



**KLICKITAT COUNTY
PUBLIC ECONOMIC DEVELOPMENT AUTHORITY**



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CORE BUSINESS SURVEY

OF

KLICKITAT COUNTY

April, 1997

CORE BUSINESSES SURVEY

OF KLICKITAT COUNTY

BUSINESS & JOB RETENTION & EXPANSION QUESTIONNAIRE

While the attraction and recruitment of businesses is the most visible function of economic development, it is widely recognized that taking care of one's existing base of businesses actually results in more jobs created (and fewer jobs lost). This concept is affirmed in the Klickitat County Public Economic Development Authority's (KCPEDA) 1996-97 Strategic Plan. In essence, the purpose and design of our business & job retention & expansion questionnaire was to better communicate with and assist the core businesses of Klickitat County

Core Businesses were limited to those with four or more employees who are engaged primarily in activities which create wealth in the county. (These are sometimes referred to as "export" businesses in that they sell goods or services which bring revenues into our county from other parts of the state, country or world).

We were able to get virtually all of our targeted businesses to participate in this survey. The respondents were the owners, presidents, general managers or other top managers of these firms who generously took the time to participate. Depending on how much elaboration occurred, the surveys took from thirty minutes to two hours to conduct. Consequently, the survey can be considered comprehensive and an excellent barometer of this vital constituency of our county.

The purposes of the survey were to:

1. identify specific opportunities and/or problems of individual businesses that might be addressed locally.
2. identify the common problems, needs and wants of the key Klickitat County businesses so the community can help create a better climate for businesses to prosper.
3. learn the future plans of the county's firms with respect to expansion, relocation, and/or closure.
4. support the development of the KCPEDA Business & Job Retention program which is delineated in its 1996-97 Strategic Plan (Goal 2, Objective 1)

MAJOR FINDINGS

Even though the core employment base of Klickitat County is dominated by a very few large employers and is susceptible to the stability of these firms, the survey gave no indications of a business downturn. In fact, over the next two years all the respondents in every sector surveyed-- industrial, commercial/service, forest products, tourism and agriculture/agribusiness-- expected their employment to grow or at least remain at the current level. The core businesses, in terms of projected employment trends and the years they have been in business in Klickitat County, appear to be very stable and, in most cases, optimistic for growth. These core businesses have been in business in this county an average of twenty-five years. There were no company closures indicated and only isolated findings of businesses contemplating to relocate. Several

companies said they were planning to expand, and if able to do so in Klickitat County, this is where they would expand their operations.

Through the survey we were able to identify numerous specific opportunities and problems for these businesses. One outgrowth of these responses will be to address, solve and highlight appropriately, these specific opportunities and/or problems.

Several common problems, needs and wants of the business community were also highlighted. These can be categorized as infrastructural, regulatory or financial. In these areas they clearly point out a focused role for KCPEDA to facilitate the creation of a better business climate in Klickitat County for both our existing businesses and those we plan to attract.

Infrastructure:

Sewer and water system development was specifically mentioned by eleven respondents (28 % of those surveyed) whether it directly impacted their business or not. Some stated this as a problem to a specific area; others emphatically said that this was the single most significant investment the county commissioners could make for economic development. An example of verbatim comments:

- *"I hope the county commissioners and city councils have the vision and guts to invest in needed sewer and water infrastructure in this county."* or
- *"a Dallesport sewer plant is the best single investment that this county can make in our future economic development. They should invest in this ASAP."*

Telecommunications is another area mentioned frequently as in need of significant improvement in Klickitat County. It was said that if we are to seriously attract small high-tech firms, then our telecommunications links must be upgraded.

Natural gas would be utilized by several businesses if it were available to their operations.

It was also said that if more Columbia River water were available for irrigation, then agribusiness would grow directly

Financing:

Of all respondents, 25% stated that they wished KCPEDA to keep them apprised or to work with them to secure financing for a variety of stated purposes.

Ombudsman Role:

KCPEDA was viewed as able to play a valuable role as an ombudsman for business on issues ranging from streamlining the permit process, infrastructure investment and access, road upkeep, highway access, spotted owl/forest restriction issues, protecting and enhancing access to Columbia River irrigation water, or to learn more about how the County plans to spend its landfill revenues.

ABOUT THE QUESTIONNAIRE

Target Group: 42 interviews representing 49 businesses in Klickitat County. (Some owners have multiple businesses)

Result: 39 in-person interviews representing 46 businesses in Klickitat County.

Response rate of targeted businesses: 93%

Note: One targeted business has gone out-of-business; one could not be contacted for an interview time (after numerous tries); one said they were too busy for an in-person interview, promised to fill it out themselves, but, as of yet, has not responded. All non-respondents were relatively small employers.

Criteria: Targeted businesses were selected based on having four or more employees and being involved in generating "basic dollars" by producing a wealth creating service or product for Klickitat County. This excluded hospitals, schools, government or most retail businesses. The survey included all the major core industrial enterprises in Klickitat County. Every attempt was made to interview the top available representative for each business.

Company Position of Interviewees:

# Interviewed:	% of Total:
26.....Business owner/President/CEO	(67%)
08.....General Manager or Director	(20%)
05.....Vice Presidents or key officials	(13%)

Conclusion: The respondents represent most all of the business leaders of Klickitat County.

Conditions: The interviewees were assured that their responses would be held confidential. All were asked the same questions. The questions were modeled from a similar questionnaire compiled by the State Department of Community, Trade and Economic Development. (Note: The survey in part, was made possible through a grant from CTED and the Washington Development Network. Input in this effort from Ginger Rich at CTED's Business & Job Retention office was appreciated.)

Interviewers: Alice Courtney, Klickitat County Public Economic Development Authority board member and Scott MacFarlane tailored the survey to better meet Klickitat County's needs. During the first quarter of 1997 Scott MacFarlane was involved in conducting every in-person interview. Mayor Mark Sigfrinius assisted with some interviews conducted in Goldendale.

Types of Businesses: The surveys represent business interviews from the following sectors of the economy:

	# Interviewed:
Forest Products	06
Tourism	05
Industrial/Mfg.	10
Agricultural	09
Commercial/Service	16
Total businesses	46

Interview Method: With the exception of two mailed-in questionnaires, all interviews were done in-person. The reason for in-person interviews was two-fold. First, considering the relatively small base of core businesses in our county and the importance of this constituency to the economic well-being of Klickitat County, every care was given to hear the concerns and interests of our target group. Secondly, in-person interviews offer a dramatically higher response rate than any other method. As compared to mail surveys in which 5% response rate is considered high or telephone interviews, which tend to be more impersonal and perceived of as more intrusive, the in-person interview provided us with a virtually comprehensive survey, in this case 93% of our target group.

QUESTIONNAIRE RESPONSES

- *How many years has your business been in operation in Klickitat County?*

The respondents have been in business in Klickitat County from six months to over 100 years.

	S E C T O R S					
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	Avg/Median of Sectors
Median # of years core businesses have operated in Klickitat County	4	19	33	39	34	33
Avg. # of years core businesses have operated in Klickitat County	5.7	20.2	34.4	41.8	37.5	27.9

Conclusion: With the average age of businesses interviewed at 25 years, the business core of Klickitat County is very well established. This is true in all sectors except the industrial/manufacturing sector (5.7 years). Tourism has some of the most established businesses (41.8 year average) followed closely by the forest products (37.5 years) and agriculture/agribusiness sectors (34.4 years). Also, four significant, well-established businesses in the county have demonstrated a marked tendency to diversify into new enterprises. Such expansion should be noted for its potential to create new jobs and as an area deserving of economic development support emphasis.

- *What percentage of your product or service is sold in the following areas?*

	S E C T O R S				
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products
% of product or service sold by area:					
Klickitat County and the Gorge	1%	74%	22%	5%	75%
WA/OR/ID (not included above)	25%	22%	35%	75%	15%
National	56%	4%	39%	14%	8%
International	18%	14%	16%	4%	2%

Conclusion: The sectors of Klickitat County's economy are clearly differentiated by where their goods or services are sold. With the Gorge region's small population base of about 50,000, very little of the industrial sector goods are sold in the local market. A high percentage of Klickitat County's commercial/service businesses provide their services locally. In the forest products sector several of the interviewed firms contract with timberholders, therefore their services are provided within Klickitat County. Virtually all of our timber, through log exporting or processing and sale from our sole mill, eventually is sold out of the county. Tourism businesses rely predominantly on visitors coming into the county from outside the Gorge. Please note that since this question asks each business to provide percentage estimates, the totals for each sector do not necessarily reflect total sales volume only relative percentages. The total aluminum sold from Klickitat County, for example, dwarfs the sales of a four person specialty manufacturing company.

Please estimate your company's total gross revenues for last year:

	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
Gross Revenues for 1996						
# of businesses by sector grossing:						
Under \$100,000	1	0	1	0	0	2
\$100,000-250,000	0	0	0	2	0	2
\$250,000-500,000	2	0	1	1	0	4
\$500,000-1,000,000	1	1	2	2	0	6
\$1,000,000-5,000,000	2	8	0	0	3	13
Over \$5,000,000	3	3	4	0	2	12

Businesses grossing over \$5mil/year:	Ag/Agbusiness	4
	Commercial/Service	3
	Industrial	3
	Forest Products	2
	Tourism	0
	Countywide total	12

Businesses grossing over \$1 mil/year:	Commercial/Services	11
	Forest Products	6
	Industrial	5
	Ag/Agribusiness	4
	Tourism	0
	Countywide total:	26

Conclusion: With twelve companies grossing more than \$5 million per year (twenty-six more than \$1 million/yr) the core economy of Klickitat County is reliant on very few businesses. These companies are, however, spread over several sectors of the economy.

- *What is the corporate structure of the firm?*

	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
Corporate structure of firms:						
Sole Proprietorship	1		1	1		3
Closely Held Corporation	8	14	5	2	5	34
Partnership			2			2
Public Corporation					1	1
Other (non-profit corporation)				1		1

Conclusion: The vast majority of all businesses surveyed are structured as some form of closely held corporation (85%)(These include S Corporations, limited liability companies, etc). Three companies (7.5%) are sole proprietorships. One is a wholly owned subsidiary of a publicly held corporation. Two are structured as partnerships; one is a non-profit corporation.

- *What % of your company's product of service is sold wholesale, retail, institutional?*

	S E C T O R S				
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products
%of product/service sold:					
Wholesale	99.3%	15%	77%	0%	90%
Retail	0.5%	63%	22%	100%	2%
Institutional	0.2%	22%	1%	0%	8%

Conclusion: The type of sales these companies are engaged in reflect their sector of the economy. For example, virtually all industrial activity is wholesale while all tourism sales activity is retail.

- *Are you currently trying to expand into new markets or products?*

New markets:

	S E C T O R S				
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products
# of Businesses Expanding into New Markets or Products:	9 of 9	7 of 12	7 of 8	4 of 5	1 of 6
Domestic	6	2	4	3	0
International	6	0	4	1	0

Conclusions:

Seventy percent (70%) of respondents indicated that they were pursuing new markets for their services or products. Of the total, 27% specifically mentioned plans to expand internationally.

- *Does this represent a significant change from your current product line? Yes or No?*

New product:

	S E C T O R S					
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	Total
# of Businesses expecting to introduce a new product line:	9	5	4	2	5	25
# who say this represents significant change:	3	2	1	0	2	8

- *If this represented a significant change from the company's current product line (or service), the following were the specifically mentioned diversifications:*
 - snowboarding & other active individual sports
 - process control/machine control software development
 - vacuum cleaner/boat drive
 - new agricultural crop lines
 - mobile catering services geared toward emergency situations
 - mini storage/ RV park
 - road construction (from contract logging)
 - dimensional lumber milling

Note: Other new products mentioned were more closely aligned to the business's existing operations.

Conclusion:

Sixty-two percent (62.5%) of respondents indicated that they were venturing into new product lines. Of the total, 20% or eight businesses said that their new product represented a significant change from their existing business operation.

- *What resources are you working with to expand?*

Types of expansion resources indicated:	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
Internal	4	6	4	2	3	19
Other Private Firms	3	1	2	2	2	10
Public Programs	3		1	1		5
Industry Associations	1		1			2

Conclusion:

Forty-eight percent (48%) of those companies looking to expand rely on their own internal resources and/or private financing. Twenty-five (25%) will link with other private firms. Twelve-and-one-half percent (12.5%) have or will work with public programs. Five percent (5%) have or will work within their industry associations.

- *If you had more orders, do you currently have the capacity to produce more?*

	S E C T O R S					
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	Total
# of Core Businesses lacking the capacity to produce more orders:	4	1	2	0	1	8

Conclusion:

Twenty-one percent (21%) of all respondents and 50% of industrial respondents say they do not have the capacity to produce more if they were to receive more orders.

- *Does your company currently own or lease sufficient property to allow for expansion, if necessary?*

	S E C T O R S					
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	Total
# of Core Businesses lacking owned or leased property allowing for expansion:	3	0	2	0	1	6

Verbatim comments from respondents about expansion needs:

- *"Need to acquire more industrial property in Dallesport."*
- *"Need to expand at Bingen Point."*
- *"We need to find a new location. The land adjacent to our present location is too expensive."*
- *"We need more space for shop but our expansion is driven by log supply and sustained yield."*

- We would like to know how many people, including yourself and other family members, are employed in your business. Please break this out between full-time, part-time and seasonal. How many people are currently employed? How many people were employed in your business two years ago? How many people do you expect to employ in your business five years from now?

CORE BUSINESS EMPLOYMENT TRENDS BY ECONOMIC SECTOR:

	S E C T O R S					
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	Total
# of Respondent's TOTAL Employees: (full-time, part-time and seasonal)						
Currently (as of 1st Quarter 1997)	846	372	853	71	473	2615
Two Years Ago	828	324	741	52	463	2408
Two Years from Now	961	421	934	85	504	2905
# Respondent's FULL-TIME Employees:						
Currently (as of 1st Quarter 1997)	795	291	190	25	386	1687
Two Years Ago	789	264	137	23	396	1609
Two Years from Now	905	329	215	35	408	1892
% Increase 1995-97 TOTAL Empl.:	2%	13%	13%	27%	2%	8%
Projected Increase 1997-99 TOTAL Empl.:	12%	12%	9%	16%	6%	10%
% Increase 1995-97 FULL-TIME Empl.:	1%	9%	19%	8%	3%	5%
Projected Increase 1997-99 FULL-TIME:	12%	12%	12%	19%	5%	11%
Core Businesses currently with:						
50+ TOTAL Employees:	2	2	4	0	1	9
15+ TOTAL Employees:	5	5	5	2	5	22
50+ FULL-TIME Employees:	1	2	1	0	1	5
15+ FULL-TIME Employees:	5	4	4	0	2	15

CORE BUSINESS EMPLOYMENT TRENDS BY ECONOMIC SECTOR:

	S E C T O R S						
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products		Total
# of Core Business F/T Employees:							
# of F/T Employees of top 4 firms:							1223
TOTAL Employment Base of Klick. Co.:							7960
TOTAL # of Core Business Employees:							2615
TOTAL # of Employees of top 9 firms:							2115
% of TOTAL EMPLOYMENT:							
Core Employees to Total Employees							33%
Top 9 Firms to Total Employees in KC							27%
Top 9 Firms to Core Bus. Empl. Total							81%
% of FULL-TIME Employment:							
Top 4 Firms to Core Bus. F/T Empl.							72%
# of TOTAL Jobs Created 1995-97 by:							
All Core Businesses Surveyed							207
Top 9 firms w/most TOTAL Employees							176
5% of TOTAL							85%
# of FULL-TIME Jobs Created 1995-97 by:							
All Core Businesses Surveyed							78
Top 4 firms w/most FULL-TIME Empls.							56
5% of TOTAL							72%
Projected TOTAL Created Jobs 1997-99:							
All Core Businesses Surveyed							290
Top 9 firms w/most TOTAL Employees:							100
% of TOTAL							34%
Projected F/T Created Jobs '97-99:							
All Core Businesses Surveyed							210
Top 5 firms w/most FULL-TIME Empls.							50
% of TOTAL							24%

CORE BUSINESS EMPLOYMENT TRENDS BY ECONOMIC SECTOR:

Conclusions:

Five core businesses in Klickitat County employ more than 50 full time employees. These account for 1223 of 1687 core business jobs or 72% of this base of full time jobs. If seasonal workers are included, then 9 employers hire more than 50 employees each in Klickitat County. These account for 2115 of 2615 total core business jobs or 81% of this employment base. Consequently, a very few businesses in the county account for the lion's share of the job base. Based on total employment (full-time, part-time and seasonal) of the top ten companies, two are classified as industrial, one is a forest products business, three provide commercial services and four are agribusinesses. So, while there is a high concentration of jobs in few firms, those firms are engaged in a wide array of economic activities.

Trending from 1995-1997:

Of these core businesses surveyed, 78 new full-time jobs were created from 1995-1997 (a 9.5% increase). Of the total jobs (part/seasonal/full-time) 207 were created in the same period.

56 of these 78 new full-time jobs (72%) were created by the five employers which currently have 50 or more full-time employees.

176 of the 207 total new jobs (85%) created in 1995-1997 were generated by the 9 core businesses which currently employ 50 or more total employees.

Projected Trends from 1997-1999:

According to those interviewed, 50 of the 210 projected full-time jobs to be created (or 24%) will be generated by the businesses with 50 or more full-time employees.

Of the 290 projected total jobs to be created by all respondents 100 are expected to be by those 9 businesses currently with 50 or more total employees (or 34% of the total).

Conclusion: If the trend of the last two years holds then most new jobs will be created by our largest employers. If the business owner's projections transpire then most new jobs will be created by the smaller employers. In other words, the projected trend over the next two years is not consistent with what has transpired in the last two years.

- *If the number of employees has increased in the past 2 years, is this due to:*

Reason given for increased empl. '95-97	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
Entered New Market	3	3	1		1	8
Expanded Share in Existing Market	3	4	3			10
Renovation/Expansion	1	2	1			4
Addition of New Product or Service	4	4	1		1	10
Other	3	3	1	1	1	9

Other specified:

- effective marketing
- environmental regulations (mentioned twice)
- regulation & technology
- consolidation of two companies
- staff restructuring
- entire market has expanded/company expanded with it.

Conclusion:

A wide number of business or market specific reasons were given as to why employment increased in the last two years. Other than the fact that the economy of the state and the nation has been strong during this period, there are no obvious patterns from this survey as to why the companies increased their employment.

- If the number of employees has decreased in the past 2 years, is this due to:

Reason given for decreased empl. '95-97	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
Declining Sales						
Labor Saving Technology						
Improved Efficiency						
Other	1	1				2

Other specified:

- Sold company/looking to diversify
- Catastrophic fire - joint partnership was dissolved

Conclusion:

The number of companies with employment decreases was negligible (one company - Highland Resort, went out of business). This indicates that the core businesses in Klickitat County are either holding a stable level of employment or are increasing their number of employees.

- Does employment at your firm require specialized training/retraining?

	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
Specialized Worker Training/Retraining:						
# of Companies requiring:	7	10	3	3	5	28
# of Companies Not requiring:	0	0	2	2	0	4
# of Companies with partial need:	3	2	3	0	1	9

Of 10 industrial firms 7 required specialized employment training/retraining. Three required some specialized workforce training/retraining. Of 12 commercial service firms 10 required specialized employment training/retraining. Two required some. Of 6 forest products firms 5 required specialized employment training/retraining. 1 required some. Of 5 tourist firms 3 required specialized employment training/retraining. Two required none. Of 8 agriculture/agri-business firms 3 required specialized training/retraining. Two required none and 3 required some.

Conclusion:

The agriculture/agribusiness sector affords the most promise for unskilled labor. All other sectors require varying on-the-job, vocational, or higher educational training for employment.

- *How are your workers trained?*

	S E C T O R S					
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	Total
How these workers are trained:						
On the Job	7	10	3	3	5	28
Job Skill Center	0	0	2	2	0	4
Voc/Trade School	3	2	3	0	1	9
Union Apprenticeship	1					1
Community College	3					3
Other				1		1

Others specified:

- University/Specialized higher education - 4 times
- Seminars/Specialized instructor training - 3 times
- Hire experienced workers - 2 times

Conclusion:

On the job training was mentioned by virtually all respondents as a method by which their workers are trained. Only one company mentioned using a specialized job skill center; five firms used vocational/trade school training; the only unionized business interviewed for this survey used some union apprentices for training and 4 said they used community colleges. Four respondents specifically mentioned university and specialized higher education for their worker training needs; 3 brought in specialized instructors for training seminars and two said they try to hire already experienced workers. In other words, beyond on-the-job training, a wide array of training methods were utilized by the core businesses in Klickitat County.

- *Is employee turnover a significant problem for you?*
- *Do you have a significant problem replacing skilled employees?*

	S E C T O R S					
	Industrial	Commercial/Service	Ag/Agr/business	Tourism	Forest Products	Total
Employee Turnover/Replacement:						
# with a significant turnover problem:	1	5	3	0	1	10
# w/problems replacing skilled workers:	5	8	3	1	2	19

Conclusion: Seasonal jobs were mentioned by many respondents as the key reason why employee turnover was a problem if it was so. 30% of all the respondents said that employee turnover was a significant problem for them (or with a portion of their workforce).

Nineteen respondents (48%) said they did have a problem replacing skilled employees; Seventeen or 43% said they did not; Seven said it was somewhat of a problem (18%) and the more specialized the position the harder it was for them to replace the position.

- How do you hire workers?

	S E C T O R S					
Methods for hiring workers:	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	Total
Private Employment Service	2		1			
Sign in front		2			1	
Union Hall						
Word of Mouth	10	10	8	2	6	
Employment Security Department	5	6	1	1		
Vocational School		1				
Newspaper	6	9	1	1	1	

Other specified methods of hiring:

- University-forestry departments
- Hold on to resumes
- Internet
- Professional journals

Verbatim comments of respondents regarding employment security:

- *"used in the past - quality poor"*
- *"had poor luck - don't prescreen"*
- *"they send us only culls"*
- *"fed up with them"*
- *"excellent"*
- *"pleased"*

Conclusion:

36 respondents (97%) use word-of-mouth in their hiring process. 18 or (49%) use newspaper advertising. 13 use the State employment security department (comments regarding this service ranged from "excellent" to "fed up". Other methods of hiring were insignificant except that for more specialized positions the respondents went directly to universities, used the Internet or advertised in professional journals.

- *Are there specific employment positions you are having difficulty filling?*

Industrial: good software developers; electricians; Technical/college degree people; tool & die makers; head operators; entry level warehouse position; software engineers/5+yrs experience; electrical engineers

Commercial/Service businesses: serviceman-electrician; licensed driller; CDL truck drivers; qualified heavy equip. operators

Agriculture/Agribusiness: Sales specialists; specialized management; highlevel clerical; technical - scientific

Tourism: None mentioned

Forest Products: High tech logging equip. operator; good entry level millworkers; CDL truck drivers

Conclusion:

Twenty-six respondents or 70% did not mention any specific employment positions that they were having difficulty filling. The others (including many of the businesses which are expecting to create more future jobs) mentioned a variety of jobs they have difficulty filling. The need for CDL licensed truck drivers was mentioned by four respondents. Electricians by two, technical positions by five; experienced heavy equipment operators by three respondents.

- *Do you have a union?*

Yes: 1

No: 39

Conclusion: While only one core business in Klickitat County is unionized, it employs 672 people or 40% of the full time employment base of these core businesses.

- *Is your company suffering from a significant economic impact or trend?*

Economic Impacts or Trends:	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
# of Companies Suffering Significantly:	0	2	3	0	6	11

Verbatim comments by respondents about economic impacts they face:

- *"Not suffering now, but aluminum cycle directly impacts our business"*
- *"Our business is facing a worldwide overproduction of fruit. Fruit consumption in this country is static"*
- *"There is a lack of adequate land use protection to confidently invest in needed infrastructure improvements."*
- *"We are not suffering, but our business is dependent on tourism trends in the Gorge."*
- *"We're worried about gasoline tax limiting road funding"*
- *"Cell phones/prepaid calling cards are impacting this business"*
- *"We have been significantly impacted by spotted owl restrictions and other endangered species and forest restrictions"*

Conclusion:

Twenty-nine respondents or 78% said they were not suffering from a significant economic impact or trend. Some cited economic trend concerns nonetheless. Notably, 100% of the Forest Products businesses mentioned that they have had to make significant business adjustments due to endangered species and forest restrictions that have been imposed on their industry. Since many area forest products firms have gone out of business in the last decade, these companies interviewed are presumed to be the survivors of this impact. Two firms said they have been forced to diversify into road construction and similar construction work for a portion of their business activity. All indicated that they have survived by modernizing into high tech harvesting and /or milling processes.

- *If primary company owner is over 50 has an in-house successor been identified?*

		S E C T O R S					
		Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	Total
In-house Business Succession:							
# of Companies w/ Identified successor:		2	6	6	1	3	18
# w/o Identified successor		1	3	2	1	1	8

Conclusion:

For those firms where the question was applicable, 18 of 28 respondents (64%) said that an in-house successor had been identified for their business.

- Please indicate those areas in which you feel you could use assistance:

Identified Areas for Business Assistance:	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
Securing Capital	7	3	2	2		14
Personnel	5	3	2			10
Energy Costs	2	3				5
Working Capital/Cash Flow	4	1				5
Government Regulations	6	5	4	1	5	21
Business/Strategic Planning	2		1	1		4
Marketing	2	2	2	2		8
Export/Import	3	1	3			7
Equipment/Materials handling	2					2
Business Succession Planning	1					1
Employee Ownership/Empl. Incentives	2					2
Inventory	3		2	2		7

Other specified:

- "Energy -we need three phase power in Trout Lake"
- "We need to keep the sewer & water infrastructure improvements on track"
- "We'd like to see more tourism advocacy/activity from the county, Chamber of Commerce, Gorge Visitors Association, desire is there, but not the funding"
- "we could use better tourism support"
- "Internet marketing"
- "More business-like relationship needed with County Employees"
- "Government regulations - spending more and more compliance time with OSHA and Labor&Industry"

Conclusion:

Twenty-one respondents (56%) said they could use assistance in the area of government regulations. (All of the Forest Products businesses (100%) said they could use help in this area.) Various businesses asked for help with spotted owl regulations, streamlined approval processes and working toward better public/private sector relationships. Fourteen respondents (38%) cited the need for help in securing capital. Ten respondents (27%) said they could use help with their personnel process. Other areas of need were mentioned sporadically.

- *What kind of financial help might you need?*

	S	E	C	T	O	R	S
Possible Financial Needs Identified:	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products		Total
Short Term Loans	6	1	1				8
Long Term Loans	5	3					8
Loan Guarantees	4	1	1				6
Low Interest Loans	7	2	1	1			11

Other specified:

- *"contributions"*
- *"maintaining relationship with local bank"*
- *"in house financing"*
- *"grants"*

Conclusion:

The industrial respondents were by far the most interested (66% of those expressing interest) in the possibility of financial help (of varying kinds). Most respondents in the other sectors financed their endeavors privately or with internal resources.

- *What type of capital do you need?*

Type of Capital Needed:	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
Working	4		3	1		8
Investment	2	2	1	1		6
Equipment	2		2	2	1	7
Lands	3		2	1		6

Other specified:

- *"for seed inventory"*
- *"vacuum pack - roll machine"*
- *"for new building"*

Conclusion: Twenty-two respondents (59%) said that they do not presently need outside capital for their business operations. Of those who said they could use capital, the type of use was widely varied.

- Within the next two years, do you expect to be involved in the following:

	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
Within 2 years						
# of Companies expecting:						
Reduction of Workforce	0	0	0	0	0	0
Acquisition of another Company	2	3	1	0	0	6
Merger with another Company	0	0	0	0	0	0
Acquisition of your Company	0	1	0	1	0	2
Expansion in Domestic Markets	9	8	6	2	1	26
Expansion into Foreign Markets	11	1	4	1	0	17
Relocation to Another State	3	0	0	0	0	3
Expansion of Existing Facility	8	9	7	3	2	29
Downsizing of Existing Facility	2	0	0	0	0	2
Closure of Existing Facility	1	0	1	0	0	2
Purchasing Equip. to Increase Production	9	9	7	1	4	30
Retirement of Major Owner	0	2	0	0	1	3
Empl ownersh/New profit-sharing plan	6	1	2	0	0	9

Findings: None of the core businesses anticipated a reduction of workforce in the next two years; six respondents (15%) anticipated possibly acquiring another company. None expected to merge with another company. Only two thought they might be acquired by another company. Twenty-six respondents (63%) expected to expand their products or services in domestic markets. Seventy-eight percent (78%) of Industrial respondents and 100% of agriculture/agri-businesses were expecting domestic expansion for their businesses. Seventeen respondents (41%) expected to expand their products or services into foreign markets. Ninety-one percent (91%) of industrial businesses and 75% of agri businesses expected such expansion. Three respondents (all industrial) say they have considered relocating to another state. No other respondents in the other economic sectors mentioned contemplating such a move. Twenty-nine respondents (71%) said they expected to expand their existing facility. Two respondents (5%) said they were expecting to downsize their existing facility. Only one respondent said they would need to close their existing facility (KCPEDA is currently working to help them find a new locations. Thirty respondents (73%) expected to purchase equipment to increase production. Three respondents (7%) expected their major owner or stockholder to retire. Nine respondents (22%) were planning to or are currently working on an employee ownership/new profit sharing plan.

Conclusions: The core businesses in Klickitat County, largely, are anticipating expanding their business operations, especially through expanded markets, production equipment and facilities.

- *If you are considering relocation or expansion, where are you looking?*

		S	E	C	T	O	R	S	
Relocation/Expansion (Where?)		Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products		Total	
Relocation:									
Within Klickitat County									2
Other Gorge Counties									1
Other Washington locations									2
Outside Washington									2
Outside USA									
Expansion:									
Within Klickitat County									23
Other Gorge Counties									3
Other Washington locations									3
Outside Washington									2
Outside USA									2

Conclusions:

Relocation - two industrial businesses mentioned interest or need to relocate. They expressed desire to stay in Klickitat County but would look elsewhere if they cannot be accommodated here.

Expansion - all 23 respondents looking to expand said they would look to expand in Klickitat County. Four of these, as an alternative or for specialized aspects of their businesses, would look to expand outside of Klickitat County.

- *If you are considering closing, which of the following are reasons for closing?*

Conclusion:

None of the survey respondents (0%) said that they were considering closing.

- *Are there raw materials, supplies or services that you purchase out of County that you would purchase here if available?*

Specified by respondents:

- **Industrial** - office supplies; tool steel/wire; maintenance contractors; repairs/electro-mechanical contracting; wood cores.
- **Commercial/Services** - truck/rail containers and cleaning plant.
- **Agri-business** - labor pool; more mint; additional ag-products; farm equipment/fertilizer chemicals; more salmon.
- **Tourism** - office supplies & equipment.
- **Forest Products** - spare parts; more logs; heavy equipment, if price was right; logging equipment.

Conclusion:

The raw materials, supplies, or services that could be most viably developed or cultivated within Klickitat County appear to be:

- a company that could manufacture the containers for use on truck and rail.
- expanded services in electro-mechanical and maintenance contracting, and repair services to the aluminum plant.
- specialized wood cores for the county's two snowboard manufacturing companies.
- agricultural crop cultivation, mint, mustard.

- *What is your overall opinion of Klickitat County as a place to do business?*

	S E C T O R S					Total
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	
Overall Opinion of Klickitat County (as a place to do business):						
Excellent	2	1	2	2	2	9
Good	3	5	5	1	4	18
Fair	3	4	1	1	0	9
Poor	2	2	0	0	0	4

Conclusions:

If excellent is rated (4); good (3); fair (2), and poor (1), then the average opinion of Klickitat County as a place to do business would be (2.8) or almost "good". The listed responses were widely varied.

Verbatim responses from

respondents whose opinion of Klickitat County as a place to do business is "Excellent":

Industrial:

- *"Have looked elsewhere-this suits our needs. However, when we first looked here, we were not given the information we needed. By comparison (other communities had all the city's leaders greet us.) Even Goldendale's industrial parks' covenants and conditions were prohibitive to going there. We moved here to be close to our family in Seattle."*
- *"For us, we have been able to grow from start-up here (land prices, wages, city, government, community help system, distressed area benefits & community start up loan). Now we're more uncertain on this subject."*

Ag/Agribusiness:

- *"Born and raised here."*
- *"Government works with people. If you want to get something done in the county, their officials are helpful."*

Commercial/Services:

- *"We have no problems (doing business here)."*

Tourism:

- *"The county and forest service accepted what we had to offer."*
- *"Because the location is great for our kind of business."*

Forest Products:

- *"The county itself is excellent; good contractors, support is good from the community and county; the government is sensitive to our needs; state and federal regulations are onerous."*
- *"Great place to live."*

Verbatim responses from

respondents whose opinion of Klickitat County as a place to do business is "Good":

Industrial:

- *"Cheap rent."*
- *"Reasonable tax environment with a fair base of low cost labor, however we're missing infrastructure especially water for fire protection."*
- *"Good labor market."*

Ag/Agribusiness:

- *"County has a proactive role and business orientation in the last couple of years toward our activities."*
- *"Its an average situation here."*
- *"Good location for us; its near the interstate with potential for growth."*
- *"As good as most other counties; easier to grow fruit in other counties since we are out of the mainstream of the migrant worker base."*
- *"We need more infrastructure-especially roads."*

Commercial/Service:

- *"We like the atmosphere here and the government body attitudes in Klickitat County other than the lack of decision making in Bingen or the Klickitat County Board of Adjustment."*
- *"Good place to do business. We have many loyal customers, but a lot of people will buy on price only."*
- *"I like the rural community to live in and to do business here. Local government is not doing all they can to support development though basic services, especially water/sewer."*
- *"Good for ourselves, but our customers often have a difficult time dealing with county regulations especially building and health department. (The fees are outrageous.)"*

Tourism:

- *"Had problems with our signs torn down in Glenwood. There is little local encouragement for tourism, hospitality businesses. It is a quiet resistance."*

Forest Products:

- *"The county could work with you more and not fight you on building permits and the like. Who you are can make a difference in getting things done."*
- *"Great quality of life and a place to live. The thing is the building regulations-it's too expensive and extreme in the fees."*
- *"County government requires fees for what tax dollars should cover."*
- *"Fits our type of business, yet there are some disadvantages, here such as the limited labor pool and limited parts and supply."*

Verbatim responses from respondents whose opinion of Klickitat County as a place to do business is "Fair"

Industrial:

- *"Poor labor and vendor supply pool; it's too isolated for shipping (tool steel too difficult to acquire here for example.)"*
- *"Lack of port support/lack of county support for our interest in expanding."*
- *"County has no structure that meets our needs. Financial or maintenance support is not here."*

Ag/Agribusiness:

- *"Lack of adequate land use protection is the biggest issue to maintain our agricultural base, including the dairies (see Tamer Kirac's study from MCEDD)"*
- *"The quality of life in Trout Lake helps us attract top quality employees."*

Commercial/Service:

- *"More productive government needed."*
- *"Non growth area here. In beer distribution the best market segment is a 21-35 year old male population. Also, trade leakage is huge sign that the largest retailers are in Oregon."*
- *"I say that just*
- *"Used to be better than it is here because the county has hired too many people. Through justifying their jobs these employees make things like building permits more difficult. Economic Development should be more focused on infrastructure in the community. Much more can be done."*

Tourism:

- *"There needs to be an integrated county approach to tourism which supports and utilizes our existing assets-scenic assets and cultural assets such as Maryhill. Schools, parks, and other government agencies could find common ground to move forward."*

Verbatim responses from respondents whose opinion of Klickitat County as a place to do business is "Poor":

Commercial/Service:

- *"Even though I built my business here, the frame of mind of the people is poor. It is too easy to get unemployment or welfare here. This has damaged my employee base."*
- *"The sales tax and lack of infrastructure is our biggest problem."*

Industrial:

- *"What could Klickitat County government do for me or any business up until this time? The government has not been structured to help, they had no funds and no ability to help. Heavy industrial zoning and affordable land allowed us to move here. The sewer need in Dallesport is paramount."*
- *"There are very limited resources here especially with digital phone lines, the lack of water/sewer service. This leaves few options for suitable office manufacturing sites."*

- *What economic development programs are you aware of? Of these which have you used?*

	Aware	Used
SBA Financing	34	7
SBDC	17	3
CTED	16	na
Business Assistance Center	4	0
Comm. Finance Program	4	0
Export Assistance	6	3
KCPEDA	29	na
Public Corp. IRB	5	1
CAPP	2	0
MCEDD Revolving Loan	11	0

na-not applicable

Thirty-four of the respondents (85%) were aware of SBA financing and 18% have used the services. Seventeen respondents or 43% were aware of Small Business Development Center Services, three respondents had used the program (8%). Sixteen respondents or 40% were aware of the Washington State Department of Community, Trade and Economic Development. Three have used their program in export assistance (8%). No respondents mentioned using CTED's Business Assistance Center or

Community finance program. Twenty-nine respondents (73%) were aware of the Klickitat County Public Economic Development Authority. Five respondents knew about the County's Public Corporation Investment Revenue Bonds (13%). One company has utilized the program. Two respondents were aware of the Community Action Partnership Program. Eleven respondents or 28% were aware of the Mid Columbia Economic Development District's revolving loan program. None had utilized it.

Conclusion:

Other than SBA financing, an insignificant level of use of public programs was indicated. Several, as a result of the survey questions, were interested in receiving more information about the different programs.

- *Concerning your company, are you satisfied or dissatisfied with:*

	OK	Not OK
Airport Services	21	10
Access to Shipping	29	7
Access to hwy/roadways	32	8
Adequacy of hwy/roadways	29	10
Ambulance Services	32	1
Healthcare/Hospitals	29	6
Building permits/inspection	22	17
Disposal of processed waste	25	4
Fire protection	35	3
Appearance of shopping area	9	13
Police Services	31	7
Planning Dept. dev. approval process	27	9
Public parking	11	2
Public transportation	11	8
Public Roads/street repair	22	14
Snow removal	29	9
Schools K-12	33	1
Community College	12	12
University	1	14
Vo/Tech programs	8	10
Telecommunications	23	13
Waste water treatments	17	11
Water Supply	26	12
Quality of Water	34	5
Natural Gas availability	21	10
Electric utility service	37	1
Child care	5	6

The respondents most often mentioned that they were dissatisfied with:

- Building permits/inspections 17
- University (lack thereof) 14
- Public roads/street repair 14
- Telecommunications 13
- Appearance of shopping centers 13
- Water supply 12
- Waste water treatment 11

From the comments made by the respondents as to why they were dissatisfied, the most strident dealt with water supply, waste water treatment, telecommunications, and building permits/inspections. From the comments, it was apparent that these categories most directly impacted how the respondents were able to conduct their businesses. [Note: Dissatisfactions usually concern the jurisdiction where the business is located. Sometimes a bad experience from years prior still influence the responses. Measures such as Klickitat County's new One-Stop permitting program have been designed to ameliorate permit delays. Future surveys should try to measure the effectiveness of these types of programs.]

Although comments were not solicited for this question, when the respondent felt strongly enough about an issue to state more than "OK" or "not OK", then responses were noted.

Verbatim responses from respondents about:

Airport Services:

- *"Need commercial twin props in Hood River or Dallesport."*
- *"Goldendale airstrip is too short."*
- *"Need an airport in Roosevelt."*

Adequacy of highways/roadways:

- *"OK, except for Port access road."*
- *"Getting better."*
- *"Seasonal weight limits."*

Building permits/building inspections:

- *"So-So."*
- *"City of White Salmon, not OK"*
- *"Building permits process is not OK, building inspections is OK"*
- *"Not ok because of fees."*
- *"We've had general problems with this."*
- *"In construction, not OK. Our customers have found the county building department unresponsive."*
- *"Had some conflicts with former inspector (Goldendale)."*

Verbatim responses of repondents about:

Fire protection:

- *"Not OK, but it's a touchy subject."*

Disposal of processed waste materials:

- *"Need more recycling for businesses."*

Health care hospitals:

- *"We could use pre-employment physicals in Goldendale, so we don't have to send our people to Sunnyside."*

Public transportation:

- *"We would look to Mt. Adams Transport for worker shuttles."*
- *"We would look at van pooling (Roosevelt)."*

Community College/University:

- *"Not in county."*
- *"Wish we had a Klickitat County presence."*

Vocational/technical programs:

- *"Need more."*
- *"Like to have some possibly with CGCC or bringing it in-house as a training center for our mill workers."*
- *"Need trucker training."*

Access to shipping:

- *"We're having more and more difficulty and its becoming more costly."*
- *"Interstate problems"*
- *"Trout Lake road weight restrictions are a problem."*
- *"Barge & log rafting access is too limited."*

Access to highways/roadways:

- *"Not ok for nationwide access."*
- *"We've outgrown them, they're too narrow, too much traffic."*
- *"County roads are closed when state highways are still open."*

Adequacy of highways/roadways:

- *"Indian trucks pay no taxes."*

Snow removal:

- *"Horrible"*
- *"Should not pile in main street (Goldendale)."*

Verbatim responses of respondents about:

Child care:

- *"Will need more as we gain more mothers in our workforce."*
- *"Room for improvement."*

Police services:

- *"Not OK in Bingen or White Salmon."*
- *"Slow response (Roosevelt)."*

Natural gas:

- *"It would be nice to have." (Goldendale)*
- *"NW Natural Gas needs to better spread out their new pipeline costs."*
- *"We would use if it was here (Trout Lake). We consume 120,000 gallons of LP gas/year."*
- *"Would likely use (Dallesport)."*
- *"Would use if here (BZ)"*
- *"Can't get it even though the major NW pipeline runs near."*

Planning Department development approval process:

- *"Too restrictive."*
- **Telecommunications:**
- *"Need high speed phone lines, our faxes are irregular."*
- *"Need ISDN phone relay on Washington side of the gorge."*
- *"Too often can;t get out of the area."*
- *"Barely adequate."*
- *"No extended service to Glenwood."*
- *"Unfinished."*
- *"It's terrible (Trout Lake) erratic, slow speed, static. New service expensive and slow."*

Public roads/street repair:

- *"Ok, except at the port."*
- *"Could be better especially county side roads."*
- *"Rockfall problem in BZ/Glenwood area; Trout Lake signs poor to Glenwood."*
- *"Junctions where County roads meet State highway could be safer, for example NW Lake road to Highway 141"*

Verbatim responses of respondents about:

Waste water treatment:

- *"Highly lacking."*
- *"We need high speed phone lines."*
- *"We have none. (Dallesport.)"*
- *"Poor design (Goldendale.)"*
- *"Need to upgrade (Goldendale.)"*
- *"Need more throughout the county."*
- *"Getting OK (Bingen.)"*

Water supply:

- *"Some difficulty."*
- *"Need to upgrade (Goldendale.)"*
- *"Need everywhere."*
- *"Need help (Bingen.)"*
- *"Bad at Bingen point."*
- *"Need to improve (Goldendale)"*
- *"Poor in Roosevelt."*

Quality of domestic water:

- *"Tastes weird. (Bingen)"*
- *"Bingen no; White Salmon yes."*
- *"At Bingen Point it's undrinkable."*

Electric utility service:

- *"Could be improved."*
- *"Ok but, Port needs 480/ 3-phase power."*
- *"OK except for overbillings."*
- *"More competitive prices."*
- *"Service is a little slow and spendy."*

Conclusions:

Several of the service categories were not deemed applicable to the business: (for example only 28% of the respondents answered whether child care was satisfactory or dissatisfactory. Of these 11 responses 55% were dissatisfied. On the other hand 98% of the respondents commented on electric utility service for their company. Of these only one respondent said they were dissatisfied. Also, the quality and circumstances for these services vary greatly depending on where the company is located. Comments on services such as waste water treatment, water supply or natural gas availability will reflect this.

In sum, the core businesses were most satisfied with their electric utility service; schools (K-12), ambulance services (97% of the respondents satisfied). 87% were satisfied with their fire protection and the quality of their domestic water. 83% were satisfied with their disposal of processed waste material.

SUMMARY CONCERNS

- *In your opinion, which of the following will provide the best opportunity for future economic development in the county.*

	S E C T O R S					
	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products	Total
Opinion of Best Econ. Dev. Opportunity (for future of Klickitat County):						
Forest Products/Secondary Manufacture	1		2		2	5
Agriculture/Agribusiness	1		3		3	7
Tourism & Recreation Services		3	1	4	1	9
Retirement Area Focus		1			0	1
Attract Manufacturing Firms to County	9	8	2		3	22
Reduce Retail Leakage						0

Conclusions:

The respondents were asked to give only one choice-- what they felt would be the single best opportunity for future economic development in the county. Fifty-four percent (54%) of the respondent's felt that attracting manufacturing firms to the county would offer the best opportunity for future economic development in Klickitat County; 20% said Tourism and Recreation Services; 15% Forest Products/Secondary wood products manufacturing; 10% agricultural/agribusiness; 1% a retirement area focus.

- *How do you perceive (a) your firm and (b) the community in general, with regard to support for economic development?*

	The Firm	The Community
Strongly Pro-Growth	24	1
Somewhat Pro-Growth	12	16
Somewhat No-Growth	3	18
Strongly No-Growth	1	5

Conclusion:

The respondents viewed their own firms as significantly more supportive of economic development growth than they perceived the community in general to be. If we weight strongly pro-growth as a (4); somewhat pro-growth as a (3); somewhat no-growth as a (2); and strongly no-growth as a (1) then the core businesses would in average rank as 3.48 as supportive of economic development. The core businesses in average perceive the community in general as a 1.70 in this regard. It could be said then that Klickitat County's core businesses are somewhat strongly pro growth but they perceive the community in general to be neutral to slightly no growth on the subject. From this continuum, it could also be said that the core business respondents are twice as supportive of economic development as compared to what they perceive the community to be. ($1.70 \times 2=3.40$)

- *Would you like KCPEDA to make contact or assist you in any way?*

	S	E	C	T	O	R	S
KCPEDA Assistance	Industrial	Commercial/Service	Ag/Agribusiness	Tourism	Forest Products		Total
# Requesting further contact/assistance:	8	9	6	3	5		31
# Not wishing further contact/assistance:	2	3	2	1	1		9

Seventy-eight percent (78%) of the respondents indicated that they would like KCPEDA to make contact or assist them in some way.

Verbatim suggestions as to how KCPEDA might assist these businesses:

Industrial Respondents:

- *"We need phone line improvement ASAP. We could also use possible assistance in expansion financing."*
- *"We could use you as a financing resource to get a sewer system for Dallesport, to help with expediting the permitting process. It should not be the same everywhere. The Ports should have a different standard for permits. Relocating a business could be contingent on a 90 day limit to allow for the commencement of construction. We could use engineered structures to do this."*
- *"Help us expand our business."*
- *"Send information on manufacturing tax; help us explore loan opportunities; get infrastructure in Dallesport."*
- *"Help us obtain development expansion financing. Help get water services to the White Salmon Industrial water front area."*
- *"The less we have to do with government the better off we will be."*
"Yes, we could use financing and ombudsman's help for new business expansion and our site acquisition project; as we grow you can help us meet government regulations. KCPEDA would benefit from better targeting of effective goals."

Verbatim suggestions as to how KCPEDA might assist these businesses:

Forest Products Businesses:

- "Help us on specific issues such as Spotted Owl as they arise."
- "Would like to see county commissioners better relay to the public where and how landfill and other revenues will benefit the county."
- "Monitor spotted owl issue for industry; help us with financing if local bank sources are curtailed. Glenwood Valley needs road ditches cleaned to prevent water backup. New culverts are in but they are no good with clogged up ditches. Road repairs could be better."
- "Your (KCPEDA) help with regulatory issues (endangered species) has been greatly appreciated."
- "Support state timber distressed tax exemption program for local timber business; find suitable area for heavy equipment repair facility with state highway access."

Commercial/Services:

- "Encourage the County Commissioners to build a sewer plant for the Dallesport area. This is the best single investment that this county can make in our future economic development. They should invest in this ASAP."
- "Advocate on water/sewer service for White Salmon industrial waterfront lands, help us find possible public loan sources."
- "Assist in solving CDL licensed driver shortage; we used to refer potential companies to the port but were disappointed in the port's responsiveness. Also, their promise of a rail spur never materialized."
- "County needs to invest in sewer and water infrastructure for Goldendale and the county."
- "Provide us with continued support for the chambers of commerce and cities for economic development, downtown revitalization and tourism. Would like to see jobs through helping the port, Goldendale Aluminum, Rabanco, the cities. If this means sewer and water systems to secure tenants then so be it."
- "County needs a "Glass is half full" attitude."
- "Provide us with materials on state programs; your help on trying to secure us highway access was appreciated. Please convey to the county commissioners and city councils that we hope they have the vision and guts to invest in needed sewer and water infrastructure in this county."
- "There are many economic opportunities that Klickitat County does not take advantage of. They need to make the necessary infrastructure investment. The Port needs to be more positive and aggressive in making their deals."
- "Help us get natural gas service. We use 300,000 glns/year of LP."
- "Relay to the County Road Department and Commissioners that the benefits of selecting a local auto dealer on bid items ought to factor in more than a direct cost comparison."

"EDA could serve a teaching role in bringing agencies together to support cultural and recreational tourism."

Verbatim suggestions as to how KCPEDA might assist these businesses:

Commercial/Services (cont.):

- *"Keep us apprised of services and new approaches to revitalizing tourism development, like the county wide photo shoot."*
- *"Help us find financing to help with building expansion."*
- *"Help us secure financing for relocation and land."*
- *"Keep in touch. We're open to the idea of using (CGCC) commercial kitchen."*
- *"Help us with irrigation water issues especially natural gas."*
- *"We're concerned with water supply; supply and availability is an ongoing concern."*
- *"Water/sewer is a front burner issue for Goldendale. We would also like you to help get high speed phone access. Encourage occupational education which needs to include training on employee attitude, entry level professionalism, starting at the high school."*
- *"Help us with potential funding sources. Provide us with assistance in creating a tie between land use issues and business retention. Help us maintain our high quality of life so quality employees can be hired at highly competitive salaries. In essence, we see a threat in the county if Trout Lake Valley becomes subdivisions."*