Manufacturing (assembly, production helpers, etc.)	32
Skilled Manufacturing (welders, machinists, etc.)	39
Transportation	1
Total:	141.5

The businesses surveyed also anticipate adding 141.5 more jobs over the next three years. This will most likely increase the need for training and skill building.

Potential Projects

1.1 Follow up with the businesses surveyed to identify what type of computer and managerial training is needed to better identify the proper program that may address their needs. The Small Business Development Center has many program around skill building available to businesses. UNH Manchester, Southern NH University or Manchester Community College could be approached with information on what the businesses training needs are. The State's Job Training Fund is a matching grant program that will allow specialized training to be develop to address the business's needs.

1.2 The result of the business survey show that 74% of the training level needed for entry level employee is High School/GED. Develop a high school apprenticeship or internship program to help increase a younger workforce in town. It will help address the skill level of the workforce and increase the percentage of the workforce, which is 12% currently that both live and work in town.

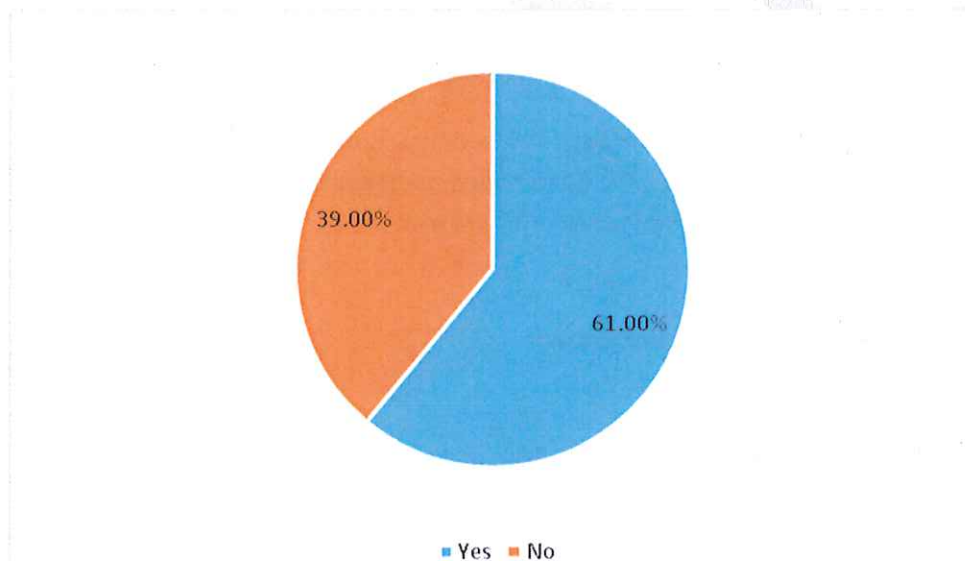
Strategy 2: Integrate business retention and outreach to improve communication with business community

Overview of strategy

12 red flag issues were reviewed by the Leadership Team and Taskforce. 10 of the 12 businesses were seeking to expand their business in Hooksett. Proactive outreach and development assistance would send a positive message to the business community that Hooksett is open for business. The business community could also be a good source of feedback to the town on expediting the review process. Enhancing the economic development portion of the municipal website with information on land, building, infrastructure and workforce information. The Department of Resource and Economic Development (DRED) is launching a site selector's website and Hooksett should take advantage of the opportunity to advertise land available in Hooksett for development. The site could also help provide information to the residents and business community on project developments, economic development initiatives and guide development towards areas of focus by the community.

Survey results supporting the strategy

61% of the businesses surveyed indicated that they had plans to expand their building or equipment.



Plans to modernize or expand building or equipment

Businesses were asked, if you are considering downsizing, selling, moving or closing, what the reasons are:

Top three responses

1. None of the above
2. Expanding at this location
3. Moving/Expanding-Adding another location

Businesses were asked, if investment in their businesses were to occur, where it would happen. The top three responses were:

1. In same city/town as currently located
2. Another city in this county
3. Undecided

Responses one and three gives Hooksett the opportunity to be proactive and keep the business that want to stay and the businesses undecided on the future location.

The community factor most important to the businesses surveyed were:

1. Land, Building and Credit
2. Utilities
3. Government and Regulations

Potential projects

2.1 Establish a schedule of business follow up visits per year to solicit their input on local economic development efforts. Provide information on programs or projects that would help them to grow and create jobs. Examine having an annual business forum to provide input on upcoming economic development initiatives and to keep an on-going dialogue with the business community.

2.2 Update the municipal website to provide strategic and tactical economic development information that will help with the development process and provide useful information about programs, land, utilities and other elements of development process that would encourage economic growth in Hooksett.

2.3 Examine water and sewer expansion in key areas in Hooksett. While the response to water and sewer infrastructure issues in questions 35 and 36 was positive. The open ended questions indicated that some businesses thought that sewer and water issues were key to economic growth.

Strategy 3: Create and promote Tourism opportunities in Hooksett

Overview of strategy

At the Campus Review meeting held back in August, the census of the Leadership Team and Taskforce that attended the meeting felt that Hooksett could better utilize natural resources to enhance its economic development effort. Given Hooksett proximity to I-93, home of two new toll plazas, could position Hooksett as the gateway to the north and use its geographical position to increase tourism, development activity and investment.

Results supporting this strategy

The businesses surveyed were asked what should be the focus of a town marketing strategy. The response was:

1. Activities for children and teens
2. Amusement and recreation activities
3. Arts and cultural events

Businesses were asked in the community factors section of the survey, what three items were the most important:

1. Traffic Flow & Signage
2. Special events or promotions in the shopping area
3. Variety of businesses

Potential projects

3.1 The businesses surveyed indicated that improving recreational activities was important. Some members of the Leadership Team and Taskforce felt that the Merrimack River, which runs down the middle of town, was a largely untapped source of potential tourist and recreational activities. Developing and improving the trail system along the river and connecting onto other trail resources in town may provide the boost to this effort.

Final Strategies and Projects

On September 20, 2016, a small group representing the Leadership team and Taskforce reviewed the Campus Review recommendations. The group discussed the findings and the potential strategies and project proposals and decided to recommend the following strategies and projects:

Strategy 2: Integrate business retention and outreach to improve communication with the business community

Projects:

1. Update the municipal website to provide strategic and tactical economic development information that will help with the development process and provide useful information about programs, land, utilities and other elements of development process that would encourage economic growth in Hooksett.
2. Examine water and sewer expansion in key areas in Hooksett. While the response to water and sewer infrastructure issues in questions 35 and 36 was positive. The open ended questions indicated that some businesses thought that sewer and water issues were key to economic growth.
3. Establish a schedule of business follow up visits per year to solicit their input on local economic development efforts. Provide information on programs or projects that would help them to grow and create jobs. Examine having an annual business forum to provide input on upcoming economic development initiatives and to keep an on-going dialogue with the business community.

Strategy 3: Create and promote Tourism opportunities in Hooksett

Project:

4. The businesses surveyed indicated that improving recreational activities was important. Some members of the Leadership Team and Taskforce felt that the Merrimack River, which runs down the middle of town, was a largely untapped source of potential tourist and recreational

activities. Developing and improving the trail system along the river and connecting onto other trail resources in town may provide the boost to this effort.

The final strategies and projects are a culmination of work completed by the community that started on March 24, 2015. The work by those members that stayed with the project from beginning to end as part of the Leadership Team, Taskforce, Volunteers Visitors and participating businesses should be commended for their work and effort throughout the project.

Now Hooksett's BR&E program is now about to move to Step 3-Implementation. This by far the hardest step in the program. Now you must put the input received from the business community, the strategies and projects developed as a result of this BR&E effort into action. Moving these projects forward will be a community event and it will take a group of committed Hooksett citizens make it happen.

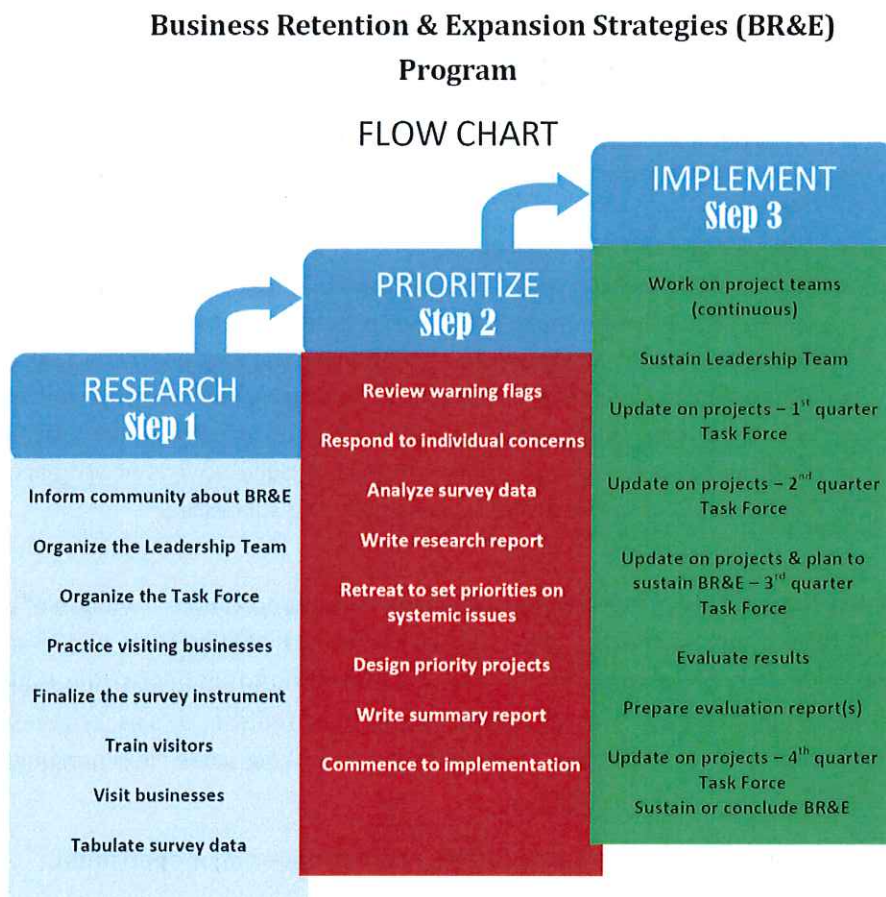
Chapter V. Hints on Successful Implementation of BR&E Projects

The Hooksett BR&E Leadership Team and Taskforce completed steps 1 and 2 of the BR&E program.

Implementation is the 3rd step of the program.

As indicated at the beginning of this program, the reason that the third step is higher than the first two is because it is the hardest step to accomplish.

The community started the BR&E process by asking the business community about their issues, concerns and barriers within the business survey conducted in Step 1. We analyzed that data, discussed it at multiple events and developed projects to address their concerns towards creating an environment conducive to their growth.



Now it is time to put that information into action through the projects identified in the chapter 3. The following information on implementation strategies was developed by the University of Minnesota Business Retention and Expansion Strategies Programs and information contained in the “Local Leadership Manual”.

The following tips for successful project implementation come from two sources: 1. the experiences of more than 200 communities that have carried out BR&E programs in the past (Information gathered from the University of Minnesota Business Retention and Expansion Strategies Programs). These tips are reprinted, with permission, from the BR&E program booklet entitled “Local Leadership Team Manual”. The experiences of nine Minnesota communities as well as a literature search of published articles about BR&E successes (see bibliography below). Note: these tips are for the approach taught by the University of Minnesota Extension. Local modifications to the BR&E process may make some of these tips less relevant.

Some good tips to success:

- Follow sound strategic planning processes.
- From the beginning, stress that the BR&E Visitation Program is a two or three-year effort.
- Projects that have an economic development professional or other staff person involved with a percentage of their time allocated to it are correlated with greater success.

- At the Hooksett BR&E Leadership Team and Task Force Retreat, a UNH Extension Specialist asked those present at the meeting to indicate one of the projects on which they will work. Accountability for implementation is correlated with greater success.
- Even more success is correlated with projects that are done in teams rather than done by an individual.
- Set up a special implementation panel to help the Leadership Team and Task Force oversee project implementation progress.
- Meet at least quarterly to monitor implementation progress.
- Set a date for the first quarterly Implementation meeting before the community commencement meeting.
- Plan each quarterly meeting well.
- Contact the priority project teams between quarterly meetings of the Task Force to encourage them to meet regularly and make progress on their projects.
- Elect or appoint a new Leadership Team at the first quarterly Task Force meeting.
- Keep in touch with the University of New Hampshire Extension BR&E Program.
- Invite regional and state agency, chamber, or other representatives to your quarterly meetings¹.
- Frequently distribute one page outlines or bulleted lists of projects.
- Keep publicizing the projects, especially the successes.

Select some priority projects that are easier to accomplish (i.e. “winnable”) among the other more difficult, long-term projects. Sports teams build momentum by having little victories as they move forward. Sport commentators often comment on who has the momentum in sporting events. In the same way, the BR&E Task Force can build momentum by celebrating its accomplishments as it moves forward toward full implementation of all its priority projects. Thus, picking some “low hanging fruit” among the projects can build the team’s spirit and confidence.

- Ensure that the projects selected do not have major opposition.
- Adequate funding is necessary.

Details on these tips are provided in the “Local Leadership Team Manual” and/or are cited in the bibliography below.

Design Priority Projects

Getting from the Prioritize Step 2 of the BR&E process to Implement Step 3, and being successful in implementation, takes effort and planning. Once the priority projects are selected, the next step is to design specific, measurable, attainable, realistic, and time bound projects (i.e. “SMART”, see http://en.wikipedia.org/wiki/SMART_criteria). Extension can help the community with this process if it wishes by convening the priority project teams at a joint meeting (i.e. where all the teams are there simultaneously) and facilitate SMART project planning. Regardless, the priority projects need to be designed and sourced for success. Each priority project team needs to create a 2 to 3 paragraph summary description to go in the BR&E Summary Report that Extension staff compiles for the Community Commencement Meeting.

¹ Loveridge, Scott and George Morse, “Local Leadership Team Manual,” in the series entitled *Implementing Local Business Retention and Expansion Visitation Programs*, Northeast Regional Center for Rural Development, NERCRD

Community Commencement Meeting

The Hooksett commencement meeting was held on xx,xx,xxxx. This meeting is both a celebration as it is informational. The results of the survey and the conclusions of the program are presented to those attending. After the meeting, participants are encouraged to ask questions of the Leadership Team and Task Force members individually or discuss ways in which they can participate in implementation of priority projects. A few New Hampshire communities have successfully used a process where they ended the large group session by breaking up into small groups led by the priority project teams. In this way, those in attendance that are interested in a particular project can get more in-depth information, offer their insights, and possibly become involved in it. Details on this meeting are given on pages 13-15 of the "Local Leadership Team Manual."

Continuing BR&E Visits

Communities need to continually reach out and communicate with their existing businesses by making in-person BR&E visits. The University of New Hampshire Extension BR&E Program is improving its assistance for BR&E work in New Hampshire. In the near future, Hooksett may wish to do some additional BR&E visitation and follow-up action.

Bibliography of Literature Pertaining to Successful Priority Project Implementation

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CHAPTER VI. Miscellaneous Resources

New Hampshire Department of Resource and Economic Development (DRED) NH Division of Economic Development

172 Pembroke Road
Concord, NH 03302-1856
T: 603.271.2591
F: 603.271.6784
E: info@nheconomy.com

Workforce Community Development

172 Pembroke Road
Concord, NH 03302-1856
Contact: Michael Power
michael.power@dred.nh.gov
603-271-7275

New Hampshire Community Development Finance Authority

The Community Development Finance Authority (CDFA) was established by legislation ([RSA 162-L](#)) in 1983 to address the issues of affordable housing and economic opportunity for low and moderate income New Hampshire residents.

Whether it's providing funding for infrastructure improvements, helping break ground on a new affordable housing development, or providing working capital that allows a business to hire low-to-moderate income workers, the **Community Development Block Grant (CDBG)** is a powerful tool for community growth and benefits to LMI residents.

14 Dixon Ave, Suite 102
Concord, NH 03301
P 603-226-2170
F 603-226-2816
<http://www.nhcdfa.org/>

Manchester Community College

Academic excellence, technology-rich classrooms and learning spaces, flexible schedules, small class sizes and low tuition provide a quality education that's accessible to all who wish to learn. Programs are designed to fit the varying needs of students. Classes are held days, evenings, weekends and online – in both traditional and accelerated formats – and they prepare students for entry into a growing career field or transfer to a baccalaureate institution for further study. Formal agreements with the state's universities provide ease of transfer and maximize credits awarded. Financial aid is also available, including comprehensive packages of grants, loans, scholarships and work-study opportunities.

Partnerships with local business, and faculty members with both academic and professional credentials, provide an experience that extends beyond the classroom and connects students with practitioners in their field. In particular, the Institute for Community Engagement and service learning initiatives strive to sustain existing community relationships and foster new partnerships that are mutually beneficial to the college and community and are supportive of the college mission. Through numerous campus activities, student

volunteerism, and a staffing commitment to community engagement, Manchester Community College partners actively with businesses and community organizations in order to:

- Develop a clear understanding of the needs of shared constituents
- Evolve program offerings to maintain relevancy
- Link more effectively to the communities and people served

More than 200 faculty and staff hold leadership roles in their communities – in business associations, civic groups, faith communities and a host of volunteer organizations. Community groups interested in learning more about MCC or any of the disciplines or programs it offers can arrange for a faculty or staff speaker from the college's active Speakers Bureau.

Contacts

Title	Name	Phone
General Information		860-512-3210
Director of Enrollment Management	Peter Harris	860-512-3213
Associate Director of Admissions	Cynthia Zeldner	860-512-3214
Director of International Affairs	Joseph Mesquita	860-512-3215
Secretary II	Katherine Jones	860-512-3213
Assessment Testing Coordinator	Georgette Hyman	860-512-3304
Enrollment Services Coordinator	Elijah A. Oliver	860-512-3218
Enrollment Services Coordinator	Benjamin Breault	860-512-3229
Enrollment Services Coordinator	Samantha Plourd	860-512-3226

Southern New Hampshire University

At Southern New Hampshire University, your success is our mission. Since 1932, we've been relentlessly reinventing higher education and have gained national recognition for our dedication to helping students succeed.

- One of the lowest tuition rates in the nation and a tuition freeze through June 2016
- Admission counselors to help you choose the degree that best supports your goals
- Your own dedicated academic advisor to provide the guidance and encouragement you need for academic success
- Dedicated career advisors, webinars, internships and more to prepare you to enter or advance in the workforce
- Instructors with real-world expertise in the fields they teach
- World-class student services, including an online bookstore, online library, tutoring and 24/7 tech support, all developed specifically with the busy adult learner in mind

Contact number: 603-645-9611

Southern New Hampshire Regional Planning Commission

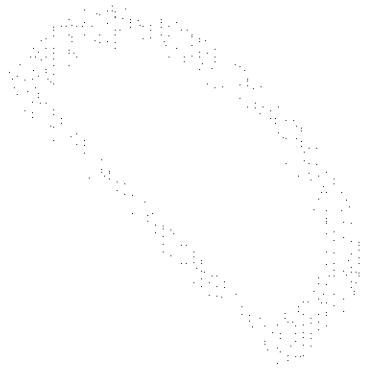
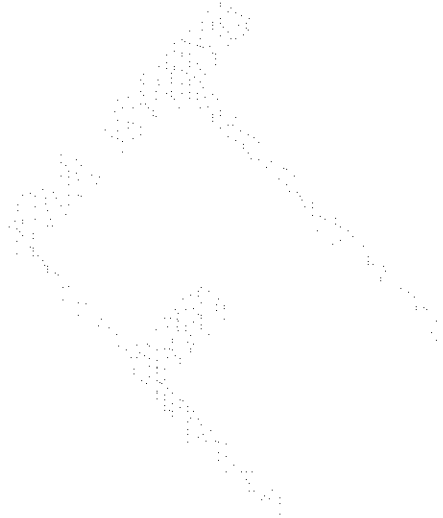
The SNHPC region includes the City of Manchester and the towns of Auburn, Bedford, Candia, Chester, Deerfield, Derry, Francestown, Goffstown, Hooksett, Londonderry, New Boston, Raymond, Weare and Windham. The region encompasses portions of Hillsborough, Merrimack and Rockingham counties. Executive Order Number Fifteen, issued by former Governor Walter Peterson, delineated the SNHPC region. The main functions of the SNHPC are to increase communication; promote intergovernmental cooperation and coordination between planning boards and local officials; promote coordinated development of the region; prepare and adopt regional plans, including policies and strategies for the region; and perform other acts or functions as deemed appropriate to fulfill its duties.

Services offered to the Communities

- Typical examples of basic services commonly provided to the dues-paying member municipalities are as follows:
- Provide technical assistance with the preparation of minor amendments to zoning ordinances, subdivision regulations, site plan review regulations, etc.
- Prepare periodic updates of municipal zoning maps.
- Prepare periodic updates of municipal base maps.
- Provide copies, in reasonable quantities, of base maps and aerial photo prints for the use of the municipality.
- Prepare applications, on a first-come, first-served basis, for Community Development Block Grant (CDBG) funds, which are administered by the Community Development Finance Authority.
- Provide technical assistance with problem subdivision and site plan proposals.
- Prepare code and ordinance amendments to meet the minimum requirements of the National Flood Insurance Program, and attend public hearings to explain the program and answer questions.
- Prepare legal notices and warrant articles pertaining to zoning ordinance and subdivision regulation amendments.
- Attend planning board and/or board of selectmen meetings, upon request, to provide assistance in the resolution of a specific problem(s).
- Provide information to local officials on the availability of various state and federal aid programs of benefit to municipalities.
- Sponsor the annual Municipal Law Lecture Series and distribute announcements of planning and administrative workshops conducted by others.
- Provide copies of Commission reports, statistical data, and graphic resources for municipal use.
- Provide assistance in the interpretation of local zoning ordinances.
- Provide updates on, and staff interpretations of, planning and land use regulations.
- Prepare and distribute "how to" manuals and materials.
- Make the SNHPC library accessible to the local municipalities.
- Provide traffic counts at locations requested by local officials.
- Provide copies of GIS maps with various data layers as they become available.
- Conduct annual training workshops for planning board and zoning board of adjustment members.

OFFICE ADDRESS

438 Dubuque Street
Manchester, NH 03102
Phone: 603-669-4664
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www.snhpc.org



APPENDICES

Section 1: Business Response to Q.42 and 49

Section 2: Survey Data Results

Section 3: Notes from the Margin



Town of Hooksett

Business Retention and Expansion Program

42. What state and local policies are of greatest significance to your com...

- Zoning
- Friendly code and inspection in heating, plumbing and a/c regulations and inspections
- Building codes: What requirements they must fulfill as enforced by the building department
- Business property taxes
- Regulations directed at child care or child businesses. 1.) Regulations on foam. Must be treated with fire retardant, but gets on gym mats and they breath it in 2.) Legislation that would require gyms to be treated as daycare proposed
- Impact fees Unnecessary town expenses (fire department, stantec)
- NH is business friendly Firearm regs are important NH is good compared to MA
- Some local ordeals can be frustrating Signage-maybe
- None- Water guy said can't water every day.
- Enterprise tax
- Zone Laws Signage Laws
- N/A-More federal
- Licensing issues for childcare
- Building codes: The requirements by the building department to open a business
- Tax rate
- Infrastructure improvements
- Taxes/Business Taxes!
- Town Fire Enforcement Policy Environmental Policy

49. We have covered many issues. Please help us set some priorities on ho...

- Networking events Important to develop relationships with people in community to build referrals and trust
- Thank you!! I know how hard it can be to make things better and I really appreciate your time you're spending on this!
- Expand sewer to site-is it available? 2.) Training workforce-with colleges
- Priority: Follow procedures Website said to call Joanne and she helped through the process. They had an excellent experience
- -Exit 10 does not lend to sending people this side of the river -No vibrant dining/social scene - Dead town on weekends compared to others -Statewide initiative- NH Made = Quality, Rural = jobs, Both= sense of community -Town should have a package of incentives for desired incoming businesses -6-12 month tax reductions for empty properties -Hooksett is in top per capita in



state but Hooksett Road makes it look like the poorest -Vandalization, empty buildings -Would love to see a bridge between this side of the river and other in between 93 and village -Better if town departments worked together (town planning specifically) -Simple packet for incoming businesses (too hard to get everything done) -No town center, dis function in town, not a destination, ok for production not for store front -Brewers are looking for places where they can have a restaurant/ be more of a destination -Price of building is too high

- Starbucks Infrastructure needs: 1.) Traffic lights 2.) Sidewalk to Shaws Plaza
- Help businesses expand or relocate with all the regulations it is very difficult to find land and then get a loan to expand. Existing rents are high and cause small businesses to work to pay rent. -Problems with signs in the past, would like to see more community events that bring people in and allow businesses to represent themselves. -Would like to get the business involved with schools (field trips, promotions) -Heating a gymnasium is costly -Looking for land lease or project financing help for land and/or building
- Town must: Look good, feel good, be good. Need pro-business people on boards- planning, zoning-Make them accountable for their votes, publish voting records. Labor is a huge problem- The work visa is critical to success and it was a problem this year.
- Traffic on Rt 3 in AM and evening. There are too many cars. People cut through our parking lot to avoid traffic.
- New talent and people to get the community enthusiastic about business development -We need better direct leadership where there is a system of management -Make Hooksett a community where the Metropolitan area around can feel comfortable to move into and make Hooksett a more business friendly town. -Improve the infrastructure, stop thinking short term and plan for the future (Schools, roads without traffic such as southbound on Hooksett Road, between space center and Bank of America)
- If the town engineer could come and talk to us about the proposed work, because we don't know anything and we feel like nobody cares about us and our concerns, when it comes to construction. If the town had a website to promote all the businesses in town and list all events, it would help with tourism. Lack of awareness for businesses to promote themselves and their events.
- Sewer line is the #1 thing the town should focus on this side of the river to allow business growth. Town should make businesses aware of application for "business sign" on state highway.
- Traffic flow, blocks people coming in and out Construction of the new road didn't help
- Would have liked to have seen results from a previous survey
- In touch with town hall. Lacking breakfast restaurants.
- Haven't had to deal with town for anything. No issues. No problems. Good location. Like Exit 10 businesses and restaurants. Employees support these businesses. Hotel nearby would be nice for clients/sales people who visit. On-site childcare would be nice and cut down on employee sick/leave days.



Extension



- Promotion-what the town has to offer. Make people want to come to Hooksett. People have no idea where Hooksett is. There really isn't a shopping area. The town could drastically improve tourist attractions. Firebird is an eyesore. A lot of scores were high (positive) because of proximity to Manchester. Hooksett does not offer a lot. No physical location of CoC- presence is important and valuable.
- There's a lack of common sense in Planning Board, Zoning Board, and regulations. Sprinkler and fire requirements and engineering are too expensive. Regs seem to be designed for large businesses. The town's silly close-minded thinking is frustrating. There needs to be some relief for existing, small businesses. Town feels like 3 separate towns. (south side, west side, village) Town struggles to find its identity because no downtown.
- Traffic backup on Hooksett Road. Business signage Before approving a new business, limit the number of same businesses
- Priority: Follow procedures Website said to call JoAnne and she helped them through the process. They had an excellent experience
- "Dinner & Movies" would be a draw for the area. The restaurant choices would increase revenue to the community by allowing local residents to spend money locally. -Town should have a focus on providing services that would appeal to the younger citizens and transient college students-to generate incremental increases to town business that is not yet realized or achieved to a satisfactory level. -Shared growth opportunity, economic incentives would be key
- Promoting local businesses to its local population, "shop local" trend could improve -Choice of where to go rather than automatically produced referrals -Promoting local/small businesses vs. large companies/hospitals -Business expos with affordable rates for promotion
- Give survey ahead of time (Did not see it)
- Kids not prepared for employment. No communication skill on work ethic
- Difficult for restaurant industry to get loans (2 loans out of 17 attempts) Lack of planning and development. Little support from town council-no support towards EDC, with 3 exits no growth focus to improve, lots of land empty
- Matt Lavoie Building Inspector good/cordial/knowledgeable- EDC needs to work with businesses and council, special interests on council and planning board
- Space would make business bigger-Unattainable space, satisfied overall with town, "Nothing town does that hurts me" Lack of state mowing of roadside-to present Hooksett looking better, does town handle roadside land/gardens at Hooksett welcome sign? Yes. Not picturesque in comparison to adjacent Manchester roadsides
- Have a plan! Be action oriented. Hooksett doesn't do enough for economic dev. Need more type of businesses. Sidewalks roll up at 6pm. Would like to see TIF District at Exit 10 for sewer. Hooksett needs a FT Economic Development Director Make sure something gets done and people know about it
- Would be nice to have water and sewer at the street



Extension



- Consistency with town departments -Uniformity within retail business signs (advertising) -Nice looking buildings/street views (Brings good vendors/customers) and helps develop the town's image and value



Town of Hooksett

**Business Retention and Expansion Strategies Program
Survey- N=34**

Community: _____

Date: _____

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

- ☐ Yes (100%)
☐ No

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

- ☐ Yes (50%)
☐ No (50%)

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

Community _____

State _____

Year _____

Q2c. If yes, what year? _____

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

- ☐ Branch (18%)
☐ Distribution (6%)
☐ Headquarters (18%)
☐ Home-based business
☐ Manufacturing (3%)
☐ Office-operation (non HQ) (3%)
☐ Research & Development
☐ Retail Sales Office (15%)
☐ Other: _____ (42%)

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

- ☐ Yes (79%)
☐ No (21%)

- Q4b. If No, where is your corporate headquarters located? (Please identify city, state & country)
- Q5a. Do you have multiple locations? (Check one answer)
- ☐ Yes (41%)
 - ☐ No (59%)
- Q5b. If yes, where are they located?
- Q6. Which of the following North American Industry Classification System (NAICS) categories best describes your business? (Check one answer)
- ☐ Administration/Support/Waste Management/Remediation Services
 - ☐ Agriculture/Forestry/Fishing/Hunting (3%)
 - ☐ Accommodation/Food Services (9%)
 - ☐ Arts/Entertainment/Recreation (9%)
 - ☐ Construction (6%)
 - ☐ Educational Services (6%)
 - ☐ Finance/Insurance (6%)
 - ☐ Health Care Services/Social Assistance (9%)
 - ☐ Information
 - ☐ Management of Companies & Enterprises
 - ☐ Manufacturing (9%)
 - ☐ Mining, Quarrying, and Oil and Gas Extraction
 - ☐ Other Services (15%)
 - ☐ Professional/Scientific/Technical Services (6%)
 - ☐ Public Administration
 - ☐ Real Estate/Rental and Leasing
 - ☐ Retail Trade (18%)
 - ☐ Transportation and Warehousing (3%)
 - ☐ Utilities
 - ☐ Wholesale Trade (3%)

Your product/service

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

	a. Name the major products or services offered by this establishment	b. What percentage of your total sales comes from each? (Total should equal 100%)	c. Are sales of this product or service? (Check one answer)		
			Increasing (73%)	Stable (21%)	Decreasing (6%)
(1)					
(2) Other products or services (specify)			(58%)	(32%)	(10%)

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

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

Labor Force

Q9. Please estimate how many workers (including yourself) are employed by you at this location. We'd like you to break this out between full-time and part-time for the two time periods shown.

	a. Full Time	b. Part time (as defined by the business)	c. Seasonal (hired by the business)	d. Temp agency employees
Currently	2027	190	59	142
Three years ago	994	95	16	53
Difference	+1033	+95	+43	+89

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

- ☐ Business did not exist 3 years ago (5.56%)
- ☐ Change in management (11.11%)
- ☐ Change in profits (5.56%)
- ☐ Change in subcontracting
- ☐ Changes in worker efficiency (22.22%)
- ☐ Corporate decisions/policies (16.67%)
- ☐ Entered new markets (22.22%)
- ☐ Expansion (33.33%)
- ☐ Government regulation
- ☐ Growth in demand (33.33%)
- ☐ Increased competition
- ☐ Lack of demand
- ☐ New products/services (16.67%)
- ☐ Renovation (5.56%)
- ☐ Technological changes (11.11%)
- ☐ Other _____ (22.22%)

Q11. What is the average hourly starting wage paid to employees in each category? (If you do not have employees in that category, write Not Applicable or NA)

	Average Hourly Wage or NA
Professional/Managerial (managers, accountants, HR professionals etc.)	\$24.03
Information Technology	\$25.00*
Engineers, Scientists and Technicians	\$31.88
Arts, Design and other Creative Occupations	\$20.83
Healthcare Related	\$15.38
Office and Administrative (secretaries, office clerks, receptionists, etc.)	\$15.10
Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	\$10.66
Agricultural	-
Construction	\$22.17
Repair and Skilled Maintenance (not janitorial)	\$17.38
Unskilled Manufacturing (assembly, production helpers, etc.)	\$14.33
Skilled Manufacturing (welders, machinists, etc.)	\$19.92
Transportation	\$17.33

*Based on small number of input

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

	Yes	No	Unsure	Not Applicable
Professional/Managerial (managers, accountants, HR professionals etc.)	20%	59%		21%
Information Technology	4%	42%		54%
Engineers, Scientists and Technicians	20%	28%		52%
Arts, Design and other Creative Occupations	5%	38%		54%
Healthcare Related		18%	5%	77%
Office and Administrative (secretaries, office clerks, receptionists, etc.)	18%	56%		26%
Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	25%	43%		32%
Agricultural	4%	17%		79%
Construction	8%	20%		72%
Repair and Skilled Maintenance (not janitorial)	23%	31%		46%
Unskilled Manufacturing (assembly, production helpers, etc.)	12%	28%		60%
Skilled Manufacturing (welders, machinists, etc.)	24%	20%		56%
Transportation	8%	21%		71%

Q13. If you answered "yes" for any category in question 12 above, identify up to 3 of the most important reasons for your recruiting problem. (Circle up to three)

- ☐ Competition for employees (27%)
- ☐ High cost of training employees (9%)
- ☐ High wage rates for labor (18%)
- ☐ Inadequate labor skills (50%) –High cost at housing
- ☐ Lack of child care
- ☐ Poor work attitudes (41%)
- ☐ Workers cannot pass screening (drug, criminal record check, etc.) please specify _____ (27%)
- ☐ Workers lack documentation of legal work status
- ☐ Workers will not commute into the area (5%)
- ☐ Workers will not relocate into the area -Town/Region not attractive or appealing for relocation
- ☐ Other _____ (36%)

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

	By %, commute time for your employees
Within a 15 minute drive one way	39%
16-30 minute drive one way	48%
31-60 minute drive one way	12%
61+ minute drive one way	1%

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

- ☐ Ad in local community papers (25%)
- ☐ Ad in metro / state-wide papers (13%)
- ☐ Hire our own apprentices (22%)
- ☐ Hire people who were initially temporary employees (13%)
- ☐ Internet advertising on job boards (e.g. Monster, Craig's List, etc.) (53%)
- ☐ Internet advertising on our own website (34%)
- ☐ Internet advertising through social media (e.g. Facebook, LinkedIn, etc.) (34%)
- ☐ Job Fair (19%)
- ☐ New Hampshire Office of Workforce Opportunity (6%)
- ☐ Placement office of four-year, community and / or technical colleges (13%)
- ☐ Private search firm (3%)
- ☐ Professional associations (3%)
- ☐ Promote from within (31%)
- ☐ Referrals from existing employees (47%)
- ☐ Sign in the window (13%)
- ☐ Temporary agency / staffing service business (13%)
- ☐ Union
- ☐ Walk-in (31%)
- ☐ Word of mouth (63%)
- ☐ Other _____ (25%)

Q16. Do you expect the number of employees you have in each of the following categories to increase, decrease or stay the same over the next three years? (Check Increase, Stay Same, Decrease as it applies). If you expect a change, how many employees will be added or subtracted? (Indicate by how many).

	Increase	Stay Same	Decrease	How Many
Professional/Managerial (managers, accountants, HR professionals etc.)	23%	77%		1-2
Information Technology	6%	94%		-
Engineers, Scientists and Technicians	25%	75%		2
Arts, Design and other Creative Occupations	33%	67%		-
Healthcare Related	15%	85%		-
Office and Administrative (secretaries, office clerks, receptionists, etc.)	24%	76%		3
Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	41%	59%		25.5
Agricultural	8%	92%		-
Construction	29%	71%		2.5
Repair and Skilled Maintenance (not janitorial)	33%	67%		35
Unskilled Manufacturing (assembly, production helpers, etc.)	33%	67%		32
Skilled Manufacturing (welders, machinists, etc.)	41%	53%	6%	39
Transportation	20%	80%		1
				141

Q17. Overall, how do you rate your employees with respect to their attitude toward work and their productivity? (Circle one answer per line)

	Poor	Below Average	Fair	Above Average	Excellent
Attitude toward work		3%	9%	50%	38%
Productivity		3%	9%	53%	34%

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

- ☐ Yes (72%)
- ☐ No (28%)

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

	Number of People Needing Training
General Skills	51
Managerial Skills	80
Sales and Marketing	39.5
Computer Skills	108
Other Skills (please list)	56

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

- ☐ A government supported program (e.g. NHWorks or similar program) (3%)
- ☐ Apprenticeships
- ☐ Contract with private vendors for online training (31%)
- ☐ Contract with private vendors for on-site training (22%)
- ☐ Contract with public vendors (technical colleges, etc.) for online training (3%)
- ☐ Contract with public vendors (technical colleges, etc.) for on-site training (3%)
- ☐ Do not provide any employee training (3%)
- ☐ In-house training (one-on-one by supervisor or co-worker, training department classes, etc.) (84%)
- ☐ Self-taught (manuals, videos, training materials) (56%)
- ☐ Send employees to training offsite (59%)
- ☐ Other (Please list) _____ (6%)

Q20. What level of training is needed for the majority of entry level employees?

- ☐ High school/GED (74%)
- ☐ Technical/Community College (23%)
- ☐ 4-year College Degree (3%)
- ☐ Professional Degree

Customers

Q21. We are interested in the location of your customers. Please estimate the percent of your gross sales coming from the following locations:

	By % - (all items should total 100%)
Local (within 25 miles)	70%
Regional (26-100 miles)	23%
Outside the region but in the United States	7%
Outside the U.S.	-

Q22a. Is your business currently exporting internationally? (Check one answer)

- ☐ Yes, we export directly from our business
- ☐ Yes, but we sell our product internationally through another company which exports it (ex: US parent company, etc.)
- ☐ No (100%)

Q22b. If no, what prevents you from exporting your product? (Check all that apply)

- ☐ Business designed to serve specific area (33%)
- ☐ Business is too small (11%)
- ☐ Concerns about receiving payment
- ☐ Costs I risks are too high
- ☐ Lack of knowledge of foreign countries/markets (4%)
- ☐ Lack of specific export knowledge (4%)
- ☐ Language barrier
- ☐ Never fully considered it before- but I would like to consider it (4%)
- ☐ Restrictive state and or federal regulations
- ☐ Starting plans to export
- ☐ Tough competition (4%)
- ☐ Other _____ (56%)

Q23. If you export now, or previously exported, please identify problems, if any, that you have exporting your product(s). (Check all that apply)

- ☐ Transportation of product
- ☐ Lack of export financing (17%)
- ☐ Restrictive state and/or federal regulations
- ☐ Inadequate knowledge of foreign countries/markets
- ☐ Other _____ (67%)
- ☐ I do not have problems exporting my product(s) (17%)

Changes

Q24a. Are there any major technological innovations on the horizon in your industry that might affect your company? (Check one answer)

- ☐ Yes (38%)
- ☐ No (41%)
- ☐ Not Sure (21%)

Q24b. If yes, what are these?

Q24c. If yes, will these new technologies require retraining of your labor force?

- ☐ Yes (85%)
- ☐ No (15%)

Q25. Does this company have a succession plan (ownership/management)?

- ☐ Yes (50%)
- ☐ No (26%)
- ☐ Not Applicable (24%)

Q26. Are there changes in your business plan for the next three years? (Check all that apply)

- ☐ No change in operations (48%)
- ☐ Change in mix of goods/services (15%)
- ☐ Add or subtract product lines (21%)
- ☐ Change production technology (15%)
- ☐ Other _____ (27%)

Q27. Do you have a written business plan?

- ☐ Yes (72%)
- ☐ No (28%)

Q28a. Do you have any plans to modernize or expand your present building(s) or equipment?

- ☐ Yes (61%)
- ☐ No (39%)

Q28b. If yes, what is planned?

Q28c. If yes, when will the work begin (year)

Future Location Decisions

Q29. Are you currently considering? (Check all that apply)

- ☐ Downsizing (6%)
- ☐ Selling (3%)
- ☐ Merging with or acquiring another business (6%)
- ☐ Moving (18%)
- ☐ Closing
- ☐ Expanding-at this location (33%)
- ☐ Expanding-adding another location (18%)
- ☐ Other changes to business plan (6%)
- ☐ None of the above (45%)

Q30. If you said in Question 28 that you are considering downsizing, selling, moving or closing, what are the reasons? (Check all that apply)

- ☐ Changing market conditions (13%)
- ☐ Overcrowded building (50%)
- ☐ No land for expansion (25%)
- ☐ Transportation problems (13%)
- ☐ Crime/vandalism
- ☐ Low work productivity (15%)
- ☐ Environmental concerns
- ☐ Rigid code enforcement (including ordinances and building codes) (13%)
- ☐ High local taxes
- ☐ High state taxes
- ☐ Lease expiration (13%)
- ☐ Poor telecommunications/internet
- ☐ Insufficient labor supply
- ☐ Retiring (13%)
- ☐ Another business opportunity
- ☐ Business incentives from other jurisdiction(s)
- ☐ Trying to sell business but unable to sell it
- ☐ Other (specify) (25%)

Q31. If moving or expanding at another location, where are you considering? (Check all that apply)

- ☐ In same city as currently located (54%)
- ☐ Another city in this county (specify city) _____ (38%)
- ☐ Another county in the state (specify county and city) _____ (8%)
- ☐ Another state (specify city and state) _____ (8%)
- ☐ Outside of the United States (specify city and country) _____
- ☐ Undecided (15%)

Q32. If not expanding your business, what is the single biggest factor or issue preventing you?

Q33a. Do you rent / lease or does this business own this facility? (Check one answer)

☐ Rent/Lease (38%)

☐ Own (62%)

Q33b. If Rent/Lease, when does the current rental agreement expire?

Q34a. Does your company currently own or rent / lease sufficient property to allow for expansion if necessary? (Check one answer)

☐ Yes (44%)

☐ Maybe (9%)

☐ No (47%)

Q34b. If Maybe or No, what type of land, buildings, and space needs do you foresee?

Community Factors

35a. Workforce

Question	Not at all Important		2		3		Very important		Total
Availability of skilled labor	20.83%	5	20.83%	5	8.33%	2	50.00%	12	24
Availability of unskilled labor	47.83%	11	17.39%	4	17.39%	4	17.39%	4	23
Wage rates	36.00%	9	12.00%	3	20.00%	5	32.00%	8	25
Employee health care costs	52.38%	11	4.76%	1	9.52%	2	33.33%	7	21
Union presence	86.67%	13	6.67%	1	0.00%	0	6.67%	1	15

35b. Education and Training

Question	Not at all Important		2		3		Very important		Total
K-12	36.36%	8	4.55%	1	22.73%	5	36.36%	8	22
Higher education within a reasonable drive	39.13%	9	0.00%	0	39.13%	9	21.74%	5	23
Technical training programs	50.00%	10	0.00%	0	20.00%	4	30.00%	6	20

35c. Transportation/Location

Question	Not at all Important		2		3		Very important		Total
Highway accessibility	3.70%	1	3.70%	1	22.22%	6	70.37%	19	27
Air service	62.50%	15	25.00%	6	4.17%	1	8.33%	2	24
Proximity to major markets	7.69%	2	3.85%	1	19.23%	5	69.23%	18	26
Proximity to raw materials	52.38%	11	23.81%	5	19.05%	4	4.76%	1	21
Proximity to service suppliers	34.78%	8	8.70%	2	43.48%	10	13.04%	3	23
Railroad service	78.95%	15	10.53%	2	5.26%	1	5.26%	1	19
Public Transportation	63.16%	12	5.26%	1	10.53%	2	21.05%	4	19

35d. Land, Buildings, and Credit

Question	Not at all Important		2		3		Very important		Total
Availability of land	3.70%	1	11.11%	3	25.93%	7	59.26%	16	27
Cost of land	7.14%	2	3.57%	1	14.29%	4	75.00%	21	28
Availability of buildings	12.50%	3	0.00%	0	12.50%	3	75.00%	18	24
Cost of buildings	8.00%	2	4.00%	1	12.00%	3	76.00%	19	25
Availability of loans	11.54%	3	11.54%	3	15.38%	4	61.54%	16	26
Cost of loans	11.11%	3	14.81%	4	7.41%	2	66.67%	18	27

35e. Utilities

Question	Not at all Important		2		3		Very important		Total
Energy cost (electric, natural gas)	7.41%	2	11.11%	3	18.52%	5	62.96%	17	27
Energy reliability (electric, natural gas)	7.41%	2	11.11%	3	18.52%	5	62.96%	17	27
Telecommunications & broadband reliability	7.41%	2	7.41%	2	11.11%	3	74.07%	20	27
Telecommunications & broadband cost	14.81%	4	11.11%	3	22.22%	6	51.85%	14	27
Broadband speed	14.29%	4	0.00%	0	14.29%	4	71.43%	20	28

35f. Local Business Support

Question	Not at all Important		2		3		Very important		Total
Community attitude towards business	3.57%	1	0.00%	0	14.29%	4	82.14%	23	28
Community promotion of itself and business	3.57%	1	7.14%	2	21.43%	6	67.86%	19	28
Chamber of commerce	7.41%	2	7.41%	2	48.15%	13	37.04%	10	27
Economic development authority	7.41%	2	11.11%	3	44.44%	12	37.04%	10	27
Incentives for business investment in facilities, worker skills or more wor...	7.14%	2	10.71%	3	32.14%	9	50.00%	14	28

35g. Quality of Life

Question	Not at all Important		2		3		Very important		Total
Recreational opportunities	17.86%	5	28.57%	8	21.43%	6	32.14%	9	28
Cultural opportunities	33.33%	9	18.52%	5	33.33%	9	14.81%	4	27
Social organizations and networks	14.29%	4	17.86%	5	35.71%	10	32.14%	9	28
Housing supply	25.00%	7	17.86%	5	21.43%	6	35.71%	10	28
Housing costs	25.93%	7	14.81%	4	22.22%	6	37.04%	10	27
Health care facilities	28.57%	8	21.43%	6	25.00%	7	25.00%	7	28
Availability of child care	25.00%	7	25.00%	7	28.57%	8	21.43%	6	28
Schools	18.52%	5	25.93%	7	29.63%	8	25.93%	7	27

35h. Government and Regulation

Question	Not at all Important		2		3		Very important		Total
Fire Department	10.71%	3	14.29%	4	28.57%	8	46.43%	13	28
Police Department	10.71%	3	10.71%	3	32.14%	9	46.43%	13	28
Sewer & Water	14.29%	4	21.43%	6	17.86%	5	46.43%	13	28
Street Maintenance	10.71%	3	17.86%	5	25.00%	7	46.43%	13	28
Environmental regulations	7.41%	2	22.22%	6	33.33%	9	37.04%	10	27
Planning and zoning	3.70%	1	18.52%	5	29.63%	8	48.15%	13	27
Code enforcement	3.57%	1	17.86%	5	21.43%	6	57.14%	16	28

35i. Local Government Financial Management

Question	Not at all Important	2	3	Very important	Total				
Property Taxes	10.71%	3	7.14%	2	14.29%	4	67.86%	19	28
Other Local Taxes and fees	7.14%	2	10.71%	3	21.43%	6	60.71%	17	28
Spending priorities	7.41%	2	14.81%	4	37.04%	10	40.74%	11	27
Budget process & financial management	14.81%	4	14.81%	4	37.04%	10	33.33%	9	27

36a. Workforce

Question	Very Dissatisfied	2	3	Very Satisfied	Total
Availability of skilled labor	0.00%	0 22.22%	6 22.22%	6 55.56%	15 27
Availability of unskilled labor	10.71%	3 14.29%	4 35.71%	10 39.29%	11 28
Wage rates	0.00%	0 3.45%	1 41.38%	12 55.17%	16 29
Employee health care costs	25.00%	6 20.83%	5 25.00%	6 29.17%	7 24
Union presence	11.11%	1 0.00%	0 33.33%	3 55.56%	5 9

36b. Education and Training

Question	Very Dissatisfied	2	3	Very Satisfied	Total
K-12	0.00%	0 0.00%	0 34.48%	10 65.52%	19 29
Higher education within a reasonable drive	3.85%	1 0.00%	0 26.92%	7 69.23%	18 26
Technical training programs	4.17%	1 4.17%	1 20.83%	5 70.83%	17 24

36c. Transportation/Location

Question	Very Dissatisfied	2	3	Very Satisfied	Total
Highway accessibility	0.00%	0 3.23%	1 22.58%	7 74.19%	23 31
Air service	4.55%	1 4.55%	1 18.18%	4 72.73%	16 22
Proximity to major markets	0.00%	0 0.00%	0 34.48%	10 65.52%	19 29
Proximity to raw materials	0.00%	0 5.56%	1 33.33%	6 61.11%	11 18
Proximity to service suppliers	0.00%	0 0.00%	0 29.17%	7 70.83%	17 24
Railroad service	14.29%	1 0.00%	0 57.14%	4 28.57%	2 7
Public Transportation	7.14%	1 28.57%	4 21.43%	3 42.86%	6 14

36d. Land, Buildings, and Credit

Question	Very Dissatisfied		2		3		Very Satisfied		Total
Availability of land	3.70%	1	25.93%	7	37.04%	10	33.33%	9	27
Cost of land	11.11%	3	22.22%	6	37.04%	10	29.63%	8	27
Availability of buildings	7.69%	2	30.77%	8	30.77%	8	30.77%	8	26
Cost of buildings	11.54%	3	30.77%	8	26.92%	7	30.77%	8	26
Availability of loans	9.09%	2	13.64%	3	40.91%	9	36.36%	8	22
Cost of loans	0.00%	0	18.18%	4	40.91%	9	40.91%	9	22

36e. Utilities

Question	Very Dissatisfied		2		3		Very Satisfied		Total
Energy cost (electric, natural gas)	13.33%	4	26.67%	8	43.33%	13	16.67%	5	30
Energy reliability (electric, natural gas)	0.00%	0	14.81%	4	48.15%	13	37.04%	10	27
Telecommunications & broadband reliability	3.45%	1	6.90%	2	37.93%	11	51.72%	15	29
Telecommunications & broadband cost	0.00%	0	13.79%	4	48.28%	14	37.93%	11	29
Broadband speed	3.70%	1	11.11%	3	33.33%	9	51.85%	14	27

36f. Local Business Support

Question	Very Dissatisfied		2		3		Very Satisfied		Total
Community attitude towards business	0.00%	0	17.24%	5	34.48%	10	48.28%	14	29
Community promotion of itself and business	0.00%	0	30.77%	8	30.77%	8	38.46%	10	26
Chamber of commerce	0.00%	0	13.04%	3	39.13%	9	47.83%	11	23
Economic development authority	8.70%	2	17.39%	4	39.13%	9	34.78%	8	23
Incentives for business investment in facilities, worker skills or more wor...	15.79%	3	31.58%	6	26.32%	5	26.32%	5	19

36g. Quality of Life

Question	Very Dissatisfied		2		3		Very Satisfied		Total
Recreational opportunities	0.00%	0	6.67%	2	50.00%	15	43.33%	13	30
Cultural opportunities	3.45%	1	20.69%	6	41.38%	12	34.48%	10	29
Social organizations and networks	0.00%	0	11.11%	3	48.15%	13	40.74%	11	27
Housing supply	0.00%	0	3.45%	1	51.72%	15	44.83%	13	29
Housing costs	3.85%	1	11.54%	3	50.00%	13	34.62%	9	26
Health care facilities	0.00%	0	3.45%	1	51.72%	15	44.83%	13	29
Availability of child care	8.00%	2	4.00%	1	52.00%	13	36.00%	9	25
Schools	3.57%	1	7.14%	2	39.29%	11	50.00%	14	28

36h. Government and Regulation

Question	Very Dissatisfied		2		3		Very Satisfied		Total
Fire Department	3.13%	1	3.13%	1	31.25%	10	62.50%	20	32
Police Department	3.13%	1	0.00%	0	34.38%	11	62.50%	20	32
Sewer & Water	10.00%	3	0.00%	0	43.33%	13	46.67%	14	30
Street Maintenance	0.00%	0	3.13%	1	56.25%	18	40.63%	13	32
Environmental regulations	0.00%	0	7.41%	2	55.56%	15	37.04%	10	27
Planning and zoning	6.90%	2	13.79%	4	44.83%	13	34.48%	10	29
Code enforcement	10.00%	3	10.00%	3	36.67%	11	43.33%	13	30

36i. Local Government Financial Management

Question	Very Dissatisfied		2		3		Very Satisfied		Total
Property Taxes	16.67%	4	25.00%	6	37.50%	9	20.83%	5	24
Other Local Taxes and fees	11.54%	3	19.23%	5	46.15%	12	23.08%	6	26
Spending priorities	6.25%	1	25.00%	4	43.75%	7	25.00%	4	16
Budget process & financial management	5.88%	1	23.53%	4	47.06%	8	23.53%	4	17

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

Question	Very Negative Impact (- 2)		-1		No Impact (0)		+1		Very Positive Impact (+2)		Total
(a) Activities for children and teens	0.00%	0	6.06%	2	54.55%	18	12.12%	4	27.27%	9	33
(b) Amusement and recreation activities	0.00%	0	6.06%	2	54.55%	18	12.12%	4	27.27%	9	33
(c) Arts and cultural events	0.00%	0	3.03%	1	63.64%	21	9.09%	3	24.24%	8	33
(d) Community atmosphere	0.00%	0	0.00%	0	50.00%	16	15.63%	5	34.38%	11	32
(e) Community: diversity:	0.00%	0	0.00%	0	68.75%	22	15.63%	5	15.63%	5	32
(f) Festivals or events	0.00%	0	3.03%	1	57.58%	19	12.12%	4	27.27%	9	33
(g) Historic atmosphere (downtown, barns, etc.)	0.00%	0	0.00%	0	78.13%	25	9.38%	3	12.50%	4	32
(h) Information for tourists	0.00%	0	0.00%	0	72.73%	24	9.09%	3	18.18%	6	33
(i) Landscapes (downtown, farm, natural)	5.88%	2	0.00%	0	73.53%	25	5.88%	2	14.71%	5	34
(j) Lodging facilities	3.13%	1	0.00%	0	56.25%	18	25.00%	8	15.63%	5	32
(k) Meeting/conference facilities	0.00%	0	0.00%	0	63.64%	21	15.15%	5	21.21%	7	33
(l) Museums/historic sites	0.00%	0	3.03%	1	78.79%	26	6.06%	2	12.12%	4	33
(m) Natural environment	0.00%	0	6.06%	2	57.58%	19	12.12%	4	24.24%	8	33
(n) Outdoor recreation (including hunting/fishing)	0.00%	0	3.13%	1	65.63%	21	9.38%	3	21.88%	7	32
(o) Proximity to potential visitors	0.00%	0	0.00%	0	54.55%	18	15.15%	5	30.30%	10	33
(p) Seasonal tourism	0.00%	0	0.00%	0	55.88%	19	26.47%	9	17.65%	6	34

(q) Transportation access for potential visitors	0.00%	0	0.00%	0	55.88%	19	17.65%	6	26.47%	9	34
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Q37b. Which of the features listed in Question 37a do you feel should be the focus of a marketing image for this community? (Please list the letters for up to three choices)

First Choice **A- Activities for children and teens**

Second Choice **B- Amusement and recreation activities**

Third Choice **C- Arts and cultural events**

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

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

	Poor	2	3	Excellent	Don't Know
(r) Traffic flow/signage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(s) Variety of businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(t) Variety of places to eat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q38b. What three items from the above list in Question 38a are the most important to be improved? (Identify up to three letters from the above list)

First Choice **Q- Special events or promotions in the shopping area**

Second Choice **P- Quality of merchandise handled by merchants**

Third Choice **R- Traffic flow/signage**

Q39. Considering all the factors in Question 38a, how would you rate the overall atmosphere in your local shopping area? (Check one answer)

- ☐ Poor
- ☐ Below Average (16%)
- ☐ Average (53%)
- ☐ Above Average (25%)
- ☐ Excellent (6%)

Q40. What is your overall opinion of your community (i.e. where your business is) as a place to conduct business? (Check one answer)

- ☐ Poor
- ☐ Below Average (3%)
- ☐ Average (41%)
- ☐ Above Average (44%)
- ☐ Excellent (12%)

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

- ☐ Poor
- ☐ Below Average
- ☐ Average (36%)
- ☐ Above Average (46%)
- ☐ Excellent (18%)

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

Broadband

- Q43. How important is broadband (high speed internet) to your business?
- ☐ Very Important (71%)
 - ☐ Important (6%)
 - ☐ Somewhat important (18%)
 - ☐ Not important (6%)
- Q44. What types of internet connection do you have at your business (If more than one, which is used more)?
- ☐ Cable (81%)
 - ☐ DSL (19%)
 - ☐ Fiber Optics (7%)
 - ☐ Wireless (61%)
 - ☐ Satellite (3%)
 - ☐ Dial-up
 - ☐ Other _____ (7%)
 - ☐ If more than one, which is used more _____
- Q45. What does your business currently use the internet for (check all that apply).
- ☐ Advertise (76%)
 - ☐ Sell your product (ecommerce) (39%)
 - ☐ Support Services (55%)
 - ☐ Train staff/Clients (55%)
 - ☐ Manage Data (61%)
 - ☐ Research (61%)
 - ☐ Recruit employees (46%)
 - ☐ Communicate with clients/customers (70%)
 - ☐ Teleworking (Use of broadband away from the office) (46%)
 - ☐ Other _____ (12%)
- Q46. What is the current upload speed?
- ☐ Less than 1.5 Mbps (3%)
 - ☐ 1.6-2.99 Mbps
 - ☐ 3-5.99 Mbps (7%)
 - ☐ 6-9.99 Mbps (3%)
 - ☐ 10-24.99 Mbps (13%)
 - ☐ 25-100 Mbps (3%)
 - ☐ Greater than 100 Mbps (3%)
 - ☐ Not sure (68%)

To measure your upload and download speed, go to the following link: http://iwantbroadbandnh.org/speed_test

- Q47. What is the current download speed? (See results from above speed test)
- ☐ Less than 1.5 Mbps (4%)
 - ☐ 1.6-2.99 Mbps
 - ☐ 3-5.99 Mbps
 - ☐ 6-9.99 Mbps (4%)
 - ☐ 10-24.99 Mbps (21%)
 - ☐ 25-100 Mbps (11%)
 - ☐ Greater than 100 Mbps
 - ☐ Not sure (61%)
- Q48. Is your internet upload and download speed connectivity sufficient for your business needs?
- ☐ Yes (84%)
 - ☐ No (6%)
 - ☐ Not sure (10%)
- Q49. We have covered many issues. Please help us set some priorities on how the UNHCE BR&E Task Force can help your business or what we should work on to help all of our existing businesses grow and expand. Please give your additional comments.
- Q50. If we find an issue in your survey response in which a certain individual or individuals may be able to respond to your concern in a beneficial way, do you authorize us to release your survey information to them?
- ☐ Yes - Your contact information will be shared with the resource person(s) to aid them in understanding your company and the concern. (58%)
 - ☐ No - We will provide you information about the resource available to assist you, and you will make the first contact with the resource. The resource person(s) will not have access to your survey. (42%)

7/19/2016

TOWN OF HOOKSETT: NOTES IN THE MARGIN

Q2b.

- Been in current building since 2003
- Began as Oxford Health Plan with 2 in Nashua, moved to Hooksett
- Still have Bow location too

Q3.

- Small sandwich shop
- TD Bank offers an Affinity Membership Program, Last year they contributed \$9,800 to the Hooksett Library, \$11,104 contributed in 2016, Acct must be flagged stating which non-profit you wish to support, Library, HYAA, PTA, or Robie's Preservation Group. % goes towards effort. No cost to customer. 2nd highest contribution for all branches from Maine to Florida

Q4a.

- Est. 1935

Q6.

- Non-profit
- National/International coverage same in NH
- Landscaping, retail nursery

Q7.

- 1-2% decreasing due to closing Sundays
- Nursery up, landscaping down, net zero, they balance each other out

Q8b.

- Labor is a huge problem, the work visa is critical to his success and it was a problem this year

Q9.

- 10 amount is maximum due to space restraints
- Struggle to get good help
- Husband and wife
- Workers efficiency
- Slight increase from 3 years ago
- Building capacity for 1,000 people, one of Hooksett's largest employers
- Typically there would be 15-16 but now there are 8-9, this is because he couldn't get workers back through the visa program, needs supplemental summer labor

Q10.

- Road construction hurt business in Front Road
- Property and consults division expansion
- H2B program was suspended in 2015 during application process, if we did not get all our requested workers, we've lost some employees due to alteration this year and have not replaced them

Q11.

- Commission and seasonal positions
- Architects
- Minimum wage if no experience, If experienced they earn more, Wages are experience-based
- Tellers
- Contract out, IT, Facilities Management
- Delivery Maintenance- \$15/hr, Skilled Manager- \$52,000/yr, Skilled Nursery Staff- \$16/hr

Q12.

- Need to work within kid's schedules (High School kids in sports and activities), hire High School/College kids but they don't apply for jobs as much anymore
- Tend to come to us
- Architects
- Retail sales- Not as many people available with the skill set that need a job. Looking for people who are passionate about it
- Technical college skill- Manchester
- Childcare workers
- Word of mouth, internet, newspapers, industry contacts
- Prep
- Tellers
- Call center reps
- Coaches
- Skilled landscape/construction

Q13.

- Not qualified
- Get him info-has had interns from SNHU who were hired
- Trouble recruiting in the whole area, not just Hooksett. Other companies (Fidelity, Cigna) offer better pay and benefits, have lost employees to Cigna, target people from retail sector, can offer benefits and better hours and mold them better
- Problem recruiting skilled coaches north of Bow, Better market for it Hooksett and South, can't just hire anyone off the street, need gymnastics and safety training, hard to get former students to stay on as coaches, one of the only gyms in the area that does junior Olympics training

Q14.

- Surrounding area and lakes region
- Most from NH

Q15.

- Retains employees-they don't leave me
- BNi
- Merrimack College
- Referrals
- I have to know and trust my employees

Q16.

- Might increase
- May change, 8-10 weeks out straight, most challenging to find
- Childcare workers
- Yard person
- Waitstaff
- Teller
- Good turnover rate
- He may add one more to nursery staff, to get the number back to 6 employees and 7-8 skilled landscapers

Q17.

- Do employee survey every year
- Nursery above average, landscaping excellent

Q18a.

- Managers train employees
- Training is provided in house
- Could always need more training
- Training is available out there, in surrounding areas
- Training is ongoing
- Always do training
- in-house and leadership skills/computer programing are done off-site by third party

Q18b.

- 5 marketing people
- Other skills not so crucial
- Training available but you need to find it
- Customer service

Q19.

- NHADA-Auto Dealers Association, PPG-Paint Company
- Teresa trains
- Every 4 months change the beer/wine menu and food menu and employees are trained then and taste menu to know about it

Q20.

- Hands on better than Auto Body Schooling
- HS/GED at least
- Technical/Community College-minimum for managerial, PT's need Professional Degree

Q21.

- We ship to internal customers, GE Corp. ships to external customers
- Advertise through local Community events, Facebook, Hooksett, Manchester, Concord

Q22a.

- Not at this time

Q22b.

- Not the type of service you can export (tree care)
- Service oriented

Q24a.

- Overtime not anytime soon
- Phone based apps for estimates, invoicing, payments, propane powered equipment to reduce emission, green initiative for snow services, using better melting salt products

Q24c.

- Using Ipads instead of laptops

Q25.

- Son is part owner
- Adult son and daughter will take over
- Family owned
- Children
- Not yet but considering

Q26.

- Menu/product changes
- Procor-moving towards electronic drawings

Q27.

- An outline
- But they do have an in-house policy/manual

Q28a.

- Just completed remodel
- Just completed 2 weeks ago
- He does not own building, will bring in more equipment though
- Not at this time
- Equipment-Point of sale competitors, electronics updating with the times
- Option to enlarge building- depends on town hall, definitely

Q28c.

- Have students from Concord, Bow, Hooksett, Auburn, Candia. Would want to locate near current gym (Londonderry Turnpike) or at Exit 10 or 11, looking for land lease or project financing help for land and/or building. Rent ends Jan 1, 2017, looking to expand, would need bubble building (no posts or beams), Need 20,000 sf bubble building, 4-5 acres, lots of parking, utilities don't really matter (sewer vs septic), needs to accommodate events and state meets (300-400 attendees)

Q29.

- Possibly in the future
- Giving current location another year, may expand to another location in the next year
- Always looking
- In a spot where can't sell

Q30.

- Can make this building work but if can find a better suited place may move
- Would sell property "in a second" if an offer came along. Opened here in 2003. "If I'd known then what I know now I wouldn't have located here."

Q31.

- Depends if he can find something better
- Not considering
- Acquiring the lot next door

Q33a.

- Rent/Lease Building 2-13 Industrial Park Dr, Own Building 1-9 Industrial Park Dr
- Own the whole plaza
- Own the building, but rent the land
- Have gone through many building owners, don't know what will happen when lease is up, corporate makes these decisions

Q35.

- Would not relocate
- D1-Only if building
- C3- To customer base
- All research done online now, G-Taxes high, I1-Too high
- Financial consideration/Profitability determined by Corporate not Local
- E2-Lost power a lot
- A5- No union, C-Needs traffic flow or care, Merchants drove Rt 3 project-positive results, E-Power to building increased by Eversource, Cellphone not great, H3-Septic, Sewer-is it available?, I-Inline
- E-Heating gymnasium is costly, H6-Have been told Hooksett is a difficult place to put a business in, would like to get his business involved with schools (field trips, promotions)
- A1- H2B Visa- if he could get all of the workers that he wants through this program he could move anywhere

Q36.

- A4-High rates, D-Cost of getting land, E-Costs, E1-High rates, F5-None to do-incentives for workers, G-Taxes
- D5-2 loans out of 17 attempts, D6-Difficult for restaurant industry to get loans, F1-Difficult at times, F4-Little support from Town Council-No support towards EDC, with 3 exits no growth focus to improve, lots of land empty, H6-Lack of planning and development, H7-Matt Lavoie Building Inspector good/cordial/knowledgeable, EDC needs to work with business and council, special interests on planning board and council, I1-Pay with whole plaza together
- F2,3,4-Can do more

- A4-Anthem, Harvard, Pilgrim, E-Liberty Eversource, F4-Transportation infrastructure, G-Wants sidewalk on Route 3, Traffic lights, wants CVS minute clinic-type service
- C-Luckily, route 3 widening, construction didn't negatively affect business, E-Don't rely on internet much, so not an issue, H4-Good compared to other towns, I1-Could be lower, I3,4-Don't live in Hooksett
- G8- No High School
- F3- No physical location of CoC, presence is important and valuable, G-Because of proximity to Manchester scores are high, Hooksett does not offer a lot of these
- G7- Too many facilities
- I-Could cost less
- C6- Commuter Rail Service, E3-Slow when poor weather, E4-Large part of utility cost
- A-Find good technicians and mechanics, E-Cellphone service not reliable, F1-Not much participation, H3-Would like to tie in, H6,7-Past experience 15 years ago
- G7-Onsite would be nice, would cut down on number of employee sick/leave days
- Had problems with signs in the past, would like to see more community events that bring people and allow businesses to represent themselves
- D1-Prices of land on Hooksett Road have come down and become more affordable, F1-2 and getting better, 3 because of changes in Hooksett, too much money is spent, too high

Q37a.

- (k) Catering from SNHU
- (h) Tourism affects business in that it brings more families to town
- If I could have them all that would be very positive, the town could drastically improve tourism attractions
- Don't know- doesn't live in town or have children

Q37b.

- Town feels like 3 separate towns (south side, west side, village) so it's hard to figure out these type of things, Town has trouble finding its identity because no downtown
- Don't know much about Hooksett. Don't see it, on the edge of town
- Town must: Look good, Feel Good, Be good

Q38a.

- (d) Room for improvement, (t) Not a lot of variety of places to eat
- (t) Could use more places to eat and shop
- (d) Sidewalks, traffic lights, (t) Wants Panera
- (e) Usually a police presence around the store at closing time
- Pertains to Exit 10 area, towns should make businesses aware of application for "attraction signs" on state highway
- (t) Breakfast restaurants lacking
- (d) Depends where you are, Firebird is an eyesore
- (d) Getting better
- (a) Happy because the advertising is controlled on billboards, (p) Mostly Corporate managed vs "Mom and Pop" businesses, (t) Incentive to promote local restaurant chains growth, Golden Coral, Common Man, Noodles and Company
- (d) "Disconnected", (r) Hooksett Road
- Biggest asset is the river, restaurant on river would be nice, need additional high-end restaurants

-Like exit 10 businesses and restaurants, employees support those businesses, hotels nearby would be nice for clients/sales people who visit

Q38b.

-Traffic on Route 3 in AM and evening, there are too many cars, people cut through our parking lot to avoid traffic

Q39.

-Because of lack of awareness
-There really isn't a shopping area

Q40.

-Because of lack of awareness for businesses to promote themselves and their events

Q41.

-Lived in Hooksett all my life
-Aside from High School issue

Q45.

-From jobsites (not working from home)
-Server not managed locally

Q46.

-8.82
-3.9
-Poor
- #1 31 Farrwood Drive-Download: 21.24, Upload: 12.65, Latency: 16.00, #2 Comcast-Download: 20.43, Upload: 12.57, Latency: 21.00
-12.77 Upload
-Did not work, couldn't connect to website
-Comcast B to B

Q47.

-35.08
-11.82
-65.07 Download

Q48.

-Soon-often upgrade
-No problems so far
-Uses Comcast
-Barely makes it

Q50.

-Need pro-business people on boards-planning zone-make them accountable for their votes, publish voting records

