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Roseville Business Retention and Expansion Strategies Program

Research Report

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RESEARCH REPORT

February 2014

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Sponsors:
Roseville Housing and Redevelopment Authority
Xcel Energy
University of Minnesota Extension
Minnesota Department of Employment and Economic Development

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Table of Contents

CHAPTER 1. BACKGROUND ON THE ROSEVILLE BUSINESS RETENTION AND EXPANSION PROJECT

The purpose of this chapter is to provide an overview of the Roseville Business Retention and Expansion Strategies 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 Roseville 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 Roseville 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 Minnesota Business Retention and Expansion Strategies Program.

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 strategy focuses on the retention and expansion of existing businesses to assist them in navigating today's global economy. While the attraction of new businesses and incubation of start-ups can be important components of an overall economic development strategy, communities now recognize that helping existing businesses to survive and grow is the number one strategy.

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. For instance, according to Minnesota DEED data, in the first quarter of 2012, existing businesses added more than four times as many jobs in the state as did newly created or newly recruited businesses combined. Roseville, 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 Roseville, 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 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 Roseville BR&E Program

The Roseville Business Retention and Expansion (BR&E) Program is an on-going community effort. This section of the report details important milestones that have been achieved and details future plans of the program.

Program Objectives

The Roseville BR&E Program has six objectives:

- To demonstrate support for local businesses
- To help solve immediate business concerns
- To increase local businesses' ability to compete in the global economy
- To establish and implement a strategic plan for economic development
- To build community capacity to sustain growth and development.
- Develop and foster a relationship with our existing businesses

Program Sponsors

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

- Roseville Housing and Redevelopment Authority (HRA)
- The City of Roseville
- Xcel Energy

Program Organization

Organizing and launching a BR&E program in a community typically takes initiative from a core group of community members who are interested in seeing the program implemented. The Roseville Leadership Team recruited volunteers, identified businesses to visit, gave input into the survey, and performed business visits. The Leadership Team is also responsible for the coordination of the milestone meetings and for building community awareness of the program. The Leadership Team is responsible for the recruitment of the Task Force. The BR&E Task Force serves as a guide for the BR&E process. The Task Force helps the Leadership Team to complete the business visits. The Task Force also attends a retreat where the group is provided the overall results of the surveys and sets priorities for how to respond to the survey results. In Roseville, the Task Force will serve as an advisory committee to the Roseville HRA Board.

Jeanne Kelsey, Acting Executive Director of the HRA, was the overall leader for the Roseville BR&E. She was assisted by Josh Hill, Community Development Intern.

Volunteer Training

A volunteer visitor training session were held on November 6, 2013. The training session was held at Roseville City Hall. The session oriented volunteer visitors to the BR&E process and trained them on delivering the survey. Volunteers work in teams of two during business interviews. One person holds primary responsibility for asking the questions while the second person records the responses.

Business Selection

Participants in the Roseville BR&E Program visited 41 businesses. Here is the selection process as written by Josh Hill, Community Development Intern.

Database sources:

The Dunn & Bradstreet (D&B) database was run on 7 October 2013 for businesses with 10+ employees in Roseville. Before filtering, this list contained 607 entries. The city of Roseville was also provided a list of 1153 employers in Roseville from Greater MSP. After filtering for businesses with 10+ employees, this list was reduced to 336 entries. The Twin Cities North Chamber of Commerce (TCNCC) also provided a list of 38 businesses in Roseville.

Database compilation:

As Roseville has the highest retail per capita in the state of Minnesota, it was decided that retail should be excluded. Restaurants, all public employers, all schools, and medical establishments were also not included. As the aim was to reach businesses that had local decision-making power, many chain or national businesses were excluded, largely at the discretion of city staff.

To achieve this, the Greater MSP and D&B lists were sorted by North American Industry Classification System (NAICS) codes provided in both databases. After sorting by category, the above mentioned categories were manually reviewed and deleted from the lists. The TCNCC list did not have NAICS codes but was short enough to do a similar process manually, as most businesses were recognizable by name.

This significantly shortened the lists and they were manually merged into one master Excel list as there was considerable overlap between them. To the extent possible in a limited time, checks were done on businesses via the internet to verify their status and their continued presence in Roseville, with those that had closed or relocated out of Roseville being removed from the list.

The list was narrowed to 165 businesses and was again sorted by NAICS category. Approximately 2/3 of each category was randomly selected and provided the initial list of 101 businesses selected for participation, and these businesses were sent a letter on 6 November 2013 inviting them to participate. This number was decided on as a target as completion of interviews was reliant on volunteers, and it was decided that assigning around 6 businesses per pair of volunteers was realistic and would keep teams from burning out. The remaining 65 businesses were kept on a backup list.

As some businesses did not respond or declined to participate, the backup list of 65 businesses was more thoroughly examined and 17 additional businesses that could be verified via web or phone call were sent a letter inviting them to participate. Additionally, the Greater MSP list was reexamined. The list was narrowed to those businesses with 5-9 employees and a letter and a survey copy was sent to those 11 businesses on the list with a contact person provided. Both of these letters went out on 15 November 2013.

Business Visits

The Roseville Task Force conducted business visits from November to December of 2013. Two members of the Task Force generally participated in each business visit, effectively capturing the information shared by businesses during the visits. Copies of the completed surveys were mailed to the University of Minnesota Extension BR&E office in St. Paul for processing.

Warning Flag Review

Reviewing the surveys individually for follow-up opportunities is an important community opportunity in a BR&E program. This is probably the single most important activity that a BR&E initiative can do – responding appropriately and confidentially to businesses on issues such as business relocations, concerns with public service, needs for resources, etc.

Campus Research Review

While the Warning Flag Review identifies individual business concerns, the Campus Research Review meeting identifies overarching, universal themes in the survey results. Once these are identified, the Campus Research Review participants suggest ideas for projects the Task Force might undertake to address these themes. Campus Research Review participants typically include members of the Leadership Team, economic development professionals, such as representatives from the Minnesota Department of Employment and Economic Development (DEED), and University of Minnesota faculty. The Roseville BR&E Campus Research Review was held on January 9, 2014.

Research Report Development

Following the Campus Research Review meeting, University of Minnesota Extension prepares the research report. The goal of the research report is to detail the overarching themes identified by the Campus Research Review team and to put forth potential projects. Potential projects are ideas the Task Force might use to address the larger themes identified by the survey. The 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 Roseville BR&E Leadership Team sent the surveys to the University of Minnesota for tabulation and analysis. John Moudy tabulated the surveys and prepared a summary of the data for the Campus Research Review meeting. This research report was then drafted based on the input of the review panel and other ideas. As arranged in the design of the BR&E program, the data for businesses that did not opt out of sharing with the Grow Minnesota! program was shared with Grow Minnesota!. These data will add to Grow Minnesota!'s confidential database of business visits around Minnesota.

Task Force Retreat

A Task Force retreat is scheduled for February 18, 2014. At this retreat, the Roseville Task Force will be presented with the overall results of the survey, overarching strategies for addressing the universal issues identified, and potential projects for addressing these issues. The Task Force will then make recommendations to the Roseville HRA on the major projects that the Task Force thinks that the HRA should implement. The Task Force is free to recommend any of the projects listed in this report, to revise and then adopt any of the projects, or to develop its own project recommendations. Typically, a community will adopt three to five priority projects in the first phase of implementation.

Implementation Resources

As Roseville considers which priority projects to implement it also needs to consider the resources needed to successfully implement them. 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 Roseville?; and 3) Would you be willing to collaborate with us and/or how could our BR&E team help your program? The priority projects might be modified after this meeting to account for additional resources identified.

Community Commencement Meeting

This is a meeting traditionally held to celebrate the accomplishments of the first two phases of a BR&E, the Research and Prioritize phases, and signal the beginning of Roseville's BR&E Implementation phase. For the most impact, this should be a community-wide event. All of the Task Force members, HRA board members, local media, and visited businesses are invited. Other local government, business, and community leaders could be invited, as well as regional and state agency representatives and members of the community. A report summarizing the BR&E program and the priority projects selected for implementation will be prepared by University of Minnesota Extension.

Implementation Meetings

The Roseville HRA will be reviewing and updating their annual work plan to incorporate adopted programs that they implement because of the BR&E. Staff will give periodic updates on the progress of the implementation.

PEOPLE INVOLVED IN THE ROSEVILLE BR&E PROGRAM

Three groups of people have been very important to Roseville's success in its BR&E program. These are: 1) the Roseville HRA 2) the Task Force and 3) the businesses visited. The Campus Review team also deserves acknowledgement for their participation in the process.

Roseville HRA Board

Bill Majerus

William Masche

Dean Maschka, Chair

Vicki Lee

Kelly Quam

Susan Elkins

Robert Willmus

Roseville BR&E Task Force

Many community members participated as Task Force members. This group will make recommendations for action to the HRA board and they also participated in the 41 business visits.

BR&E Task Force Members

Bryan Schmidt, Affinity Plus	Tim Roche, Twin Cities North Chamber
Carol Maloney, Western Bank	Tammy McGehee, Roseville Council Member
Chad Commers, Roseville Properties	Jonathan Weinhagen St. Paul Chamber
Dan Roe, Roseville Mayor	Brian Hayes, Western Insurance Agency
Dean Maschka, RHRA Chair	Dennis Welsch, Retired Community Development Dir.
Dick Klick, MN&WI Insurance Agent	Pat Trudgeon, Roseville Interim City Manager
Lisa Laliberte, Roseville Council Member	Katherine Phoutthaphaphone, Affinity Plus Credit Union
Duane Poppe, Transwestern	Jake Sedlacek, Xcel Energy
Julie Wearn, Roseville Visitors Association	Zachary Crain, Batten & Beasley Law Firm
Megan Barnett-Livgard, Greater MSP	Denise Beigbeder, Ramsey County
Jeanne Kelsey, Acting Executive Director of RHRA	Joshua Hill, Roseville Community Development Intern
Sylvia Garcia, MN DEED	Arlette Cuevas Renteria, CLUES

Businesses Visited as Part of the Roseville BR&E Program

The following 41 businesses graciously agreed to be interviewed as part of the BR&E visitation process. While survey responses are confidential, it is important to acknowledge the effort of participating businesses.

Advanced Circulatory	Lee F. Murphy
AirCorps, LLC	Linn Building Maintenance
ARC - Arthur's Residential Care	LKYB Engineers
B.O.S. Corporation dba: Best Outdoor Services	Lubetech
Building Restoration Corp.	Maguire Agency

Camelot Metals	Meritide, Inc.
Cardinal Health- NPS 414LLC	Minnesota Industrial Battery
Certified Painting, Inc.	Motion Industries
Charles Cabinet	Northstar Computer Forms
Chris Electronics Distributors	Old Dutch
CMD-Catheter & Medical Design, Inc.	Premium Carpet Installations
Color Technologies	Pro Media Productions Inc.
Cortec Enterprises	Respiratory Tech
D&M Iron Works, Inc.	Siemens Industry, Inc.
Commercial Fixtures	Stantec
Delta Management Group, Inc.	Sullivan Riehm Construction
Environmental Restoration	Symantec
Fair Isaac	The Specialty Lab, Inc.
Fastest Inc.	Torgerson Print Finishing
Gausman & Moore	Wheeler Hardware
Horton	

Campus Research Review Team

The Campus Research Review panel was comprised of university faculty, Minnesota Department of Employment and Economic Development (DEED) specialists, economic development professionals, and Roseville Task Force members. A list of participants in the Campus Research Review follows.

Campus Research Review Attendees

Roseville BR&E Task Force

- Jeanne Kelsey, Roseville HRA
- Dean Maschka, RHRA Chair
- Dan Roe, Roseville Mayor
- Pat Trudgeon, Roseville Interim City Manager
- Dennis Welsch, Retired Community Development Dir.

Minnesota Department of Employment and Economic Development

- Tim O'Neill, Labor Market Information

Economic Development Professionals

- Paul Ammerman, City of North St. Paul
- Megan Barnett-Livgard, Greater MSP
- Kathi Schaff, Minnesota Chamber of Commerce

- Jake Sedlacek, Xcel Energy

University of Minnesota

- Michael Darger, Extension Center for Community Vitality
- Josh Hill, Graduate Student Assistant, Extension Center for Community Vitality
- Matt Kane, Extension Center for Community Vitality
- Kristin Mastel, Extension Librarian
- Lee Munnich, Humphrey School of Public Affairs
- Ward Nefstead, Department of Applied Economics
- Elizabeth Templin, Extension Center for Community Vitality

ASSISTANCE FROM THE UNIVERSITY OF MINNESOTA AND OTHER ORGANIZATIONS

University of Minnesota Extension has helped over seventy communities, counties, clusters of cities or counties, or even neighborhoods to implement BR&E visitation programs. Using research on earlier BR&E programs, Extension developed the techniques used in the Roseville BR&E program.

The University of Minnesota and other organizations are providing the Roseville BR&E Program with a variety of technical assistance. Michael Darger, University of Minnesota Extension, is providing limited BR&E consultant services for the Roseville BR&E program. Darger, with assistance from Tim O'Neill (chapter 2), of the Minnesota Department of Employment & Economic Development, prepared this research report, which will be presented at the Task Force Retreat. He will facilitate the Task Force Retreat, prepare a summary report of the recommended projects and present the Task Force recommendations to the Roseville HRA.

CHAPTER 2. A BRIEF PROFILE OF ROSEVILLE AND RAMSEY COUNTY ECONOMY AND DEMOGRAPHICS

The city of Roseville, MN, is located in Ramsey County in the Twin Cities metropolitan region. Uniquely located between Minneapolis and St. Paul, the city of Roseville also shares borders with Little Canada and Maplewood to the east, Shoreview, Arden Hills, and New Brighton to the north, St. Anthony to the west, and Lauderdale and Falcon Heights to the south. Interstate Highway 35W and Minnesota Highways 36, 51, and 280 are the four main routes in Roseville.

Population

As of 2012, there were an estimated 34,486 people living in the city of Roseville. The population of Roseville grew rapidly between 1950 and 1970, increasing from 6,437 people to 34,438 people (+435.0 percent). Between 1970 and 1990, the population of Roseville reversed, declining from 34,438 people to 33,485 people (-2.8 percent). Since 1990, however, the city has grown by an estimated 1,000 people, for a 3.0 percent growth. This growth is similar to a number of surrounding cities, including Shoreview (3.4 percent) and Arden Hills (4.3 percent).

Zooming out, Ramsey County's population grew by approximately 6.5 percent between 1990 and 2012, and by 1.2 percent between 2000 and 2012. Surrounding counties have witnessed much higher growth percentages since 1990, including Washington County (66.8%), Dakota County (47.0 percent), Anoka County (38.2 percent), and Hennepin County (14.3 percent). Comparatively, the population of Minnesota grew by 22.7 percent between 1990 and 2012. See Table 2-1.

Table 2-1: 2012 Population and Rate of Change

Sorted by Growth

City	2012 Population	2000 Population	1990 Population	1990-2012 Growth Rate
Roseville	**34,486**	**33,690**	**33,485**	**3.0%**
Arden Hills	9,597	9,652	9,199	4.3%
Falcon Heights	5,426	5,572	5,380	0.9%
Little Canada	9,987	9,771	8,971	11.3%
Maplewood	39,065	34,947	30,954	26.2%
Minneapolis	392,008	382,618	368,383	6.4%
New Brighton	21,996	22,206	22,207	-1.0%
Shoreview	25,429	25,924	24,587	3.4%
St. Paul	289,270	287,151	272,235	6.3%
County	**2012 Population**	**2000 Population**	**1990 Population**	**1990-2012 Growth Rate**
Ramsey	**517,399**	**511,035**	**485,765**	**6.5%**
Anoka	336,748	298,084	243,641	38.2%
Dakota	404,493	355,904	275,227	47.0%
Hennepin	1,180,138	1,116,200	1,032,431	14.3%
Washington	243,313	201,130	145,896	66.8%
MN	**5,368,972**	**4,919,479**	**4,375,099**	**22.7%**
US	**313,873,685**	**281,421,906**	**248,709,873**	**26.2%**

Source: MN State Demographic Center. Note: 1990 population counts are from the 1990 Census

Table 2-2 shows the distribution of race/ethnicity within Roseville, Ramsey County, and the surrounding area, as of 2012. Minorities accounted for 20.6 percent of Roseville's population, and 33.0 percent of Ramsey County's population in 2012. Ramsey County has a much more diverse population than the surrounding counties of Anoka, Dakota, Hennepin, Washington, and the state of Minnesota overall.

In terms of age breakdown, the highest degrees of diversity are witnessed for those ages 0 to 14 (54.5 percent minority population) and 15 to 24 (41.8 percent minority population). The older age groups are markedly less diverse, with minority populations making up only 11.0 percent of those ages 65 and older. See Table 2-3. It should be noted that the population of Roseville is older than Ramsey County overall. For example, those 55 years of age and older make up approximately 24 percent of Ramsey County's population, while they make up approximately 33 percent of Roseville's population. The median age for Ramsey County is 34.5 years, and the median age for Roseville is 42.3 years.

Table 2-2: 2012 Population Estimate by Race/Ethnicity

City	Total Population	Not Hispanic, White Alone	Black or African American	American Indian and Alaska Native	Asian	Hispanic or Latino
Roseville	**33,833**	**26,879 (79.4%)**	**1,690 (5.0%)**	**128 (0.4%)**	**2,318 (6.9%)**	**1,978 (5.8%)**
Arden Hills	9,588	8,627 (90.0%)	56 (0.6%)	20 (0.2%)	569 (5.9%)	158 (1.6%)
Falcon Heights	5,352	4,320 (80.7%)	166 (3.1%)	26 (0.5%)	600 (11.2%)	166 (3.1%)
Little Canada	9,819	7,256 (73.9%)	737 (7.5%)	79 (0.8%)	1,062 (10.8%)	403 (4.1%)
Minneapolis	385,023	239,351 (62.2%)	66,683 (17.3%)	5,375 (1.4%)	21,060 (5.5%)	38,156 (9.9%)
New Brighton	21,549	16,938 (78.6%)	1,945 (9.0%)	25 (0.1%)	1,154 (5.4%)	969 (4.5%)
Shoreview	25,200	22,044 (87.5%)	509 (2.0%)	1 (0.0%)	1,940 (7.7%)	316 (1.3%)
St. Paul	286,171	160,127 (56.0%)	42,640 (14.9%)	2,015 (0.7%)	42,998 (15.0%)	27,840 (9.7%)
County	**Total Population**	**Not Hispanic, White Alone**	**Black or African American**	**American Indian and Alaska Native**	**Asian**	**Hispanic or Latino**
Ramsey	**510,885**	**342,069 (67.0%)**	**54,016 (10.6%)**	**2,632 (0.5%)**	**60,002 (11.7%)**	**36,471 (7.1%)**
Anoka	331,649	282,532 (85.2%)	13,698 (4.1%)	2,056 (0.6%)	13,325 (4.0%)	11,995 (3.6%)
Dakota	399,443	328,654 (82.3%)	18,870 (4.7%)	1,256 (0.3%)	17,301 (4.3%)	23,839 (6.0%)
Hennepin	1,158,039	831,188 (71.8%)	133,791 (11.6%)	8,301 (0.7%)	71,667 (6.2%)	77,271 (6.7%)
Washington	238,721	204,217	8,131	553	12,265	8,195

		(85.5%)	(3.4%)	(0.2%)	(5.1%)	(3.4%)
MN	**5,313,081**	**4,410,412 (83.0%)**	**267,757 (5.0%)**	**52,569 (1.0%)**	**214,886 (4.0%)**	**250,025 (4.7%)**
US	**309,138,711**	**196,903,968 (63.7%)**	**37,786,591 (12.2%)**	**2,050,766 (0.7%)**	**14,692,794 (4.8%)**	**50,545,275 (16.4%)**
Source: U.S. Census Bureau, 2012 5-yr Population Estimates						

Table 2-3: Ramsey County Population Estimates by Age and Race/Ethnicity, 2012

Age Group	Total Population	Not Hispanic, White Alone Population	Minority Population
0 to 14 years	98,709 (19.3%)	44,890	53,819
15 to 24 years	81,179 (15.9%)	47,281	33,898
25 to 34 years	78,419 (15.3%)	49,649	28,770
35 to 44 years	61,389 (12.0%)	40,536	20,853
45 to 54 years	70,246 (13.7%)	54,810	15,436
55 to 64 years	59,163 (11.6%)	49,933	9,230
65 years and over	61,780 (12.1%)	54,970	6,810
Total Population	**510,885**	**342,069**	**168,816**
Source: U.S. Census Bureau, Population Estimates			

In terms of overall population growth, the city of Roseville is projected to grow by 37.6 percent between 2010 and 2040 (+12,640 people). This growth puts the city at similar rates to its surrounding neighbors, including New Brighton (34.7 percent) and Shoreview (39.8 percent). At the county level, Ramsey County is projected to grow by 25.7 percent between 2010 and 2040 (+130,790 people). This rate of growth is virtually the same as Anoka County, and very similar to Dakota County (29.7 percent). Hennepin County is projected to grow by 34.3 percent, or 394,755 people. See Table 2-4.

Table 2-4: Population and Household Projections, 2010 to 2040

City	Population			Households		
	2010	2040	Change	2010	2040	Change
Roseville	33,660	46,300	12,640 (37.6%)	14,623	20,600	5,977 (40.9%)
Arden Hills	9,552	12,500	2,948 (30.9%)	2,957	4,300	1,343 (45.4%)
Falcon Heights	5,321	5,800	479 (9.0%)	2,131	2,380	249 (11.7%)
Little Canada	9,773	13,900	4,127 (42.2%)	4,393	6,300	1,907 (43.4%)
Minneapolis	382,578	487,700	105,122 (27.5%)	163,540	209,900	46,360 (28.3%)
New Brighton	21,456	28,900	7,444 (34.7%)	8,915	12,700	3,785 (42.5%)
Shoreview	25,043	35,000	9,957 (39.8%)	10,402	14,900	4,498 (43.2%)
St. Paul	285,068	338,900	53,832 (18.9%)	111,001	146,000	34,999 (31.5%)
County	**2010**	**2040**	**Change**	**2010**	**2040**	**Change**

Ramsey	**508,640**	**639,430**	**130,790 (25.7%)**	**202,691**	**276,880**	**74,189 (36.6%)**
Anoka	**330,844**	**415,750**	**84,906 (25.7%)**	**121,227**	**184,020**	**62,793 (51.8%)**
Dakota	**398,552**	**517,030**	**118,478 (29.7%)**	**152,060**	**222,920**	**70,860 (46.6%)**
Hennepin	**1,152,425**	**1,547,180**	**394,755 (34.3%)**	**475,913**	**664,430**	**188,517 (39.6%)**
Source: Metropolitan Council, Preliminary Forecasts to 2040						

Ramsey County Industry Employment

Through the second quarter, 2013, there were 14,018 firms supplying 320,960 jobs in Ramsey County. 36,921 of these jobs, or 11.5 percent, were located in Roseville. Between the second quarters of 2008 and 2013, Ramsey County lost 12,510 jobs, for a 3.8 percent decline. Those industry sectors declining the most between 2008 and 2013 include manufacturing (-11.5 percent), finance and insurance (-17.7 percent), wholesale trade (-16.7 percent), and construction (-12.0 %). Healthcare and social assistance (+7.7 percent), educational services (+5.6 percent), and utilities (+34.9 percent) were the only three major industry sectors to witness growth between the second quarters of 2008 and 2013.

Between the second quarters of 2011 and 2013, Ramsey County grew by approximately one percent, or 2,765 jobs. The largest gains were again witnessed in healthcare and social assistance, which added 2,230 jobs between the two time periods (+4.0%). Other growing industries included construction (+10.2 percent), educational services (+3.2 percent), and retail trade (+2.8 percent).

With 57,721 jobs, making up 18 percent of total employment, healthcare and social assistance was the largest employing industry sector in Ramsey County in 2013. Other large local industry sectors include educational services (31,960 jobs), manufacturing (27,352 jobs), and retail trade (26,585 jobs). The average weekly wage for all industries was $1,030. Industries with significantly higher average weekly wages included management of companies and enterprises ($2,219), utilities ($1,725), and finance and insurance ($1,451). Construction and manufacturing both had average weekly wages equal to $1,359. See Table 2-5.

Table 2-5: Change in Industry Employment in Ramsey County
Sorted by Number of Jobs
Q2 Data, 2008 to 2013

NAICS Industry Title	Q2, 2013 Data			2011-2013		2008-2013	
	Number of Firms	Number of Jobs	Avg. Weekly Wages	Numeric Change in Jobs	Percent Change in Jobs	Numeric Change in Jobs	Percent Change in Jobs
Total, All Industries	14,018	320,960	$1,030	2,765	0.9%	-12,510	-3.8%
Health Care and Social Assistance	1,786	57,721	$877	2,230	4.0%	4,123	7.7%
Educational Services	461	31,960	$996	1,005	3.2%	1,687	5.6%
Manufacturing	685	27,352	$1,359	-724	-2.6%	-3,568	-11.5%
Retail Trade	1,641	26,585	$537	714	2.8%	-1,851	-6.5%

Public Administration	538	25,132	$1,214	-610	-2.4%	-1,424	-5.4%
Accommodation and Food Services	1,102	22,025	$323	405	1.9%	-352	-1.6%
Administrative and Support and Waste Management and Remediation Services	609	19,778	$550	-838	-4.1%	-205	-1.0%
Management of Companies and Enterprises	126	17,267	$2,219	198	1.2%	-352	-2.0%
Finance and Insurance	697	16,211	$1,451	-1,198	-6.9%	-3,477	-17.7%
Professional, Scientific, and Technical Services	1,624	13,496	$1,385	624	4.8%	-4	0.0%
Wholesale Trade	752	12,279	$1,348	691	6.0%	-2,461	-16.7%
Construction	886	11,003	$1,359	1,017	10.2%	-1,499	-12.0%
Other Services (except Public Administration)	1,627	10,937	$641	5	0.0%	-1,291	-10.6%
Information	191	8,522	$1,166	477	5.9%	-486	-5.4%
Transportation and Warehousing	257	7,894	$919	-262	-3.2%	-991	-11.2%
Arts, Entertainment, and Recreation	247	5,565	$670	-420	-7.0%	-687	-11.0%
Real Estate and Rental and Leasing	713	4,389	$770	-113	-2.5%	-301	-6.4%
Utilities	22	1,392	$1,725	165	13.4%	360	34.9%
Source: DEED Quarterly Census of Employment & Wages (QCEW)Program							

Self-Employment

Along with those industry sectors specified above, there are also self-employed establishments without payroll subject to federal income tax, also known as “nonemployers.” Ramsey County had 36,000 such establishments in 2011, with the highest number of self-employed businesses found in professional, scientific, and technical services; other services; and arts, entertainment, and recreation. Total receipts from nonemployers equaled $1.37 billion in 2011. See Table 2-6.

Table 2-6: Nonemployer Statistics in Ramsey County
Sorted by Number of Establishments
Annual Data 2011

Industry	Number of Establishments	Receipts ($1,000s)
Total for all sectors	36,000	$1,374,606

Professional, scientific, and technical services	7,124	$234,294
Other services	4,655	$94,382
Arts, entertainment, and recreation	3,375	$51,664
Real estate and rental and leasing	3,334	$404,098
Health care and social assistance	3,256	$85,552
Administrative and support and waste management and remediation services	2,641	$49,424
Retail trade	2,584	$99,171
Construction	2,496	$120,763
Transportation and warehousing	1,653	$66,129
Educational services	1,490	$19,642
Finance and insurance	1,076	$63,264
Information	681	$14,975
Manufacturing	615	$18,640
Wholesale trade	526	$31,897
Accommodation and food services	352	$17,350
Agriculture, forestry, fishing and hunting	113	$1,868
Utilities	24	$1,110
Mining, quarrying, and oil and gas extraction	5	$383
		U.S. Census Bureau, Nonemployer Statistics

Roseville Industry Employment

As stated previously, Roseville made up 36,921 of the 320,960 jobs available in Ramsey County in the second quarter of 2013. Retail trade makes up Roseville's largest employing industry sector, with 282 firms supplying 5,818 jobs. Other large local industry sectors include healthcare and social assistance (166 firms supplying 5,429 jobs), accommodation and food services (120 firms supplying 3,947 jobs), and administrative services (82 firms supplying 3,288 jobs).

Similar to the county level, healthcare and social assistance is the largest growing industry within Roseville. Between the second quarters of 2008 and 2013, healthcare employment grew by 19.8 percent (+898 jobs), and between 2011 and 2013, it grew by 11.0 percent (+539 jobs). Other sectors showing employment growth between 2008 and 2013 include public administration (+93.7 percent), information (+65.2 percent), transportation and warehousing (+53.6 percent), real estate (+13.0 percent), and administrative services (+6.8 percent). On the other end of the spectrum, manufacturing declined by 20.4 percent between 2008 and 2013, arts, entertainment, and recreation declined by 17.9 percent, and retail trade declined by 15.1 percent.

Overall, between the second quarters of 2008 and 2013, employment within the city of Roseville declined by 2.1 percent (783 jobs). Between 2011 and 2013, however, employment within the city grew by 3.5 percent (1,236 jobs). See Table 2-7.

Table 2-7: Change in Industry Employment in Roseville, MN
Sorted by Number of Jobs
Q2 Data, 2008 to 2013

NAICS Industry Title	Q2, 2013 Data			2011-2013		2008-2013	
	Number of Firms	Number of Jobs	Avg. Weekly Wages	Numeric Change in Jobs	Percent Change in Jobs	Numeric Change in Jobs	Percent Change in Jobs
Total, All Industries	1,523	36,921	$865	1,236	3.5%	-783	-2.1%
Retail Trade	282	5,818	$481	-75	-1.3%	-1,034	-15.1%
Health Care and Social Assistance	166	5,429	$841	539	11.0%	898	19.8%
Accommodation and Food Services	120	3,947	$361	244	6.6%	-98	-2.4%
Administrative and Support and Waste Management and Remediation Services	82	3,288	$529	145	4.6%	209	6.8%
Transportation and Warehousing	43	2,442	$929	382	18.5%	852	53.6%
Professional, Scientific, and Technical Services	190	2,392	$1,544	-36	-1.5%	-226	-8.6%
Manufacturing	67	2,272	$1,090	-97	-4.1%	-581	-20.4%
Educational Services	27	2,018	$738	-61	-2.9%	-78	-3.7%
Finance and Insurance	81	1,402	$1,042	34	2.5%	-134	-8.7%
Information	35	1,077	$2,261	-12	-1.1%	425	65.2%
Public Administration	16	949	$1,158	69	7.8%	459	93.7%
Other Services (except Public Administration)	140	854	$609	-127	-12.9%	-7	-0.8%
Real Estate and Rental and Leasing	58	642	$987	74	13.0%	74	13.0%
Management of Companies and Enterprises	16	331	$1,487	-18	-5.2%	N/A	N/A
Arts,	20	299	$425	-95	-24.1%	-65	-17.9%

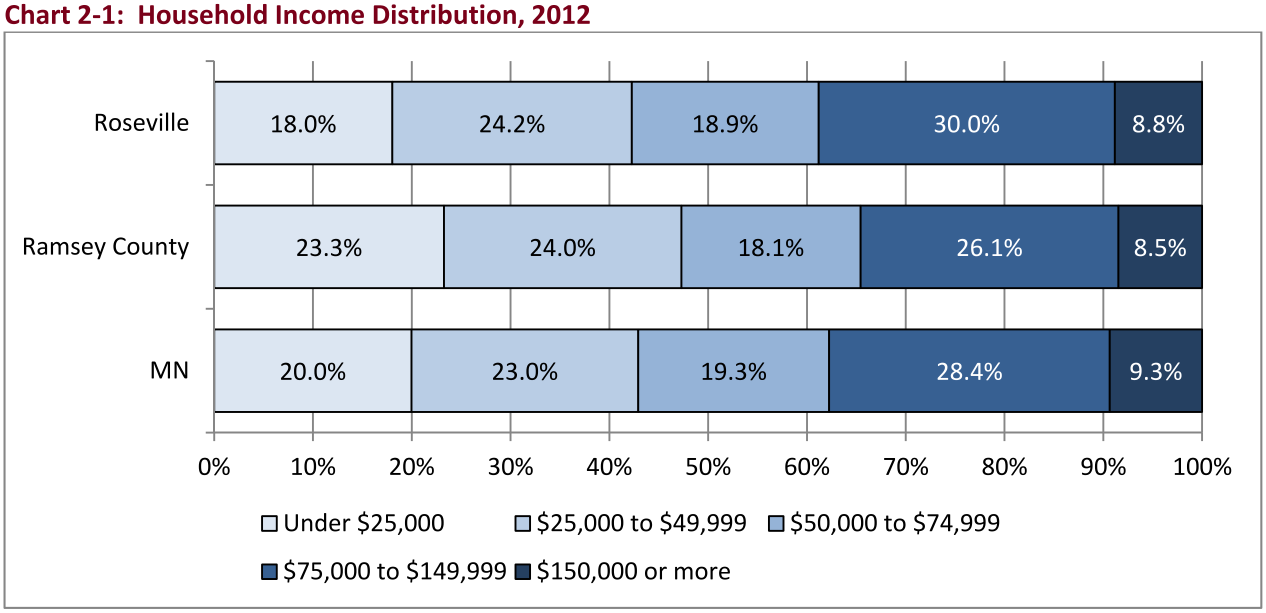
Entertainment, and Recreation							
Source: DEED Quarterly Census of Employment & Wages (QCEW)Program							

Income and Earnings
As of the most recent 2010-2012 American Community Survey, the median household income for Roseville was $59,718. The median household incomes for Ramsey County and the state of Minnesota were $52,834 and $58,434, respectively.

Within Roseville, approximately one-fifth (18.0 percent) of households were earning less than $25,000 in 2012. This was five percentage points less than the 23.3 percent of households earning less than $25,000 within Ramsey County, and slightly less than the 20.0 percent of statewide households earning less than $25,000 per year. The largest percentage of households within Roseville (30.0 percent) were earning between $75,000 and $149,999, comparatively higher than both Ramsey County and Minnesota. See Chart 2-1.

Analyzing the most recent Small Area Income and Poverty estimates, the median household income for Ramsey County is higher than the national figure, but lower than surrounding counties and the state overall. Growth in household income was similar to surrounding counties at 14.3 percent, between 2000 and 2012. Growth between 2010 and 2012, however, was higher than surrounding counties, the state, and nation, at 6.9 percent. See Table 2-8.

Chart 2-1: Household Income Distribution, 2012



Source: American Community Survey, 2010 to 2012

Table 2-8: Median Household Income
Gross Percentage Changes

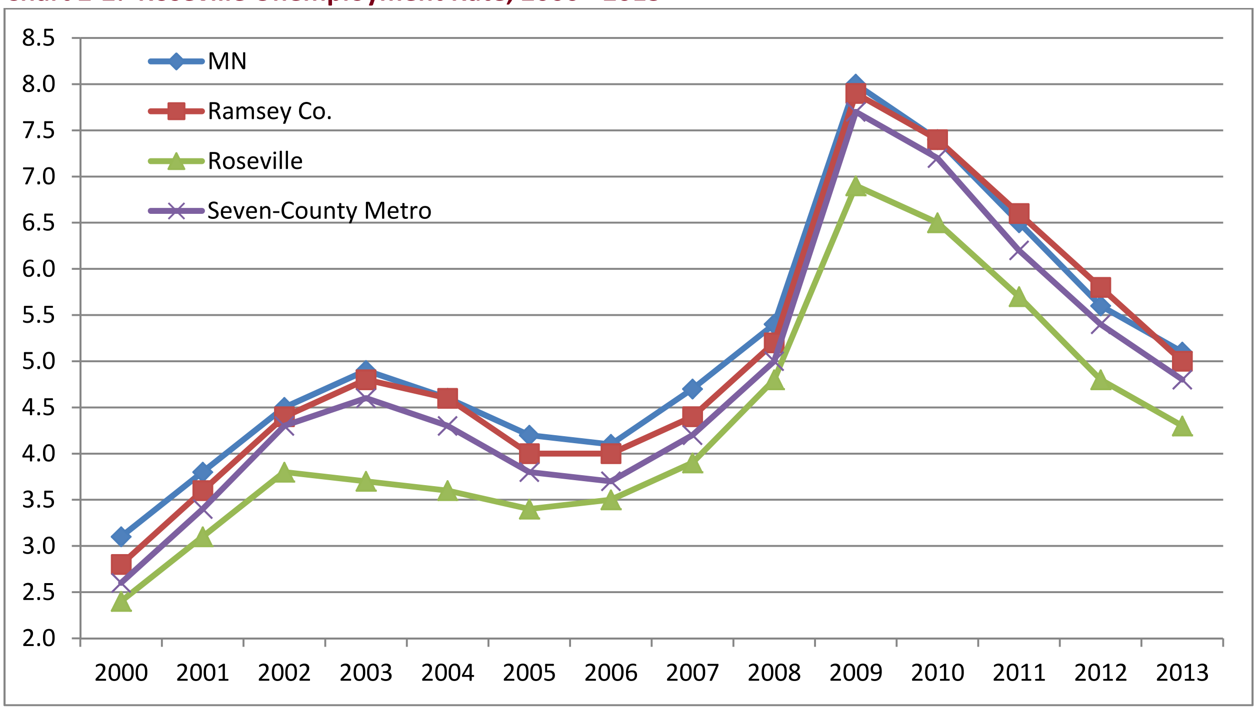
County	2012	2010	2000	2010-2012 % Change	2000-2012 % Change
Ramsey Co.	**$53,707**	**$50,224**	**$47,003**	**6.9%**	**14.3%**
Anoka Co.	$67,811	$65,732	$59,352	3.2%	14.3%

Dakota Co.	$71,574	$69,688	$64,913	2.7%	10.3%
Hennepin Co.	$62,500	$59,252	$54,517	5.5%	14.6%
Washington Co.	$80,647	$77,591	$69,625	3.9%	15.8%
Minnesota	**$58,828**	**$55,422**	**$49,170**	**6.1%**	**19.6%**
United States	**$51,371**	**$50,046**	**$41,990**	**2.6%**	**22.3%**
Source: U.S. Census Bureau, Small Area Income and Poverty Estimates					

Unemployment Rates

Historically, Roseville's unemployment rate has hovered about 0.8 percentage points below the state of Minnesota's, and 0.7 percentage points below Ramsey County's. This has continued to remain the case, despite the economic recession between 2007 and 2009. After reaching an annual high of 6.9 percent in 2009, Roseville's unemployment rate dropped to 4.3 percent in 2013. See Chart 2-2. Table 2-9 further breaks down employment and unemployment statistics for Roseville and the surrounding area.

Chart 2-2: Roseville Unemployment Rate, 2000 - 2013



Source: DEED Local Area Unemployment Statistics (LAUS). Annual data may be subject to revision.

Table 2-9: Unemployment Rates for Anoka County and the Surrounding Region
2013 Data, Annual Average

County	Labor Force	Employment	Unemployment	Unemp. Rate
Roseville, MN	**18,832**	**18,022**	**810**	**4.3**
Ramsey Co.	**276,893**	**263,089**	**13,804**	**5.0**
Anoka Co.	191,639	181,943	9,696	5.1
Dakota Co.	234,357	223,436	10,920	4.7
Hennepin Co.	667,999	636,580	31,419	4.7
Minnesota	**2,975,308**	**2,825,572**	**151,986**	**5.1**
United States	**155,389,166**	**143,929,333**	**11,459,833**	**7.4**
Source: DEED Local Area Unemployment Statistics (LAUS). Annual data may be subject to revision.				

Workforce Demographics

Recent statewide projections, completed by the Minnesota Demographic Center, report that as the Baby-Boomer generation begins to transition out of the workforce, labor force growth within the state will slow. Minnesota's annual labor force growth witnessed it's highest rates during the 1970s, at 2.7 percent. Current annual rates hover around 0.5 percent. Looking ahead, the annual labor force growth rate will dip to 0.3 percent between 2015 and 2020, and to 0.1 percent between 2020 and 2025.

As Table 2-3 shows, about one-quarter (23.7 percent) of residents within Ramsey County are 55 years of age or older. Between 2010 and 2030, Ramsey County's total labor force is projected to decrease by 10.2 percent. Ironically, those within Ramsey County's labor force ages 65 and older are projected to increase by 76.6 percent through 2030. See Table 2-10.

Table 2-10: Labor Force Projections for Ramsey County, 2010 to 2030

Labor Force Type	2010	2020	2030	2010-2030 Percent Change
Total Labor Force	**272,170**	**261,730**	**244,370**	**-10.2%**
16 to 24 years	50,020	42,760	43,700	-12.6%
25 to 44 years	110,250	111,030	106,030	-3.8%
45 to 64 years	101,860	92,070	76,930	-24.5%
65+ years	10,030	15,860	17,710	76.6%
				Source: Minnesota State Demographic Center

Commute and Labor Sheds

Ramsey County is, overall, a net importer of labor, having a greater number of incoming workers than outgoing workers. More specifically, as of 2011, 219,206 people entered Ramsey County for work from surrounding areas. Most workers came from Hennepin County (60,307 people), Washington County (41,318 people), Anoka County (33,107 people), and Dakota County (31,476 people). On the other hand, the total outgoing workforce was equal to 132,057 people. Hennepin County (81,290 people), Dakota County (15,226 people), Washington County (10,899 people), and Anoka County (9,909 people) were the top destinations for Ramsey County residents finding work elsewhere. See Table 2-11.

Table 2-11: 2011 County Worker Inflow-Outflow, Ramsey County

Residence County	Workplace County	Count of Workers	Residence County	Workplace County	Count of Workers
Ramsey Co.	**Ramsey Co.**	**107,062**	**Ramsey Co.**	**Ramsey Co.**	**107,062**
Hennepin Co.	**Ramsey Co.**	60,307	**Ramsey Co.**	Hennepin Co.	81,290
Washington Co.	**Ramsey Co.**	41,318	**Ramsey Co.**	Dakota Co.	15,226
Anoka Co.	**Ramsey Co.**	33,107	**Ramsey Co.**	Washington Co.	10,899
Dakota Co.	**Ramsey Co.**	31,476	**Ramsey Co.**	Anoka Co.	9,909
St. Croix Co., WI	**Ramsey Co.**	6,767	**Ramsey Co.**	Olmsted Co.	2,440
Chisago Co.	**Ramsey Co.**	5,439	**Ramsey Co.**	St. Louis Co.	1,139
Scott Co.	**Ramsey Co.**	4,085	**Ramsey Co.**	Blue Earth Co.	885
All Other Counties	**Ramsey Co.**	36,707	**Ramsey Co.**	All Other Counties	10,269
Total Incoming Workforce		**219,206**	**Total Outgoing Workforce**		**132,057**
					Source: U.S. Census Bureau, On the Map

Similar to Ramsey County overall, Roseville is a net importer of labor. As of 2011, 31,681 residents living outside of Roseville entered the city each day for work. The biggest source of these workers were St. Paul (3,721 people) and Minneapolis (2,759 people). Other workers came in from Blaine (1,007 people), Maplewood (774 people), Coon Rapids (753 people), and Shoreview (750 people). Those living and working within Roseville equaled 1,704 people. See Table 2-12.

Of the 33,385 working within the city of Roseville in 2011, 46.1 percent (15,385 people) travelled 10 miles or less to commute to work. Another 37.8 percent (12,625 workers) had a commute between 10 and 24 miles, 8.5 percent (2,826 people) had a commute between 25 and 50 miles, and 7.6 percent (2,549 people) had a commute greater than 50 miles.

Table 2-12: 2011 City Worker Inflow-Outflow, Roseville

Residence County	Workplace County	Count of Workers	Residence County	Workplace County	Count of Workers
St. Paul	**Roseville**	**3,721**	**Roseville**	Minneapolis	**3,524**
Minneapolis	**Roseville**	2,759	**Roseville**	St. Paul	3,079
Roseville	**Roseville**	1,704	**Roseville**	**Roseville**	1,704
Blaine	**Roseville**	1,007	**Roseville**	Maplewood	502
Maplewood	**Roseville**	774	**Roseville**	Bloomington	490
Coon Rapids	**Roseville**	753	**Roseville**	Shoreview	348
Shoreview	**Roseville**	750	**Roseville**	Arden Hills	346
Brooklyn Park	**Roseville**	701	**Roseville**	Edina	266
Woodbury	**Roseville**	642	**Roseville**	Eagan	254
Bloomington	**Roseville**	592	**Roseville**	St. Louis Park	250
All Other Counties	**Roseville**	19,982	**Roseville**	All Other Counties	4,976
Total Incoming Workforce		**31,681**	**Total Outgoing Workforce**		**14,035**
Source: U.S. Census Bureau, On the Map					

Occupations of Twin Cities Region Workers

Within the Twin Cities region, the largest occupational group is office and administrative support occupations. Significant numbers of individuals are also employed in sales and related occupations, food preparation and serving occupations, management, and production occupations. The highest paying jobs are typically found in management occupations, as well as healthcare, technical, and other professional occupations requiring more education and experience. See Table 2-13.

Table 2-13: Estimated Employment and Wages for Twin Cities Occupations, 2nd Quarter, 2013

SOC Occupational Title	Twin Cities Region		State of Minnesota	
	Estimated Employment	Median Hourly Wage	Estimated Employment	Median Hourly Wage
Total, All Occupations	1,625,330	$19.82	2,641,110	$18.08
Office and Administrative Support	259,840	$17.75	400,220	$16.80
Sales and Related	174,430	$14.61	271,500	$12.79
Food Preparation and Serving Related	130,840	$9.22	223,370	$9.13
Management	116,770	$49.91	161,560	$46.21
Production	115,670	$17.03	214,480	$16.34
Business and Financial Operations	111,820	$30.54	143,980	$29.42
Transportation and Material Moving	89,000	$16.11	161,020	$15.59

Education, Training, and Library	85,740	$22.96	153,110	$21.80
Healthcare Practitioners and Technical	82,700	$32.81	93,160	$12.97
Computer and Mathematical	67,740	$37.85	83,090	$36.83
Personal Care and Service Occupations	65,110	$11.29	105,200	$10.99
Installation, Maintenance, and Repair	47,630	$22.49	89,390	$21.24
Healthcare Support	44,980	$14.00	93,160	$12.97
Building and Grounds Cleaning and Maintenance	43,400	$11.95	80,910	$11.60
Construction and Extraction	40,740	$28.29	81,230	$23.97
Architecture and Engineering	36,690	$35.58	50,850	$33.88
Arts, Design, Entertainment, Sports, and Media	29,140	$22.37	38,400	$20.93
Community and Social Services	27,620	$20.61	49,930	$19.82
Protective Service	25,250	$18.28	41,870	$18.56
Life, Physical, and Social Science	15,420	$31.09	23,600	$29.08
Legal	14,240	$41.45	17,750	$37.95
Farming, Fishing, and Forestry	550	$13.89	3,220	$13.66
Source: DEED Occupational Employment Statistics (OES) Program, 2nd Quarter 2012 Employment and 2nd Quarter 2012				

Educational Attainment

Educational attainment is often used to measure the quality of a local workforce. Historically, Minnesota has placed near the top in terms of an educated and skilled workforce. As of October, 2012, Minnesota ranked 10th in the nation in the percentage of residents 25 years and older obtaining a bachelor's degree or higher, at 32.4 percent.

According to annual census data from 2012, 39.5 percent of Ramsey County's population 25 and older has a bachelor's degree. This is compared to 33.2 percent of the state's population 25 years and older having a bachelor's degree. See table 2-14.

Table 2-14: Educational Attainment, 2012

County	High School Diploma Only	Some College, No Degree	Associate Degree	Bachelor's Degree or Higher
Ramsey Co.	**22.8%**	**20.9%**	**7.6%**	**39.5%**
Anoka Co.	29.4%	25.2%	11.6%	26.8%
Dakota Co.	21.4%	22.4%	11.9%	39.0%
Hennepin Co.	18.2%	19.6%	8.0%	46.8%
Washington Co.	21.1%	21.8%	11.0%	42.3%
Minnesota	**26.4%**	**22.3%**	**10.6%**	**33.2%**
Source: U.S. Census Bureau, American Community Survey				

This chapter authored by Tim O'Neill, Minnesota Department of Employment and Economic Development

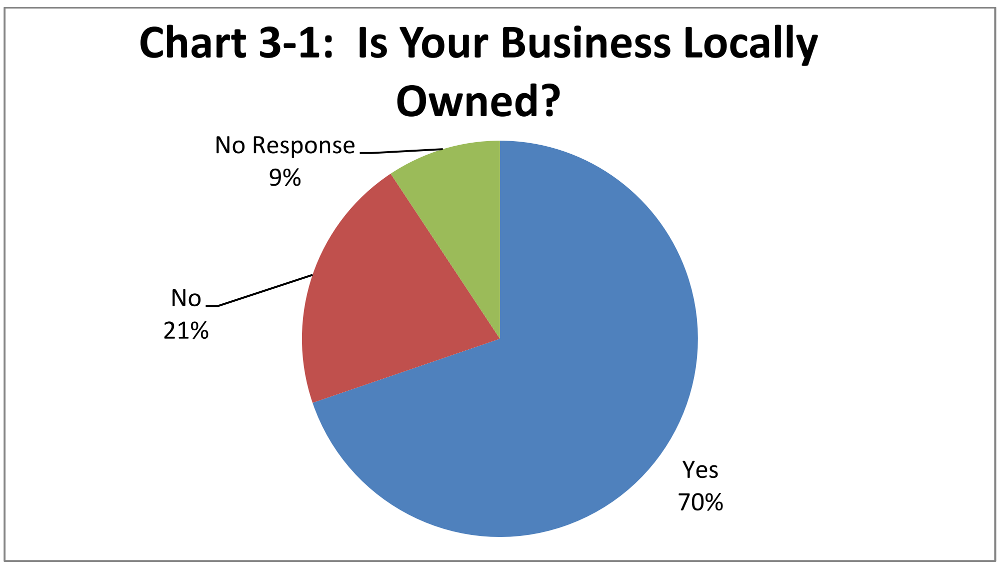
CHAPTER 3. BR&E SURVEY RESULTS, STRATEGIES, AND POTENTIAL PROJECTS

This chapter presents survey results from the 41 businesses visited by the Roseville BR&E Task Force from November 2013 to December 2013. The chapter begins by describing the types of businesses visited and their characteristics. General survey results are highlighted and discussed. The chapter then introduces three strategies for addressing the issues and opportunities identified by the businesses in the survey. Under each strategy, the survey results relevant to that strategy are reported and a set of potential local projects is given. The potential local projects were developed by the author based on feedback from the Campus Research Review meeting and on general economic development theory and practice. University of Minnesota faculty and Roseville BR&E Task Force members participated in the Campus Research Review meeting hosted at the University of Minnesota on January 9, 2014. The potential local projects are suggestions for the Task Force to consider in order to address business concerns in the community. Recommendations for projects to implement will be made by the Task Force on February 18, 2014 at the BR&E retreat. The final priority projects will then be selected and developed by the Roseville HRA. Roseville 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, Roseville may choose to phase more projects in over time.

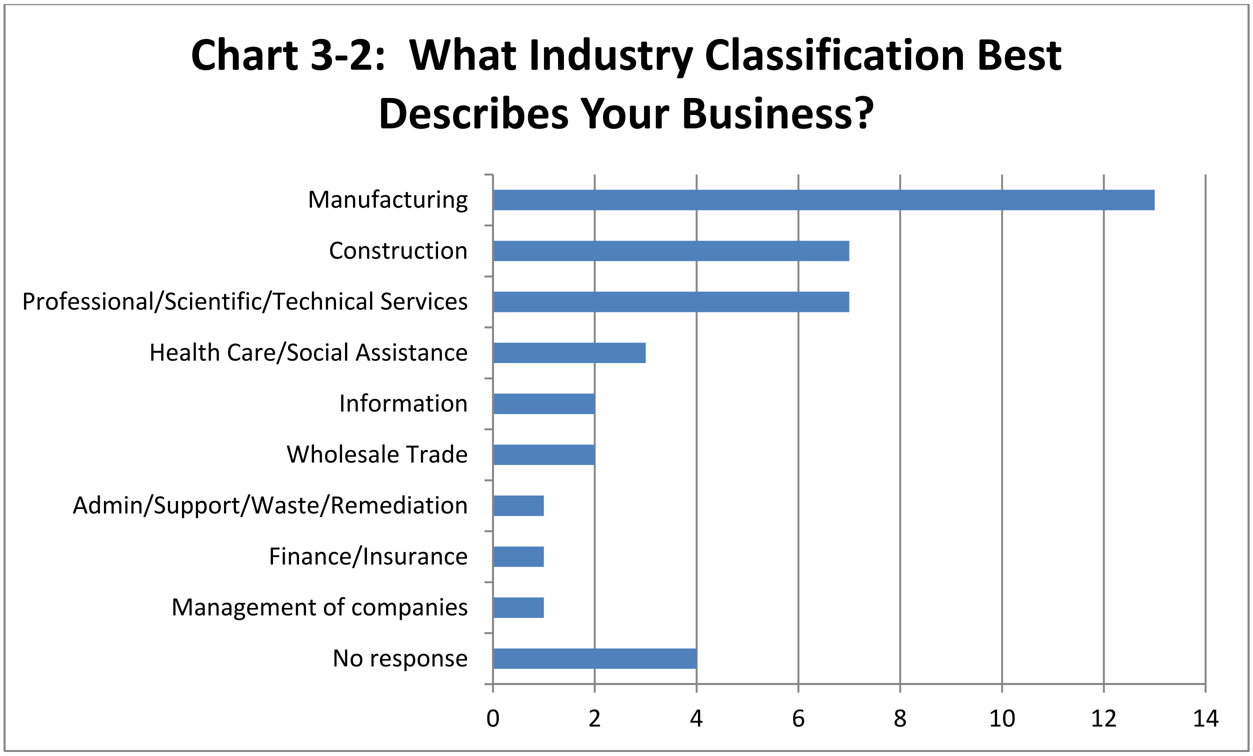
Characteristics of Businesses Visited

Participants in the Roseville BR&E program visited 41 businesses. The Roseville 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 41 businesses visited, 73 percent are locally-owned (see Chart 3-1). Twenty-two percent are not locally-owned. Fifty-one percent of the companies have other locations as well.



Roseville decided on a mixed sector sample of businesses to invite to have a BR&E visit (see chapter 1 for details, p. 3). The final mix of visits to 41 companies resulted in the most common visits being to manufacturing (13), construction (7) and professional/scientific/technical services (7). See Chart 3-2.



Surveyed businesses in Roseville currently employ a total of 3,020 individuals. According to chapter 2 of this report, there are 36,921 jobs in Roseville. Total employment grew by 1,212 jobs over employment three years prior to the visits. Table 3.1 provides the trimmed average number of employees per business. Using a trimmed average provides insight into the general size of the visited businesses.[1] On average, each visited business employs 59 full-time workers and 11 part-time workers. On a per-business basis, the number of full-time and seasonal jobs is up substantially but part-time and temp positions are stable.

Table 3.1: Surveyed Businesses' Employment: Total and Trimmed Average by Type

	Total Employment	Trimmed Average Number of Employees Per Business			
		Full-Time	Part-Time	Seasonal	Temp Agency
Currently	3,020	59	11	32	2
Three Years Ago	1,808	34	11	16	2

Table 3.2 shows total reported employment of the surveyed businesses. On an aggregate level, full-time employment has increased over 1,000 jobs since three years ago. Seasonal employment has seen a noticeable increase. These results are consistent with observations in the economy following the Great Recession.

[1] The trimmed mean is calculated by removing the highest reported number and the lowest reported number and then averaging. This helps to remove any major distortions that might be in the data due to the presence of outliers.

Table 3.2: Surveyed Businesses' Employment: Total by Type					
	Total	Full-Time	Part-Time	Seasonal	Temp Agency
Currently	3,020	2,774	113	128	5
Three Years Ago	1,808	1,665	107	32	4

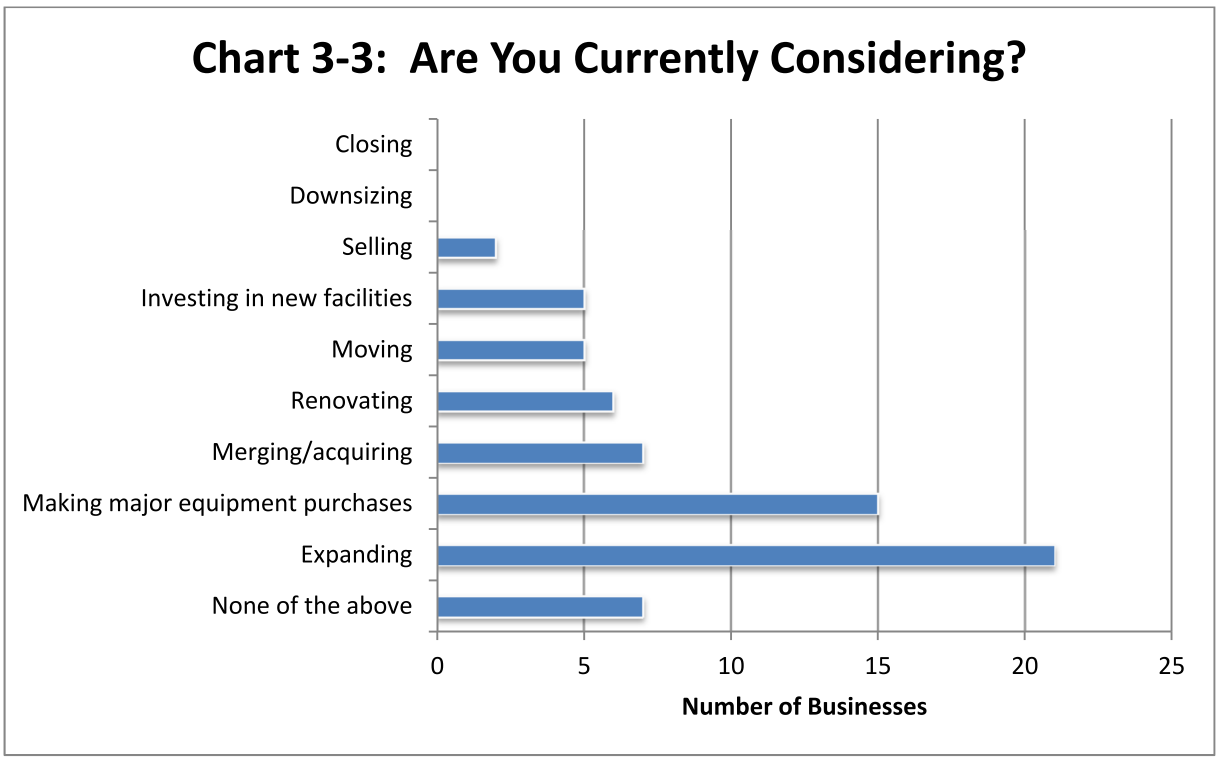
Table 3.3 shows the many reasons for this huge increase in employment in the companies. Growth in demand was cited by 29 percent, expansion by another 20 percent and New Products/Services by 17 percent.

Table 3.3: Reasons for Change in Employment over Past Three Years	Percent of Businesses
Growth in demand	29%
Expansion	20%
New Products/services	17%
Change in profits	15%
Entered new markets	15%
Lack of demand	15%
Change in mgmt	10%
Changes in worker efficiency	10%
Increased competition	10%
Corporate decisions/policies	7%
Technological changes	5%
Business did not exist	2%
Change in subcontracting	2%
Government regulation	0%
Renovation	0%

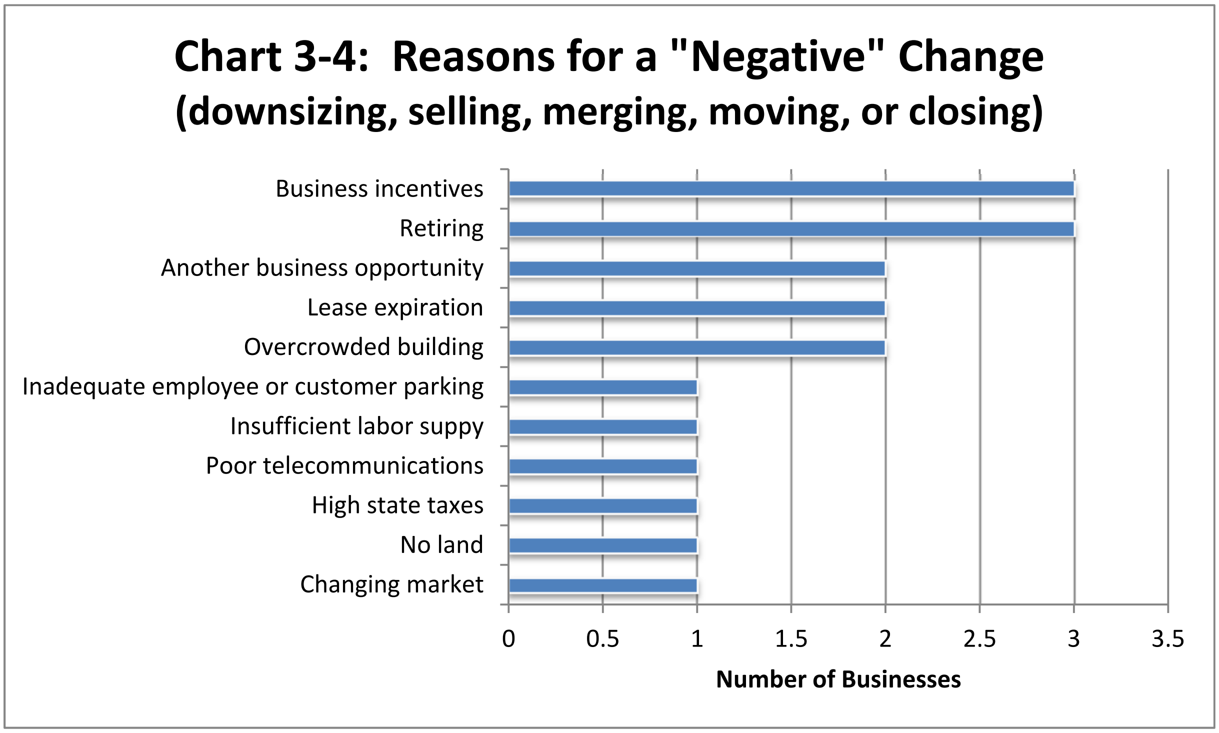
The average starting wage for all businesses ranges from $13 an hour for Personal Care Assistants, Stylists and Cosmetologists to $38 an hour for Healthcare Practitioners (Table 3.4). These rates translate into weekly starting wages for full-time employees of $520 for the lowest category to $1,520 for the highest category. The average weekly wage in Roseville, as highlighted in chapter 2, is $865. The highest weekly wages are in Information with $2,261 and Professional, Scientific, and Technical Services with $1,544.

Table 3.4: Average Hourly Starting Wages Paid by Category	
Healthcare Practitioners	$38
Executives, Managers	$33
Architects, Engineers, Cartographers	$32
Human Resources, Accountants, Finance, and Insurance	$31
Scientists: Life, Earth, Physical, and Social	$31
IT and Web, Actuaries, Statisticians	$29
Retail Sales, Sales Agents, Real Estate Agents	$28
Construction, Extraction, and Trades Workers	$21
Education/Training—Teachers, Professors, Trainers	$21
Artists, Designers, Entertainers, Sports and Media	$19
Office Support and Assistants	$17
Installation, Maintenance, Automotive, Grounds Cleaning, Janitorial, Repair	$16
Production—Assembly, Chemicals, Metals, Plastics, Textiles, Wood	$14
Personal Care Assistants, Stylists, Cosmetologists	$13

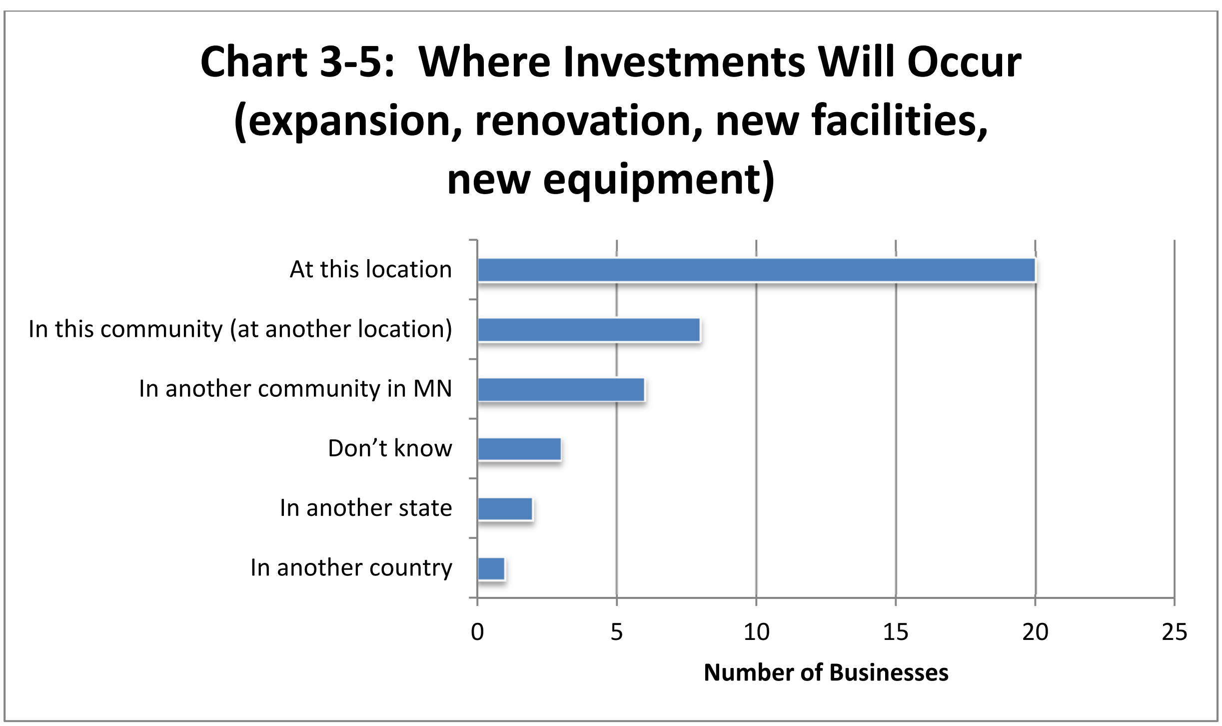
Businesses in Roseville are planning for change. Only seven of businesses indicate they are not contemplating any location change, as shown in Chart 3-3. Twenty-one businesses are planning to expand. None of the visited businesses are planning on downsizing or closing yet two are considering selling, five are looking at a move and seven are considering merging with or acquiring another business.



Business incentives from another location and retirements are the leading cause for potential changes that could possibly be negative for Roseville (see Chart 3-4).

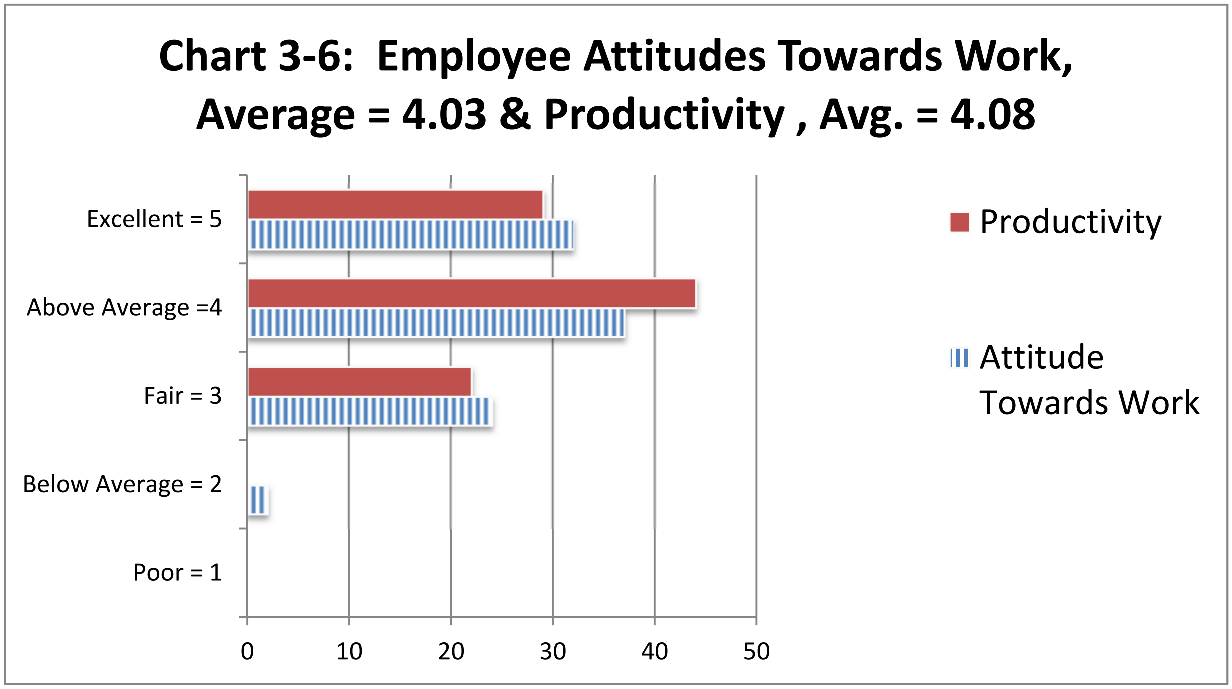


Twenty of the Investments contemplated will occur in the current location in Roseville and eight would be elsewhere in the community. However, as many as nine of the investments would occur elsewhere (see Chart 3-5).



Businesses appear to have mild concerns about the quality of their workforce. On a scale where 1 equals "poor" and 5 equals "excellent", businesses assigned an average score of 4.03 when asked "please rate your employees with respect to their attitude towards work". Chart 3-6 illustrates the businesses' responses to this question. The majority of businesses visited (69 percent) rated employee attitude towards work as above average or excellent. In 22 previous BR&E programs conducted with communities in Minnesota, the average score on this question is 4.34, indicating that the Roseville employees are below average on this item.

Using a similar scale, Roseville businesses assigned an average score of 4.08 to the question "please rate your employees with respect to productivity". This is slightly below the average score on this question compared to previous BR&E programs of 4.28.



Finally, businesses shared their opinion of Roseville as a place to do business and as a place to live. On average, businesses feel Roseville is a slightly better place to live than to do business. This is a typical result of a BR&E survey because the "live in" score usually exceeds the "do business in" score. On a scale where five equals "excellent" and one equals "poor", Roseville earned an average score of 4.00 as a place to do business (see Chart 3-7). For perspective, the University of Minnesota BR&E program has a benchmark weighted average score for this question of 3.82 from over 36 previous BR&Es in communities. So Roseville comes out quite well based on that comparison. Only one business rated Roseville as a below average place to do business and none rated Roseville as a poor place.

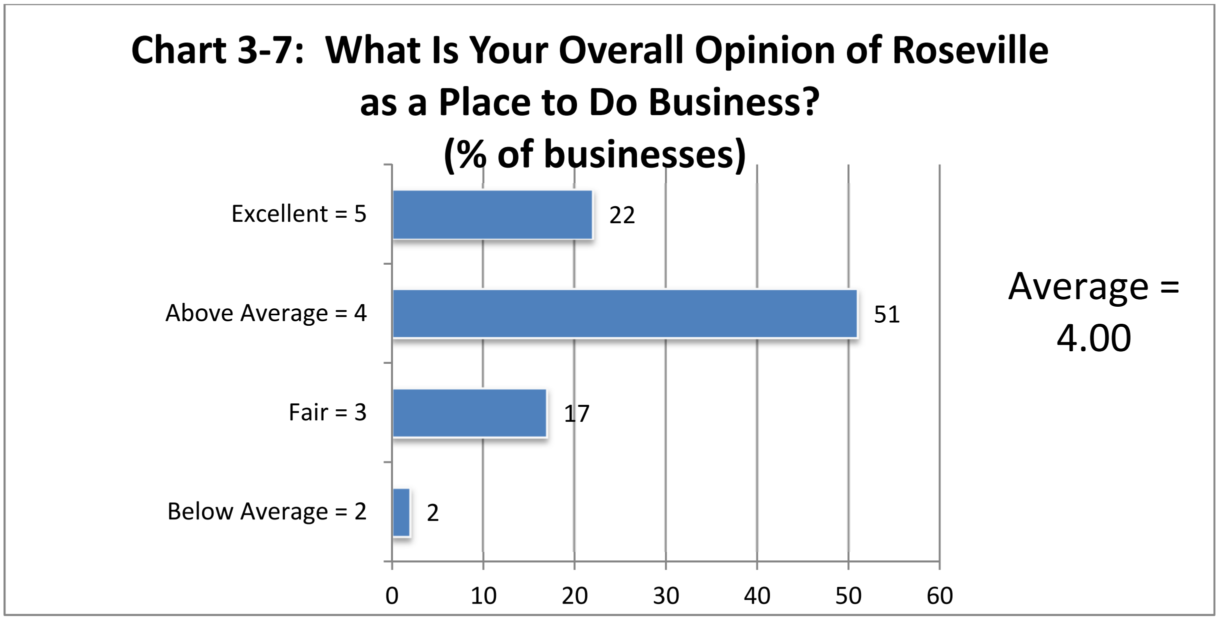
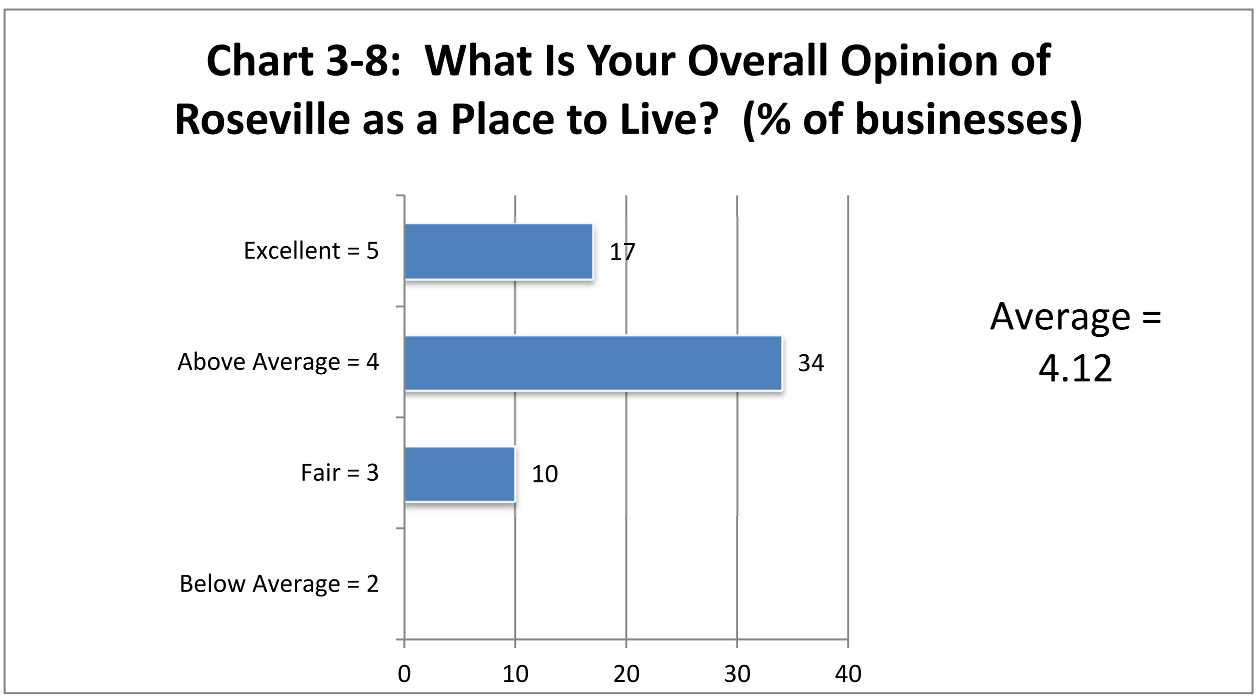
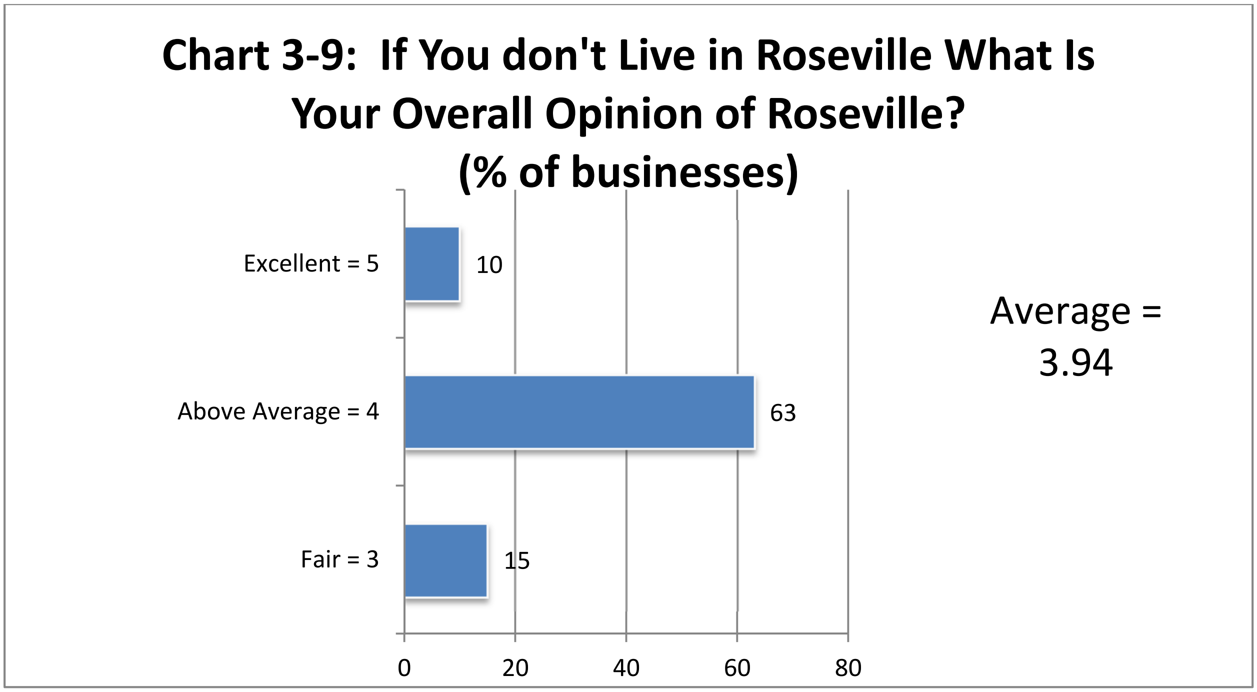


Chart 3-8 depicts responses to the question "what is your opinion of your community as a place to live." Roseville earned a 4.12 average rating. In 27 previous BR&E communities, the weighted average score on this question was 4.09 so Roseville is right on the average. Note that many businesses did not answer this question. This may be because Roseville's BR&E team added an additional question that is shown in Chart 3-9.





Overview of the Roseville BR&E Program

The Roseville Business Retention and Expansion (BR&E) Program is an on-going community effort. This section of the report details important milestones that have been achieved and details future plans of the program.

Program Objectives

The Roseville BR&E Program has six 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
5. To build community capacity to sustain growth and development
6. Develop and foster a relationship with our existing 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/or threats in the data. Overall, the 41 completed surveys reveal a strong business sector in Roseville outside the very prominent retail juggernaut that is the Rosedale area. These nonretail businesses are capitalizing on the improving economy by growing, expanding, and modernizing, and have experienced a large increase in employment (increased by over 1,100 full time jobs in the participating businesses). Businesses demonstrated they have a vision for the future, with both business plans and succession plans in place. Strengths identified include: community attitudes toward business, a relatively high concentration of headquarters locations (63%), proximity to customers/markets, highway and airport access, stable leadership, and the amenities that Roseville offers.

The weaknesses identified were: transportation congestion, housing costs, some firms without written plans, some labor force issues, state business climate, lack of business networking opportunities, and public transit.

The Campus Research Review panel identified several opportunities within the survey responses. Those opportunities included: helping business invest in updated facilities, developing employee training, connecting/promoting business development resources, helping businesses that are considering expansion, enhancing business networking, making businesses aware of housing opportunities, and forging connections with higher education programs. Threats included: running out of room for business expansion and issues related to MnSure and the federal Affordable Care Act.

Most of the ideas presented in this report as pertinent to Roseville's situation were contributed by the 17 people at the Research Review meeting.

Overview of Business Retention and Expansion Strategies

Profits are the key to the retention and expansion of businesses. A community may be a nice place to live or raise a family, but business owners must make a profit in order to remain in business. 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 Roseville can consider to help businesses become more profitable and, therefore, remain in and contribute to the community.

The potential projects included in this report are intended to be ideas the community can consider during its Task Force Retreat on February 18, 2013. They were developed by the author using projects suggested at the Campus Research Review meeting and on economic development theory and practice. The projects reflect the results 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 Task Force has prioritized its recommendations, the recommendations will be taken to the Roseville HRA. The HRA 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 Roseville

1. Enhance, Promote & Develop the Roseville Business Environment
2. Create Identity, Community & Networking for Roseville Businesses

3. Develop Roseville's Workforce and Connect Business to Qualified Workers

Process for Setting Priority Recommendations

For each of the above strategies, we will use the following process at the Roseville BR&E Task Force Retreat on February 18, 2014:

1. Survey results from the BR&E business visits will be reviewed
2. Task Force will review the suggested projects for responding to the businesses' concerns
3. Task Force members will nominate projects they feel best fit the local area (including new suggestions or modifications of the potential projects in this report)
4. After final discussion, each Task Force member will vote for three projects

The recommendations of the BR&E Task Force will be taken to the Roseville HRA Board.

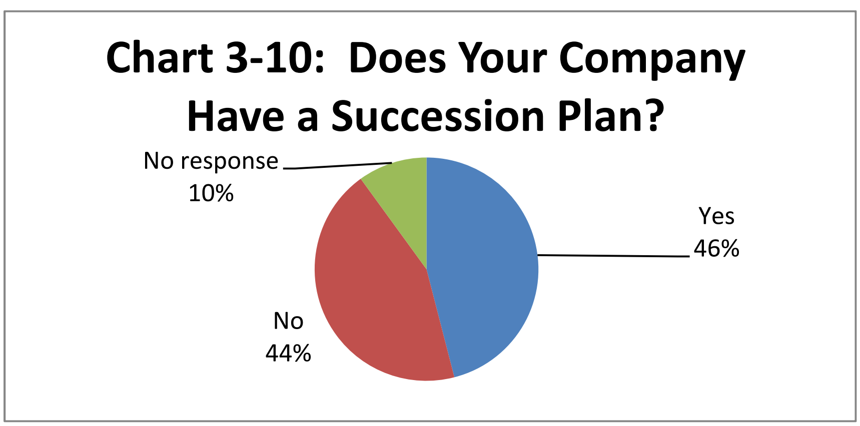
Strategy One: Enhance, Promote & Develop the Roseville Business Environment

Overview of the Strategy

Businesses thrive in attractive, accessible communities. These communities draw resources the businesses require, whether those resources are quality employees, infrastructure improvements, technology, or desired goods and services. Businesses need these resources to be successful and profitable. Roseville has these resources at its disposal yet it cannot afford to take them for granted or ignore warning signs. It can consider ways to further capitalize on these resources, promote the stronger resources and improve the weaker ones. It can also celebrate the strong business climate and continue to build on the city's success.

Survey Results Related to the Strategy

Forty-six percent of the interviewed companies have a succession plan (see Chart 3-10) and 59 percent have a written business plan (see Chart 3-11).



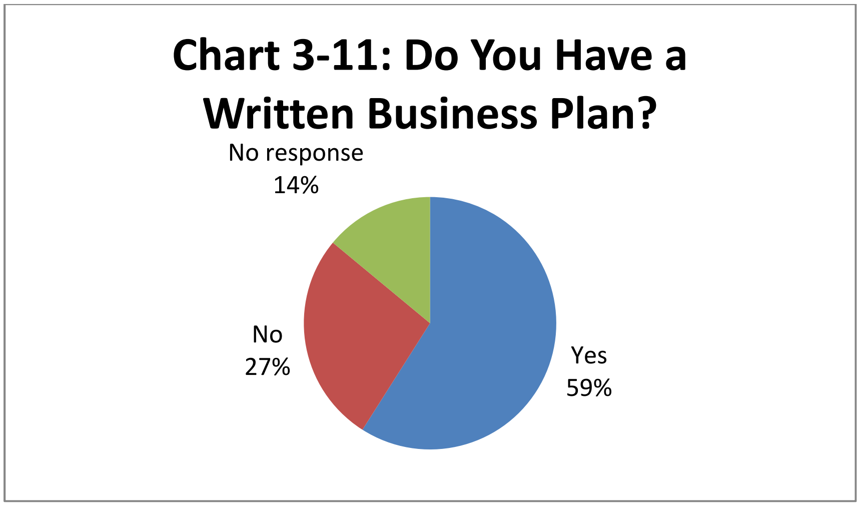


Table 3-5 illustrates the ratings on various transportation/location factors. Proximity and highway factors receive quite high ratings. However, public transportation receives a rather low average score and 56 percent of the businesses rank it neutral or worse.

Table 3-5: Transportation/Location Ratings for Roseville (sorted by average score)

Average Score		Average % for each answer 1 = Least Favorable 1	2	3 = Neutral 3	4	5 = Most favorable 5
4.4	Proximity to Major Markets	0%	0%	5%	39%	32%
4.1	Proximity to Suppliers	0%	2%	10%	29%	5%
3.9	Highway Infrastructure	0%	7%	15%	44%	5%
3.8	Proximity to Raw Materials	0%	2%	17%	22%	10%
3.7	Air Service	0%	2%	12%	24%	24%
3.3	Railroad Service	2%	0%	10%	0%	5%
2.9	Public Transportation	7%	22%	27%	20%	5%

Table 3-6 shows a fairly positive set of ratings for broadband and electric utilities.

Table 3-6: Utilities Ratings for Roseville

Average Score		Average % for each answer 1 = Least Favorable 1	2	3 = Neutral 3	4	5 = Most favorable 5
3.8	Telecommunications/Broadband Service	0%	2%	27%	39%	12%
3.5	Telecommunications/Broadband Rates	0%	5%	34%	32%	7%
3.5	Electric Reliability	5%	10%	27%	27%	17%
3.2	Electric Rates	0%	12%	44%	22%	2%

Local Business Support Ratings seem fairly high on community attitude, community promotion and chamber of commerce but the other two factors do poorly. Of course, this should be no surprise since there is no Economic Development Authority in Roseville nor are business incentives offered.

Table 3-7: Local Business Support Ratings for Roseville

Average Score		Average % for each answer 1 = Least Favorable 1	 2	 3 = Neutral 3	 4	 5 = Most favorable 5
3.5	Community Attitude towards Business	2%	5%	32%	46%	5%
3.3	Community Promotion of Itself & Business	2%	5%	49%	22%	5%
3.3	Chamber of Commerce	0%	5%	34%	12%	2%
2.8	Economic Development Authority	2%	12%	29%	5%	0%
2.4	Incentives for Business Investment in Facilities, Worker Skills, or More Workers	7%	22%	32%	0%	0%

Cops and fire always get good ratings in Minnesota communities but permitting, planning & zoning and code enforcement often don't. Sure enough, the cops and firefighters received the highest scores, yet Roseville received scores above "neutral" on all local government factors.

Table 3-8: Local Government Ratings

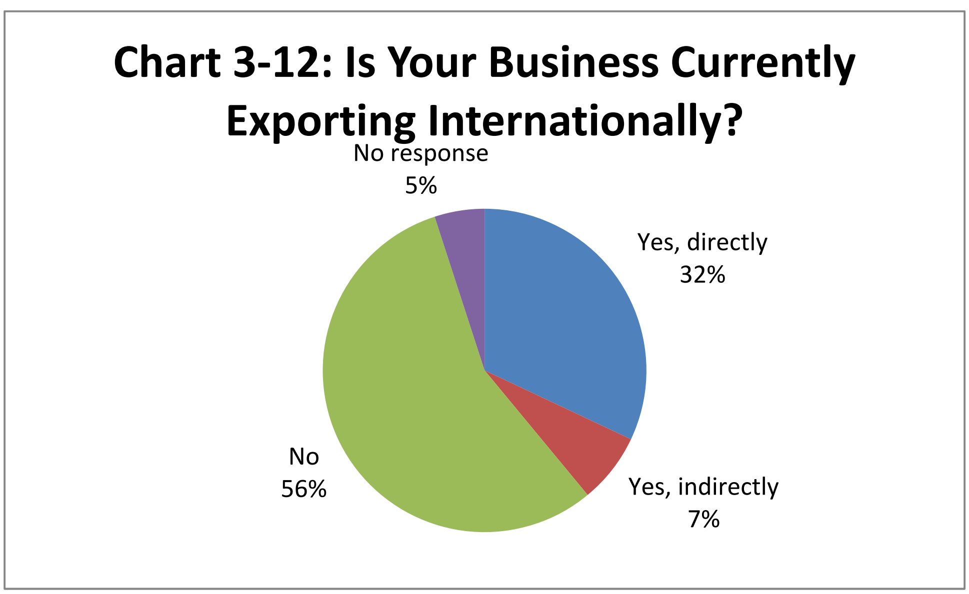
Average Score		Average % for each answer 1 = Least Favorable 1	 2	 3 = Neutral 3	 4	 5 = Most favorable 5
3.8	Fire Department	2%	0%	24%	37%	15%
3.8	Police Department	5%	0%	22%	39%	20%
3.5	Sewer & Water	5%	2%	34%	29%	10%
3.5	Street Maintenance	0%	5%	34%	39%	5%
3.3	Attitude towards Business	7%	5%	27%	24%	10%
3.3	Permitting/Zoning	2%	5%	27%	22%	5%
3.3	Environmental Regulations	2%	2%	37%	22%	2%
3.2	Code Enforcement	2%	10%	34%	17%	5%

The market for the 41 companies is shown in Table 3-9. The bulk of the market is within 100 miles of Roseville (51 percent) and only four percent is attributable to international markets. The fastest growing markets are: national, local and regional markets (see Table 3-10).

Table 3-9: Please estimate the percentage of your gross sales from the following location	
Local (within 25 miles)	34%
Regional (26-100 miles)	17%
Minnesota	15%
Midwest (excluding Minnesota)	9%
United States	23%
International	4%
Check total (should equal 100%)	100%

Table 3-10: Where is this company's fastest growing market? (Select the ONE that best describes the fastest growing market.)	
United States	29%
Local (within 25 miles)	27%
Regional (26-100 miles)	24%
International	10%
Midwest (excluding Minnesota)	7%
Minnesota	2%

Only a third of the interviewed companies are currently exporting themselves. See Chart 3-12. Ten percent of the companies indicated an interest in learning more about exporting.



Potential Projects for Local Consideration

1.1 Inform Roseville Businesses of City and other Resources for Business Expansion

The majority of these 41 businesses are considering expanding (51%), investing in new facilities (12%), and/or renovating (12%). See Charts 3-3 and 3-5. This is a tremendous opportunity for business development. Roseville could provide small businesses with information about its loan programs and any complementary financing programs from DEED, Ramsey County or other entities via a communications campaign. Elements of the campaign could include: publicity via the North Metro Chamber or St. Paul Chamber, emails to the D&B list that was used to select the businesses for the BR&E visits and through P.R. and paid advertising in local media. A "1-pager" write-up or well designed flyer that is clear and concise would be ideal. The city may wish to sponsor workshops on the topic and attend existing meetings where Roseville businesses gather.

1.2 Sponsor Consulting Assistance for Business Planning

The data show that 46 percent of the respondents have no written business plan. What's more, 27 percent have no succession plans. If the 41 business respondents are representative (it's not a statistically valid sample, yet it still sheds some light on issues with the broader business community in the City), then this is an opportunity for the community to help the businesses strengthen their planning process. Possible sources of one-to-one help for business are the local chapter of SCORE in St. Paul., the Small Business Development Center at the University of St. Thomas or a private consultant. SCORE and SBDC provide services at no cost to eligible businesses. If Roseville wanted to offer a higher level of service it could consider hiring its own consultant to provide services in the community to businesses that it deems worthy of targeted investment.

See Tab 6 of this report for more info. on SCORE. They have drop-in office hours at the Roseville Library. They also can provide counseling at the client's place of business, at their chapter headquarters, by telephone or via email. Also, there is info. in Tab 6 on the Twin Cities SBDC.

1.3 Sponsor Business Planning Workshops at a Basic or Advanced Level

Periodic workshops on basic business planning may be another method of helping area businesses to do effective planning for their businesses. These workshops would likely be attractive to aspiring entrepreneurs as well. Entrepreneurship is a separate but related strategy to taking care of the businesses already in the community (i.e. BR&E). The SCORE or SBDC may be available to provide these workshops in Roseville on a cost share basis.

A higher level of business planning may be appropriate for experienced businesses. Advanced classes could potentially be offered to existing business and staged at a Roseville area business or city hall. Hiring a business planning expert to teach this topic and offering a cost sharing incentive may make this approach attractive. Blaine previously did a program like this on the topic of business marketing in a partnership with Anoka-Ramsey Community College. Another upside of this approach would be the opportunity for Roseville businesses to network with each other.

1.4 Roseville Initiative to Connect Businesses to Outside Resources

A comprehensive approach could be taken to proactively connect Roseville business to public resources for business development. In addition to the aforementioned Twin Cities SBDC and SCORE chapter, the initiative might also include the Minnesota Trade Office that offers services and education for exporting, and training available from the Roseville Library (computer skills), the University of Minnesota's College of Continuing Education, Hamline University, etc. The initiative could be as simple as collecting resource info. and promoting them via city websites and information racks in city hall.

A step up would be to sponsor info. sessions over coffee, breakfast or an end of day networking reception. The providers would be invited to intend the event to make presentations and be available for Q&A in person. A further step up would be for HRA staff to get to know these resources in depth and then conduct a personal outreach campaign targeted to companies likely to benefit from these resources. A further note, the Economic Gardening Program in Ramsey County is something to watch. It is not open for more enrollees at this time but it will possibly have another class starting in fall of 2014 (see tab 6 for more info.)

1.5 Establish a Business Liaison Position for the City

Businesses are paying for the environment provided them by the City of Roseville and others, and they have identified the cost of that local environment as one of the local business factors they are least impressed with. Therefore, informing them about the benefits of that environment would make sense. Likewise, the city should be informed about the needs of businesses that it is able to address. In the private sector, businesses with large commercial clients use account executives to maintain relationships with those customers and to anticipate their needs. Cities also can provide a personal means of communicating with its commercial and industrial taxpayers, particularly key employers such as those surveyed in this study who generate much of the current economic activity in Roseville. Such personal communication can be useful in creating both an image and a reality of Roseville as a truly business friendly city.

A Business Liaison Officer would be responsible for establishing relationships with businesses in Roseville, prioritizing those who contribute significant revenue to the city in terms of taxes paid and numbers of people employed. This officer would make sure that Roseville's premium paying customers understand the value of the business environment that they are paying for. This function would also be charged with communicating critical needs and concerns of Roseville's businesses to city economic development staff.

Local leaders for this project might include:

- Two or three members of the BR&E Task Force.
- At least one member of the HRA, and possibly the city council, which would have to authorize funding for this project.
- One or two representatives from key employers who could provide input about what they would find useful in a business liaison office.

This liaison would be expected to network with Minnesota Department of Employment and Economic Development (DEED), Greater MSP, the Minnesota Chamber of Commerce, local Chambers of Commerce and other similar organizations.

1.6 Consider Public Transportation Issues as a Long Term Issue for Roseville Business

Public transportation is a rather large topic. The big issues, such as Metro Transit circulator buses in and around Roseville, and the planned Bus Rapid Transit in the Snelling Ave. corridor (University Ave. to Rosedale and eventually to Arden Hills) are dealt with at the Met Council level of regional governance. Roseville officials can talk with the staff and board at the Met Council about these big picture issues. On the other hand, wayfinding signage, pedestrian & bike routes and bike sharing tend to be dealt with at a more local level. For instance, the NiceRide bike sharing program in Minneapolis and St. Paul could be approached about options for bike sharing in Roseville. Even more local are the hotels and car dealers in Roseville that provide shuttle service to their customers. Potentially they could provide midday shuttle services to other business locations in the Roseville community.

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1.7 Demonstrate Broadband Usefulness to Businesses Who Are Not Yet Convinced

The local Telecommunications/Broadband service and rates received fairly high scores on average of 3.8 and 3.5, respectively (see Table 3.6). Yet there were some businesses that gave these factors neutral or lower scores. Potentially, the city could follow-up with the businesses that were not sure about broadband to explore the issue. Meetings/demonstrations could be provided by broadband providers to businesses to show them how their profitability could be improved through adept use of broadband. A local testimonial from a business success with broadband would be the most ideal.

1.8 Community Promotion with Welcome to Roseville Signs

The community received relatively good marks for Community Promotion of Itself and Business (3.3 average), yet just over half the businesses rated this as neutral or below. One suggested potential project to respond to this concern would be to create signage “Welcome to Roseville” at entry points to the community. City communications staff, public works, local businesses, etc. could be part of this addition to the Roseville marketing strategy.

1.9 Streamline, Expedite, and Optimize Building Permit Process

There were relatively high scores for the city for permitting/zoning (3.3 average), compared to other communities that have done similar BR&E surveys. In fact, all Local Government scores rated a 3.2 or better, which again is a pretty good rating given what this author has seen through the years. Nevertheless, there is always room for improvement. For instance, a business mentioned that the permitting process in the city needs to be improved. It "took too long to get building permits". The visitor to this business indicated that the business understood that the city was short staffed at that moment. Therefore, this is not necessarily a big issue and it may be that the business was the only one that had such a problem last year. However, in the interest of continuous improvement, the city may wish to review its permitting processes to see what improvements might be possible. For instance, shortening the permit cycle, making more of the permitting online, and potentially allowing more than one process to happen at the same time. Discussing these issues with planning and zoning officials in other communities may be valuable to make sure that Roseville has considered innovations in the field.

1.10 Promote, Cooperate & Encourage Foreign Trade by Roseville Companies

While only an average of four percent of sales in the companies was attributable to foreign trade (question 9.1), an average of ten percent of the fastest growing markets for the companies was attributed to international markets (question 9.2). Further, 32 percent of the companies are now exporting. However, the survey data suggests that with 63 percent being headquarters firms and about 47 percent of sales being outside of the Twin Cities but within the U.S., there is a potential for more foreign sales. Finally, although there are problems in exporting for many of the companies, ten percent are interested in learning more. The community could consider a few approaches:

A. Provide individualized assistance to the companies that indicated they are open to it. The Minnesota Trade Office at DEED has country/region experts as well as programs to educate and enable companies to begin or expand their exporting. These experts could be contacted to make contact with the companies based on the individual questions/country interest they have. A staff person or trustworthy community professional could be appointed to do this follow-up with the businesses on a confidential basis and make the correct connections.

B. A community exporting initiative. Although there are about four firms that indicated a need for assistance, there may be many more businesses who would respond to a Roseville exporting initiative. Such an initiative was created by the Yellow Medicine County BR&E Task Force in 2009. The initiative could include speakers from the Minnesota Trade Office, the Canadian or other consulates, developing a peer-to-peer network for mentoring within the business community, and even participation in Minnesota trade missions to key foreign markets. There are daily events listed at the MTO website that could be promoted.

Strategy Two: Create Identity, Community & Networking for Roseville Businesses

Overview of the Strategy

A theme in the survey data and in other recent community BR&E initiatives is that business people desire opportunities to network with others. Unsolicited, three of the businesses mentioned an interest in networking in the catchall question at the end of the survey. At seven percent of the sample, this is notable since it was not an enumerated topic.

Survey Results Related to the Strategy

The company ratings of local business support are shown in Table 3-11.

Table 3-11: Local Business Support

Average Score		Average % for each answer 1 = Least Favorable 1	 2	 3 = Neutral 3	 4	 5 = Most favorable 5
3.5	Community Attitude towards Business	2%	5%	32%	46%	5%
3.3	Community Promotion of Itself & Business	2%	5%	49%	22%	5%
3.3	Chamber of Commerce	0%	5%	34%	12%	2%
2.8	Economic Development Authority	2%	12%	29%	5%	0%
2.4	Incentives for Business Investment in Facilities, Worker Skills, or More Workers	7%	22%	32%	0%	0%

Potential Projects for Local Consideration

2.1 Sponsor an Annual Recognition Event for the Roseville Business Community

Businesses appreciate recognition for their contributions to the community and the local economy. Roseville is to be commended for reaching out on a face-to-face basis with the business visits made in this BR&E program. Of course, the 41 visits represent only a small fraction of the businesses located in the community. Some communities go to great lengths to provide public recognition to their businesses. For instance, the small town of Columbus (northern Anoka County) has an annual business appreciation breakfast hosted by the biggest business in the community. They promote both their community and their businesses and the name conveys that “Columbiz”. In Grants Pass, Oregon, a much larger city of 80,000+, the community partners with the gas utility and others on a festive dinner and awards event with six awards for local businesses. Marshall & Lyon County’s BR&E chose to institute an impressive Annual Business Summit to showcase and recognize their businesses and talk about pertinent business issues of the day. Whatever event that Roseville would choose would ideally serve as both recognition for businesses but also as a business networking opportunity and a community identity-builder as well.

2.2 Convene a Business Networking Group for Roseville

The interview results show a fair degree of satisfaction with "Chamber of Commerce" (3.3), Community Attitude towards Business (3.5) and Community Promotion of Itself and Business…(3.3). Of course, there is no chamber with Roseville in its name and so there is not a community chamber, per se (although both the Twin Cities North Chamber and Saint Paul Area Chambers include Roseville in their service areas). Whether there is any Roseville business networking group is not known to this author. The community has an opportunity to create such a network or networks.

The HRA could host a business forum to kickstart the network. The city has plenty of topics that it is knowledgeable about that would serve as ample bait to attract local businesses to attend. Throw in some continental breakfast and coffee and this is the stuff of business networking. Future events could feature speakers from DEED, Greater MSP, the U.M., Minnesota Chamber, etc. A few examples: in Eagan, after their BR&E, the mayor hosted periodic "breakfasts with the mayor" open to local business owners. In Coon Rapids, they cooperate with Anoka-Ramsey Community College and others to bring in local speakers from DEED, or educational institutions, etc. quarterly to present on topics of mutual interest. Hugo launched a business breakfast series out of its BR&E, and this helped to bring the Hugo Business Association back to life. They always have a spot on their agenda for a report from the city official to increase town-business communications and rapport.

2.3 Create a Roseville Concierge Team for Business-to-Business Tours and Networking

This may strike the reader as an odd title for a BR&E project. Nevertheless, the community of Monticello, Minnesota created such a project out of their BR&E program. The project goal was to create awareness of resources within the community for business. This included promoting local resources such as business meeting/conference space (both public and private) and a host of other resources. More interesting is the series of business-to-business tours that were organized by the team. Not only did the businesses have a chance to learn about each others' resources and services, but they also were able to learn from other businesses' experiences with regulatory and zoning issues. This activity, which included city staff, in combination with other city-business interactions, led to outcomes such as businesses feeling they could call the city and city staff feeling confident in conducting outreach activity with business. See the attachments for more information.

2.4 Strengthen Roseville's Position and Reputation as Leader in Professional Services Related to Real Estate, Development, and Community Development

Roseville features a collection of headquarters businesses providing services to the Real Estate, Construction and Community Development sectors. Industry leaders with headquarters in Roseville include Gausman and Moore, Karges-Faulconbridge, LKPB, and Ehlers Investment Partners. Others with offices/former headquarters in Roseville include Sebesta Blomberg and Bonestroo (now part of Stantec). In a separate vein, Roseville features development companies such as McGough, Roseville Properties Management Company, Ted Glasrud Associates, etc. This is a group of related businesses which are in some cases competitors, and in other cases "coopetition". As such, Roseville has the opportunity to convene these companies to learn what the needs and opportunities may be. The business networking may be of use to the companies, or not, but it is an opportunity "in the rough" since there is a density of such related companies in the city. Whether this collection is dense enough in terms of relative concentration of employment to constitute an economic development "cluster," it certainly is an impressive group of industries that has chosen to be in Roseville.

A related idea that emerged from the campus research review meeting is to create a "Roseville Inside" e-newsletter to inform these local companies of projects and bidding for Roseville. It would also explain the benefits to these influential businesses of why Roseville is a good bargain, good place to locate and city forecasts for the market, etc.

2.5 Promote City Benefits and Services to the Business Community

One business related in its interview how it uses a local park for a summer picnic. The city could think about its park and rec facilities as an asset for local businesses for employee gatherings and business meetings and beyond. The HRA and RVA could work together to strategically market all Roseville assets, both private and public, to visitors, residents AND local businesses. In a similar vein, employee wellness programs are important components of contemporary human resources development for business. Roseville's outstanding recreational infrastructure, if it is leveraged beyond primary usage by residents only, offers an opportunity to provide benefit and tie companies to the community for the long term.

Strategy Three: Develop Roseville's Workforce and Connect Business to Qualified Workers

Overview of the Strategy

In the course of the business visits, one visitor team learned that a company was closing its Roseville office and leaving the state for the lack of qualified information technology employees. While little information was learned as to the details of the situation, it is something to take note of. The perceived workforce situation affected Roseville's and Minnesota's ability to compete in the retention of this particular business.

Survey Results Related to the Strategy

There was a significant demand for worker/manager training in a few areas, notably computer training. See Table 3.12.

Table 3.12: Training Needed for Either Workers or Managers

	Number of people needing this training
General Skills	Sum: 226 Average: 28
Managerial Skills	Sum: 205 Average: 19
Sales and Marketing	Sum: 30 Average: 6
Computer Skills	Sum: 414 Average: 38
Other Skills (please list)	Sum: 111 Average: 37

New jobs are expected over the next three years (Table 3.13) with Office Support and Assistants; Executives, Managers; and Sales leading the way. A total of 223 jobs across the 41 companies were estimated. Whether the companies are optimists, or not willing to admit downsize risk, no jobs in any category were expected to be cut in the same time period.

Table 3.13: If you expect a change, how many employees will be added or subtracted in the next three years? (sorted by number of new jobs and rates of increase, respectively)

Category	Increase	Stay Same	Decrease	N/A	By How Many? Sum
Office Support and Assistants	27%	39%	0%	10%	39
Executives, Managers	10%	34%	0%	5%	36
Retail Sales, Sales Agents, Real Estate Agents	10%	12%	0%	24%	33
IT and Web, Actuaries, Statisticians	12%	1%	0%	24%	32
Architects, Engineers, Cartographers	10%	2%	0%	22%	24
Production--Assembly, Chemicals, Metals, Plastics, Textiles, Wood	24%	5%	0%	22%	17
Transportation and Material Moving Personnel	5%	10%	0%	27%	16
Construction, Extraction, and Trades Workers	17%	7%	0%	29%	9
Scientists: Life, Earth, Physical, and Social	5%	5%	0%	37%	6
Human Resources, Accountants, Finance, and Insurance	5%	24%	0%	20%	6
Healthcare Practitioners	5%	5%	0%	34%	4
Education/Training—Teachers, Professors, Trainers	2%	7%	0%	32%	2
Artists, Designers, Entertainers, Sports and Media	0%	1%	0%	34%	1
Total new jobs					223

The companies plan to recruit new employees in most categories in the next year (Table 3.14). There are some categories with highly paid employees where the companies have experienced difficulty in hiring. In particular, IT and Web, Actuaries, Statisticians and Architects, Engineers, Cartographers.

Table 3.14: Company Recruiting in the Next Year, Difficulty Recruiting and Did They Recruit? (sorted by percent recruiting in next year and difficulty in past year, respectively)

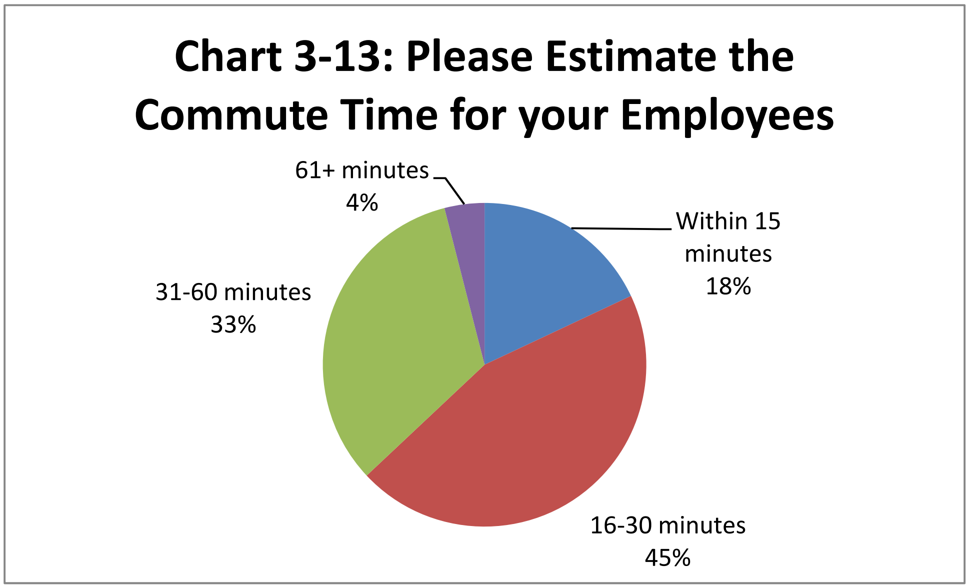
	Will Recruit in the Next Year	Difficulty Recruiting Past Year	Recruited in the Past Year
Office Support and Assistants	22%	0%	15%
Architects, Engineers, Cartographers	17%	7%	12%
Construction, Extraction, and Trades Workers	17%	7%	12%
Retail Sales, Sales Agents, Real Estate Agents	17%	5%	10%
IT and Web, Actuaries, Statisticians	15%	7%	12%
Production—Assembly, Chemicals, Metals, Plastics, Textiles, Wood	15%	2%	10%
Installation, Maintenance, Automotive, Grounds Cleaning, Janitorial, Repair	10%	7%	7%
Human Resources, Accountants, Finance, & Insurance	7%	2%	5%
Personal Care Assistants, Stylists, Cosmetologists	5%	2%	2%
Executives, Managers	5%	0%	5%
Healthcare Practitioners	2%	2%	2%
Healthcare Support Personnel	2%	2%	2%
Artists, Designers, Entertainers, Sports and Media	2%	0%	0%
Education/Training—Teachers, Professors, Trainers	2%	0%	2%

Table 3.15 notes the most important reasons for recruitment challenges. Although competition is by far the most cited factor, there were several other significant factors related to employee training and attitude.

Table 3.15: Most Important Reasons for Recruitment Challenges

Competition for employees	54%
Inadequate labor skills	24%
Poor work attitudes	20%
High cost of training employees	17%
Workers cannot pass screening (drug, criminal record check, etc.)	12%
High wage rates for labor	12%
Workers will not commute into the area	5%
Lack of worker education	5%
Workers will not relocate into the area	2%
Workers lack documentation of legal work status	2%

The commute shed for the interviewed companies is shown in Chart 3-13. Thirty-seven percent of the employees are commuting in more than 30 minutes each way.

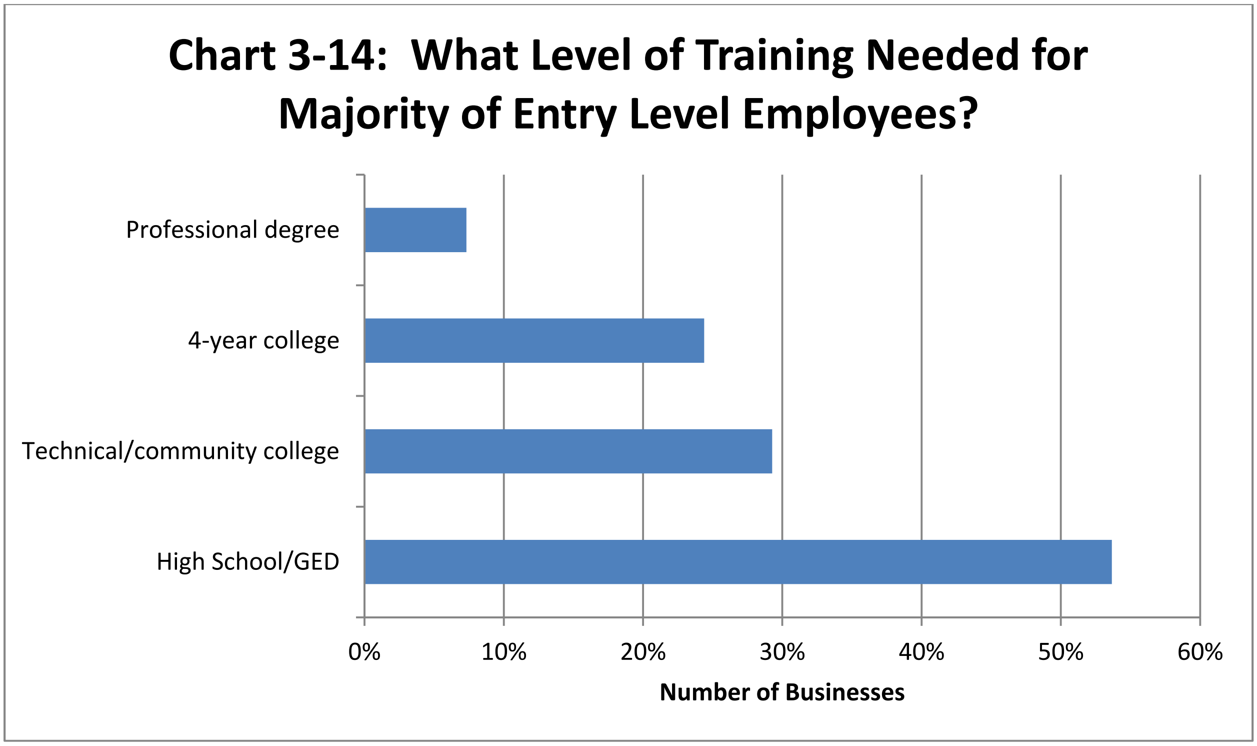


Roseville received its second best score, of all factors, for Recreational Activities, as seen in Table 3-16. The good news overall is that all the Quality of Life factors were above Neutral, on average.

Table 3-16: Quality of Life Ratings for Roseville

Average Score		Average % for each answer 1 = Least Favorable 1	2	3 = Neutral 3	4	5 = Most favorable 5
4.1	Recreational Activities	0%	0%	17%	37%	22%
3.6	Cultural Opportunities	2%	5%	29%	24%	15%
3.6	Housing Supply for Workforce	0%	2%	34%	24%	10%
3.5	Social Organizations and Networks	0%	7%	24%	29%	7%
3.4	Availability of Child Care	0%	2%	41%	10%	7%
3.3	Crime Rate	7%	15%	24%	34%	10%
3.3	Housing Costs	0%	5%	46%	15%	5%

The companies require a high school diploma for the majority of their entry level employees (54 percent) and technical/community college for 29 percent. See Chart 3-14.



Potential Projects for Local Consideration

3.1. Research Computer Skill and other Training Needs and Implement Solutions

The interview results indicated 414 employees need Computer Skill training (see Table 3-12.). Of course, that is a pretty broad category and further definition would be necessary. There also were needs indicated for General Skills (226 employees) and Managerial Skills (205 employees). Half of the companies need employee skill training overall. Roseville could research the training needs of these companies with follow-up visits or phone interviews. Blaine's BR&E team did follow-up research in this manner and subsequently implemented training initiatives with their local technical or community college. Classes were subsidized by the city to incentivize the businesses to participate. Potential partners for Roseville are: DEED workforce center; MnSCU or the U; the Roseville Library (lots of computer training done there). Roseville could visit with Minnesota Jobs Skills Partnership Director Paul Moe to explore its options.

3.2. Use the Minnesota Jobs Skills Partnership for Specific Skill or Worker Gaps

DEED offers the Minnesota Jobs Skills Partnership (MJSP) grant program to correct specific labor market problems in order to keep high-quality jobs in Minnesota. A higher education institution partners with business(es) to develop new-job training or retraining for existing employees. It is not clear if Roseville has a situation that would be potentially be eligible for this resource. However, two employment categories are noteworthy. Seven percent of the companies reported problems recruiting employees in both the Architects, Engineers, Cartographers and IT and Web, Actuaries, Statisticians categories. Further, they've added employees in the last year and expect in the next three years to add an aggregate of 24 and 32 employees, respectively, in each category. If there were a greater pattern in the business community for either of these categories, then a MJSP grant may potentially be applicable. The aforementioned company that shut its Minnesota office for the lack of I.T. workers may be a pertinent fact for this situation. The professional services industries in project 2.4 above, plus the Information sector, may be the industries with the concern for the employment categories in question. If so, potentially they would have an interest in working together if a MJSP grant is a feasible option.

3.3 Use Local Organizations to Mentor Youth to be Job Ready for Increasing Roseville Jobs

Twenty percent of the businesses cited Poor Work Attitudes (Table 3-15, question 5.16) as an important reason for employee recruitment challenges. With the interviewed businesses set to add approximately 223 new jobs in the next three years, addressing this work readiness issue will be imperative. Local organizations that have mentoring programs and work with youth development are positioned to help. One example is the Northeast Youth & Family Services in Shoreview (see Tab 6). Board members, the mayor and city manager of Roseville may be able to assist with this project idea.

3.4 Use Employee Assistance Programs for Addressing Poor Work Attitude Issue

A different approach to the aforementioned issue, Poor Work Attitudes, would be to assist managers in dealing with troubling employee behaviors. Employee Assistance Programs (EAP) can provide such coaching. An EAP speaker could be brought into a business gathering to address what EAPs do. Dr. Gretchen Stein, of the Sand Creek Group, was suggested as an excellent person to provide such a presentation.

3.5 Consult with Minnesota High Technology Association on I.T. Worker Issues

To address issues with technology-based workforce recruitment and development, the community could work with the Minnesota High Technology Association, whose mission is to make Minnesota one of the country's top-five technology states. From STEM education to networking to the higher education institutions of Minnesota, the MHTA connects the issues, players and resources and promotes technology based industry. One example is their SciTechsperience Internships program. Roseville could encourage area technology businesses to participate in this program to both develop the future workforce and to find potential near term employees. There do not appear to be any cities or HRAs that are members of MHTA. Nevertheless, if Roseville wishes to engage with the technology sector and/or the higher eds. that serve the tech. sector, MHTA may be a group to engage with.

3.6 Promote Mass Transit Solutions for High Income and Low Income Individuals

From the City of Roseville website *A Brief History of Roseville.*

> Roseville's population and commercial development grew dramatically during the 1950s and 1960s. The City then turned its focus from planning to redevelopment and preservation. Today Roseville is a mixed land use community with a strong residential base and vibrant retail. It has become the commercial hub of the northeastern metro area.

Roseville was developed around the car and in the era when suburban development was all about the car. So it is not surprising, as noted before in Table 3-5, that Public Transportation received easily the lowest score of Roseville transportation factors (average 2.9) with 56 percent of the businesses rating it as neutral or unfavorable. Also, 35 percent of the commuters to the businesses are travelling more than 30 minutes one-way. Along with the DEED On the MAP data that shows that 44 percent of Roseville jobs earn $3,333/month or more, this suggests they are car commuters, which increases congestion, commute time and pollution. Further, this will increasingly be an issue since recent DEED *Trends* Publications data are indicating that barriers such as transportation and location issues are becoming even more important than skills of workforce as hiring barriers. Therefore, Roseville leaders could promote public transportation for both higher and lower income commuters. Metro Transit and Met Council transit analysts could figure out the high-flow areas where commuters are coming from and where they're going in order to determine near-term and longer-term solutions.

3.7 Maintain and Promote Quality Recreational Amenities While Improving Those that are not High Quality

Roseville is known for its outstanding parks and that is reflected in the very high score received for Recreational Activities (average = 4.1) in the data collected in the business interviews. This score is tied for second highest of all Local Business & Community Climate scores in the data. So why does this matter to BR&E? First, Roseville is an aging community with an average age much higher than Ramsey County (see chapter 2). To be attractive to new younger residents (possible workers and customers), a high quality of recreational opportunities will likely be important (along with other factors). Second, retail/service businesses increasingly are seeing a tie-in between recreational activities and developing local clientele. For instance, in Minneapolis and St. Paul there is a large and growing segment of the population that is devoted to biking, both for commuting and for recreation, and, in fact, Minneapolis is developing a national reputation for this. These bike devotees are doing business with bike-friendly businesses and cities. However, Roseville is not known as a particularly bike-friendly community even though it is positioned between the two core cities. Nor does it appear to have invested in a noteworthy way in either linear parks or trails. Please note: these impressions do not emerge from the BR&E interviews, but rather from the author's conversations with Roseville residents and others with knowledge of Roseville.

The community has a very fine installed base of parks and rec centers. One business mentioned that it uses a local park for its annual picnic. The city could promote its parks and rec. facilities to all businesses for such purposes. With respect to linear parks (i.e. bike/pedestrian ways) the city is not noted for its connectivity either within the community itself or to such regional amenities as the Gateway Trail (bikeway). Getting connected with regional trail systems could be beneficial to the city's image, resident satisfaction and wellness, and businesses as well (for bike commuter employees and customers).

3.8 Develop Education to Employment Connections among Business and Education Providers

The Itasca project (a group composed of the leaders of Minnesota's largest and most well known companies) issued a 2012 report *Higher Education Partnership for Prosperity* that indicated that increasingly some form of higher education will be necessary for Minnesota workers:

> Future economic growth and prosperity will require deeper and more relevant skills from the workforce and increased innovation from researchers, entrepreneurs, and businesses. It is estimated that Minnesota jobs requiring post secondary education will grow by nearly 8% from 2008 to 2018, while jobs requiring not more than a high school diploma will grow by only 3% over the same period. By 2018, 70% of Minnesota jobs will require post secondary education.

We are not there yet in terms of numbers of jobs needing post-secondary education (it's only 2014). Census and recent MN Office of Higher Education data show that the majority of Minnesota jobs still require a high school diploma despite the high degree of education attainment (39.5% in Ramsey County, see chapter 2). In concert with that, 54 percent of the interviewed businesses require a high diploma for the majority of their entry level workers.

So what should Roseville do? There were several suggestions by the research review panelists. More panelists suggested developing relationships with technical colleges but there were also strong suggestions for the community to encourage its school districts to forge connections with local business.

A. Technical Colleges. There is no hometown tech. college for Roseville so this route may be bewildering. Yet, MnSCU campuses are supposed to serve local communities and employers so Roseville could choose the school or schools most convenient to it and develop a relationships with them in order to serve the needs of their businesses. In past BR&Es, Blaine, Coon Rapids and Vadnais Heights have chosen to go this route. In fact, they had local college staff involved from the get-go on the BR&E visits and planning. That is a route Roseville could go as well. Working on something concrete would perhaps be the best way to develop a useful interaction. Identifying and sponsoring specific skills training by a tech. college in Roseville, ideally at a local business, is one feasible option. Another approach would be to develop internship programs between the campus and Roseville businesses. Sharing the results of the BR&E research with tech. college customized training staff is a good place to start.

B. Local School Districts. The school districts that serve the communities that are sending the most workers to Roseville may be the best people to talk with. In order, that is St. Paul, Minneapolis, Roseville, and Blaine (each community contributes 1,000+ employees, see Table 2-12 in Ch. 2). Suggested projects include: sharing the employment data from this report with the superintendents or secondary ed. administrators, inviting these people to meet with a Roseville business network and tour local businesses and, at the highest level, develop as many on-the-job training experiences as possible (business tours, job shadowing, internships, mentorships, scholarships, apprenticeships, other?). Real world experience with employers is what all future workers need. The little town of Menahga in western Minnesota, and its school district, sponsored a Career Exposition Fair in 2013 because of its BR&E. The point? To expose its student population to career information, businesses in the community and entrepreneurial opportunities all in one event. It was a great success. How will Roseville contribute to developing the workforce of its future?

3.9 Think about Regional Partners for Regional Resources

Many of the potential projects in this report are framed in the language of Roseville acting unilaterally with its own resources. This is often a preferred course of action. However, sometimes acting with neighbors and/or regional partners is a more efficient and powerful way forward, albeit more complex. As suggested in the project above, linear parks and trails require multi-jurisdictional approaches. When thinking of workforce development and recruitment, multiple entities may do better acting in concerted effort. Considering that Roseville has three school districts in its borders and hosts neither a MnSCU nor a University of Minnesota campus, the community cannot seriously think in terms of self-sufficiency on workforce development. What's more, in 2011 only 1,704 jobs in the community were filled by Roseville residents whereas 31,681 were filled by nonresidents (see chapter 1). Therefore, the community may consider which priority projects may make sense to recruit regional partners to amplify effectiveness. When it comes to workforce issues the ultimate regional partner is Greater MSP.

CHAPTER 4. HINTS ON SUCCESSFUL IMPLEMENTATION OF BR&E PROJECTS

The Roseville BR&E Task Force Retreat completes the visitation and analysis aspects of the program. Selection and implementation of the projects is the next phase. 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. These tips are reprinted, with permission, from the BR&E program booklet entitled "Local Leadership Team Manual".[1] 2. 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.

The major tips are:

- 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 BR&E Task Force Retreat, ask Task Force members 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 Task Force oversee project implementation progress.
- Meet at least quarterly to monitor implementation progress.
- Set a date for the first quarterly Task Force 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 your state sponsor – the University of Minnesota Extension BR&E Strategies Program.
- Invite regional and state agency, chamber, or other representatives to your quarterly meetings.

[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 Publication No. 72 (pages 16-18).

- 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 at the BR&E Retreat, the next step is to design specific, measurable, attainable, realistic, and timebound 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.

Community Commencement Meeting

At this meeting, the results of your BR&E survey and your priorities will be shared with community leaders, community members, the businesses, state representatives & senators, et al. The meeting is a "commencement ceremony" that celebrates the end of the Research and Prioritize, Steps 1 & 2, and the beginning of the Implement Step 3 of BR&E. At the same time, it honors the significant contributions of participants, including the leadership team, task force, volunteer visitors, the businesses, and others. It is important, of course, to recognize volunteer contributions for their own sake, but also because it reinforces the credibility of the BR&E visitation process as stemming from the breadth and depth of community involvement.

This meeting is both a celebration and it is informational. The results of the survey and the conclusions of the task force are presented to those attending. After the meeting, participants are encouraged to ask questions of task force members individually or discuss ways in which they can participate in implementation of priority projects. Several Minnesota 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 Minnesota Extension BR&E Program is improving its assistance for BR&E work in Minnesota. In the near future, Roseville may wish to do some additional BR&E visitation and follow-up action. Here are other things that Extension is doing that may be of interest.

1. Benchmarking the BR&E data to share insights on what has been learned working with many community BR&E projects since 1990

2. Providing free BR&E Tools on its website such as a large question database of BR&E pertinent questions.

3. Offering a BR&E course that includes both in-person learning and online components --

4. Continuously evaluating its basic BR&E survey instrument.

The Minnesota Chamber of Commerce offers the Grow Minnesota program to communities through local chamber offices. This is a time-tested BR&E resource for communities wishing to do some annual business visits using a B2B (business to business) approach. The Grow Minnesota and University of Minnesota BR&E programs are now cooperating on ways to assist communities to meet their needs.

Bibliography of Literature Pertaining to Successful Priority Project Implementation

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Allanach, Christopher and Scott Loveridge. “An Assessment of Maximum-Training Business Visitation Programs.” *Economic Development Review* 12.n2 (May 1998): 125(2).

Phillips, Philip D. “Business Retention and Expansion: Theory and An Example in Practice” *Economic Development Review.* 1996. 14(3) pp. 19-24.

Bradford, Richard. “Elements of a BEAR Program.” *Economic Development Review.* 07423713 June 1996. 1413.

Loveridge, Scott, Thomas Smith and George Morse. “Immediate Employment Effects of Business Retention and Expansion Programs.” St. Paul: Department of Applied Economics, University of Minnesota Staff Paper 1992.

Morse, George and Inhyuck Ha. “How Successful are Business Retention and Expansion Implementation Efforts?” *Economic Development Review:* 1997 pp8-13.

Maples, Melissa. "Business Retention: The Basics and Beyond." *Economic Development Review.* 1996 14(3) 4-8.

SWOT Worksheet (used in the BR&E data analysis)
Strengths, Weaknesses, Opportunities, Threats
Business Retention and Expansion Strategies Program

Review the survey results from this BR&E program and then answer the following questions based both on this data and your knowledge of the region and businesses.

1. What appear to be the firms' or the community's primary strengths and/or weaknesses? (When basing your answer on the data from the survey, please note the question number to help us in preparing the research report.) [**Internal issues**]

Strengths:

Weaknesses:

2. What appear to be the primary opportunities and/or threats to these businesses? (Again, please note the question number.) [**External issues**]

Opportunities:

Threats:

Potential Local BR&E Projects

(used in the BR&E data analysis)
Review of Survey Results and Development of Potential Projects

for Community of ________________________________

Based on the SWOT analysis, what are some potential projects which the community might initiate to help local firms take advantage of their strengths and opportunities or to overcome their weaknesses and threats? Please use one sheet for each project.

1) What is a key issue or finding from the survey results? *(Could be an opportunity, a strength, a weakness, or a threat.)*

2) What data from the survey shows the nature of this finding? *(List question number(s) and give a short explanation of the connection.)*

3) How might the community leaders address the issue outlined in questions 1 and 2?

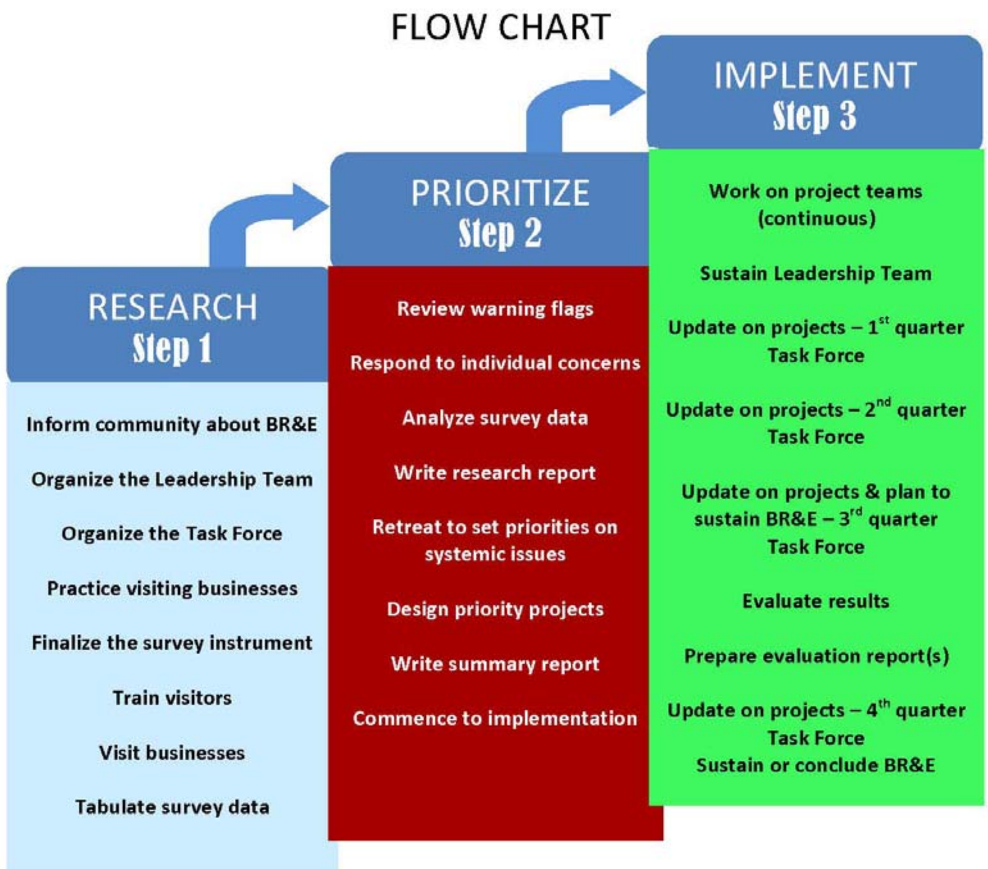
4) Which local leaders should be involved in the planning and implementation of this project? *(Be as specific as possible – even listing names when possible.)*

5) Which non-local public or private agencies, colleges, or firms should be asked to help with the planning and implementation? *(Be as specific as possible – even listing names when possible.)*

Name of Person(s) Making the Suggestion: ______________________ Phone: ___________

The report writers sometimes need to check with those making the suggestions.

Business Retention & Expansion Strategies (BR&E) Program



Roseville BR&E Survey, Data Tabulation, February 12, 2014

N=41

Unless otherwise indicated, all percentages indicate the percentage of businesses interviewed (not the percentage which answered the question).

Trimmean is the average except taking out 10% of the total answers, the 5% highest answers and the 5% lowest, (i.e. the "outliers")

We believe our existing businesses are our best prospects for future development. The purpose of this program is to see how we can help you succeed.

I. This program is sponsored locally by the following organizations:

Roseville Housing and Redevelopment Authority
Xcel Energy

With cooperative effort involving volunteers drawn from other businesses, local and regional government, local business associations, and residents from the community.

II. Technical and applied research assistance for this program is provided by the University of Minnesota Extension.

III. Business, government, and educational leaders have agreed to help us work with our local businesses on the program recommendations in the report.

IV. The objectives of the program are:

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

V. Confidentiality - Your individual answers to this interview are confidential and will not be released except as required by law. Your response will be summarized with those of others to produce an overall result in percentages or averages. **Your responses may highlight issues to which certain individuals may be able to respond in a beneficial way. At the end of the interview, you will be asked whether you authorize us to release your interview information to those individuals who may be able to help.**

VI. The "Skip It Rule" - If there is a question that you feel might be best to skip, we will do that; just let us know. There is no need to explain your reasons.

VII. Copy of Final Report - Copies of the summary will be provided to all businesses that participate in the Roseville BR&E interview.

VIII. This Interview Guide has combined the Minnesota Chamber of Commerce Grow MN Report Form and the University of Minnesota Extension Business, Retention and Expansion Strategies Program Interview Guide.

If a question is shaded green, the info is specific to Grow MN! Form If a question is shaded yellow, info is specific to U of MN Extension Form If a question is not shaded, it appears on both the U and Grow forms in some form	Business ID: ____________ *For Internal U of MN Extension Use Only

1. Company/Contact Info

First Name □M □F		Last Name
Title		Company
Street	City	State/Zip
Phone ( ) Ext	Fax	Email

If primary contact unavailable, ask for:

Website	Year company established in community: _ _ _ _

Member of a local Chamber □ Yes □ No Please specify Chamber(s):

Interviewer (s)

First Name	Last Name
First Name	Last Name

Visit Date

2. Business Details

2.1 What is the primary business sector at this location?

2% Administration/Support/Waste Management/Remediation Services	32%Manufacturing
0% Agricultural/Forestry/Fishing or Hunting	0% Mining/Quarrying/Oil and Gas Extraction
0% Accommodation/Food Services	17% Professional/Scientific/Technical Services
0% Arts/Entertainment/Recreation	0% Public Administration
17%Construction	0% Real Estate/Rental and Leasing
0% Educational Services	0% Retail Trade
2% Finance/Insurance	0% Transportation/Warehousing
7% Health Care Services/Social Assistance	0% Utilities
5% Information	5% Wholesale Trade
2% Management of Companies & Enterprise	0% Other ________________

2.2 Type of Corporate Structure

0% Cooperative	20% C-Corporation (privately held)	7% C-Corporation (publicly held)
15% Limited Liability	0% Non-profit	0% Partnership
0% Professional Association	51% S-Corporation	0% Sole Proprietorship
0% Other ______________		

2.3 Is this a locally owned business? 73% Yes 22% No

2.4 Does this company have a written business plan? 46% Yes 44% No

2.5 Does this company have a succession plan (ownership/management)? 59% Yes 27% No 7% N/A

2.6 Has the company's ownership or top management changed in the last year or is change imminent? 15% Yes 76% No

If yes, could you please explain? For local use.

2.7 Business Details Notes: For local use.

3. Facilities

3.1 Type of Facility(s) in Roseville (*Select ALL that apply*)

12% Branch | 15% Distribution | 63% Headquarters | 0% Home-based business
29% Manufacturing | 12% Office-operation (non HQ) | 10% Research & Development | 12% Sales Office
0% Other ____

3.2 Square Feet in Roseville:
Sum: 1,499,535 Average: 41,654 Trimmean: 35,898

3.3 Number of Buildings in Roseville:
Sum: 57 Average: 1.5

3.4 Age of Building(s) in Roseville: (*Select the ONE that best describes the facility*)
0% Less than 5 years | 2% 5-10 years | 17% 11-20 years | 63% Over 20 years
Comments (renovations, etc.): For local use.

3.5 Condition of Building(s) in Roseville: (*Select the ONE that best describes the facility*)
24% Excellent | 59% Good | 10% Fair | 2% Poor

3.6 Is this facility(s) in Roseville owned or leased?
27% Owned | 73% Leased

3.7 Lease Expiration Date in Roseville:
Average: 2016__(range from 2014 to 2023)

3.8 Is there room for additional expansion at your Roseville site(s)? 59% Yes 27% No

3.9 Does this company have other locations? 39% Yes 51% No

3.10 If yes, how would you describe this company's other facilities? (*Select ALL that apply*)
24% Branch | 17% Distribution | 22% Headquarters | 10% Manufacturing
12% Office operation (non-HQ) | 5% R&D | 10% Sales office | 0% Other __________

3.11 Explain other facilities and where they are located: For local use.

3.12 Facilities Notes: For local use.

4. Products/Services

4.1 Name the major products or services offered at this location. For local use.	*What percentage of your total sales comes from each? (Total should equal 100%)*	*Are sales of this product or service? (Select ONE answer)*
1)	%	☐ Increasing ☐ Stable ☐ Decreasing
2)	%	☐ Increasing ☐ Stable ☐ Decreasing
3)	%	☐ Increasing ☐ Stable ☐ Decreasing
4)Other products or services (specify)	%	☐ Increasing ☐ Stable ☐ Decreasing
Check total (should equal 100%)	100%	

4.2 What is special or unique about your major products or services? For local use.

4.3 What are the one or two most important reasons that customers might choose your competitors over you? For local use.

4.4 Has the company introduced new products or services during the last year? 51% Yes 44% No

If yes, could you briefly describe them? For local use.

4.5 Is the company likely to have new products/services in the next year? 49% Yes 32% No

If yes, could you explain them: For local use.

4.6 Does this company have a research and development budget? 32% Yes 59% No

4.7 If yes, what are R&D expenditures as a percentage of sales? Average = 11% (Estimates are okay)

4.8 Over the past year, has company sales:

51% Increased 12% Decreased 32% Been relatively stable 0% Fluctuated widely

4.9 Over the past year, has company profitability:

44% Increased 15% Decreased 27% Been relatively stable 0% Fluctuated widely

4.10 Explain change in sales/profitability: For local use.

4.11 Products/Services Notes: For local use.

5. Local Employment and Workforce

5.1 What is the total number of employees at this facility? (Estimates are okay) Please break this out into job categories for the three time periods below.

	FTE (Full time)	Part time (as defined by business)	Seasonal (hired by business)	Temp agency employees
Currently	Sum: 2774 Average: 75 TrimMean: 59	Sum: 113 Average: 11 TrimMean: 11	Sum: 128 Average: 32 TrimMean: 32	Sum: 5 Average: 2 TrimMean: 2
One year ago	Sum: 2117 Average: 62 TrimMean: 46	Sum: 110 Average: 11 TrimMean: 11	Sum: 42 Average: 14 TrimMean: 14	Sum: 5 Average: 3 TrimMean: 3
Three years ago	Sum: 1665 Average: 50 TrimMean: 34	Sum: 107 Average: 11 TrimMean: 11	Sum: 32 Average: 16 TrimMean: 16	Sum: 4 Average: 2 TrimMean: 2

5.2a If the number of employees changed from three years ago, please identify up to 3 reasons for the employment change. (*Select UP TO THREE reasons*)

2% Business did not exist 3 years ago
10% Change in management
15% Change in profits
2%Change in subcontracting
10% Changes in worker efficiency
7% Corporate decision/policies
15%Entered new markets
20% Expansion
0% Government regulation
29%Growth in demand
10% Increased competition
15% Lack of demand
17% New product/services
0% Renovation
5% Technological changes
0% Other ____

5.2b If changes in employment have occurred, please further explain the change, if applicable: For local use.

5.3 In the next year, do you expect the number of jobs at this facility to:
56% Increase 0% Decrease 24% Be relatively stable 12% Unsure

5.4a 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? *(Select ONE for each employment category)*

Total jobs: 223

b. If you expect a change, how many employees will be added or subtracted? (*Indicate by how many*)

Category	Increase	Stay Same	Decrease	N/A	By How Many? Sum
Architects, Engineers, Cartographers	10%	2%	0%	22%	24
Artists, Designers, Entertainers, Sports and Media	0%	1%	0%	34%	1
IT and Web, Actuaries, Statisticians	12%	1%	0%	24%	32
Construction, Extraction, and Trades Workers	17%	7%	0%	29%	9
Education/Training—Teachers, Professors, Trainers	2%	7%	0%	32%	2
Executives, Managers	10%	34%	0%	5%	36
Farmers, Fisherman, and Forester	0%	5%	0%	37%	0
Food Preparers, Chefs, and Serving Related	0%	7%	0%	34%	0
Healthcare Practitioners	5%	5%	0%	34%	4
Healthcare Support Personnel	2%	7%	0%	34%	0
Human Resources, Accountants, Finance, and Insurance	5%	24%	0%	20%	6

Installation, Maintenance, Automotive, Grounds Cleaning, Janitorial, Repair	0%	17%	0%	27%	0
Legal	0%	7%	0%	34%	0
Scientists: Life, Earth, Physical, and Social	5%	5%	0%	37%	6
Office Support and Assistants	27%	39%	0%	10%	39
Personal Care Assistants, Stylists, Cosmetologists	2%	5%	0%	32%	0
Production--Assembly, Chemicals, Metals, Plastics, Textiles, Wood	24%	5%	0%	22%	17
Retail Sales, Sales Agents, Real Estate Agents	10%	12%	0%	24%	33
Transportation and Material Moving Personnel	5%	10%	0%	27%	16
Other:_______________________________________	0%	5%	0%	5%	0

5.5 What is the average hourly starting wage paid to employees in each category? Overall Hourly Averages

Architects, Engineers, Cartographers	$32
Artists, Designers, Entertainers, Sports and Media	$19
IT and Web, Actuaries, Statisticians	$29
Construction, Extraction, and Trades Workers	$21
Education/Training—Teachers, Professors, Trainers	$21
Executives, Managers	$33
Farmers, Fisherman, and Forester	
Food Preparers, Chefs, and Serving Related	
Healthcare Practitioners	$38
Healthcare Support Personnel	
Human Resources, Accountants, Finance, and Insurance	$31
Installation, Maintenance, Automotive, Grounds Cleaning, Janitorial, Repair	$16
Legal	
Scientists: Life, Earth, Physical, and Social	$31
Office Support and Assistants	$17
Personal Care Assistants, Stylists, Cosmetologists	$13
Production—Assembly, Chemicals, Metals, Plastics, Textiles, Wood	$14
Retail Sales, Sales Agents, Real Estate Agents	$28
Transportation and Material Moving Personnel	
Other:____	

5.6 What is this company's gross annual payroll at this facility? (Estimates are okay)
Sum $11,727,000 Average: $1,954,500 TrimMean: $1,954,500

5.7 Please estimate the commute time for your employees.

Within a 15 minute drive one way	18%
Within a 16-30 minute drive one way	43%
Within a 31-60 minute drive one way	31%
Within a 61+ minute drive one way	4%

Union Activity

5.8 Is there union representation at this company? (*If no, skip to Question 5.10*) 7% Yes 83% No

5.9 What type of union activity has there been in the last two years? (*Select the ONE that best describes the facility*).

Arbitration Certification Decertification Organization activities
Strike/lockout 5% Workable relationship Other

Recruitment

5.10 Has this company recruited new employees in the last year?	78% Yes	20% No
5.11 If so, did this company have trouble finding them?	41% Yes	44% No
5.12 Does the company plan to recruit new employees in the next year?	76% Yes	17% No

5.13 In the **past** year, has this company recruited employees in the following occupations?
(Place an "X" in the box for each job category that applies. If N/A leave blank)

5.14 In the **past** year, has the company had difficulty recruiting the following occupations?
(Place an "X" in the box for each job category that applies. If N/A leave blank)

5.15 In the **next** year, will this company recruit employees in the following occupations? *(Place an "X" in the box for each job category that applies. If N/A leave blank)*

	Will Recruit in the Next Year	Difficulty Recruiting Past Year	Recruited in the Past Year
Architects, Engineers, Cartographers	17%	7%	12%
Artists, Designers, Entertainers, Sports and Media	2%	0%	0%
IT and Web, Actuaries, Statisticians	15%	7%	12%
Construction, Extraction, and Trades Workers	17%	7%	12%
Education/Training—Teachers, Professors, Trainers	2%	0%	2%
Executives, Managers	5%	0%	5%
Farmers, Fisherman, and Forester	0%	0%	0%
Food Preparers, Chefs, and Serving Related	0%	0%	0%
Healthcare Practitioners	2%	2%	2%
Healthcare Support Personnel	2%	2%	2%
Human Resources, Accountants, Finance, & Insurance	7%	2%	5%
Installation, Maintenance, Automotive, Grounds Cleaning, Janitorial, Repair	10%	7%	7%
Legal	0%	0%	0%
Scientists: Life, Earth, Physical, and Social	0%	0%	0%
Office Support and Assistants	22%	0%	15%
Personal Care Assistants, Stylists, Cosmetologists	5%	2%	2%
Production—Assembly, Chemicals, Metals, Plastics, Textiles, Wood	15%	2%	10%
Retail Sales, Sales Agents, Real Estate Agents	17%	5%	10%
Transportation and Material Moving Personnel	0%	0%	0%
Other:_______________________________________	0%	0%	12%

5.16 In general, what are the most important reasons for your recruitment challenges? (*Select UP TO THREE)*

54% Competition for employees
17% High cost of training employees
12% High wage rates for labor
24% Inadequate labor skills
0% Lack of child care
5% Lack of worker education
20% Poor work attitudes
12% Workers cannot pass screening (drug, criminal record check, etc.) Please specify: ____________________
2% Workers lack documentation of legal work status
5% Workers will not commute into the area
2% Workers will not relocate into the area
0% Other: _________________________________

5.17 What level of training does this company expect when hiring the majority of its entry level employees?

(*Select ONE*)
54% High School/GED 29% Technical/community college 24% 4-year college 7% Professional degree
0% Other, please explain: ____

5.18 Do you need training for either workers or managers? 49% Yes 44% No
If yes, please estimate the number of employees needing the following types of training:

	Number of people needing this training
General Skills	Sum: 226 Average: 28
Managerial Skills	Sum: 205 Average: 19
Sales and Marketing	Sum: 30 Average: 6
Computer Skills	Sum: 414 Average: 38
Other Skills (please list)	Sum: 111 Average: 37

5.19 Overall, how do you rate your employees with respect to their attitude toward work and their productivity? (*Select ONE box per line*)

Average Score		Poor	Below Average	Fair	Above Average	Excellent
4.0	a) Attitude toward work	0%	2%	24%	37%	32%
4.1	b) Productivity	0%	0%	22%	44%	29%

	6. Rank the Local Business & Community Climate					
	6.1 Given what this business does, please rank these features of the community:	***Rate 1-5:*** (*Circle ONE Answer*) 1 = Least Favorable for business 3 = Neutral 5 = Most favorable for business				
Average Score		Average % for each answer. 1	2	3	4	5
	Workforce					
3.1	Availability of Skilled Labor	12%	10%	34%	24%	10%
3.6	Availability of Unskilled Labor	2%	5%	24%	20%	17%
3.2	Wage Rates	0%	5%	56%	12%	5%
2.9	Union Presence	5%	5%	20%	5%	2%
	Education and Training					
3.8	K-12	0%	2%	20%	27%	12%
3.5	Higher Education	0%	7%	24%	24%	7%
3.1	Customized Training Programs	0%	12%	24%	10%	2%
3.7	Overall Workforce Quality	0%	2%	27%	34%	12%
	Transportation/Location					
2.9	Public Transportation	7%	22%	27%	20%	5%
3.9	Highway Infrastructure	0%	7%	15%	44%	5%
3.7	Air Service	0%	2%	12%	24%	24%
4.1	Proximity to Suppliers	0%	2%	10%	29%	5%
4.4	Proximity to Major Markets	0%	0%	5%	39%	32%
3.8	Proximity to Raw Materials	0%	2%	17%	22%	10%
3.3	Railroad Service	2%	0%	10%	0%	5%
	Quality of Life					
4.1	Recreational Activities	0%	0%	17%	37%	22%
3.6	Cultural Opportunities	2%	5%	29%	24%	15%
3.3	Crime Rate	7%	15%	24%	34%	10%

Average Score		Average % for each answer. 1	2	3	4	5
3.5	Social Organizations and Networks	0%	7%	24%	29%	7%
3.6	Housing Supply for Workforce	0%	2%	34%	24%	10%
3.3	Housing Costs	0%	5%	46%	15%	5%
3.4	Availability of Child Care	0%	2%	41%	10%	7%
	Local Business Support					
3.5	Community Attitude towards Business	2%	5%	32%	46%	5%
3.3	Community Promotion of Itself & Business	2%	5%	49%	22%	5%
3.3	Chamber of Commerce	0%	5%	34%	12%	2%
2.8	Economic Development Authority	2%	12%	29%	5%	0%
2.4	Incentives for Business Investment in Facilities, Worker Skills, or More Workers	7%	22%	32%	0%	0%
	Local Access to Capital					
3.7	Availability of Loans	0%	7%	20%	24%	12%
3.4	Cost of Loans	0%	2%	39%	10%	10%
3.0	Assistance from Local Governments and/or Non-Profits	2%	10%	24%	15%	0%
2.7	Availability of Land	7%	12%	22%	5%	2%
2.6	Cost of Land	5%	15%	22%	2%	2%
3.2	Availability of Buildings	7%	10%	24%	22%	10%
3.2	Cost of Buildings	2%	10%	29%	27%	2%
	Local Government					
3.3	Attitude towards Business	7%	5%	27%	24%	10%
3.3	Permitting/Zoning	2%	5%	27%	22%	5%
3.2	Code Enforcement	2%	10%	34%	17%	5%
3.8	Fire Department	2%	0%	24%	37%	15%
3.8	Police Department	5%	0%	22%	39%	20%
3.5	Sewer & Water	5%	2%	34%	29%	10%
3.5	Street Maintenance	0%	5%	34%	39%	5%
3.3	Environmental Regulations	2%	2%	37%	22%	2%
	Local Government Financial Management					
2.7	Local Taxes	7%	15%	34%	7%	0%
2.8	Local Fees	5%	12%	24%	7%	2%
2.9	Spending Priorities	2%	5%	37%	5%	0%
2.9	Budget Process & Financial Management	2%	5%	34%	5%	0%
	Utilities					
3.8	Telecommunications/Broadband Service	0%	2%	27%	39%	12%
3.5	Telecommunications/Broadband Rates	0%	5%	34%	32%	7%
3.2	Electric Rates	0%	12%	44%	22%	2%
3.5	Electric Reliability	5%	10%	27%	27%	17%

6.2 Local Business & Community Climate Notes: **For local use.**

	7. Rank the State's Business Climate					
	Given what this business does, please rank these features of the community:	***Rate 1-5:*** 1 = Least Favorable 3 = Neutral 5 = Most favorable for business (*Circle ONE Answer)*				
Average Score		Average % for each answer. %1	%2	%3	%4	%5
	State Government					
2.0	State taxes	24%	39%	17%	2%	0%
2.3	Unemployment insurance	22%	24%	27%	10%	0%
2.3	Workers' compensation rates	20%	24%	27%	10%	0%
2.6	OSHA	12%	17%	39%	7%	2%
2.8	Environmental & other state permits	5%	17%	34%	12%	0%
	Other					
2.9	Business Assistance	0%	7%	49%	5%	0%
2.3	Health insurance requirements	0%	17%	32%	7%	0%
2.1	Health care costs	0%	29%	20%	5%	0%
2.7	Laws affecting civil litigation	5%	10%	37%	5%	0%
	8. Public Policy Impact					
	What legislation, if any, are you watching or tracking right now? 8.1 Local: For local use. 8.2 State: For local use. 8.3 Federal: For local use.					
	8.4 What state and local policies are of greatest consequence to this company? For local use.					

9. Market and Customer Information

9.1 Please estimate the percentage of your gross sales from the following location:

Local (within 25 miles)	34%
Regional (26-100 miles)	17%
Minnesota	15%
Midwest (excluding Minnesota)	9%
United States	23%
International	4%
Check total (should equal 100%)	100%

9.2 Where is this company's fastest growing market? (*Select the ONE that best describes the fastest growing market.)*

27% Local (within 25 miles)
24% Regional (26-100 miles)
2% Minnesota
7% Midwest (excluding Minnesota)
29% United States
10% International

9.3 Is the market share of this company's major products or services:

51% Increasing
2% Decreasing
39% Stable
2% Unsure

9.4 Does this company export internationally?

32% Yes – We export directly from our business
7% Yes – We sell our product internationally through another company which exports it (ex: US parent comp, etc.)
56% No

	9.4a ***If no***, what prevents you from exporting your product? (*Select ALL that apply*) (*Skip to 9.6 following this question*) 22% Business designed to serve specific area 5% Business is too small 2% Concerns about receiving payment 5% Costs / risks are too high 2% Lack of knowledge of foreign countries/markets 0% Lack of specific export knowledge 0% Language barrier 0% Never fully considered it before – but I would like to consider it 7% Restrictive state and or federal regulations 0% Starting plans to export 0% Tough competition 0% Other_______________________________
	9.4b ***If yes***, please identify problems, if any, that you have exporting your product(s)? (*Select ALL that apply*) 2% Transportation of product 0% Lack of export financing 2% Restrictive state and/or federal regulations 7% Inadequate knowledge of foreign countries/markets 2% Other ____ 15% I do not have problems exporting my product(s)
	9.5 If yes, where does the company export? 12% Africa & Middle East 20% Canada 17% Europe & Russia 15% Greater China (China, Hong Kong, Macao, Taiwan) 12% India, Pakistan, Central/South Asia 12% Japan, Korea, Southeast Asia, Australia & Pacific Oceania 10% Latin America & Caribbean 10% Mexico
	9.6 Are you interested in learning more about exporting? 10% Yes 71% No If yes, to anywhere in particular? (Country or Region) Please List. For local use.

9.7 Market Information Notes

For local use.

10. Future Location Decisions & Investment Plans
10.1 Are you currently considering…? (*Select ALL that apply*) 0% Downsizing 5% Selling 17% Merging with or acquiring another business 12% Moving 0% Closing 15% Renovating 51% Expanding 12% Investing in new facilities 37% Making major equipment purchases 17% None of the above
10.1a If you indicated that you are considering downsizing, selling, merging, moving, or closing, what are the reasons? (*Select ALL that apply*) *(If you are not downsizing, selling, merging, moving, or closing, jump to section 10.2)* 2% Changing market conditions 5% Overcrowded buildings 2% No land for expansion 0% Transportation problems 0% Crime/vandalism 0% Low work productivity 0% Environmental concerns 0% Rigid code enforcement (including ordinances and building codes) 0% High local taxes 2% High state taxes 5% Lease expiration 2% Poor telecommunications/internet 2% Insufficient labor supply 2% Inadequate employee or customer parking 7% Retiring 5% Another business opportunity 7% Business incentives from other jurisdiction(s) 0% Trying to sell business but unable to sell it 0% Other (specify) ____________________
10.2 If you indicated that you are considering investing either via expansion, renovation, new facilities, or equipment purchase, what is the approximate date of this investment? 34% Within one year 22% Within two years 0% Within three years 7% Unsure
10.3 Will investment be (*Select ALL that apply)* 49% At this location 20% In this community (at another location) 15% In another community in MN 5% In another state 2% In another country 7% Don't know 0% If in another community, state, or country, please specify where: ____________________
10.4 If this company is considering investing at a new location, why? (*Select ALL that apply*)

5% Access to capital
2% Access to labor
7% Access to markets
0% Environmental permit obstacles
2% High state or local taxes
5% Labor costs
2% Lease expiration
15%No room at this location
2% Quality of workforce
2% Transportation/Infrastructure
0% Other: ___

10.5 Estimated dollar investment (Total at this and other locations):
20% $0 - $100 K
12% $100,001 - $500 K
5% $500,001 - $1 M
15% $1.1 M - $5 M
5% $5.1 M - $10 M
0% Over $10 M
12% Unsure
0% Amount ___

10.6 Estimated change in employment due to investment at this and other locations: ___
Sum=172 Average=10 Trimmean=10 (Number of jobs)

10.7 Estimated change in facility space (total sq. ft. to be added for all planned expansion):
20% Under 10,000
7% 10,001-25,000
7% 25,001-50,000
2% 50,001-100,000
0% Over 100,000
17% No increase spatially
0% Unsure
☐ Sq. ft.: ___

10.8 Investment Plans Notes: For local use.

11. Final Thoughts/Wrap-up

11.1 What is your overall opinion of your community (i.e., where your business is) as a place to conduct business? (S*elect ONE answer*)

1	2	3	4	5
0% Poor	2% Below Average	17% Average	51% Above Average	22% Excellent

AVERAGE = 4.0

11.2 What is your overall opinion of your community (i.e., where your business is) as a place to live? (*Select ONE answer*)

1	2	3	4	5
0% Poor	0% Below Average	10% Average	34% Above Average	17% Excellent

AVERAGE = 4.1

11.3 If you don't live in Roseville what is your overall opinion of Roseville? (*Select ONE answer*)

1	2	3	4	5
0% Poor	0% Below Average	15% Average	63% Above Average	10% Excellent

AVERAGE = 3.9

11.4 A lot of issues have been covered. Is there anything else you would like to add, comment on, or recommend? Is there any particular issue(s) you would like to highlight? Do you think anything could be added to improve this process? For local use.

If we find an issue in your 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 interview 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. Please sign here to authorize release of your interview information to the appropriate, selected resources:**
	____Date: ____________________
□ **No**	**We will provide you information about the resources available to assist you, and you will make the first contact with the resource. The resource person(s) will not have access to your interview information**

This Business Retention and Expansion project was supported by the Minnesota Chamber of Commerce and their Grow Minnesota! program. As a statewide-project, the Minnesota Chamber would benefit greatly from access to the results of these interviews. Do you authorize us to release your interview information to them?

□ **Yes**	**Your contact information and interview results will be shared with the Minnesota Chamber of Commerce in order to provide them more accurate and up to date information on businesses in the area. Please sign here to authorize release of your interview information to the Minnesota Chamber of Commerce:**
	____Date: ____________________
□ **No**	**We will not provide your interview results to the Minnesota Chamber of Commerce to benefit their Grow Minnesota project.**

Thank you for participating in our Business Retention and Expansion Strategies Visitation Program. We appreciate the time you've given us and the contribution your business is making to our local economy.

We cannot promise to solve the concerns you mentioned, but we promise to try. If we can help you in the future, please call.

Jeanne Kelsey
Acting Executive Director of Roseville Housing and Redevelopment Authority   651-792-7086

Chapter 6. Miscellaneous Resources for Roseville BR&E

SCORE Chapter in St. Paul. http://stpaul.score.org/ **Address:** 176 Snelling Ave, St Paul, MN 55104 **Phone:**(651) 632-8937 SCORE's mentors, comprised of active and retired business men and women, provide clients with free and confidential business counseling. Counseling can be conducted at the client's place of business, at our chapter headquarters, by telephone or via email. Walk-in counselling available: Roseville: 2nd Tuesday of each month from 5:00PM to 7:00PM
Ramsey County Library
2180 North Hamline Ave
Roseville, MN 55113
651-724-6001

Twin Cities Small Development Development Center (at Univ. of St. Thomas). SBDC consulting services are targeted toward existing businesses rather than startups, but startup assistance will be considered on a case-by-case basis if SBDC resources are available. If you are in the early stages of planning your new venture, please consider attending the Smart Start for Business workshop for developing your business plan. The U.S. Small Business Administration (SBA) also has an excellent website to guide you through the process.
Client Eligibility
To be eligible for services, the client must be a for-profit Minnesota business that meets the SBA definition of a small business. Approximately 98 percent of Minnesota's businesses meet the SBA definition. Our clients are primarily located in the seven-county metro area of Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington Counties.

Minnesota Trade Office. http://mn.gov/deed/business/exporting/
Calendar of events, market research, export counseling, export financing, importing, export statistics, business directory, speakers bureau, and more available online. To request a speaker, contact Ed Dieter, Deputy Director of the Minnesota Trade Office, at 651-259-7499 or email Ed.Dieter@state.mn.us

Economic Gardening Program – Ramsey County (currently closed to new enrollees but may be open in fall 2014)
Economic Gardening - Planting a new Economic Development Strategy in Ramsey County
Ramsey County's Second Stage businesses are encouraged to take advantage of a new opportunity to grow their businesses stronger, healthier and faster. If you or a company you know can answer the following questions, Economic Gardening may offer the tools you need to cultivate your business.
For profit, privately held and headquartered in Ramsey County?
Generating $1M to $50 M annually?
Employing 10-99 employees?
Showing growth in 2 of the past 5 years?
Providing products or services to regional or larger markets?

Monticello Concierge Team for Business
http://www.buildingbusinessinmonticello.com/concierge.html shows the various resources that Monticello created as a result of their initiative to promote local resources for biz on such things as: transportation, meeting rooms, city/state/chamber services, financing, workforce, amenities, etc.

Minnesota Job Skills Partnership, http://mn.gov/deed/programs-services/mjsp/
Through our Minnesota Jobs Skills Partnership (MJSP) program we work strategically with businesses and educational institutions to train or retrain workers, expand work opportunities, and keep high-quality jobs in the state.
Our training grants are used to offset training-related expenses incurred by business, industry and educational institutions necessary to meet current and future workforce needs. Paul D. Moe, Director Phone: 651-259-7522 Email: Paul.Moe@state.mn.us

Northeast Youth & Family Services. http://www.nyfs.org/index.php/our-work?id=41 NYFS has been serving youth and families since 1976 and we are keenly aware of the social, economic and academic achievement gap between low-income and marginalized youth and their peers. NYFS has organized its youth-serving programs specifically to close this achievement gap by providing guidance, access and opportunities for youth and their families.
We address and strengthen skills in four core areas critical to long-term success:

- Academic Achievement
- Employability
- Citizenship
- Life Skills

UNIVERSITY OF MINNESOTA
EXTENSION

Roseville BR&E Action Plan

STRATEGY:	
PROJECT:	

WHO IS HERE?

Name	Phone Number	E-mail

WHO NEEDS TO BE HERE?

Name	Phone Number	E-mail

UNIVERSITY OF MINNESOTA EXTENSION

Roseville BR&E Action Plan

STRATEGY:

PROJECT:

Instructions: Use this template to track the resources you need as you carry out your project. One Line Per resource

Resources requirements definition

#	Task	Owner	Resource Need	Budget $	Potential Donors/Grants	Actual Funder	How Much Funded YTD	Actual Expense	Comments
	Totals:			**$0**			**$0**	**$0**	