STATE OF NEW HAMPSHIRE
SITE EVALUATION COMMITTEE

DOCKET NO. 2015-06

JOINT APPLICATION OF NORTHERN PASS TRANSMISSION, LLC AND PUBLIC SERVICE COMPANY OF NEW HAMPSHIRE D/B/A EVERSOURCE ENERGY FOR A CERTIFICATE OF SITE AND FACILITY

SUPPLEMENT TO PREFILED TESTIMONY OF LINDA LAUER ON BEHALF OF THE GRAFTON COUNTY COMMISSIONERS

March 24, 2017

Please state your name for the record
Linda Lauer, Grafton County Commissioner

When evaluating the route, understanding the proposed design is of upmost importance. However, the designs provided to date for the proposed route are only preliminary, and, in places, inaccurate and incomplete. Approving a route that has only preliminary, incomplete plans makes little sense. This supplemental testimony is being submitted on March 24, 2017 and the hearing on the merits is expected to begin in less than a month. Yet, we do not even have the results of the New Hampshire Department of Transportation review of the projected route. On March 17, 2017, the New Hampshire Department of Transportation requested an extension of the deadline set forth in RSA 162-H:7 to April 3, 2017, the day before the preliminary hearing. *See Letter from the NH Department of Transportation to Pamela Monroe dated March 17, 2017.* According to DOT, this extension was necessary because the Applicant had not yet provided the needed information. *See NH DOT letter at page 2.* Quoting the NH DOT letter: "[t]he plans submitted did not address the Department's comments of December 2, 2016. . . . Given the complexity of the project, the potential impacts to the transportation system, and the multi-tiered overlapping nature of the review comments, additional time is required to review, consolidate, and determine the conditions to be included within the Use and Occupancy Agreement, excavation permits, driveway permits, crossing agreements and license." *Id.*

The DOT review is vital to Grafton County, as we, the Commissioners, have had numerous questions about the construction of the project. Indeed, we have a long track record of trying to obtain accurate design plans to the project, yet still do not have such plans. On the contrary, the Applicant continues to refer us to the NH Department of Transportation. This is particularly ironic because it appears that the Applicants have not provided the necessary information for the NH Department of Transportation to conduct its review.

It is the Applicants responsibility to provide accurate plans that can be relied upon. This would include, but not be limited to, plans with public and private property rights accurately reflected. The plans to date do not properly reflect accurate property rights.

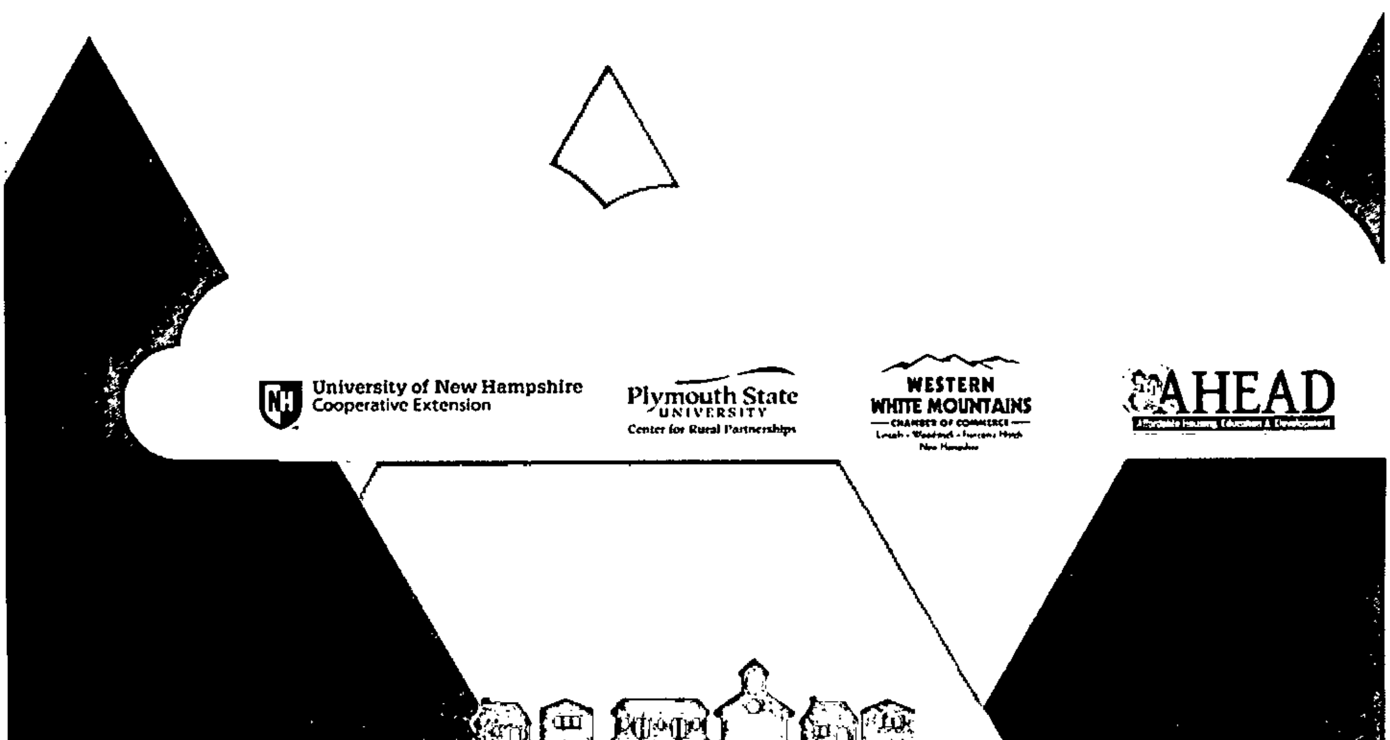
Nor do we have the New Hampshire Division of Historical Resource's review as of the writing of this supplement to our prefiled testimony. On March 7th, 2017 the Preservation Project Reviewer, Nadine Miler, wrote the Site Evaluation Committee noting that "[g]iven that the information remains incomplete, the DHR cannot forward its findings regarding the final number and significance of historic resources in the project area, or the proposed project's effects on those resources, and the measures planned to avoid, minimize or mitigate adverse effects." *Letter from the NH Division of Historical Resources to Pamela Monroe dated March 7, 2017*. Reviewing the route is impossible without this information, which should be provided to all parties and the public well before the witness lists and exhibits are due, and the final hearing begins.

Regarding the route, one third of America's population is within one days' drive of the White Mountains, making the White Mountain National Forest one of the most heavily used in the country. This route directly impacts the White Mountain National Forest and the towns located in and around the national forest.

Regarding page 5 of my testimony, I wish to supplement it as follows: Geoffrey Sewake, UNH Cooperative Extension, Grafton County Field Specialist, Community and Economic Development conducted the attached workforce study. This study included data available through the US Census On the Map system. This system provides commuter and high level industry data for participating states. New Hampshire is a participating state. The most recent data is located here: https://onthemap.ces.census.gov/ . This system can provide data by town or by custom regions. The results of the study are attached as an exhibit to this testimony and outline the workforce that would be impacted by the Northern Pass project, as it is currently designed. It is clear that the long term and disruptive nature of this project would have a significant negative impact on commuters and the businesses whose workforce must traverse the project to get to work. The Town of Franconia's Chief lives in an adjoining town and would be separated from his town during road closures and delays associated with a single lane road. Ambulances would not be able to go from one side of the project to another side with the necessary speed. Route 116 is a narrow road, to date how the Northern Pass plans to keep the road open during construction is unclear and speculative.

Lincoln-Woodstock

Workforce Survey & Program Report



The Workforce Survey & Program is facilitated by UNH Cooperative Extension and the PSU Center for Business and Community Partnerships in coordination with the Affordable Housing, Education, and Development (AHEAD), Inc. and the Western White Mountains Chamber of Commerce.

Lincoln-Woodstock Workforce Survey & Program Report

August 8, 2016

Presented to:

The Western White Mountains Chamber of Commerce
The Affordable Housing, Education, and Development (AHEAD), Inc.

For more information on this document, survey and/or program contact:

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The Workforce Survey & Program is facilitated by UNH Cooperative Extension and the PSU Center for Business and Community Partnerships in coordination with the Affordable Housing, Education, and Development (AHEAD), Inc. and the Western White Mountains Chamber of Commerce.

University of New Hampshire Cooperative Extension · Plymouth State University Center for Rural Partnerships · Western White Mountains Chamber of Commerce · AHEAD

Section 1. Executive Summary.

This past winter, the Affordable Housing, Education, and Development ("AHEAD"), Inc., the Western White Mountains Chamber of Commerce, the University of New Hampshire Cooperative Extension and the Plymouth State University Center for Business and Community Partnerships identified a need within the Lincoln and Woodstock business community. That need stemmed from a desire to better understand the specific challenges behind hiring and retaining the Lincoln and Woodstock area workforce. So AHEAD, the Western White Mountains Chamber of Commerce, the University of New Hampshire Cooperative Extension and the Plymouth State University Center for Business and Community Partnerships partnered to develop and facilitate a workforce-focused business survey and program focused on answering some of those questions. In that regard, this spring, out of the 109 businesses chosen to participate in the survey, the program was able to reach 60.

This Workforce Survey & Program is based on the University of New Hampshire Cooperative Extension's Business Retention & Expansion Program. It is designed to explore general business and community challenges, as well as a wide range of workforce issues ranging from hiring, retention, to community affordability. The feedback from the 60 participating businesses echo many of the prevailing community assumptions voiced in the past, but add detail and context to those voices. For example, as you might expect, the top three recruitment challenges noted by those 60 were: (1) Competition for employees; (2) Lack of housing options; and (3) Inadequate labor skills. When asked to clarify "Lack of housing options", they resoundingly replied, "a Lack of affordable housing".

But the survey did more than just add detail and additional context to preexisting notions of the area's workforce challenges, the survey also added fresh content to the discussion. For example, the survey asked businesses if they would hire more positions were a sufficient workforce available. In response, 29 businesses said they would hire more positions. 289, to be exact. Using those responses, the program team conducted an economic impact analysis to identify the missed economic and job opportunity due to an insufficient workforce. That economic impact analysis revealed that those 289 new jobs from just 29 businesses could induce and indirectly create an additional 113 jobs, with a grand total of 402 new jobs, and boost regional economic output by $78 million.

That said, although this new data provides some additional points of discussion, the underlying challenge of lifting the exiting workforce up keeps on. For instance, geography of the Lincoln and Woodstock area remains a challenge. With developable land generally located around the I-93 and Kancamagus Highway corridors, the majority of land lies within the White Mountain National Forest. In addition, steep topography makes development less probable due to high engineering costs. Further, a lack of workforce skills present another obstacle. Not unlike many other communities in New Hampshire, training and development of a workforce suitable for available jobs continues to be a challenge. Finally, and perhaps most vexing, is how to retain that younger workforce in a rural part of New Hampshire that has seen its resident population jump from a median age in the mid-30's to the mid-40's for Woodstock, and the early-40's to near-50's for Lincoln.

A solution will likely necessitate a multifaceted and a community-wide approach. Community involvement and buy-in will be critical. Are there opportunities to develop vertically? Ease certain housing restrictions? Develop a regional workforce coalition? Create employee sharing agreements? Encourage more family and under-40 events, activities and businesses to the Lincoln and Woodstock area? Engage area youth and higher education to train and retain a younger, skill-ready workforce? The next step in this Workforce Survey & Program will be to help facilitate that discussion.

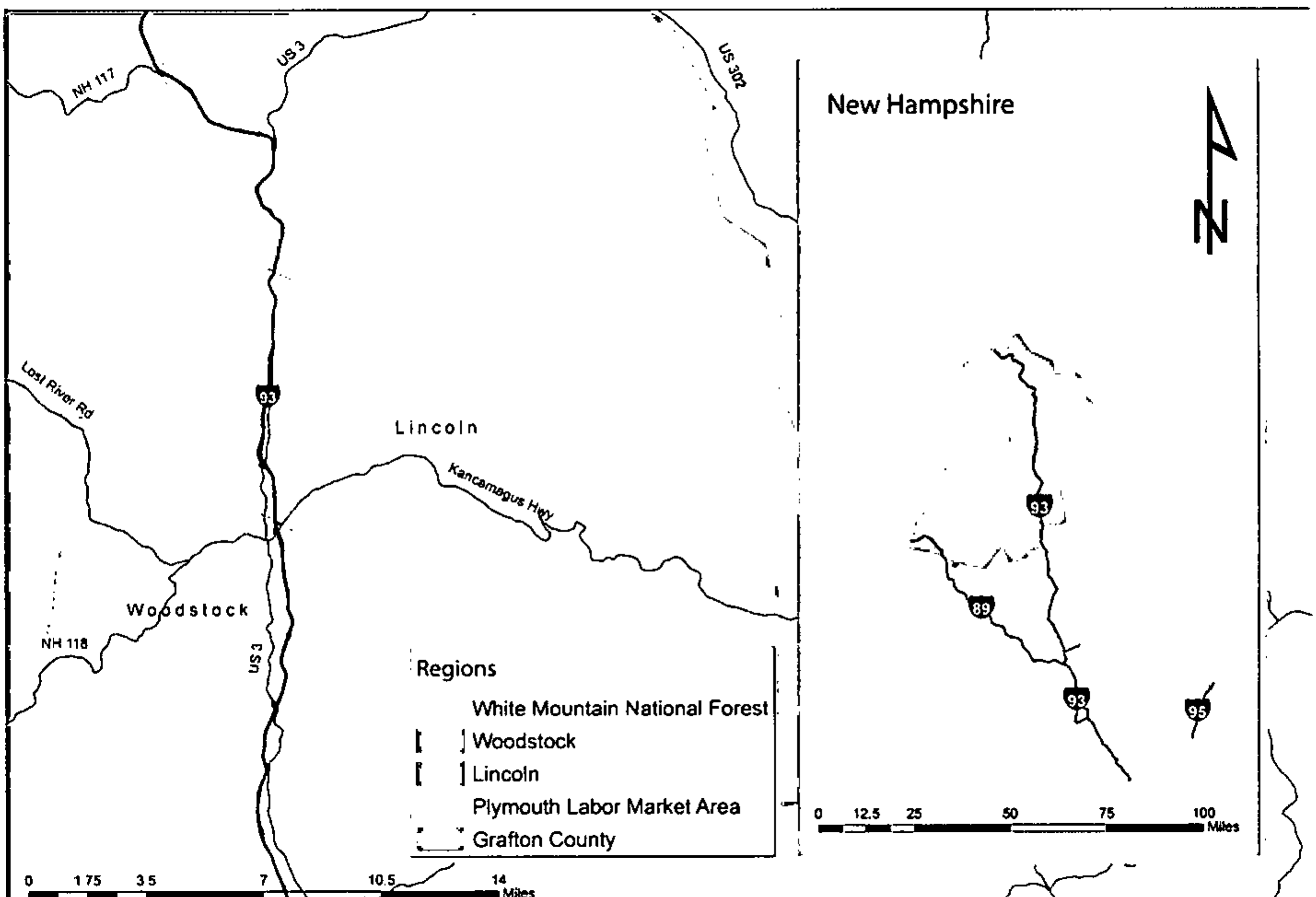
Moving forward and perhaps outside of the scope of this particular project, there are questions. First, although this survey did a good job in seeking feedback from 60 businesses, it only reached out to businesses in the Lincoln and Woodstock area---do businesses outside the Lincoln and Woodstock face similar challenges? Additionally, this survey only asked employ*ers*---how would employ*ees* answer many of these same questions? Further, we did not focus on how employers connect with educational providers---what efforts are regional educators taking to connect and build curriculum to meet the needs of area employers, and how are these efforts coordinated? Finally, an outstanding question remains, rooted in retaining and attracting a lasting workforce---how are communities and their respective municipalities addressing the challenge of attracting young people?

Section 2. Introduction.

A. Demographics & Geography.

The Towns of Lincoln and Woodstock, see Map 1, are nestled in the White Mountain National Forest, along Interstate 93, just south of Franconia Notch and west of the Kancamagus National Scenic Byway. It is home to a wealth natural, cultural resources and visitor amenities. The Towns are a part of Grafton County and the Plymouth Labor Market Area, and served by the North Country Council, the regional planning commission and economic development district.

Map 1. Lincoln-Woodstock Region.



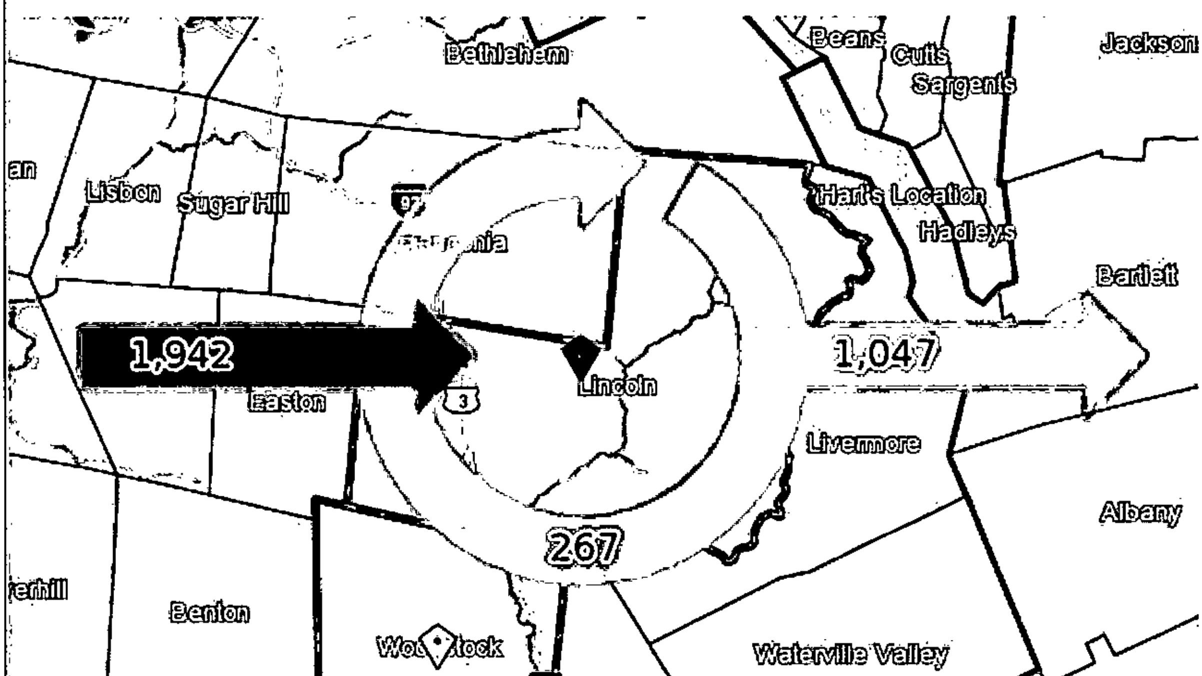
As of 2014, there was an estimated 2,446 and 1,137 people living in the Towns of Lincoln and Woodstock, respectively.[1] Since 2000, the populations of Lincoln and Woodstock have remained fairly stable, with an estimated decrease of less than 2 percent, and 2 tenths of a percent, respectively, or a total loss of less than 50 persons.[2] That said, although overall population size has seen little change, there has been a significant loss of those aged 44 and under and a gain of those 45

[1] Headwaters Economics Economic Profile System, *A Profile of Demographics: Lincoln-Woodstock Region*, July 13, 2016.
[2] Ibid.

and older, which has moved the median age of Lincoln from 42.6 to 49.0, and Woodstock from 37.1 to 45.9.[3] In terms of the racial diversity, the towns of Lincoln and Woodstock are around 96.3 and 96.4 percent non-Hispanic White (or about 3.7 and 3.8 percent non-white), respectively.[4]

According to the US Census, in the towns of Lincoln and Woodstock, the top five major employing industries are in Accommodation and Food Services (23.7 percent), Arts, Entertainment and Recreation (19.1 percent), Health Care and Social Assistance (12.6 percent), Retail Trade (8.7 percent), and Manufacturing (6.7 percent).[5] Out of the 2,209 persons employed within the two towns, 87.9 percent of them live outside of Lincoln and Woodstock; just 12.1 percent both live and work within the two towns---compare that to Littleton, New Hampshire with a 27.3 percent of population that both live and work within the town.[6] See Map 2. Below. Interestingly, around 71.3 percent of the homes in the Lincoln and Woodstock region are seasonal, compared to the New Hampshire average of 10.5 percent.[7]

Map 2. Workforce Movement To, From and Within the Lincoln and Woodstock Region.[8]



B. The Lincoln-Woodstock Workforce Survey & Program.

In the Fall of 2015, the Western White Mountains Chamber of Commerce and the Grafton County Economic Development Council held a tourist-related workforce roundtable with state, regional and local stakeholders focused on identifying opportunities and challenges in the Lincoln and Woodstock region. From that roundtable, the Affordable Housing, Education, and Development ("AHEAD") and the Western White Mountains Chamber of Commerce approached the University of New Hampshire Cooperative Extension and the Plymouth State University Center for Business and Community Partnerships ("the Team") to see how our organizations might assist in better understanding the workforce and business challenges facing the Lincoln and Woodstock region.

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3 Ibid.
4 Ibid.
5 U.S. Census Bureau, *OnTheMap Application: Longitudinal-Employer Household Dynamics Program*, http://onthemap.ces.census.gov/, accessed July 14, 2016.
6 Ibid.
7 Ibid.
8 Ibid.

Early in discussions, a survey or questionnaire was identified by the Team as a possible medium for capturing this type of information. Further, the University of New Hampshire Cooperative Extension offered its Business Retention & Expansion (BR&E) Program as possible foundation for the capture of survey/questionnaire data, facilitation and community action planning. The University of New Hampshire Cooperative Extension's BR&E Program is based off of a nationally recognized extension program that helps communities identify and meet the opportunities and challenges faced by local businesses through the use of a business-focused questionnaire and outreach process that leads to community discussion and action planning. The program started in mid-80s out of the University of Ohio, and has since been used and adapted by communities and university extensions across the globe. Several New Hampshire communities, including the nearby lakeside community of Wolfeboro, have successfully participated in the BR&E Program. It was decided that a modified version of the BR&E Program focused on workforce and housing (the "Workforce Program") would be used by the Team.

Using the BR&E Program's existing survey instrument, the Team developed supplemental questions to look more in depth at regional workforce and housing. In addition, some questions were modified or removed to accommodate the Team's timeline and programmatic goals. As the survey was being developed, a list of potential survey respondents was generated using a national list, Reference USA, of businesses located in the towns of Lincoln and Woodstock. The list was then reviewed by the Team, corrections were made, and 109 business out of a total estimated business population of 221 were selected for participation in the survey for the Workforce Program.

In May 2016, a team of volunteers region gathered to learn about the Workforce Program and participate as survey interviewers. Over the course of the following two months, the volunteer team conducted interviews with participating businesses. Of the original 109 businesses selected to participate, 60 responded. The results of this survey have an estimated margin of error ±14.25 at a 99 percent confidence level, but may vary based on the response level to each individual question.

Section 3. Key Findings.

A. Survey Instrument & Methodology.

Participants in the Workforce Program attempted to visit 109 business out of a total estimated business population of 221. By the end of the interview timeline, 60 businesses had responded. Based on those responses, this survey has an estimated margin of error ±14.25 at a 99 percent confidence level, but may vary based on the response level to each individual question.

B. Survey Respondent Business Location and Type.

Based on information gathered by the survey, of the 60 respondent businesses, 88 percent were located in the Town of Lincoln, while the remainder were in North Woodstock. Further, according to responses, 28 percent consider themselves to be in the Accommodation and Food Services Industry, 16 percent in Real Estate, Rental and Leasing, and 14 percent in Retail Trade.

The remainder of the businesses considered themselves in Arts, Entertainment and Recreation, Educational Services, Finance and Insurance, Health Care Services and Social Assistance, Information, Manufacturing, and Professional, Scientific and Technical Services.

C. Current Annual Employment.

According to the survey results, the average number of full-time employees by the respondent businesses was 11.48, part-time employees was 3.46, seasonal winter employees was 14.86, seasonal spring employees was 1.09, seasonal summer employees was 5.91, seasonal fall employees was 4.09 and employees through a temp agency was 0.55. See Table 1, below.

Table 1. Current Annual Employment by Respondents.

	Full-time	Part-time	Seasonal (Winter)	Seasonal (Spring)	Seasonal (Summer)	Seasonal (Fall)	Temp Agency
Number of Employees at the Respondent Businesses	643	194	832	61	331	229	31
Average Number of Employees at Respondent Businesses	11.48	3.46	14.86	1.09	5.91	4.09	0.55

D. Past Annual Employment.

According to the survey results, the average number employees by the respondent businesses has generally gone down from years past with the exception very slight increases to the average number of seasonal spring employees (0.81), seasonal fall employees (3.93) and employees through a temp agency (0.44). See Table 2, below.

Table 2. Employment Three Years Ago (Past Employment) by Respondents.

	Full-time	Part-time	Seasonal (Winter)	Seasonal (Spring)	Seasonal (Summer)	Seasonal (Fall)	Temp Agency
Number of Employees at the Respondent Businesses	789	282	855	44	421	212	24
Average Number of Employees at Respondent Businesses	14.61	5.22	15.83	0.81	7.80	3.93	0.44

E. Employee benefits.

Of interest, although difficult to quantify, who answered the question on whether they offer benefits to their employees, about 70 percent offer some sort of benefits to their full-time employees, and about 33 percent to part-time employees.

F. Recruiting employees.

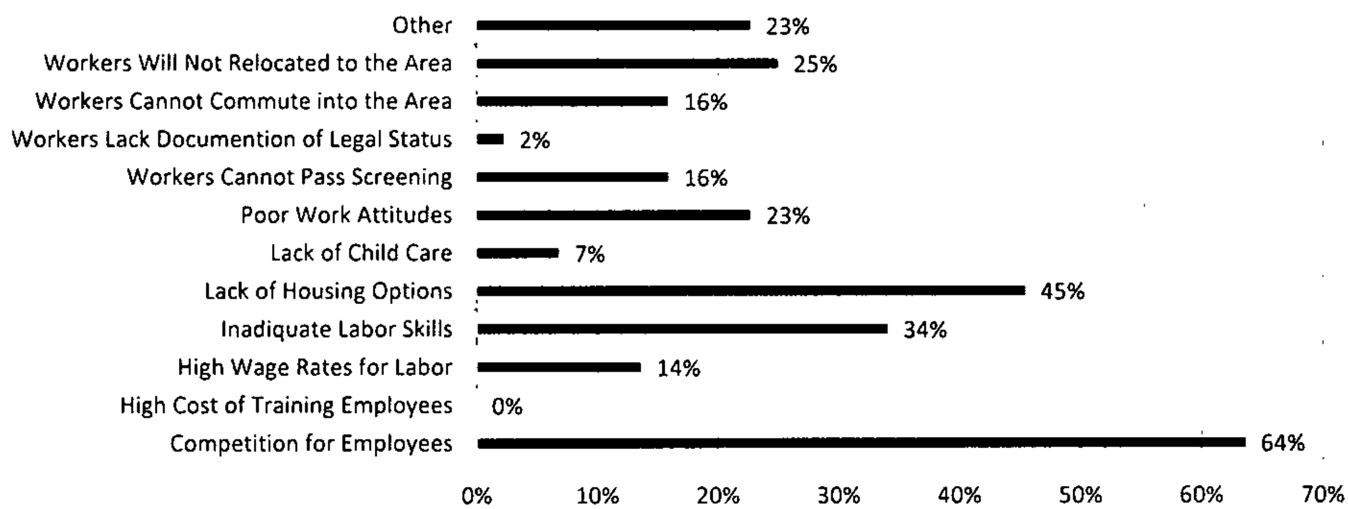
The survey asked a number of questions related to whether respondents have problems recruiting employees, respondents to the question identified several job types where recruiting challenges exist, at least for some. According to the survey results the top three most problematic jobs types to fill are, Unskilled Service Workers (food prep, retail sales, housekeeping, etc.) at 40 percent, Professional / Managerial (managers, accountants, HR) at 27 percent, and Office and Administrative (secretaries, office clerks, receptionists, etc.) at 22 percent. Conversely, 28 percent of respondents said that Professional / Managerial positions were not difficult to hire, and 35 percent of respondents noted Office and Administrative positions were not difficult to hire, at 28 percent.

Table 3. Problems Recruiting Employees via Position Type by Respondents.

	Yes	No	Unsure
Professional/Managerial (managers, accountants, HR)	27%	28%	3%
Information Technology	5%	13%	2%
Engineers, Scientists and Technicians	5%	5%	0%
Arts, Design and other Creative Occupations	3%	12%	0%
Healthcare Related	0%	7%	0%
Office and Administrative (secretaries, office clerks, receptionists, etc.)	22%	35%	2%
Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	40%	7%	0%
Agricultural	0%	3%	0%
Construction	3%	8%	0%
Repair and Skilled Maintenance (not janitorial)	23%	10%	2%
Unskilled Manufacturing (assembly, production helpers, etc.)	5%	7%	0%
Skilled Manufacturing (welders, machinists, etc.)	5%	5%	0%
Transportation	7%	7%	0%

Of those that identified having problems recruiting employees, the top three reasons identified were, Competition for Employees (64 percent), Lack of Housing Options (45 percent), and Inadequate Labor Skills (34 percent). Interestingly, Workers Will Not Relocate to the Area (25 percent) came in as the number four reason. See Chart 1, below.

Chart 1. Reasons Listed for Recruitment Issues by Respondents.



If we dig deeper into the Lack of Housing Options answer, a follow up question, Q12b asked for clarification from respondents who listed Lack of Housing Options as a reason for recruitment issues. Accordingly, 95 percent noted, Lack of Affordable Housing, as the reason for Lack of Housing Options, an additional 45 percent noted, No Housing Available in the Area, and about 15 percent listed some other reason.

If we go back to Q12a, Poor Worker Attitudes, was noted by 16 percent of respondents as a reason for recruitment issues, that, while not particularly high, it still ranked a strong fifth overall, albite a tie with Workers Cannot Pass Screening, in the area of recruitment issues. However, when respondents were asked how they rate their employees' attitude towards work and productivity, 75 percent gave their staff an Above Average score or higher. Only one respondent rated their staff as Below Average in attitude towards work, and no respondents rated their staff as poor. Similarly, only one respondent rated their staff as Below Average in attitude towards productivity, and no respondents rated their staff as poor. See Table 4, below.

Table 4. How Would you rate your employees with respect to their attitude towards work and productivity?

Attitude towards work?						
1=Poor	2=Below Average	3=Fair	4=Above Average	5=Excellent	6=N/A	Avg (Mean) Score
0	1	12	26	16	1	4.04
Attitude towards their productivity?						
1=Poor	2=Below Average	3=Fair	4=Above Average	5=Excellent	6=N/A	Avg (Mean) Score
0	1	8	30	16	1	4.11

To recruit new employees, the majority of respondents listed, Word of Mouth (78 percent), followed by Ad in Local Community Papers (67 percent), Referrals from Existing Employees (58 percent), and Internet Advertising (51 percent). Interestingly, although the majority list in local papers, just 5 percent of respondents listed Ad in Metro/State-wide Papers as a way of recruiting new employees.

G. Potential economic impact of an insufficient available workforce.

To better understand respondent's level of workforce need, the survey posed, "were a sufficient workforce pool available to you would you expect the number of employees to increase, decrease or stay the same over the next three years?" Accordingly, respondents to the survey noted that they would be able to fill around 289 positions for 29 businesses in the Lincoln-Woodstock region. To see what the impact would be were those jobs filled, we conducted a quick economic analysis for this scenario. Using the estimated job additions by 29 respondents and tying them to their respective industries, our economic analysis estimated that if those 289 positions were filled, they would add an additional 55.86 indirect jobs and 57.92 induced jobs, with an additional $78.0 million to regional output. See Table 5, below.

Table 5. Economic Impact of Additional Workforce.

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	289.00	$11,768,953.85	$18,396,284.16	$61,759,319.47
Indirect Effect	55.86	$2,872,020.58	$4,794,770.86	$9,221,098.82
Induced Effect	57.92	$2,612,624.41	$4,301,043.03	$7,025,380.63
Total Effect	402.77	$17,253,599.00	$27,492,098.00	$78,005,799.00

1. Economic Analysis Assumptions and Methodology

This economic analysis utilizes IMPLAN Online, a proprietary economic analysis tool. IMPLAN is the industry standard for economic analysis at the regional level. The economic analysis conducted for this Report provides an estimate of survey respondents', were they able to hire additional staff to fill their current needs, unrealized direct and indirect job creation and economic output. The analysis relies on those survey responses to Q22 ("Were a sufficient workforce pool available to you…"), total jobs and assessing job contribution based on NAICS code. NAICS codes were then matched to IMPLAN sector codes using a cross reference sheet created and provided by IMPLAN on the official technical assistance and feedback forum.

See http://implan.com/index.php?option=com_kunena&view=topic&layout=reply&catid=80&id=19333&Itemid=1840, accessed July 5, 2016.

One industry code was not able to cross code, as it did not exist in the analysis area, that code is NAICS code for 31-33 Manufacturing. The suggested cross code, 65 does not exist in the County, so an appropriate replacement code was chosen, IMPLAN code 339, as a best guess based on the existing type of manufacturing within the Lincoln-Woodstock region. The year 2015 was used for dollar values in the economic analysis.

For additional information, see Appendix A, or http://www.implan.com.

H. What do you think of the Lincoln and Woodstock Community as a place to do business?

The survey asked respondents to rate the Lincoln and Woodstock community based on their level of satisfaction as a place to do business. According to the results, Recreational Opportunities, ranked as the number one area of satisfaction, followed by, Highway Accessibility, Chamber of Commerce, Police Department, and Fire Department. See Table 6, below. At the bottom of satisfaction, Housing Supply had the lowest score, followed by, Housing Costs, Employee Health Care Cost, Cost of Land, and Availability of Unskilled Labor. See Table 6, below.

When asked to rank these and other topics in order of most critical among the top three general issues were in Housing, followed by Availability of Labor, and Public Safety.

Table 6. Respondent's level of community satisfaction as a place to do business.

Top Areas of Satisfaction	Recreational opportunities	Highway accessibility	Chamber of commerce	Police Department	Fire Department
Very Dissatisfied (1)	0	1	0	1	1
Dissatisfied (2)	0	1	2	3	3
Neutral (3)	2	2	4	4	3
Satisfied (4)	12	12	17	24	27
Very Satisfied (5)	45	39	30	26	23
Don't Know (6)	0	1	4	0	1
Unanswered (blank)	1	4	3	2	2
Average (Mean) Score	4.73	4.58	4.42	4.22	4.19
Top 5 Ranking Overall	#1 Top	#2 Top	#3 Top	#4 Top	#5 Top
Bottom Areas of Satisfaction	**Housing supply**	**Housing costs**	**Employee health care cost**	**Cost of land**	**Availability of unskilled labor**
Very Dissatisfied (1)	15	16	10	5	3
Dissatisfied (2)	24	21	13	19	16
Neutral (3)	14	13	7	16	19
Satisfied (4)	1	4	7	6	5
Very Satisfied (5)	2	2	2	0	0
Don't Know (6)	2	3	15	9	8
Unanswered (blank)	2	1	6	5	9
Average (Mean) Score	2.13	2.20	2.44	2.50	2.60
Bottom 5 Ranking Overall	#1 Bottom	#2 Bottom	#3 Bottom	#4 Bottom	#5 Bottom

I. What do you think of the retail in the Lincoln and Woodstock region?

Respondents to the survey were asked to assess factors of the local retail industry. According to their responses, the top three ranked with the highest in satisfaction were Feeling of Safety, followed by Knowledge and Friendliness of Local Personnel, and Internet Presence. The bottom three areas of lowest satisfaction were Public Restrooms, followed by Traffic Flow and Signage, and Variety of Businesses.

When asked to rank these and other topics in order of most critical among the top three general issues were in Transportation, followed by Variety of Businesses / Places to Eat, and Store Hours.

J. Overall Opinion of the Lincoln and Woodstock region.

With the many challenges presented and made apparent in the survey, it was interesting to discover the overall opinion of the respondents of the Lincoln and Woodstock region to be very positive. When respondents were asked of their overall opinion of the community as a place to do business, about 70 percent of respondents gave it an Above Average rating or Higher. No respondent gave the community a Poor rating and just one gave it a Below Average Rating. When respondents were asked to rate the Lincoln and Woodstock region as a place to live, about 77 percent of respondents rated the community Above Average or Higher. No respondents rated the community as Poor or Below Average.

Section 4. Key Findings Supplement.

A. Survey Instrument & Methodology.

Participants in the Workforce Program attempted to visit 109 business out of a total estimated business population of 221. By the end of the interview timeline, 60 businesses had responded. Based on those responses, this survey has an estimated margin of error ±14.25 at a 99 percent confidence level, but may vary based on the response level to each individual question.

B. Household Size of Employees Including Respondents.

Respondents were asked to estimate the household sizes of their staff, including themselves. Based on those responses, about 29 percent employee households are estimated to be single person homes, another 35 percent, two person homes and a final 36 percent homes with three or more persons. See Table 1, below.

Table 1. Estimated Employee Household Size.

Percent of Single Households	Percent of Two Person Households	Percent of Three or More Person Households
29%	35%	36%

C. Respondent Employee Average Hourly Pay by Industry.

Respondents were asked to estimate the pay of their staff based on their position type (full-time, part-time, season, etc.). Using this information, pay was converted to an hourly figure. For weekly figures, the pay was converted based on a 35 hour work week. For annual figures, the pay converted based on a 52 week work year and a 35 hour work week. Those responses were then averaged based on a respondent's respective industry. See Table 2, below. Please note, these findings do not include tips or other sources of income unless it was calculated into the response by the respondent and therefore could not be calculated out of the response. For example, a respondent answered the survey, "$10/hr" and assumed that the employee makes an additional $2/hr on top of their $8/hr pay, and did not indicate the addition of $2/hr into the response pay of $10/hr.

Table 2. Average Hourly Pay of Respondent Employees Based on Industry.

Type of Industry	Average Hourly Pay
Accommodation/Food Services	$ 10.62
Arts/Entertainment/Recreation	$ 12.07
Educational Services	$ 12.00
Finance/Insurance	$ 15.52
Health Care Services/Social Assistance	$ 14.00
Information	$ 12.33
Manufacturing	$ 20.80
Other Services	$ 10.60
Professional/Scientific/Technical Services	$ 18.00
Real Estate/Rental and Leasing	$ 14.48
Retail Trade	$ 11.86

Appendices.

A. **IMPLAN, *Key Assumptions of IMPLAN & Input/Output Analysis*, taken from** http://www.implan.com/index.php?option=com_content&view=article&id=377:377&catid=222:222, accessed July 5, 2016.

Input-output (I-O) analysis is a means of examining inter-industry relationships within an economy. It captures all monetary market transactions between industries in a given time period. The resulting mathematical formulae allow for examinations of the effects of a change in one or several economic activities on an entire economy (impact analysis).

IMPLAN expands upon the traditional I-O approach to also include transactions between industries and institutions[9] and between institutions themselves, thereby capturing all monetary market transactions in a given time period. IMPLAN can thus more accurately be described as a SAM model, though the terms I-O and SAM are often used interchangeably. Although IMPLAN V3 provides a framework to conduct an analysis of economic impacts, each stage of an analysis should be carefully scrutinized to make sure it is logical. Procedures and assumptions need to be validated. Please review IMPLAN and Input-Output analysis' assumptions.

Constant Returns To Scale

This means that the same quantity of inputs is needed per unit of output, regardless of the level of production. In other words, if output increases by 10%, input requirements will also increase by 10%.

No Supply Constraints

I-O assumes there are no restrictions to raw materials and assumes there is enough to produce an unlimited amount of product. It is up to the user to decide whether this is a reasonable assumption for their study area and analysis, especially when dealing with large-scale impacts.

Fixed Input Structure

This structure assumes that changes in the economy will affect the industry's output level but not the mix of commodities and services it requires to produce that output. In other words, there is no input substitution in response to a change in output.

Industry Technology Assumption

An industry will always produce the same mix of commodities regardless of the level of production. In other words, an industry will not increase the output of one product without proportionately increasing the output of all its other products. Industry by-product coefficients are constant.

Commodity Technology Assumption

The commodity technology assumption comes into play when data are collected on an industry-by-commodity basis and then converted to industry-by-industry matrices. It assumes that an industry uses the same technology to produce each

[9] In IMPLAN, institutions include Households (broken down into nine income categories), Administrative Government, Enterprises (basically corporate profits), Capital, Inventory, and Foreign Trade.

of its products. In other words, an industry's production function is a weighted average of the inputs required for the production of the primary product and each of the by-products, weighted by the output of each of the products.

The Model is Static

No price changes are built in. The underlying data and relationships are not affected by impact runs. The relationships for a given year do not change unless another data year is purchased.

B. Debrief with Volunteer Interviewers Summary.

On July 27th, 2016, program participants were given an opportunity to provide feedback and commentary to the interviews they conducted as well as the Key Findings. Below is a summary of the comments made during the debrief session.

- It was noted that some respondents were confused on whether to respond in regards to Lincoln or Woodstock as the community of interest.
- It was noted that some respondents were confused on whether to respond as a member of the community (resident) or as a business.
- It was noted that respondents were generally positive when talking about the community.
- It was noted that respondents some respondents complained about there being too many surveys.
- It was noted that some respondents found the lack of public restrooms to be a big issue.
- It was noted that some respondents believe there to be a parking issues, especially when it concerns large vehicles like RV's and buses---a concern for emergency services; there is also a lack of public parking in general.
- It was noted that some respondents believe it's just not affordable to live in the Lincoln and Woodstock area.
- It was noted that some respondents believe there need to be more activities for youth---could this be an opportunity for something like a bowling alley, etc, and/or area businesses hosting youth programming for area, a side benefit could be attracting workers with young families.

- It was noted that the Lincoln Master Plan is nearing completion.
- It was noted that they need to work more regionally to solve the workforce challenges in the Lincoln and Woodstock area.
- It was noted that there may be an opportunity to seek employee sharing agreements.
- It was noted that there's a lot of effort in hiring a new employee, especially since many applicants fail to show up for their interview.
- It was noted that there isn't much developable land left in Lincoln or Woodstock---could this be an opportunity to develop upwards, including residential above commercial and/or creating regulatory language to allow for more lenient restrictions on alternative forms of housing and/or creating employee rental agreements between businesses and landlords to supply housing.

- A question was asked why temp agencies were not being used to access employees, especially for seasonal employment---could this be an opportunity for restaurant or housekeeping workers?
- A question of whether area businesses have access to the "pay" job listing sites---could this be an opportunity for some type of shared listing service?

C. Survey Instrument & Qualtrics Survey Data Entry Instrument.