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CITY OF UNIVERSITY PLACE

BUSINESS SURVEY 2003 FINAL REPORT

I. INTRODUCTION

Background, Purpose, and Methodology

In April 2006 Sound Communication was invited to submit a proposal for conducting a survey of businesses operating in the City of University Place. Upon acceptance of that proposal and subsequent contract agreement, input was sought from City economic development management and staff regarding possible topics and questions for the survey. The final set of proposed questions for a written survey were reviewed and approved by the office of Economic Development.

A master mailing list for University Place businesses was provided by the City of University Place Office of Economic Development. A total of 833 surveys were mailed to those identified locations. Self-addressed, stamped reply envelopes were provided, with returns sent to a Sound Communication address.

The written survey was mailed to University Place businesses the first week of July, 2006, with a request to return completed surveys within two weeks. Four days after that deadline, follow-up calls were placed to every business on the mailing list that had not returned a survey to date. Over 739 calls were made for that purpose. The follow-up calls primarily encouraged business owners/managers to complete and return their surveys if they had not already done so. In addition, potential respondents were asked if they needed an additional copy of the survey sent to them, and if so, would they promise to complete and return the survey. A total of 48 additional surveys were mailed out for this purpose, with 23 of those completed and returned.

After waiting an additional several days for responses to the follow-up calls, the total number of completed surveys was 142, with 140 returned in a usable form. In the process of identifying appropriate businesses to be given follow-up calls it became evident that some addresses on the original mailing list were no longer doing business in that location. Because there were also disconnected phones or “wrong number” messages identified in the follow-up calls, the final tally of valid surveys is estimated at

about 803 businesses. The overall response rate was thus in the range of 18%, very acceptable for written survey projects.

Completed survey forms were coded for computer data entry, and all items capable of objective, mathematical analysis were entered and analyzed using statistics in Microsoft Excel. The statistical analysis provided percentages, frequency distribution of responses, and comparisons of desired variables. Compilation of frequency distribution results are reported in **Table** format in the text, and in **Table** form as Appendix materials. Respondent comments were also compiled for open-ended questions or where other comments were made. These additional comments, which were entered onto the answer sheets by business owners, also have been analyzed for themes and patterns. Patterns and major elements in those questions are included in the text discussion, and in some cases in table or list form. The total list of comments for each open-ended question is provided in the report as **Appendix C** material.

Scope and Limitations of the Study

The investigators' primary duty for this project was to gather and compile data and then to identify and describe themes, patterns, relationships, and particularly significant issues arising from the data. Conclusions have been drawn and recommendations made when the findings of the study have appeared to warrant attention. In all forms of data collection, procedures were followed to protect the confidentiality of participants. Many declined to answer certain of the questions, in particular the section on "University Place Services and Perceptions" and frequently the question items were indicated as N/A (not applicable) to their business. Much was openly provided, however, and many respondents volunteered encouraging or critical opinions and comments.

Finally, conclusions and recommendations made herein are the educated and considered opinions of the analysts and are linked to observations by the data collected. The list of computer compilations and analyses (**Appendices**) provide additional details beyond the scope of the primary variables examined for this study. The Economic Development Office and the City of University Place have full right and responsibility to review the results of the survey and to make decisions about accepting, rejecting, or implementing any recommendations.

II. CONCLUSIONS

The conclusions provided here have been reached after analysis of the survey data. In some instances, a conclusion will refer to data essentially from a single survey question. More often, the conclusions will be made after examining interactions and relationships from several survey questions and respondent comments. It is important to recognize that the conclusions contained herein, and the recommendations that follow are based on the perceptions and opinions of those who responded to the survey. The reader will need to refer to report "Findings," below--which are a summary--and to Tables and Appendix comments in order to locate all the details from which the conclusions have been generated.

Highlights

1. There are many long-time businesses in University Place – just over one-quarter (28.6%) of businesses participating in the survey have been doing business in the City for over 20 years. When compared with how long the business has been in operation, it appears that University Place is attractive to long-standing businesses who chose to relocate. At the other end of the time spectrum, however, over 50% of them have been doing business in the city for less than 10 years.

2. Business owners report that their reasons for doing business in University Place center heavily on the fact that they prefer to live in University Place, which includes the convenience of being close to home, or running a home-based business.

3. Many of the businesses operating in University Place are home-based, or have few employees, and do not bring in large amounts of revenue. Those businesses (44.4%) bring in less than 10% of revenues from within the City.

4. New information about online activity indicates that over 50% of University Place businesses keep an up-to-date website, with over half of the businesses conducting transactions. Revenue is small – over 75% of businesses report less than 10% of their revenue comes from online sales.

5. A variety of types of businesses already exists in University Place, although business operations with more than a modest amount of employees are relatively few.

6. Ownership of business space is moderately high in University Place, due in part to the large number of strictly home-based operations. Still, just under 50% of all businesses participating in the survey are leasing space. The lengths of current leases reported range from 1-4 years – with most indicating leases due in the next year or 3 years. Lease costs range broadly as well – from under \$500/month up to \$3,000/month, with very few exceeding \$3,000/month. Most businesses plan to renew their lease at the current location, however a few businesses did indicate an interest in moving or expanding their space if the opportunity arises.

7. Many businesses plan to expand their workforce in the next 1-2 years, however most are not in need of financing assistance. In particular, over a quarter report plans to add employees, especially in the short term.

8. Some thirty percent of the respondents expressed an interest in using various aspects of the Business Solutions Program. Home-base business and those businesses conducting web sales most often indicated an interest in Business Solutions Programs or new services such as a Business and Resource Library, Conference Rooms, or Teleconferencing. A few of those provided a reference for follow-up contact, which will be provided outside of this report.

9. There was minimal participation by survey respondents in the question asking what City services they had recently used. Most respondents, however, did answer the question about their degree of satisfaction with City services. Over three-quarters (82.8%) of businesses reported they were either “Satisfied” or “Very Satisfied” with City services.

10. Just under two-thirds of the respondents included a rating on satisfaction with the city’s permitting process, fees, and regulations. Of that number, over three-quarters (80.2%) indicated they were either “Satisfied” or “Very Satisfied.” Some

respondents provided a number of suggestions for improving services from the City in other open-ended questions. These comments appear in the Appendices.

11. When respondents were given an opportunity to express the challenges or opportunities they face in running their businesses, they responded at length. Many expressed concerns or ideas for topics that offer opportunities for the Office of Economic Development to help. There were a wide variety of issues, some of which included concerns about taxes, roads, personnel recruitment, business succession and the Town Center.

III. RECOMMENDATIONS

The following recommendations are based strictly upon what has come from the findings of this survey. No claims are made about special knowledge of City of University Place policies, or about the actions or events that may have been referred to by respondents to the survey.

1. **Home Based Forum and Business Solutions Programs.** Although a few respondents indicated they used the Home-Based Forum, the City of University Place should continue to follow up with home businesses and newer businesses especially on the indications that there a number who have expressed interest in Business Solutions Programs. Further, older businesses indicated an interest in being included in programmatic forums.

2. **Businesses plan to add to their workforce.** There is a dramatic increase in businesses planning to grow their workforce, particularly in the near future. Work to identify those businesses and help them find ways to recruit and retain employees.

3. **Business-to-business communication and external client communication are important to networking and generating revenue from within University Place.** Establish a University Place Business Directory, developing a campaign to urge all businesses to be part of it and then promote it both within the business community and to

University Place residents as well. Use this to publicize and promote a “Buy in University Place” campaign. Get businesses on board to be part of the entire operation.

4. **Track changes over time for future planning.** Continue to develop procedures and methodologies for tracking changes in how much business in University is generated from within the City. This could be a tool of particular value once the Town Center is in operation.

5. **Carefully review all open-ended responses.** The suggestions, comments and criticisms contained in this study offer opportunities for the Office of Economic Development to help businesses in unique ways.

6. **Work on a multi-faceted communication/education campaign.** Develop a major effort to communicate openly to the community about some of the perceptions expressed in this study. Included in this campaign should be at least the following:

- Factual data about the costs of doing business in University Place versus surrounding cities and towns;
- Educate businesses about the services offered by the Office of Economic Development to generate interest in programs and stimulate business growth;
- Provide assurances in every way you can devise to let existing and prospective businesses know that the City is business-friendly;
- Repeat assurances that no Business and Occupation tax will be levied on University Place businesses.

IV. FINDINGS

The survey findings listed below summarize the results of the written survey conducted with businesses in University Place in July 2006. Findings are arranged in the order of the questions on the survey form. Where feasible, information will be placed in Table format in the text of this section. More extensive data may be placed in the Appendices and will be so noted by Appendix designation with a Question number. A copy of the Cover Letter and Survey Information Sheet used for the survey is found in **Appendix A**; a copy of the survey instrument is found in **Appendix B**. Open-end comments or answers have been compiled and are included, by question number, in **Appendix C**. Fully detailed materials for every question are provided as **Appendix D -- Tables**.

Section A. Business Information Profile

Question 1: How long has your business been in operation? (years)

All those surveyed answered this question. Over 40% of those responding to the survey (43.6) indicated they had been in business over twenty years. Fewer than 20% indicated they had been in business five years or less and another 20% indicated they had been in business between six and ten years. Very few businesses indicated starting a business within the last year. With that exception, the range of distributed answers indicated that survey respondents represented a wide range of business longevity. The distribution of responses across the range of possible answers appear in Frequency Table Q1, below.

Frequency Table Q1

How long has your business been in operation?						
Q1 Table		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	140	<1	4	2.9	2.9	2.9
		1-5	26	18.6	18.6	21.4
		6-10	28	20.0	20.0	41.4
		11-15	12	8.6	8.6	50.0
		16-20	9	6.4	6.4	56.4
		20+	61	43.6	43.6	100.0
Missing	0	NR	0	0.0	100.0	
Total	140		140	100.0		

Question 2: How long has your business been located in University Place?

Over 50% of the reporting businesses indicate University Place as their location for less than ten years. Results from this question increase in all but one category from those in Question 1: less than one year, 1-5, 6-10, 11-15, and 16-20 years. The difference came almost exclusively from the numbers who had indicated longer term business (20+ years) overall. This suggests that businesses, in particular longstanding ones, find University Place an attractive place to move their business. Frequency Table Q2 below illustrates the differences.

Frequency Table Q2

Q2 Table Years operating in UP						
Q2						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	140	<1	8	5.7	5.7	5.7
		1-5	34	24.3	24.3	30.0
		6-10	34	24.3	24.3	54.3
		11-15	13	9.3	9.3	63.6
		16-20	11	7.9	7.9	71.4
		20+	40	28.6	28.6	100.0
Missing	0	NR	0	0.0	100.0	
Total	140		140	100.0		

Question 3: Why did you choose University Place for your business location?

The most frequently cited factor for why respondents locate their business in University Place is that they prefer to live in University Place. The second most common factor is that they simply liked the location. Closely tied for a second factor is that many had a home-based business, which again reflects positively on University Place as a desirable residence. Still, others indicated financial business reasons such as having an appropriate clientele, favorable demographics, space for building, and a growing community. With substantial numbers of home business owners saying this was both where they lived and wanted to live and do business, the significance of University Place

as a “desirable place to live” takes on additional meaning. A full listing of the reasons given in answer to this question can be found in Appendix C: Question 3.

Question 4: What is your current number of employees?

Responses to this question indicate that those who returned surveys fit a “small business” profile. More than one-third (36.2%) indicated only one employee, or the solely-owned, home-centered business. Those who reported employing only 2-5 employees added another 36%, meaning just under three-quarters of the responding businesses (72.5%) fit the small business category, which is consistent with previous survey findings. Full distribution is shown below in Frequency Table Q4.

Frequency Table Q4

Q4a Table						
What is your current number of employees?						
Q4a						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	138	1	50	35.7	36.2	36.2
		2-5	50	35.7	36.2	72.5
		6-10	20	14.3	14.5	87.0
		11-20	8	5.7	5.8	92.8
		20+	10	7.1	7.2	100.0
Missing	2	NR	2	1.4	100.0	
Total	140		140	100.0		

Question 5: What is your annual gross revenue?

It is important to note that this question was phrased in terms of “revenue” rather than income or profit, and that the categories are broadly defined. With greater than a ninety percent response rate, it appears the question asking personal financial information was openly provided. Over 40% of the respondents self-report revenues of \$200,000 or more; the remainder of the revenue lingered around 20% for each category. The latter figure is consistent with expectations for home businesses as reported in Questions 4 and 9. Frequency Table Q5 below shows the total picture for reported annual revenues.

Frequency Table Q5

Q5 Table Annual gross revenue						
Q5						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	129	\$0-\$50K	28	20.0	21.7	21.7
		\$51K-\$100K	24	17.1	18.6	40.3
		\$101K-\$200K	22	15.7	17.1	57.4
		\$200K+	55	39.3	42.6	100.0
Missing	11	NR	11	7.9	100.0	
Total	140	Totals	140	100.0		

Question 6. What percentage of your revenue would you estimate comes from within University Place?

Responses to this question indicate that just under half of the businesses report less than ten percent of their revenue comes from within University Place. That number likely reflects that high number of small business and home-based businesses in University Place. Among those who report 75% or more of their revenue from within the city include several medical services, retail stores and restaurants who participated in the study. It is interesting to note that in a previous study, as in this one, just under 20% of businesses responding report half or more of their revenue comes from the residents or other businesses within University Place, however Table Q6 demonstrates a growth in revenues in the 11-30% and 31-50% ranges by roughly 13%. Frequency Table Q6 shows the distribution breakdown.

Frequency Table Q6

What percentage of your revenue comes from within University Place?						
Q6 Table						
Q6						
	Value	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	133	<10%	59	42.1	44.4	44.4
		11-30%	32	22.9	24.1	68.4
		31-50%	19	13.6	14.3	82.7
		51-75%	9	6.4	6.8	89.5
		75%+	14	10.0	10.5	100.0
Missing	7	NR	7	5.0	100.0	
Total	140		140	100.0		

Question 7. How would you describe your business classification?

The most commonly mentioned types of businesses responding to the survey were Medical/Dental (11.4%) and Retail (10.7%) organizations. The balance of the responses, among the close-ended types, were Consultation (9.3%), and Insurance (8.6%). Exactly one-quarter of the respondents identified a classification type “Other” than those listed on the survey. Frequency Table Q7 below outlines responses in the pre-set categories of the survey.

Respondents indicating “Retail” operations were asked to describe the type of business. There were a wide variety of responses with no repeated types. The list of responses include the following retail businesses: Wine Store, Gas Station, Gift Baskets, Shipping/Copying, Automotive Repair/Towing, Sports Equipment, Office Supply/Gifts, Fireplace/BBQ, Drugstore, General Contractor, Clothing, Snowboard/Scuba/Surf, and Service.

Of those respondents who described their “Other” classification, the most commonly mentioned included the following business types: construction, marketing and real-estate related services. A complete list of all business types in this “Other” classification will be found in Appendix C: Question 7.

Frequency Table Q7

Q7 Table How would you describe your business classification?						
Q7						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	140	Legal	3	2.1	2.1	2.1
		Medical/Dental	16	11.4	11.4	13.6
		Banking/Financial Services	7	5.0	5.0	18.6
		Insurance	12	8.6	8.6	27.1
		Accounting/Bookkeeping	9	6.4	6.4	33.6
		Retail	15	10.7	10.7	44.3
		Wholesale/Distribution	3	2.1	2.1	46.4
		Restaurant/Food	7	5.0	5.0	51.4
		Salon/Spa	7	5.0	5.0	56.4
		Child/Elderly Services	1	0.7	0.7	57.1
		Real Estate/Property Mgmt	4	2.9	2.9	60.0
		Computer Services	5	3.6	3.6	63.6
		Management Services	0	0.0	0.0	63.6
		Consultation	13	9.3	9.3	72.9
		Manufacturing	3	2.1	2.1	75.0
		Other	35	25.0	25.0	100.0
		Missing	0	NR	0	0.0
Total	140		140	100.0		

Question 8. Square footage of current business space?

Exactly half of the responses to the current square footage of the business space were 999 square feet or less. Just under one-quarter of the businesses responding indicated their space between 1,000 to 2,499 square feet. Fewer than 10% of the businesses reported space larger than 5,000 square feet. These results are consistent with the number of small and home-based businesses responding to the survey. Frequency Table Q8 shows highlights the details of square footage used for business space.

Frequency Table Q8

Square footage of current business space?						
Q8 Table						
Q8						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	133	100-499	21	15.0	24.0	24.0
		500-999	22	16.0	26.0	50.0
		1,000-2,499	21	15.0	24.0	74.0
		2,500-4,999	15	11.0	17.0	91.0
		5,000-9,000	7	5.0	8.0	100.0
Missing		NR	54	38.0	100.0	
Total	140		140			

Question 9. Do you operate as a Home Business?

Just over thirty percent of the 140 valid responses to this business survey question indicated their business was home-based or home-operated. Roughly 20% of the home-based business indicated they were planning on expanding their workforce. Although very few of these home businesses indicated they were planning to move, expand their business, or finance further business development, over three-quarters of the home-based businesses expressed an interest in some aspect of the Business Solutions Program Assistance. In addition, the numbers cited in Question 6 above suggest most of the revenue coming to home-based businesses comes from outside University Place. Frequency Table Q9 summarizes the overall percentages of those responding to Question 9.

Frequency Table Q9

Do you operate as a home business?						
Q9 Table						
Q9						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	139	Yes	44	31.4	31.7	31.7
		No	95	67.9	68.3	100.0
Missing		NR	1	0.7	100.0	
Total	140	Totals	140	100.0		

Question 10a. Do you currently lease or own your business space?

With the number of home-based businesses reflected in the survey, it follows that the reported ownership of business space would be high. Overall, about half (49.6%) report ownership of their business space, with the remainder of the 131 businesses who responded to this question (50.4%) reporting they lease their space. Frequency Table Q10a below shows the breakdown in the ownership-leasing categories.

Frequency Table Q10a

Q10a Table Do you currently lease or own your business space?						
Q10						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	131	Lease	66	47.1	50.4	50.4
		Own	65	46.4	49.6	100.0
Missing	9	NR	9	6.4	100.0	
Total	140	Totals	140	100.0		

Questions 10b and 10c. Describe the following about your lease:

10b. Remaining term: _____ years / months

10c. Current lease rate: \$ _____

This question was designed to learn about the status of leases and the costs of leases reported by University Place businesses. While respondents varied somewhat in the way they calculated and wrote in numbers for years and months, and for current lease rates, an effort has been made to place all the numbers on the same basis. There were blank spots in some of the data, where length of lease or lease cost was omitted, and no calculation was possible for those entries. This information appear below reported as “no response”. The summarized data below places the information in ranges, without any acknowledgement about the location, kind of facility, or particular arrangements of each lease contract.

Range in Length of Lease:	12	Up to and including 1 year
	5	Up to and including 2 years
	10	Up to and including 3 years
	5	Up to and including 4 years
	8	Greater than 4 years
Range in Lease Rates:	7	Under \$500/month
	11	Up to and including \$1,000/month
	8	Up to and including \$2,000/month
	11	Up to and including \$3,000/month
	7	Greater than \$3,000/month
	15	No response

Question 11. Will you be renewing your lease at this location?

Almost all the respondents who answered this question (93.5%) reported that they planned to renew their lease at present locations. However, 30.3% of those who hold leases chose not to respond to this question, therefore it is unknown as to whether or not they intend to renew their lease in University Place or elsewhere. Data in Frequency Table Q11 below shows the breakdown of those responses.

Frequency Table Q11

Q11 Table Will you be renewing your lease at this location?						
Q11						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	46	Yes	43	65.2	93.5	93.5
		No	3	4.5	6.5	100.0
Missing	20	NR	20	30.3	100.0	
Total	66	Totals	66	100.0		

Question 12. What is the location of your business?

Nearly all survey respondents identified their University Place location. A number of business locations were pre-printed in the survey instrument, with knowledge that not all locations would be included. Of the listed items, the area often represented was the 27th Business District, with 34 businesses, or 25.6% of all responses, then 18.8% identified the “Bridgeport Corridor”. Locations listed as “Other” were the most frequent

response with the one commonly repeated location listed as “Bridgeport and Cirque” (6) and “Home” (24). Most “Other” locations were mentioned only once. The complete list of all “Other” written-in responses can be found in Appendix C: Question 12. Frequency Table Q12 below lists numbers associated with pre-set areas.

Frequency Table Q12

Q12 Table What is the location of your business?						
Q12						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	133	27th Street Business District	34	24.3	25.6	25.6
		Narrows Plaza	6	4.3	4.5	30.1
		Light Industrial Zone	4	2.9	3.0	33.1
		Green Firs	6	4.3	4.5	37.6
		Bridgeport Corridor	25	17.9	18.8	56.4
		Albertsons Complex	4	2.9	3.0	59.4
		Cirque and Orchard	7	5.0	5.3	64.7
		Other	47	33.6	35.3	100.0
Missing	7	NR	7	5.0	100.0	
Total	140		140	100.0		

Question 13. Do you have an up-to-date website?

Just over 40% of all businesses responding reported having an up-to-date website. Frequency Table Q13 below shows that most businesses responded to this question.

Frequency Table Q13

Q13 Table Do you have an up-to-date website?						
Q13						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	138	Yes	60	42.9	43.5	43.5
		No	78	55.7	56.5	100.0
Missing	2	NR	2	1.4	100.0	
Total	140	Totals	140	100.0		

Question 14a. Are you currently doing business online?

This question was designed to sort businesses that use websites for information dissemination only from those businesses who use websites for sales. Over ninety-eight percent of the respondents chose to answer this question. Just under one-quarter (23.6%) of all businesses responding reported they conduct business online. Using combined information from Table Q13 and Table Q14a below shows that just over half (55%) of those who have an up-to-date website use it to conduct online sales.

Frequency Table Q14a

Q14A Table		Are you currently doing business online?				
Q14A		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	137	Yes	33	23.6	24.1	24.1
		No	104	74.3	75.9	100.0
Missing	3	NR	3	2.1	100.0	
Total	140	Totals	140	100.0		

Question 14b: What percent of your business sales is online?

In a follow-up question businesses who reported doing online business were asked to estimate how much of their revenue stems from online sales. Of those businesses who said they had online sales transactions, over three-quarters (75.8%) reported doing less than 10% of their sales online. The next most commonly reported category was 11-30% , followed by over 75%. Frequency Table 14b highlights the details of online sales.

Frequency Table Q14b

Q14b Table		What percent of your business sales is online?				
Q14b		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	33	<10%	25	75.8	75.8	75.8
		11-30%	4	12.1	12.1	87.9
		31-50%	1	3.0	3.0	90.9
		51-75%	0	0.0	0.0	90.9
		75%+	3	9.1	9.1	100.0
Missing	0	NR	0	0.0	100.0	
Total	33		33	100.0		

Section B. Business Planning

The following is a series of questions in the survey asking responding businesses to report their plans about expansion, adding employees, changing to new locations, and anticipation of possible financing for business development.

Question 15a. In the next 1-2 years do you plan on your workforce?

Over fifty percent indicated plans to expand their workforce in the next 1-2 years, whereas one-third of those answering who indicated no interest in expansion. Very few (11.5%) indicated plans for decreasing their workforce. Frequency Table Q15a gives full numbers for this question.

Frequency Table Q15a

Q15a Table		In the next 1-2 years do you plan on your workforce?				
Q15a		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	104	Expanding	57	40.7	54.8	54.8
		Decreasing	12	8.6	11.5	66.3
		Static	35	25.0	33.7	100.0
Missing	36	NR	36	25.7	100.0	
Total	140	Totals	140	100.0		

Question 15b. If expanding what is the timeframe?

In a follow-up question to question 15a, businesses who reported plans for expanding their workforce were asked to provide a rough timeline for their plans. Almost all of the businesses who responded to the first question chose to respond to the follow-up question. Of those businesses who indicated plans for workforce expansion, over two-thirds (67.3%) reported a timeframe of 1-2 years. doing less than 10% of their sales online. When considering the total number of responses to the survey (140), the number of businesses planning to expand represents 40 percent of the total survey returns, which suggests that University Place businesses are in a growth mode. All numbers representing timeframe are found in Frequency Table Q15b.

Frequency Table Q15b

Q15b Table If expanding what is the timeframe?						
Q15b						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	55	1-2 years	37	64.9	67.3	67.3
		3-5 years	16	28.1	29.1	96.4
		6-10 years	2	3.5	3.6	100.0
Missing	2	NR	2	3.5	100.0	
Total	57	Totals	57	100.0		

Question 16. Do you plan on expanding your facilities in the next?

Although most businesses indicated no plans to expand (77.9%), however over ten percent of those businesses who indicated plans for expanding facilities indicated they would do so within the next 1-2 years. Five percent of the business indicated they may expand in the next 3-5 years and another five percent indicated they might expand in the next 6-10 years. All numbers representing timeframe are found in Frequency Table Q16.

Frequency Table Q16

Q16 Table Expanding facilities						
Q16						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	113	1-2 years	13	9.3	11.5	11.5
		3-5 years	6	4.3	5.3	16.8
		6-10 years	6	4.3	5.3	22.1
		No plans to expand	88	62.9	77.9	100.0
Missing	27	NR	27	19.3	100.0	
Total	140	Totals	140	100.0		

Question 17a. Do you foresee moving or changing to a new site?

While the large majority of respondents visualize remaining at their present locations of doing business, still 20% of them do indicate possible or probable moves. It is important that the results of this question be read in connection with the information provided by those who indicated they were planning a move or changing location. When considering the total number of responses, those planning to move provided reasons that are found in the details of Question 17b following the breakdown answers in quantitative form in Frequency Table Q17a.

Frequency Table Q17a

Q17a Table Do you foresee moving or changing to a new site?						
Q17a						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	135	Yes	27	19.3	20.0	20.0
		No	108	77.1	80.0	100.0
Missing	5	NR	5	3.6	100.0	
Total	140	Totals	140	100.0		

Question 17b. If Yes, why and where would you like to locate?

Of the twenty-seven business who answered “Yes” to Question 17a, most responded to this follow-up question. The answers are briefly summarized below. All answers verbatim are listed in **Appendix C – Question 17**.

- 6 building/facility up-grade (staying in University Place)
- 3 Town Center, UP business district
- 2 Tacoma (urban appeal)
- 2 reasons dealing with affordability
- 4 reasons suggest “It depends” on crime, B&O taxes, rent \$
- ? reasons vary: crime, parking and traffic, move to Kentucky, build in Fircrest.

Question 18. Are you anticipating needing financing for business development in the next five years?

All respondents answered this question. Overall, the need for finance support does not appear as critical for many, however there are some interested in financing business development. Eighty-two percent reported that they would not be looking for financing for their business development, however those who responded “Yes,” represent 25 individuals who anticipate the need for development financing. Full numbers for the question responses are found in Frequency Table Q18 below.

Frequency Table Q18

Q18 Table						
Are you anticipating needing financing for business development in the next five years?						
Q18						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	140	Yes	25	17.9	17.9	17.9
		No	115	82.1	82.1	100.0
Missing	0	NR	0	0.0	100.0	
Total	140	Totals	140	100.0		

C. City of University Place Services and Perceptions

Question 18. The City provides a variety of free business and technical assistance through the UP Business Solutions Program to assist in your business development. Indicate your interest in any of the following.

Exactly thirty percent of the respondents indicated interest in one or more of the business solutions programs available with the City. The two most popular responses included marketing/customer service (21) and workshops (30). It should be noted that multiple choices were possible, so that the 42 persons checking a response totaled 91 programs selected. Interest in these programs might be somewhat expected, given the preponderance of small businesses in the City. In a comparative analysis, those businesses conducting online sales represented 30% of the interest in all Business Solution Programs. The complete breakdown is displayed in Frequency Table Q19.

Frequency Table Q19

Q19 Table				
Indicate your interest in any of the following (UP Business Solutions Programs).				
Q19				
	Value	Frequency	Chosen %	
Valid	42	Marketing/Customer Service	30	71.4
		Loan Packaging/Financial Assistance	9	21.4
		Business Management Advice	10	23.8
		Pre-development Consultation	12	28.6
		Site Selection	9	21.4
		Workshops	21	50.0
	Missing	98	NR	98
	Total	140		

Question 20. What city services have you utilized in the last year?

Very few (14%) of the businesses responding indicated they had utilized City services. The most commonly reported service used is the home-based business forum

(47.4%), followed by pre-development consultation (36.8%) and marketing/customer service (31.6%). The full range of responses appears in Frequency Table 20 below.

Frequency Table 20

Q20 Table City Services utilized in last year				
Q20				
		Value	Frequency	Chosen %
Valid	19	Marketing/Customer Service	6	31.6
		Loan Packaging/Financial Assistance	0	0.0
		Business Management Advice	1	5.3
		Pre-development Consultation	7	36.8
		Site Selection	1	5.3
		Home-based business forum	9	47.4
		Other workshops	3	15.8
		Missing	121	NR
Total	140			

Question 21. Describe your level of satisfaction with current services from the City of Univ. Place

Just over sixty percent of the respondents included a rating on this question about University Place services. Of that number 82.8% indicated they were either “Satisfied” or “Very Satisfied” with current services. Fifteen individuals, or 17.2% of those responding, were “Not Satisfied.” Few comments accompanied this question, but readers are referred to the comments made on Question 21, 22, and 28 to get a flavor of the areas of dissatisfaction. The **Frequency Table Q21** provides a look at the strictly numbers part of satisfaction.

Frequency Table Q21

Q21 Table Describe your level of satisfaction with current services from the City of Univ. Place					
Q21					
	Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	87	Very Satisfied	14	10.0	16.1
		Satisfied	58	41.4	66.7
		Not Satisfied	15	10.7	100.0
Missing	53	NR	53	37.9	100.0
Total	140	Totals	140	100.0	

Question 21. Describe your level of satisfaction with the city’s permitting process, fees and regulations

Just under two-thirds of the respondents included a rating on this question about the city’s permitting process, fees, and regulations. Of that number 80.2% indicated “Satisfied” or “Very Satisfied.” Eighteen individuals, or 19.8% of those responding, were “Not Satisfied.” The Frequency Table Q21 provides details on satisfaction with permitting process, fees and costs.

Frequency Table Q22

Q22 Table Satisfaction with city permitting process, fees, costs					
Q22					
	Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	91	Very Satisfied	19	13.6	20.9
		Satisfied	54	38.6	59.3
		Not Satisfied	18	12.9	100.0
Missing	49	NR	49	35.0	100.0
Total	140	Totals	140	100.0	

Question 23. How can City services be improved to meet your needs as a business and/or commercial property owner?

This was an open-end question designed to elicit comments identifying how business owners/managers view City services. Just over one-third of businesses offered comments—some supportive, others informative, very few critical. Readers are urged to read closely the verbatim comments included as **Question 23, Appendix C**. The areas most cited by the respondents include the following categories.

- 10 eliminating or reducing taxes, business licenses, fees, permit matters
- 6 traffic, streets, sidewalks, bus access
- 5 references to signage ordinances, advertising, and marketing
- 4 limiting regulation
- 4 satisfied with the City’s work
- 3 suggesting improved communication/listening to business people

Question 24. What additional services (available in the City or provided by the City) would be of greatest help to your business development?

Only about 16% of the respondents offered ideas for additional services. A number of comments centered on ideas to connect the business community with b-to-b directories, adding topics to the Home-based Business Forum for already established businesses, teleconferencing, marketing University Place, and legal aid/mediation services. Likewise, there were additional comments suggesting the City needs to review the contract for fire safety permits, increase police patrols in the summer, and offer full disclosure of business issues being reviewed by council & committees. See **Appendix C – Question 24** for a full list of the comments.

Question 25a. If the city were to provide the following services, indicate how likely you would be to use these?

This question was designed to discover if there is interest in new services that could be offered after the Town Hall is constructed. Because respondents clearly indicated the degree of their interest, a “High” “Medium” “Low” and “Never” scale was created for each item. Although ‘Other’ was an option, no additional responses were offered.

Business and Resource Library

Not many (20.7%) of the businesses chose to respond to the offer of a new Business and Resource Library. Still, some (14%) indicated a high or medium interest in a Business and Resource Library. Frequency Table Q25a displays the range of interest in a Business and Resource Library.

Frequency Table Q25a

Q25a Table Likely to use Business and Resource Library						
Q25a						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	High	16	11.4	55.2	55.2
		Medium	2	1.4	6.9	62.1
		Low	6	4.3	20.7	82.8
		Never	5	3.6	17.2	100.0
Missing	111	NR	111	79.3	100.0	
Total	140	Totals	140	100.0		

Conference Room

Similar to Question 25a, just under one-fifth of the businesses chose to respond to the offer of a new Conference Room. Of those who did answer the question, over 50% (15 individuals) indicated an interest in a Conference Room. Frequency Table Q25b displays the range of interest in a Conference Room.

Frequency Table Q25b

Q25b Table Likely to use Conference Room						
Q25b						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26	High	14	10.0	53.8	53.8
		Medium	1	0.7	3.8	57.7
		Low	5	3.6	19.2	76.9
		Never	6	4.3	23.1	100.0
Missing	114	NR	114	81.4	100.0	
Total	140	Totals	140	100.0		

Teleconferencing

Very few of the businesses responding to the question about teleconferencing. Of those who did answer the question, one-third indicated an interest in Teleconferencing. Frequency Table Q25c displays the range of interest in Teleconferencing.

Frequency Table Q25c

Q25c Table Likely to use Teleconferencing						
Q25c						
	Value	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	18	High	5	3.6	27.8	27.8
		Medium	1	0.7	5.6	33.3
		Low	6	4.3	33.3	66.7
		Never	6	4.3	33.3	100.0
Missing	122	NR	122	87.1	100.0	
Total	140	Totals	140	100.0		

Section D. Economic Development Issues:

Question 26. What do you think are the key factors (opportunities and challenges) affecting your business in the next five years?

The final survey question invited people to express their concern about economic development issues, and that invitation elicited responses from half of those responding to the survey. Many took the time to offer second, third, and even fourth priority factors. Although some ideas were expressed elsewhere in the survey, there were many positive suggestions and concerns as there were likewise critical comments about the direction of the City policies. Readers of this report need to examine all the comments printed in **Appendix C – Question 26** to appreciate the opportunities and challenge those conducting business in University Place face. A few examples only are included here to show the varied flavor of those remarks.

- Roads:
 - “How UP will facilitate traffic and allow consumers easy access to all our business, and not make it difficult to drive in UP”; “Local street improvements”; “Road construction limits our ability to pick up and deliver goods in a timely manner”; “Sidewalks on the very dangerous Mildred St.”

- Finding personnel:
 - “Recruitment”; “Recruiting and retaining qualified employees.”
- Taxes (business, residential, sales) :
 - “Swallowing increasing tax burden”; “Tax law changes”; “Taxes!!”;
“Property taxes will make owning a business in UP impossible to make a profit”; “Maintain as low a tax rate as possible so people have money to spend on local businesses”; “Excessive taxation”.
- Town Center:
 - “Finish development of Town Center”; “If I don't move to the Town Center will people forget the parking in Bridgeport landing”; “Forget the Town Center - it is killing development”.
- Business succession:
 - “Close to retiring - possibly next year”; “Gradually retiring and will eventually close out business”; “My old age - now 72.”
- And many more!

Appendix A

June 28, 2006

To the University Place Business Community:

Three years ago, we did our first-ever University Place Business Survey. We learned a great deal about our business community, and worked hard to develop programs and services that would meet your needs. It's time for us to update that information, and to see if we are truly providing services you need. The information gathered in this survey

The information you provide in this survey will be used to develop a profile of the size, nature, types and needs of businesses in University Place. Your responses will help us understand your interests and concerns as you do business in the City and to judge how well we are providing services that assist you. Your feedback will also be used to help us develop our next 5-year plan for economic development in University Place. As we have a clearer picture of you, we can develop programs and services more focused on your specific needs. When we work together, we all move ahead!

We have again contracted with Sound Communication to conduct this survey and compile the responses in a report and data bank for us. Your survey responses will go directly to Sound Communication for that processing. We believe you will find the survey easy to complete, and want to encourage you to take a few minutes to thoughtfully complete the survey and return the form to Sound Communication in the envelope provided.

If you have any questions regarding this survey, please contact me by phone at 460-5445 or by e-mail at mcraig@cityofup.com. Thank you for your thoughtful and timely completion of this survey.

Sincerely,

Mariza Craig
Economic Development Director

SOUND COMMUNICATION INFORMATION FOR CITY OF UNIVERSITY PLACE BUSINESS SURVEY

WHAT RESPONDENTS MIGHT LIKE TO KNOW ABOUT THE SURVEY

WHO IS CONDUCTING THE SURVEY? WHO IS SPONSORING OR PAYING FOR THE SURVEY?

SOUND COMMUNICATION, a consulting group of communication professionals, is conducting this survey under contract with the Office of Economic Development for the City of University Place.

WHAT IS THE PURPOSE OF THIS SURVEY?

Needs of municipalities change. The City of University Place wants to learn more about the businesses that operate in the city, and how the City can best provide services and support in the future.

HOW CAN I BE SURE THIS IS AUTHENTIC?

You can contact Dr. Houston of Sound Communication or Mariza Craig at the City of University Place. If you wish to call them, they will answer any questions you might have about the survey.

Dr. Houston: 253-468-5674;
Mariza Craig at City of University Place: 253-460-5445, or
253-460-5442

IS THIS CONFIDENTIAL?

This survey does not ask for names or addresses. The City of University Place will not have any names, phone numbers, addresses, or identification of those who participate in this survey, unless a respondent should elect to provide that information. Every completed survey will be given a code number, so no names will be used anywhere. All responses will be tabulated and reported in the aggregate. Even if you should put your business name on the return envelope, the answer sheets will be separated from those return envelopes and responses will be compiled without reference to the sender.

CAN I GET A COPY OF THE REPORT?

As a public institution, the City will have copies available for public review.

Appendix B

13	Do you have an up-to-date website?				19	The City provides a variety of free business and technical assistance through the UP Business Solutions Program to assist in your business development. Indicate your interest in any of the following: (Check all that apply.)	
No		Yes					
14 a	Are you currently doing business online?						
No		Yes					
<input type="checkbox"/> If "yes" on Q. 14a							
14 b	What percent of your business sales is online?						
<10%		11-30%	31-50%	51-75%	75%+		
B. Business Planning							
15 a	In the next 1-2 years do you plan on your workforce?						
Expanding g		Decreasing					
<input type="checkbox"/> If "yes" on Q. 15a							
15 b	If expanding what is the timeframe						
1-2 yrs		3-5 yrs	6-10 yrs				
Business Name: _____							
Phone Number: _____							
16	Do you plan on expanding your facilities in the next?				20	What City services have you utilized in the last year?	
1-2 yrs		3-5 yrs	6-10 yrs	no plans to expand			
17 a	Do you foresee moving or changing to a new site?						
No		Yes					
<input type="checkbox"/> If "Yes" on Q. 17a							
17 b	Why, and where would you like to locate? Write in below						
18	Are you anticipating needing financing for business development in the next five years:				21 Describe your level of satisfaction with current services from the City of University Place:		
yes		no		Very Satisfied		Satisfied	Not Satisfied

C. City of University Place Services and Perceptions:

22	Describe your level of satisfaction with the city's permitting process, fees and regulations:		
Very Satisfied		Satisfied	Not Satisfied

available by the City as soon as they are compiled for report.

23	How can City services be improved to meet your needs as a business and/or commercial property owner? Write in below.

Instructions for Mailing: Fold this form and place in the provided self-addressed and stamped envelope. Please return by July 14, 2006.

24	What additional services (available in the City or provided by the City) would be of greatest help to your business development? Write in below.

You may write any additional comments or questions you have on this form or other sheets.

25	If the city were to provide the following services, indicate how likely you would be to use these:
	Business and Resource Library
	Conference Room
	Teleconferencing
	Other _____

D. Overall Economic Development Issues:

26	What do you think are the key factors (opportunities and challenges) affecting your business in the next five years? Write in below, placing in priority order.

Thank you for your response to these survey questions. Results will be made

Appendix C

Why did you choose UP for your business? (Question 3)

A growing community
A growing community
Affluent community - can afford my services
Area
Area with good income and growth, close to Gig Harbor, Lakewood, Steilacom, Fircrest
Association with existing UP business
At the time we moved to UP, it had a lower crime rate and more upscale environment than where we had been located
Available land
Because at the time it was county govt. Easy to work with and need for a small animal veterinarian was great in 1994
Because here is my commercial building
Because it is a great place for business
Because of affiliation with an existing UP business
Because we live here and like the community
Bough building
Bought a home here
Building was owned by a family friend who wanted to sell
Built building there
Business was bought by prior owner & no move happened
Casual surroundings - did not want intense downtown
Clean safe environment for clients and employees
Close to home
Close to home
Close to home
Close to home
Close to home, easy access, space and cost reasonable
Close to home, good environment for business
Close to home. Own the building
Close to most of my clients
Close to our home
Close to residence
Condition of School District in 1990
Convience to home
Demographics
Did not choose UP - was Pierce County - probably would not have chosen UP
Existing business
Found decent business space here
Good location
Good location - good financial environment
Good location - lots of traffic. Space I rented was set up almost exactly as I needed it
Good, quiet location
Have done business in UP under another business name
Home
Home business
Home business
Home business

Home business
Home business
Home office
Home office
Home office
Home-based business
I found a property that was ideal for my type of business
I have a home-based consulting business
I live close, and my former office was in UP too
I live here
I live here
I live here
I live here
I took possession of a building that was in the same business for 18 years. I also like UP demographics
I was in James Center and had to move. I found a great location in UP
I was told that UP was a great place to be and that everyone wanted new business in UP. Little did I know about the time consuming knowledgeable office people
In 1972 a service station became available
In-home business- living in UP was most important
It was already here
It was inexpensive lightly regulated land prior to incorporation
It was Tacoma
It's a cool pace
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here
Live here, home based business
Live in the community. Better street exposure with signage
Lived here for 40 years
Location
Location
Location
Location
Location not important but proximity to home was ideal
Location of new building
Location, small community

Main office of Bank
Marina
Moved here in 93, I work out of my home
My residence is here
New building built by colleague w/ synergistic businesses also co-locating - Also, no B&O tax
No B&O taxes
No business taxes!
Operate out of Home
Operate out of Home
Our home was here and we had a lease opportunity open up
Previous experience and live in UP
Previous owners residence
Proximity to home
Residence
Space available in home for office
That's where I live
The building was a good investment and location
The only Taco del Mar in my area for sale
The type of community I wanted to live in
This is home for us. Grew up here, returned after 30 years
Took over existing business
Type of clients
Wanted to live in UP
Was working here and purchased business
We enjoy living here
We live here
We live here and run business on our residence property
We purchased an existing practice
Where I live

Other business types (Question 7)

Advertising/Marketing
Automotive repair
Automotive repair/Towing
Bodywork
Chiropractic
Clothing
Construction
Construction
Construction
Construction
Construction
Construction
Construction
Construction
Counseling
Custom sewing
Drugstore

Education
Escrow
Escrow and Title
Fireplace/BBQ
Freight broker
Gas Station
General contractor
Gift baskets
Graphic design
Handyman
Handyman
Hardwood floors
Labor services
Landscape contractor
Landscape contractor
Marketing
Medical transcription
Non-medical home care
Office supply/gifts
Personal care
Quilting service
Real estate appraisal
Real estate marketing
Repair/restoration
Residential appraisal
Service
Service
Service
Shipping/Copying
Snowboard/Scuba/Surf
Sports equipment
Towing
Translation
Wine store

Why, and where would you like to relocate? (Q17b)

Downtown Tacoma for a more professional and urban appeal
Home office
I like it here. I would like to own my own place
If an office space becomes available that I liked better and the rent was still reasonable
Lease is too high and we are planning on owning a building, preferably in UP
Louisville KY to be near my children. Getting too old to put up with economics of WA state
May build another building in Fircrest
Maybe the new town center
Maybe the new town center
Merging Tacoma
Move to a condo within WA state

Move to area of lesser crime and theft problems
Need affordable location with customer traffic
Need larger building
Need more space, not started shopping yet - within 3-5 miles
Nicer and larger space in UP
Not enough support from people in UP
Outside of home to expand other space
Parking and traffic is a big problem at present location
Plan to open a restaurant next year - hopefully on Bridgeport
Somewhere in UP, larger space out of home
Somewhere on Bridgeport between 27th and 44th
UP - no B&O tax
UP business districts
Want to buy my own office suite or building in about 2 years
Would like to build our own larger office

How can City services be improved to meet your needs as a business and/or commercial property owner? (Q23)

A room for meeting purposes since I operate a home office with limited space
Allow sandwich board advertising
Bus service on 27th
Completion of Town Center project
Do not go through with the downtown city plan. Do not construct a road through Green Firs
Don't require businesses to pay B&O tax to UP
Eliminate business license fee. We get nothing for it that is useful to our business. It is just another tax.
Eliminate license for home-based businesses
Forget the Town Center - it is killing development
Get out of my way! Don't need to be in my life period
Great job so far
handle permit matters much more quickly
Having available by phone or email, someone who is readily able to answer questions in regards to city laws and regulations
Hire better people
I am satisfied with the City services. Thank you for such prompt response and continuous support
If I decide to expand the business, I may need more city services
Keep it streamlined. Stay positive. We're in it together
Less regulation & oversight of planning and land use
Loosen regulations on signage. I am tucked back off main road. Want sandwich boards, banners, flags, etc.
Marketing of Ups existing businesses as a retail shopping area. Market UP now - don't wait for Town Center
More open communication of the Econ Dev. BD - Don't understand the closed meetings and secrecy issues
Need to inspire traffic flow, not restrict it. Many of my clients that live in Lakewood no longer come to me. They complained about 67th Ave and Bridgeport
No B&O tax
No new taxes (including park district)
Not be so restrictive on signage

Please allow market forces to regulate business activity
Provide turn ban in future street improvement plan for Bridgeport Way
Publish needs for city Graphic services
Quit ignoring merchants in Narrows Plaza. Bridgeport does not deserve the level of attention it is getting
Run out the section 8 housing. A new demographic has arrived here over the last few years - we cannot afford the theft issues.
Send me information on available services and how to use them
Sidewalks
Silly licence tax. Another of many nuisance taxes business pay
The city needs to develop a clear & consistent vision and not become a competitor in the development area
The less regulation and interference the better
The permitting process would be easier if there were a consultant that outlined all permits required, price, timeframe, etc.
The workshops in the morning. It might be nice to have them in the evening or on a Saturday
They do a great job
UP as own individual Chamber entity w/price like Gig Harbor! Uniform license fee - some in-home businesses have large profits and zero rent
UP Marketing
Use local towing companies - make sure every towing company in UP has a business license in UP
We need traffic revision near post office & Starbucks (Mildred area)
What I need is already covered
When you are opening a business, you need prompt help as every week you wait costs more and more. I found the permit office NOT helpful without much prodding. New businesses need you on their side to make it.
Work with corridor business owners to improve sidewalks and buffers between business's traffic
Would like sewer rather than septic

What additional services (available in the City or provided by the City) would be of greatest help to your business development? (Question 24)

Abolish crime! Our vehicle gas tanks lost over \$1000 in fuel last month - constant theft.
Access to conference rooms, allowing me to meet with clients on occasion. Additionally, tele/video conferencing, secretarial and light copy services
Attracting other restaurants
B to B directory
Development of 27th street
Full disclosure of business issues being reviewed by council & committees
Have a who's who and where insert with pictures of staff in from of place of operation
It would help to open and widen our roads to better handle traffic. I wonder how well our Town Center will do - no 4 lane roads feed into it except Bridgeport. I feel only locals will support it.
Legal advice or aid
Local Chamber of Commerce, not w/Tacoma
Marketing of Ups existing businesses as a retail shopping area. Market UP now - don't wait for Town Center
Marketing strategy
Mediation services for regulatory grievances
Newsletter frequently
No additional services, just enough clear judgement from the permit staff to help you make

decisions that save time and money. How about hiring people that actually know about the things that they are in charge of. Yes!!

- Partner to be able to construct new look for area streets
- Partnership relationship with UP on improvements
- Police patrol during summer. Kids hang out around my store loitering
- Publish names of companies who are looking for specific services within UP
- Review you contract for fire safety permits & the people who are running it
- Sidewalks on 19th and Mildred/67th. Have owners keep back of their property clean
- The Home Based Small Business Forum hopefully add topics for already established business, such as human resource management, accounting, etc
- UP area marketing

What do you think are the key factors (opportunities and challenges) affecting your business in the next 5 years? (Question 26)

Priority 1

A lot of opportunities - challenge is personal health!

- Ability to make physical changes to my building to augment uses
- Access to parking
- Adequate business space
- Anti-trust from competition
- As relates to UP - taxes
- Decrease my business down to manageable size so I can enjoy weekends
- Close to retiring - possibly next year
- Cost of liability insurance
- Crime - 2 robberies in the last 20 months
- Crime rate
- Customer safety
- Customer service
- Economy
- Excessive do-gooder govt. regulation
- Expenses from government
- Finish development of Town Center
- Forget the Town Center - it is killing development
- Getting website visible
- Gradually retiring and will eventually close out business
- Growth is purely related to quality of work
- Healthcare reimbursement
- Higher costs of doing business
- How UP will facilitate traffic and allow consumers easy access to all our business, and not make it difficult to drive in UP
- I just want to say, screw the developers and such. They have a lot of money. The small business person works on a shoestring budget and time is money. Taking 3 weeks to decide on whether a kitchen hood is Type 1 or not is just stupid to me. I or anyone is depending on the people in charge to know enough to make decisions promptly or you will see many more businesses come and go. In essence, help the small business people succeed and UP will succeed, not the developers.
- If I don't move to the Town Center will people forget the parking in Bridgeport landing
- Increased cost of doing business and still remain competitive
- Increasing network connections
- Lack of drive up window (challenge)

Lack of opportunity to educate the public about health
Lack of visibility of current location - would be beneficial if we could utilize banner or sandwich boards to increase exposure
Local street improvements
Looking into government contracts which will help to decide the future shape of my business
Maintain as low a tax rate as possible so people have money to spend on local businesses
Marketing for local residents
More security
My old age - now 72
NASA funding for applied research
Need foot traffic
Chambers Bay Golf Course
Operation costs
Out of area towing co for UP Police
Phonebook advertising rates continue to escalate
Property taxes will make owning a business in UP impossible to make a profit
Real estate values
Recruiting and retaining qualified employees
Recruitment
Road construction limits our ability to pick up and deliver goods in a timely manner
Sidewalks on the very dangerous Mildred St.
Sign placements
Space
State of local and national economy
Staying in tune with customers needs and being ready to respond accordingly
Surviving
Swallowing increasing tax burden
Tax law changes
Taxes!!
The economy
The look of 67th makes it hard for me to attract high paying customers. We currently look shabby
The planter strip on Bridgeport
Too many expenses
Town Center project.
Visibility
Walmart stores
We like UP!
Working with Dean on our final occupancy permit was an excellent experience, unlike Pierce County

Priority 2

Additional business moving into UP (opportunity)
Advertising
Advertising costs
Attracting people from outside UP
B&O sucks - should be based on net and not gross! Should not apply to under 100K net
Business succession
Completion of Walmart
Continued ability to operate from home

Crime
Excessive taxation
Fuel prices
Getting on government contract list
Good growth in Puget Sound area
Healthcare coverage for individuals
HR development and management
In order to stay competitive we must stress low taxes and slow tax growth
Information on schools and athletic programs
Interest Rates
Land use regulation
Legislation pass from competitors
More people want health than ever before
Town Center Development
Parking
Record keeping for government
Shoplifting has increased significantly
Tax issues
Taxes, utilities, rent

Priority 3

Access to freeways
Aging population
Property values (Commercial)
Feasability study for expansion
Fees from government
Getting near impossible to find good help
Real estate prices
school/education quality
Traffice congestion
TV and sales gimmicks for health in a pill, lotion or potion

Priority 4

Small business competing against retail chains - both involve lease rates and marketing
Cost of Living increases
Disaster preparedness for heating and neighborhood mobilization for the residents as well as neighbors
Property availability and cost

Appendix D

Q1 Table Years in operation						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	140	<1	4	2.9	2.9	2.9
		1-5	26	18.6	18.6	21.4
		6-10	28	20.0	20.0	41.4
		11-15	12	8.6	8.6	50.0
		16-20	9	6.4	6.4	56.4
		20+	61	43.6	43.6	100.0
Missing	0	NR	0	0.0	100.0	
Total	140		140	100.0		

Q2 Table Years operating in UP						
Q2						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	140	<1	8	5.7	5.7	5.7
		1-5	34	24.3	24.3	30.0
		6-10	34	24.3	24.3	54.3
		11-15	13	9.3	9.3	63.6
		16-20	11	7.9	7.9	71.4
		20+	40	28.6	28.6	100.0
Missing	0	NR	0	0.0	100.0	
Total	140		140	100.0		

Q4a Table Current # of employees						
Q4a						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	138	1	50	35.7	36.2	36.2
		2-5	50	35.7	36.2	72.5
		6-10	20	14.3	14.5	87.0
		11-20	8	5.7	5.8	92.8
		20+	10	7.1	7.2	100.0
Missing	2	NR	2	1.4	100.0	
Total	140		140	100.0		

Q5 Table Annual gross revenue						
Q5						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	129	\$0-\$50K	28	20.0	21.7	21.7
		\$51K-\$100K	24	17.1	18.6	40.3
		\$101K-\$200K	22	15.7	17.1	57.4
		\$200K+	55	39.3	42.6	100.0
Missing	11	NR	11	7.9	100.0	
Total	140	Totals	140	100.0		

Q6 Table Percentage of revenue from UP						
Q6						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	133	<10%	59	42.1	44.4	44.4
		11-30%	32	22.9	24.1	68.4
		31-50%	19	13.6	14.3	82.7
		51-75%	9	6.4	6.8	89.5
		75%+	14	10.0	10.5	100.0
Missing	7	NR	7	5.0	100.0	
Total	140		140	100.0		

Q7 Table Business Classification						
Q7						
		Value	Frequ.	Percent	Valid Percent	Cumulative Percent
Valid	140	Legal	3	2.1	2.1	2.1
		Medical/Dental	16	11.4	11.4	13.6
		Banking/Financial Services	7	5.0	5.0	18.6
		Insurance	12	8.6	8.6	27.1
		Accounting/Bookkeeping	9	6.4	6.4	33.6
		Retail	15	10.7	10.7	44.3
		Wholesale/Distribution	3	2.1	2.1	46.4
		Restaurant/Food	7	5.0	5.0	51.4
		Salon/Spa	7	5.0	5.0	56.4
		Child/Elderly Services	1	0.7	0.7	57.1
		Real Estate/Property Mgmt	4	2.9	2.9	60.0
		Computer Services	5	3.6	3.6	63.6
		Management Services	0	0.0	0.0	63.6
		Consultation	13	9.3	9.3	72.9
		Manufacturing	3	2.1	2.1	75.0
		Other	35	25.0	25.0	100.0
		Missing	0	NR	0	0.0
Total	140		140	100.0		

Q9 Table Home Business						
Q9						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	139	Yes	44	31.4	31.7	31.7
		No	95	67.9	68.3	100.0
Missing	1	NR	1	0.7	100.0	
Total	140	Totals	140	100.0		

Q10 Table Lease or Own						
Q10						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	131	Lease	66	47.1	50.4	50.4
		Own	65	46.4	49.6	100.0
Missing	9	NR	9	6.4	100.0	
Total	140	Totals	140	100.0		

Q11 Table If Leasing - Planning to renew						
Q11						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	46	Yes	43	65.2	93.5	93.5
		No	3	4.5	6.5	100.0
Missing	20	NR	20	30.3	100.0	
Total	66	Totals	66	100.0		

Q12 Table Business Location						
Q12						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	133	27th Street Business District	34	24.3	25.6	25.6
		Narrows Plaza	6	4.3	4.5	30.1
		Light Industrial Zone	4	2.9	3.0	33.1
		Green Firs	6	4.3	4.5	37.6
		Bridgeport Corridor	25	17.9	18.8	56.4
		Albertsons Complex	4	2.9	3.0	59.4
		Cirque and Orchard	7	5.0	5.3	64.7
		Other	47	33.6	35.3	100.0
Missing	7	NR	7	5.0	100.0	
Total	140		140	100.0		

Q13 Table Up-to-date website						
Q13						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	138	Yes	60	42.9	43.5	43.5
		No	78	55.7	56.5	100.0
Missing	2	NR	2	1.4	100.0	
Total	140	Totals	140	100.0		

Q14A Table Doing business online						
Q14A						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	137	Yes	33	23.6	24.1	24.1
		No	104	74.3	75.9	100.0
Missing	3	NR	3	2.1	100.0	
Total	140	Totals	140	100.0		

Q14b Table Percentage of online sales						
Q14b						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	33	<10%	25	75.8	75.8	75.8
		11-30%	4	12.1	12.1	87.9
		31-50%	1	3.0	3.0	90.9
		51-75%	0	0.0	0.0	90.9
		75%+	3	9.1	9.1	100.0
Missing	0	NR	0	0.0	100.0	
Total	33		33	100.0		

Q15a Table Expanding workforce in 1-2 years						
Q15a						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	104	Expanding	57	40.7	54.8	54.8
		Decreasing	12	8.6	11.5	66.3
		Static	35	25.0	33.7	100.0
Missing	36	NR	36	25.7	100.0	
Total	140	Totals	140	100.0		

Q15b Table If expanding - timeframe						
Q15b						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	55	1-2 years	37	64.9	67.3	67.3
		3-5 years	16	28.1	29.1	96.4
		6-10 years	2	3.5	3.6	100.0
Missing	2	NR	2	3.5	100.0	
Total	57	Totals	57	100.0		

Q16 Table Expanding facilities						
Q16						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	113	1-2 years	13	9.3	11.5	11.5
		3-5 years	6	4.3	5.3	16.8
		6-10 years	6	4.3	5.3	22.1
		No plans to expand	88	62.9	77.9	100.0
Missing	27	NR	27	19.3	100.0	
Total	140	Totals	140	100.0		

Q17a Table Forsee moving or changing site						
Q17a						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	135	Yes	27	19.3	20.0	20.0
		No	108	77.1	80.0	100.0
Missing	5	NR	5	3.6	100.0	
Total	140	Totals	140	100.0		

Q18 Table Need financing in next 5 years						
Q18						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	140	Yes	25	17.9	17.9	17.9
		No	115	82.1	82.1	100.0
Missing	0	NR	0	0.0	100.0	
Total	140	Totals	140	100.0		

Q19 Table Interest in UP Business Solutions Program					
Q19					
	Value	Frequ.	Chosen %		
Valid	42	Marketing/Customer Service	30	71.4	
		Loan Packaging/Financial Assistance	9	21.4	
		Business Management Advice	10	23.8	
		Pre-development Consultation	12	28.6	
		Site Selection	9	21.4	
		Workshops	21	50.0	
		Missing	98	NR	98
		Total	140		

Q20 Table City Services utilized in last year					
Q20					
	Value	Frequ.	Chosen %		
Valid	19	Marketing/Customer Service	6	31.6	
		Loan Packaging/Financial Assistance	0	0.0	
		Business Management Advice	1	5.3	
		Pre-development Consultation	7	36.8	
		Site Selection	1	5.3	
		Home-based business forum	9	47.4	
		Other workshops	3	15.8	
		Missing	121	NR	121
		Total	140		

Q21 Satisfaction with current city services						
Q21						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	87	Very Satisfied	14	10.0	16.1	16.1
		Satisfied	58	41.4	66.7	82.8
		Not Satisfied	15	10.7	17.2	100.0
Missing	53	NR	53	37.9	100.0	
Total	140	Totals	140	100.0		

Q22 Satisfaction with city permitting process, fees, costs						
Q22						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	91	Very Satisfied	19	13.6	20.9	20.9
		Satisfied	54	38.6	59.3	80.2
		Not Satisfied	18	12.9	19.8	100.0
Missing	49	NR	49	35.0	100.0	
Total	140	Totals	140	100.0		

Q25a Likely to use Business and Resource Library						
Q25a						
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	High	16	11.4	55.2	55.2
		Medium	2	1.4	6.9	62.1
		Low	6	4.3	20.7	82.8
		Never	5	3.6	17.2	100.0
Missing	111	NR	111	79.3	100.0	
Total	140	Totals	140	100.0		

Q25b		Likely to use Conference Room				
Table		Q25b				
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26	High	14	10.0	53.8	53.8
		Medium	1	0.7	3.8	57.7
		Low	5	3.6	19.2	76.9
		Never	6	4.3	23.1	100.0
Missing	114	NR	114	81.4	100.0	
Total	140	Totals	140	100.0		

Q25c		Likely to use Teleconferencing				
Table		Q25c				
		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18	High	5	3.6	27.8	27.8
		Medium	1	0.7	5.6	33.3
		Low	6	4.3	33.3	66.7
		Never	6	4.3	33.3	100.0
Missing	122	NR	122	87.1	100.0	
Total	140	Totals	140	100.0		