
Estill County

Business Retention and Expansion Program

Results & Recommendations

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EXECUTIVE SUMMARY

The Business Retention and Expansion (BRE) Program is a facilitated business assessment service provided by CEDIK, the Community and Economic Development Initiative of Kentucky. The BRE program worked closely with the Estill Development Alliance in Estill County as part of the Appalachian Regional Commission funded POWER project *Revitalize, Redevelop and Reinvest (R3) Appalachia*. Beginning in 2021 and concluding in 2022, Estill Development Alliance, Estill County Chamber of Commerce, Estill County Tourism and members of the Estill County R3 team coordinated engagement with local business owners to gather their perspectives, their needs, and the challenges facing their businesses. This report is a summary of those BRE efforts and results.

PROCESS

Representatives from the before mentioned organizations gathered feedback from business owners using an online survey. While interviews are often used to gather feedback, this alternative was used in response to the ongoing COVID-19 pandemic. The group built and launched an online landing page featuring a welcome video inviting businesses to participate. These efforts were coupled with press releases as well as social media invitations and reminders. The process was publicly introduced at the Estill Development Alliance's quarterly online forum held on January 18th, 2022. In the weeks after the organizing team followed up directly with local businesses requesting their participation. In all, 40 businesses responded to the survey.

SURVEY PARTICIPANTS

The focus of this BRE effort is on the cities of Irvine and Ravenna in Estill County. Business respondents represent a range of sectors including healthcare (22.5%), retail (15%), finance, insurance & real estate (15%), business and professional services (10%), restaurants (7.5%), wholesale (7.5 %), manufacturing (5%) and others (17%).

MARKET & INDUSTRY

Products & Services – The survey asked businesses if they have introduced new products and services over the last five years. While some business types do not frequently change (i.e. funeral homes or manufacturing), this question gives a sense of customer

responsiveness or ongoing investments in efficiencies, growth and expanded service. In the past five years, 50% of the businesses surveyed introduced new products and services. Similarly, 50% anticipate new or emerging technologies changing their businesses primary products, services, or production methods.

Markets & Customer Base – Over 80% of surveyed businesses serve a local or regional clientele. Survey responses reflected 32% reporting that total business revenue was stable over the last two years and 42% indicating sales increased. However, 26% of the respondents note that sales decreased in the previous two years.

Over three quarters of the businesses (77%) indicated they advertise or sell products or services online. Of those using online services, the most widely used online services for advertisement or sales is Facebook. In addition, 60% of the internet using businesses use a combination of three or more platforms which typically included a dedicated website, google, and Instagram.

BUSINESS STABILITY & GROWTH POTENTIAL

Estill County's businesses show a positive inclination for growth. Sixty-nine percent (69%) of the respondents indicate expansion intentions, while 31% share they do not have expansion plans. Of all respondents, 26% indicated their current facilities are insufficient for future expansions. Property ownership is high for Estill County businesses with 62% of respondents reporting ownership. While many Estill County businesses are poised for expansion, 67% of respondents share there are barriers to business growth in the community.

WORKFORCE

There is an increasing workforce demand in Estill County. A slim majority, 51%, say their workforce needs are increasing, meaning they anticipate a need to hire more workers in the future. Forty-three percent (43%) of businesses indicate their workforce needs are stable. Regarding workforce availability and quality, the majority of employers ranked the availability of employees as fair to poor, and the quality of employees as good to fair.

COMMUNITY

Estill County business owners think that Kentucky and Estill County are both good places to do business. More than 80% of businesses feel like Kentucky is a good or very good place to do business, while

only 58% ranked Estill County as either a good or very good place to do business. In terms of the overall community, business owners rank the quality of the natural environment, fire and police services, natural gas, schools, water, electric, sewer and cost of living as strong. On the other end of the spectrum, labor availability, cultural opportunities, transportation access, recreation and zoning were ranked as weak.

RECOMMENDATIONS

Based upon the findings of the survey, the following recommendations were identified for the county to consider regarding the local business climate:

1. The local business market is showing inclination for growth and expansion. Working with current owners to identify expansion needs is important, and the Chamber of Commerce and Estill Development Alliance should consider exploring ways to facilitate the ease and expense of business expansion. This can be done by identifying properties, reducing or sharing costs, streamlining bureaucracy, supporting workforce development or finding other ways to simplify the moving or expansion process.
2. Consider creating an inventory of available buildings for sale with specifics on what each location offers, both retail and commercial. The EDA and Chamber of Commerce could also provide a method for local government, realtors, developers, the Planning and Zoning Board, and business leaders to talk about opportunities and concerns relating to the quality and availability of affordable properties for business development.
3. A healthy economy is interdependent on a healthy community. Strengthening community assets identified in the community chart can support the health, cultural enrichment, happiness, and well-being of a strong economy and workforce. Areas of investment specific to the survey indicate efforts to improve labor availability, cultural opportunities, transportation access, recreation opportunities and zoning are key community improvement focus areas. Utilizing the quality of the natural environment to formally develop recreational or cultural opportunities should be considered.
4. Projected workforce needs are growing, and businesses are struggling to find employees. Consider supporting the development, expansion or integration of workforce development

programming for existing and future employees. Cooperative Extension, community colleges and universities are good locations to find programs and resources.

5. General quality of life characteristics of the county, including the natural environment, the cost of living, and utilities were rated very positively by businesses. Emphasizing these positive aspects of living in the community might be one strategy for both retaining and attracting businesses.
6. Businesses expressed a need for improved cell phone and internet service. A united business effort to examine and explore possibilities for better cell phone and internet access could help improve the technology situation or uncover existing policy challenges.
7. Many respondents reported they have introduced new products and services in the past five years and a majority indicated they use social media, such as Facebook to advertise or sell products. Because of the potential for Internet growth in sales and advertising, we recommend the exploration of expanded training and awareness of how to effectively use social media and websites for advertising and direct sales.
8. The EDA and Chamber of Commerce should consider integrating an ongoing system for the continuation of promoting the retention and expansion of existing businesses. Periodic review of follow-up recommendations should occur as well as periodic updates on the surveys.



ESTILL COUNTY REPORT

BACKGROUND

The Business Retention and Expansion (BRE) program in Estill County, Kentucky focused on the opinions and concerns of business owners and representatives of local firms. The study focuses on the two cities of Irvine and Ravenna and received responses from a variety of local industrial sectors.

In the fall of 2021, a preliminary meeting was held by the Estill Development Alliance (EDA) and Estill County Chamber of Commerce to plan the process. The BRE program worked closely with the Estill Development Alliance in Estill County as part of the Appalachian Regional Commission funded POWER project Revitalize, Redevelop and Reinvest (R3) Appalachia. Beginning in 2021 and concluding in 2022. Estill Development Alliance, Estill County Chamber of Commerce, Estill County Tourism and members of the Estill County R3 team coordinated engagement with local business owners to gather their perspectives, their needs, and learn more about the challenges facing their businesses.

The Estill Development Alliance launched the program by developing an internal landing page with introductory video. As part of an ongoing public forum series EDA invited CEDIK staff to present an introductory presentation on BRE. At the event CEDIK staff shared the importance of the BRE process and discussed how the local team plans to use the data they collect. Following the event, members of R3 team conducted follow up invitations and interviews with local businesses. In total, 40 businesses completed the online survey.

Respondents were asked to honestly provide their opinion and viewpoint of conducting business in Estill County. Keep in mind that the responses only reflect the opinions of the survey participants. In some cases, participants may not be knowledgeable of services or programs. The reported results are based on the 40 responses received on the survey.

SURVEY PARTICIPANTS

The surveys were completed by the owner, president, principal, general manager, director, COO, VP, legal counsel, or others in a position to best reflect the needs of the establishment. Businesses range in years of operation from less than one year to 90 years. Of the 40 businesses interviewed, 70% are current members of the Chamber of Commerce. The businesses represented a variety of sectors including healthcare, retail, finance/insurance/real

estate, personal and professional services, restaurants, wholesale, manufacturing and others.

Table 1. Business Types of Respondents.

Business Type	Percent of respondents
Healthcare	22.5%
Retail	15.0%
Other	17.5%
Finance / insurance / real estate	15.0%
Business and professional service	10.0%
Restaurant	7.5%
Manufacturing	5.0%
Wholesale	7.5%

SURVEY RESULTS

Understanding how to assist existing businesses grow and thrive is highly dependent on understanding the existing business climate. The survey was broken into the thematic categories summarized below. A full report of responses is included in the Appendices.

PRODUCTS & SERVICES

Healthcare businesses are the most represented industry in the Estill County BRE (22.5%). Of the 40 businesses who participated, 15% are retail, 15% finance/insurance/real estate, 10% professional services, 8% restaurants, 8% wholesale, 5% manufacturing and the remaining 17% represent other business types.

Half of the businesses surveyed note they have added new products and services over the past five years. Forty percent of business respondents plan to introduce new products or services over the next two years while the majority (60%) do not.

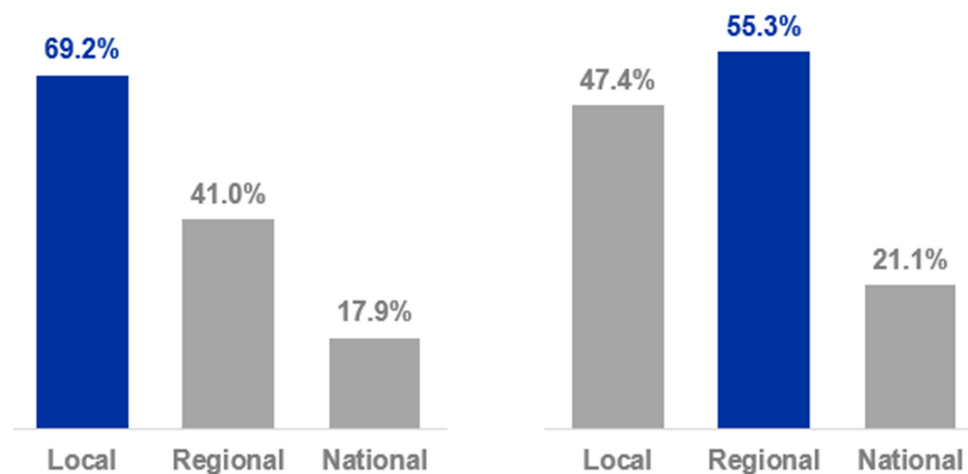
Half of the surveyed businesses note that new or emerging technology will, or has, impacted their primary products, services or production methods.

MARKET & INDUSTRY

The majority of respondents indicate that their business sales are stable or increasing with 42% sharing sales are increasing. Twenty-six percent (26%) identified sales as decreasing while 32% noted their business revenue as stable.

Estill County businesses have a high emphasis on local and regional customers. Businesses were asked to select all of their primary markets in many cases selecting multiple options. Sixty-nine percent of surveyed businesses indicated their primary market is local, with forty-one percent indicating they target regional customers in addition to their local customer base. Eighteen percent noted having a national market. A majority of respondents see their greatest competition as both local or regional businesses, followed by national or international. A majority (55%) see their greatest competition as regional, followed by local (47%), national (21%), and international (5%).

Figure 1. Markets (left) and Competition (right) for Respondents.



More than three quarters of the surveyed businesses (77%) sell or advertise over the internet. Of those using the internet to sell or advertise, only 20% use one platform whereas 60% utilize three or more platforms. Facebook is the most popular platform used followed by a business website, Google, Instagram, Twitter, partner websites, and others.

GROWTH POTENTIAL

More than two-thirds of surveyed businesses have plans to expand in the next three years. Growth plans include increases in customer base, products, workforce, facilities, and business systems.

Sixty-two percent of the surveyed businesses own their own facilities. When asked about adequate facilities for anticipated future operations, 26% indicate their current facilities are not adequate for future growth. For those needing facilities improvements, larger facilities, improved infrastructure, more land, and increased/updated equipment were

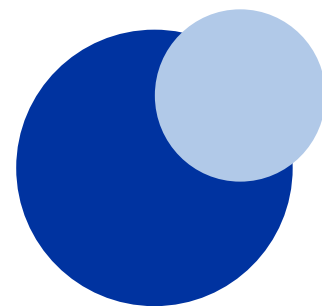


identified as the changes most needed for future operations. When asked specifically about concerns related to utilities, infrastructure, and technology at their current locations more than 60% note they have concerns related to each. The overwhelming concern shared by business owners relate most often to broadband internet availability or quality, and cellular data reception quality.

Most businesses (51%) say that their workforce needs are increasing, but 5% report their workforce needs are decreasing.

Estill County businesses recognize there are currently perceived barriers to growth in the community (67%), while 33% see no specific barriers to growth. The following are barriers to growth:

- Childcare options
- Perception of industry
- Availability of food, shopping and other amenities
- Workforce availability
- Foot traffic
- Internet quality
- Available assistance for small or startup businesses
- Code enforcement (buildings in disrepair)
- Low per capita income
- Limited office space
- Saturated markets



Even with some barriers to growth, most business owners are not considering relocating (71%). Of those who do (29%), reasons include site relocation to avoid flooding risk or to provide more operations space, staying within the county but outside the city limits to reduce tax burdens, or moving closer to major roads or population centers like Richmond, KY.

When asked about other businesses that owners would like to see in Estill County, there are several categories of growth that business owners identify as important to the growth of the community. These suggestions include:

- Increased retail opportunities for themselves and customers that make the downtowns more attractive and vibrant.
- Local advertising and marketing agencies
- Additional medical specialist (PT, OT, dentistry, addiction recovery, etc.)
- Auto repair shops
- Taxi/public transit options
- Commercial maintenance/repair contractors

More than half (54%) of surveyed businesses plan to expand in the next three years.

Nearly 30% indicate that their current facilities are NOT adequate for future growth.

WORKFORCE

The workforce of any community creates the engine for economic development. Understanding the makeup of a business community's needs are paramount to growth.

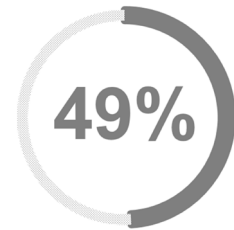
The majority of businesses that responded to the survey are defined as small businesses according to criteria from the U.S. Small Business Administration. Approximately a third (33%) employ 2 or fewer employees. Five businesses employ more than 50 full time employees. Business with less than 50 employees on average provide 5 full time jobs, 2 part time and one-half position in a seasonal or temporary arrangement. Businesses with more than 50 employees on average provide 207 full time jobs, 15 part time and 10 seasonal or temporary positions.

The Estill County workforce rated lower on characteristics of availability and quality. Most employers rated workforce quality as fair to good, while the availability of workers was rated as fair to poor.

In terms of educational requirements for employment, 49% of employers do not require employees have a high school diploma, and 61% of the employment positions do not require a college degree.

Overall, employers do support workforce development. Eighty-four percent of surveyed businesses invest in employee training, including training required for various licensing, advanced continuing education for industry specific requirements, and on-the-job training.

Current employment gaps are substantial with nearly half (49%) of businesses noting that are currently experiencing difficulty recruiting for a specific position. Approximately half (52%) of respondents share their projected workforce needs are increasing while 43% describe their workforce needs as stable. The positions business are experiencing challenges recruiting include: specialized medical providers, sales associates, customer service, certified drivers, trade certified contractors, technicians, and heavy equipment mechanics. A majority of business respondents share they believe child care (65%) and housing availability or affordability (68%) are not significant issues for their workforce. Businesses predominantly recruit employees via word of mouth, social media posts, or walk in applicants.



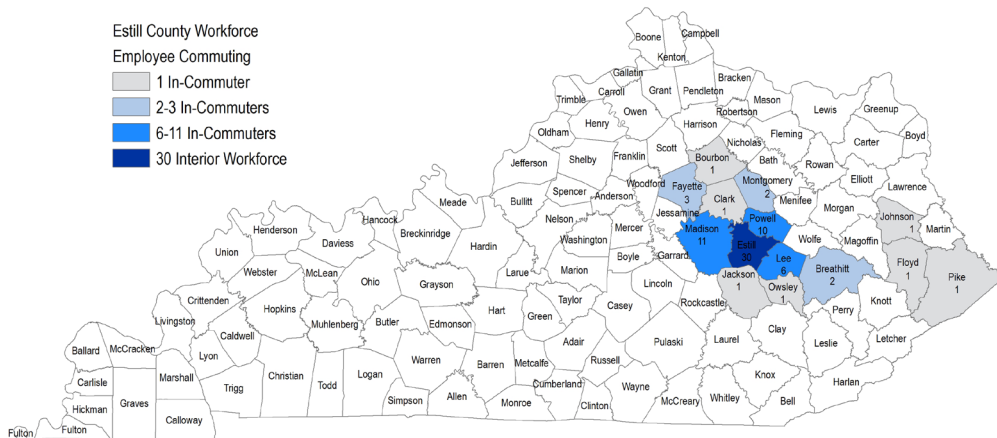
of respondents reported experiencing recruitment problems for employee positions/skills.

Respondents are having issues recruiting for the following positions:

- Sales
- Physical Therapy
- Sales and customer service positions
- Production based associates
- Therapists, Certified Medical Assistants, Nurse Practitioners, Physicians, Chiropractors, RN, RRT, RT, MLT, NA, EVS employees
- CDL and bus drivers
- All restaurant positions, front of house and kitchen staff
- Clerks
- Heavy equipment mechanics

The majority of employees from surveyed businesses live in Estill County. As depicted in Figure 2 (next page), out-of-county employees are concentrated in the adjacent counties of Madison, Powell and Lee.

Figure 2. Where Respondent Workforce Resides.



COMMUNITY

A strong majority (84%) of businesses rated Kentucky as a very good or good place to do business. Fifty-five percent of respondents rated Estill County as a very good or good place to do business. Fifty percent of respondents rated Irvine as a good or very good place to do business, and 39% rated Ravenna as a good or very good place to do business.



of respondents rated Estill County as a very good or good place to do business.

When asked about the positives of doing business in Estill County businesses, many noted the small town feel and character, strong quasi governmental organizations like EDA, the chamber and others. They like feeling a part of the community and described characteristics of friendly, close knit, getting to know their customer, and lower cost of living.

Conversely, when asked about the negatives of doing business in Estill County businesses share that working with local government is stressful, there are few amenities or developed attractions, limited incomes of residents and that most employed residents travel outside Estill County for work.

Table 2 on the following page describes how local business owners view various aspects of the community. These aspects range from the quality of natural resources to the availability of labor.

For the most part, community businesses rank utility services and cost of living as adequate. For example, fire, natural gas, schools, police, water, electric, and sewer rank strong. Quality of the natural environment and cost of living also rank strong. There are a few characteristics though that were ranked weaker than most including zoning, recreation, transportation access, cultural opportunities and labor availability.

Table 2. Respondent Ratings of Community Amenities.

Note: Respondents were asked to rate community amenities as strong (1), adequate (2), or weak (3).

Community Amenity	Average Rating
Quality of Natural Environment	1.53
Fire Services	1.55
Natural Gas	1.65
Schools	1.72
Police Services	1.74
Water	1.76
Cost of Living	1.77
Electric Service	1.83
Sewer	1.84
Health	1.88
Quality of Life	2.00
Property Values	2.09
Community Leadership	2.15
Community Events	2.18
Waste Management	2.19
Convenience of Parking	2.21
Local Taxes	2.25
Business Environment	2.31
Professional Services	2.33
Marketing Services	2.33
Area Wage Rates	2.34
Cell Phone and Digital Communications	2.34
Land and Building Availability	2.36
Internet Access	2.39
Housing Supply	2.47
Zoning	2.54
Recreation	2.56
Transportation Access	2.61
Cultural Opportunities	2.66
Labor Availability	2.74



PANDEMIC IMPACT

Businesses were specifically asked about the impact of the ongoing COVID-19 pandemic on their businesses' revenue and supply chains. All noted new and uncertain difficulties along with some unexpected positives. Businesses share they integrated work-from-home in to their work model noting in one case that it resulted in fewer sick days or vacation days being taken. Others share that the mandate and quarantine challenges made things difficult but not impossible. Businesses with public facing sales positions, those on the 'front lines' share they think the pandemic has made hiring more difficult. The pandemic resulted in early retirements of older or at-risk employees. Many noted that they themselves, or their employees are 'burned out' with the long hours and an increase in negative customer interactions. In regards to supply chain issues, nearly all respondents note some impact including increased costs, shortages, and delays. The pandemic's impact on business revenue is more varied with respondents noting waves of impact corresponding with the relaxing of mandates. The majority note a decrease in revenue at the onset of the pandemic and while things feel more normal revenue still has not rebounded completely.



RECOMMENDATIONS

Based upon the findings of the survey, the following recommendations were identified for the county to consider regarding the local business climate:

1. The local business market is showing inclination for growth and expansion. Working with current owners to identify expansion needs is important, and the Chamber of Commerce and Estill Development Alliance should consider exploring ways to facilitate the ease and expense of business expansion. This can be done by identifying properties, reducing or sharing costs, streamlining bureaucracy, supporting workforce development or finding other ways to simplify the moving or expansion process.
2. Consider creating an inventory of available buildings for sale with specifics on what each location offers, both retail and commercial. The EDA and Chamber of Commerce could also provide a method for local government, realtors, developers, the Planning and Zoning Board, and business leaders to talk about opportunities and concerns relating to the quality and availability of affordable properties for business development.
3. A healthy economy is interdependent on a healthy community. Strengthening community assets identified in the community chart can support the health, cultural enrichment, happiness, and well-

being of a strong economy and workforce. Areas of investment specific to the survey indicate efforts to improve labor availability, cultural opportunities, transportation access, recreation opportunities and zoning are key community improvement focus areas. Utilizing the quality of the natural environment to formally develop recreational or cultural opportunities should be considered.

4. Projected workforce needs are growing, and businesses are struggling to find employees. Consider supporting the development, expansion or integration of workforce development programming for existing and future employees. Cooperative Extension, community colleges and universities are good locations to find programs and resources.
5. General quality of life characteristics of the county, including the natural environment, the cost of living, and utilities were rated very positively by businesses. Emphasizing these positive aspects of living in the community might be one strategy for both retaining and attracting businesses.
6. Businesses expressed a need for improved cell phone and internet service. A united business effort to examine and explore possibilities for better cell phone and internet access could help improve the technology situation or uncover existing policy challenges.
7. Many respondents reported they have introduced new products and services in the past five years and a majority indicated they use social media, such as Facebook to advertise or sell products. Because of the potential for Internet growth in sales and advertising, we recommend the exploration of expanded training and awareness of how to effectively use social media and websites for advertising and direct sales.
8. The EDA and Chamber of Commerce should consider integrating an ongoing system for the continuation of promoting the retention and expansion of existing businesses. Periodic review of follow-up recommendations should occur as well as periodic updates on the surveys.

APPENDIX

Respondent's Business Type

Healthcare	9	22.5%
Retail	6	15.0%
Other	7	17.5%
Finance / Insurance / Real Estate	6	15.0%
Business and professional service	4	10.0%
Restaurant	3	7.5%
Manufacturing	2	5.0%
Wholesale	3	7.5%
	40	100.0%

Respondent's Role in Business

Owner or President	23	57.50%
Director/Manager	8	20%
COO, VP, Legal, Founder	7	17.50%
Employee	2	5%

Chamber Membership

YES	28	70%
NO	12	30%

During the last five years, has the business introduced any major products or services?

NO	20	50%
YES	20	50%

In the next 24 months do you anticipate introducing any new major products or services?

NO	24	60%
YES	16	40%

Are there new or emerging technologies that has or will change your business primary products, services, or production methods?

NO	20	50%
YES	20	50%

Over the last two years, your business revenue has been:

Increasing	16	40%
Stable	12	30%
Decreasing	10	25%
No Response	2	5%

Business primary market:

Local only	19	48%
Local and Regional	5	13%
Local, Regional and National	1	3%
Local, Regional, National and international	2	5%
Regional only	8	20%
National only	4	10%
No response	1	3%

Business primary competitors:

Local	10	25%
Local and Regional	5	13%
Local and National	1	3%
Regional	13	33%
Regional and National	1	3%
Local, Regional and National	2	5%
National	5	13%
National and International	1	3%
No Response	2	5%

Do you sell products, services or advertise utilizing the internet?

YES	30	75%
NO	9	23%
No Response	1	3%

Select the online platforms used to sell or advertise the business's products and/or services

One Platform	6	20%
Two Platforms	6	20%
Three or more platforms	18	60%

What is the biggest challenge you face utilizing the internet?

Access to fiber high speed
Actual contact from advertising
Connectivity is a major issue when trying to provide telehealth services, particularly video telehealth. This community would benefit greatly from fiberoptic.
consistent time commitment for it
Forecasting of demand. Environmental impact of packaging. Service level expectations of consumers
Having time to put into it
If there are any negative reviews/comments from a patients family member, we are unable to address any of that online due to HIPPA regulations.
Internet service
Lack of high speed internet service
Lack of local control
Learning about new opportunities, having the time to keep updated on services and having the time to create advertising.
Limited service provider options, and not available in all client locations
Marketing and online sales.
Most members don't really use it.
My products and services are not web-retail driven nor available via S&H terms.
N/A
None
None
None
None. Most of our products are wholesale so it is mainly utilized for company awareness with hiring.
Outages
Reaching all ages and members of the community.
Reaching the older generation customers
Selling services with attention grabbing content
technical expertise
the amount of potential patients in the region that would benefit from our services but do not have internet access still.
Ensuring that those most in need are seeing our ads and not being an annoyance to those that do not.
The internet has made it very easy for consumers to price shop before entering a business. A significant portion of our sales are items consumers like to price shop so we must constantly maintain competitive pricing to capture those sales. Also, trying to understand all the different online channels to advertise with the lowest cost but highest effectiveness. The revenue won't offset cost without increasing prices.
Too many options
We are working on getting a website.
Web development comes to mind here. Web developers are in high demand all over the world. The good ones are VERY expensive and are hard to come by. Having NY and CA prices to pay for work in Eastern KY is a hard pill to swallow for many businesses.

In the next three years, does your business plan to expand?

YES	27	68%
NO	12	30%
No Response	1	3%

If you plan to expand, what is the most important resource or assistance you need for that expansion?

- Advertising resources to expand customer base.
- Available workforce and government entities that support existing businesses
- Buyer-advantaged real estate
- Clientele
- clients with more financial resources, healthcare costs keeping me from hiring full time employees
- Consistent and readily available medical transportation becomes a concern in rural areas of KY
- Construction contractor and materials.
- Continued client growth
- Employees
- Funding for capital improvement
- Grants and loans. Finding our own place so we can grow and stop giving everything to landlords!
- Grants to assist in clearing practices that no longer benefit the company
- Local assistance with permits and information
- Monetary and qualified staff
- More Grant opportunities.
- None
- none
- Profit, finance
- Sales personnel
- Someone to help build us a website and to teach us how to utilize the website correctly and beneficially.
- Space is at a premium for us currently with our operations. In order to expand we will need to acquire more land due to half of our property is unusable due to the increased flood zone.
- Unsure
- We are expanding 5G services to our entire territory over the next several years. The availability and affordability of spectrum is always a concern in rural wireless America.

Is your business facility owned or leased?

Owned	24	60%
Leased	10	25%
Other	5	13%
No Response	1	3%

Have you ever considered relocating?

NO	27	68%
YES	11	28%
No Response	2	5%

If you're considering relocating, where to, and why have you considered relocating?

I would only be considering a move to a larger location within Estill County.
 I would only be considering a move to a larger location within Estill County.
 More populous area to be closer to job sites and be more publicly noticed
 More populous area to be closer to job sites and be more publicly noticed
 Not out of Estill, but just another building.
 Not out of Estill, but just another building.
 Now
 Now
 Ravenna
 Ravenna
 Richmond or try to buy land here
 Richmond or try to buy land here
 we have looked at bypass and other areas in the city
 we have looked at bypass and other areas in the city
 We just did relocate the Irvine location in the last year or so. Flooding and a sagging floor due to structural issues were major concerns in the other store. Those have been solved with the move.
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 Within the county, outside of city limits in regards to taxation.
 Within the county, outside of city limits in regards to taxation.

Do you have any utility concerns at your facility? (sewer, water, gas, electric, broadband, etc.)

NO	25	63%
YES	14	35%
No Response	1	3%

If yes, please describe your concerns

Broadband	11
Sewer	2
Electric lines/poles	2
Natural Gas	1

Do you have any infrastructure concerns at or for your facility? (highways, roads, public transit, rail, sidewalks, etc.)

NO	24	60%
YES	14	35%
No Response	2	5%

If yes, please describe your infrastructure concerns.

A major bridge is out currently that affects our traffic.
City curb at the edge of my parking lot- several patients have flattened tires
Highways, roads and bridges
Lighting, condition of roadway, signage and physical appearance leading to one of our facilities is the worst of any global location and quite embarrassing for current associates and guests to experience.
No handicap accessible, crowded sidewalks for wheelchair access
no public transit (or private mass transit)
Pot holes. Dangerous road.
sidewalk and street cleaning would help, as well as removal of overgrown trees and maintenance of city controlled planters etc.
The state doesn't properly maintain drainage along road and causing course to be non playable on many days that it should be.
There were trees planted in front of the our facility that block most of the street view of our signage. Also a trash receptacle that does the same in concert with the box for the stop light.
Water runoff and drainage into the parking lot and building is an ongoing problem that needs to be addressed by the city.
We deliver throughout our county, fixing worn roads and pavement would help all of us. eliminating so much litter around the county would be great also. I am specifically thinking in closer proximity to the landfill where there always seems to be an unbelievably amount of trash laying around. It makes our county undesirable to visit and therefore undesirable to visit to shop.
without good care we can not get to our patients in a timely manner

Do you have any technology concerns at or for your facility? (cellular, internet, telecommunications, etc.)

NO	24	60%
YES	14	35%
No Response	2	5%

If yes, please describe your technology concerns

Currently use Windstream for internet and SDWan. If there are problems with service, it may take days before a the problem is looked at or resolved.
everything we do is computer based all run reports and contacts with hospital and dr
Internet at our facility is very reliable but the upload speeds of 20mbps are very limiting.
Internet connectivity is always a concern. When it's slow, or not working, it's a major issue.
Internet is sometimes unreliable.
Internet reliability and speed is always a concern. Phone service (ATT) is zero in many areas of Estill County.
Lack of high speed internet service
Lack of high speed internet.
Location is not remote but do not have reliable cell service
More stable internet
Slow Internet
Slow internet. We need fiber optic everywhere.
There have been quite a few patrons that say they do not have any cell signal inside our library building while others have no problem.
We need affordable, dependable, faster internet.

Are the business's current facilities adequate for anticipated future operations?

YES	28	70%
NO	10	25%
No Response	2	5%

If yes, please describe why your facilities are not adequate for future operations

Accessibility, and no private meeting space

Expansion plans are based on building a new facility

I will need more space for the future.

Landlord keeps raising rent and won't let us use parts of building unless we pay double. Will not let us grow.

Need additional providers to provide additional services hence, would need more space to house these providers

Our shop isn't big enough to accommodate the size machines we have

Running out of office space at our corporate headquarters in Irvine KY. Would need to relocate a department or build an additional building on site.

Size

we need a larger area and building. we do not have room to house our unites with future purchases and with employees

we will need larger living quarters as we mover forward

Are there barriers to business growth in this community?

NO	13	33%
YES	26	65%
No Response	1	3%

If yes, please describe the barriers you face

Availability of food and shopping for guest

Available workforce

decreasing income due to inflation, decreasing population due to lack of job opportunities

Ever increasing city and county taxes that we have not benefited from

expense to relocate and no relocation area that is near hospital and nursing home that will be large enough for bays for trucks we can not afford to build anything as we are limited on income

I am professional and the amateurs are saturating the market

I believe there are always barriers in business growth everywhere. Just in the last few weeks there have been a few places that have closed their business in either Irvine or nearby counties. The bridge being closed for a few months seemed to hurt a lot of local businesses because they were harder to get to.

Internet, connectivity, broadband, etc

Labor shortages.

Lack of building codes and enforcement. Many properties are just trashed

Lack of information

Land to expand within our footprint

Landlords. Horrible rentals. I've never had a good place to rent for all of our businesses

Low economic opportunity in community as a whole, lack of commerce in the community

not me but for others: access to internet is limited in areas of the county, water infrastructure can be a problem with frequent boil advisories

Office space is limited. In my opinion, encouraging people to do business locally is the biggest barrier. Local businesses often offer the same or better products than those found in larger, neighboring towns but people often continue to go out of town for business out of habit or not knowing the products/services offered here.

People are just hard to please.

public officials with little insight on selling the community to the public at large

Some communities have a very positive appreciative view of radio but our area has been jaded by a competitor in the same medium that has left the community feeling like radio isn't operating in the "public interest" as is mandated by the FCC.

The ability to communicate with the community is difficult, both locally and regionally. There isn't enough foot traffic to justify expanding.

The amount of available jobs in the region. Larger surrounding cities pull the vast majority of smaller/rural citizens to them for work.

The suppression of the "elites" here in Irvine and Estill County. They're the biggest holdup to expansion of Irvine and Estill County.

Trained workforce, education, depressed economy, low per capita income, tax incentives for small businesses.

Very little business growth, not many job opportunities. Not enough assistance for small business or the start up for new business.

What other businesses would you like to see in Estill County that would benefit your business?

A coffee shop
 additional medical providers
 Advertising for any business, clothing, or signs
 Any business that brings jobs into Estill County is good for my business.
 Any businesses creating positive community/ population growth. The higher the human traffic to our county, more than likely the more we all benefit from increased sales and foot traffic at our businesses.
 Any company providing skilled trade employment actually increases the need for our product.
 Anything retail, all sectors.
 Anything that would increase the population in our county.
 Car maintenance shops, commercial roofing companies, factories of many kinds
 Coffee shop, event space, non-retail activities
 Factories, small businesses.
 General growth of the number of businesses in Estill County would greatly increase opportunities as my services can be offered to any type of business.
 I believe the railroad museum and facility will be great for our county. I would like to see Carhartt build another plant and as many companies as possible open in Irvine/Ravenna.
 Increased pediatric therapies and services. PT, OT, Dentistry.
 Industry
 It would only be a dream, no business is going to come into Estill County.. but..expand the city limits and watch Irvine grow.
 More locally owned restaurants. We had several nice local restaurants prior to the pandemic but several have closed.
 Mortgage Lenders
 not sure
 Nothing comes to mind here. But, jobs and economic growth are always great for our business as a whole.
 Our business footprint doesn't heavily rely on local businesses to support our operations.
 Recovery
 Restaurant
 Restaurants, bar, shopping, local artist shops
 Unsure
 We need lots of places to shop and not everyone selling the same stuff.
 We would welcome all businesses! My staff has mentioned a coffee shop or truck many times.

How many employees do you currently have?

Full Time	1205
Part Time	148
Contractor	26
Seasonal	20
Temporary	6

Projected workforce needs are?

Decreasing	2	5.0%
Increasing	19	47.5%
Stable	16	40.0%
No Response	3	7.5%

Rate employees

	Very Good	Good	Fair	Poor	No Response
Availability of workers in this area	4	4	17	13	2
Quality of workers in this area	5	11	18	4	2

Is the business experiencing recruitment problems with any employee positions or skills?

YES	18	45%
NO	19	48%
No Response	3	8%

If yes, what positions and skills are you facing difficulty recruiting?

all positions, front of house and kitchen staff

associate chiropractor

Bus Drivers and classified personnel

CDL drivers

Certified Medical Assistants, Nurse Practitioners, Physicians

Clerks

Customer service and money handling skills, Microsoft Office experience, prior banking experience, junior management positions

Doctorate of Physical Therapy very difficult to find in smaller regions of KY that need the care that we are providing

Drivers/Foreman/Operators

Due to COVID vaccine mandates and shortages of CMA's it is more difficult to hire additional good employees Generally speaking, it seems we have had less applications submitted over the past couple years.

Heavy equipment mechanics

not qualified and if so they do not stay more than a couple of years

Production based associates

RN, RRT, RT, MLT, NA, EVS employees

Sales

Sales and customer service positions are always being hired, and are great jobs for getting started and moving up in the company. Most of the time, only ~20% of applicants show for the interview, and many also will accept, then not show up on the first day. It's bad...

Therapists. Other psych providers

Please share any additional comments on your specific workforce needs

Sales is often a "bad word". If one can master even a basic level of sales capability it will well serve them in any career they choose. The sales skills set is universally valuable whether you are selling your own skills or the product and services of another.

Ability to pass drug screen is major inhibitor

Covered in the previous comment. Lots of no shows.

Farm type work. Physical labor.

I truly believe that workers or potential workers should be incentivized to go back to work vs the opposite and being incentivized to stay home with checks being sent out to those not working. Provide workers with bonus checks for getting the economy back on track.

Most people steal or won't work

N/A I do not make hiring decisions.

The local workforce tends to be lower skilled without specific healthcare experience. Need a training program locally for certified medical assistants (CMA) and allied health positions. Primary care offices use CMAs and not CNAs. The local technology center should develop a program to train CMAs

To be acknowledged as a business and not be looked down on by the haves. My business will do 4 million this year with the potential to do 20 mil.

Transportation/Driver needs are typically the only position which experience any type of turnover, however, we have adjusted our pay and benefits to be the company others seek for employment.

We are becoming busier and would like to focus more on programming and outreach needs. We are considering hiring another part time employee to help with circulation duties so our programmers can have more time to focus on their projects. We will also be losing one employee later this year to retirement.

We have high quality and reliable truck drivers, but our workforce is aging. The lack of new drivers with sufficient experience is troublesome. Most of our labor is low skilled, low education that involves grunt work with high repetition. The opioid epidemic has made reliable labor hard to come by for our county.

Does your business require employees to have at least a high school diploma or equivalent?

NO	18	45%
YES	19	48%
No Response	3	8%

Does your business have any employee positions that require a college degree?

NO	23	58%
YES	15	38%
No Response	2	5.00%

Does your business invest in employee training?

NO	6	15%
YES	31	78%
No Response	3	8%

If yes, what type of training do you offer employees?

Adult education classes in area of my industry
 Any type offered by equipment mfg
 Continual Safety, Occupational and task driven training
 continued education for physical therapist
 Continuing ed
 continuing education
 Continuing education training for CMAs, RNs, Nurse Practitioners and Physicians.
 CPR, HIPPA, OSHA, Compliance.
 emt/paramedic
 Every type of safety, and employee development training imaginable. In house department provides most.
 Food safety, alcohol
 In process
 On the job training and other certifications
 Operating standards
 OSHA, HIPPA. etc
 Outside training is always an offering. Remote and on site are both options. We also have in house training for new employees as well as monthly checkups for employees in regards to skills and policies.
 Paid work/training until employee has CDLs
 Seminars, webinars and banking schools
 software training, industry training
 Staff Professional Development
 state required for health care employees such as hipa
 Training on various positions in the company to eliminate waste that involves time, defects, and employee dissatisfaction. Training online and we sent employees to training workshops before the age of COVID.
 Tuition Assistance
 Varies depending on job
 we have a training supervisor and general manager that hands on train
 We pay for webinars, virtual and in-person training, and application costs. We budget for certification for all employees.
 We train them for 3 days by staying with them until they know everything
 Weekly, monthly, and annual organized in-person and hybrid classed. One on one hands on training by request. Large podcast data bases with training. Books with skills sets discussed. Opportunities for personal enrichment.

Which counties are where your workforce resides (select all that apply)

Estill	30
Madison	11
Powell	10
Lee	6
Fayette	3
Montgomery	2
Breathitt	2
Clark	1
Bourbon	1
Floyd	1
Johnson	1
Pike	1
Owsley	1
Jackson	1

Please indicate if you have used each of the following and rate your experience from 1 (poor) to 4 (very good)

	Experience	Rating
Word of mouth	26	2.7
Other (Indeed)	3	2.6
Newspaper Ads	4	2.5
Recruitment at local schools	10	2.4
Social Media	18	2.3
Private Employment Services	3	2.3
Walk in applicants	17	2
Kentucky Employment Services	7	2
Radio Ads	7	2

What has been your most effective way to recruit employees?

Owner/ operator no employee at this time

Recruitment at local schools

Word of mouth

word of mouth with current employees and listing on indeed

Social media and radio

Referrals

Family and friends of existing associates

Personal contacts and friends of friends

Word of mouth

personal connections

High school Co-op, Word of mouth

N/A

Word of mouth and internet (E.g. LinkedIn, Indeed and Facebook)

Indeed

Mutual acquaintances

Just being in the medical field and working relationships that has been formed.

Word of mouth

I have yet to personally post a job but I believe just sharing the job on our Facebook page would give us many potential applicants. We could also share this job with the Chamber of Commerce, Kentucky Department for Libraries and Archives, and other local organizations.

collage

We do not have paid employees.

Haven't really found an effective way of recruitment lately. Have went through hundreds of applications and no experience or call them for an interview and they don't show.

Is child care a significant issue for your workforce?

NO	20	50%
YES	11	28%
No Response	9	23%

Is housing availability or affordability a significant issue for your workforce?

NO	17	43%
YES	8	20%
No Response	15	37%

As a place to do business, what is your overall opinion of:

Kentucky	3.25
Estill County	2.67
Irvine	2.54
Ravenna	2.36

From a business point of view please rate each item as it exists in the county.

Quality of Natural Environment	1.53
Fire Services	1.55
Natural Gas	1.65
Schools	1.72
Police Services	1.74
Water	1.76
Cost of Living	1.77
Electric Service	1.83
Sewer	1.84
Health	1.88
Quality of Life	2.00
Property Values	2.09
Community Leadership	2.15
Community Events	2.18
Waste Management	2.19
Convenience of Parking	2.21
Local Taxes	2.25
Business Environment	2.31
Professional Services	2.33
Marketing Services	2.33
Area Wage Rates	2.34
Cell phone and digital communications	2.34
Land and Building Availability	2.36
Internet Access	2.39
Housing Supply	2.47
Zoning	2.54
Recreation	2.56
Transportation Access	2.61
Cultural Opportunities	2.66
Labor Availability	2.74

Scale:

1 - strong

2 - adequate

3 - weak

List the positives of doing business in Estill County

Small town rural feel. We know most of our patients well so they are like family. Relatively safe area. Pretty landscape and environment. Easy to get around, no major traffic issues or transportation infrastructure issues

12 miles from I75

An engaged workforce who cares about their county.

It allows our people to remain in the home they love without having to commute.

being at home in the community

Close proximity to our main accounts. Hometown.

Proximity to our suppliers in Eastern Kentucky, but still close to Richmond/Lexington.

Community bond, small town. Not a lot of lending options.

Established shop and land for business that we've set up to work for what we need

Friendliness, personal connections, knowing you are impacting someone in a positive way with knowledge and problem solving skills, greater appreciation of shopping local and supporting local.

Generally beautiful area, relatively small area and ease to get around. Availability of "main road" location. Need for Veterinary care.

Helping the community

Hometown vibe.

Hometown, born and raised here. Lived and worked here my whole life.

Hometown, know your clients in the community

I live in Estill County

I love to support local and everyone is very friendly in our area. We seem to all support one another and I like how everyone has different things to offer our area.

Knowing our customers on a personal level, being able to support local events and participate in them.

limited regulations, lower cost of living, community support

Local banking, mix of business

Local people are overall friendly.

Local, know everyone

People

Rural and open spaces

Small community

Small community able to have more personal experiences with clients.

Contributing to economic growth in the community.

Small Community spreads word of mouth for my business as a Realtor

small town

small town so many of the decision makers are known, great local artisan talent

Small towns

smaller town where it is easier to get more directly in front of decision-makers

Strengthens the local economy - puts dollars back in the economy

Provides local employment opportunities verses working out of county

Connects the community together

Less travel time and ability to grab those needed items at the last minute (convenience)

Strong progovernment organizations like EDA and the Chamber. A generally positive forward thinking community of business professionals.

The best thing about doing business here is the people that live here. Living and working in a small town allows me to see many of my clients often and by doing so, develop a stronger business relationship. A stronger relationship with clients leads to referrals and lifetime business. I also love working where I live, not having to drive far away for work saves me time and money. Another positive is that the county leadership and fellow business owners are very encouraging. People in Estill County really want you to succeed.

The people of Eastern KY are hard workers. The coal mining of the past has instilled in people a good work ethic once they get hired on and going.

We know everyone and are kin to many

Work ethic of associates

List the negatives of doing business in Estill County

Lack of reliable connectivity. Workforce shortages. Lack of commercial/retail businesses appearance of county/city, condition of roads and byways, limited work force, unwillingness to make changes necessary to attract outside dollars to the community

Availability of workforce

Currently, not a lot of places to shop

Restaurants are closing due to no workforce, bad product or customer service, results of COVID

Not a lot of available location spots for new businesses plus we are in a flood zone

Economically poor county limited resources of the population to be able to afford my services.

Distrustful and sometimes exclusionary of "outsiders" people who do not have a family history here.

Getting people to show up for interviews and work are challenging these days. It's not just Estill County that has these problems, it's all over Eastern KY.

Government can be stressful. Infrastructure and lack of competition for it specifically fiber.

Internet as mentioned before. If we had further positive population growth we would have more potential customers for everyone. I may be wrong but I do not think there has been a significant change in our overall population numbers in at least the last decade.

It is small and there is a lot of competition

Labor issues.

Low education workforce.

Lack of amenities

Lack of education, can lead to frustration between providers and patients families.

lack of funds from locals, limited amenities

Lack of local jobs

Lack of major attractions

Large populace with limited income, poor transportation options, limited public safety when needed.

Limitations of leadership, assumptions broadcast over social media (everyone knows everything)

limited applicant pool

Limited community resources for patients

Limited number of population reach

Local economy

Low income

Lower population, a poorer population. We cannot mark things up adequately to stay affordable which lowers our profit.

Most employed travel out of Estill county to work, not a lot of jobs here, housing is low income so not a lot of interest moving here. Drug usage among community.

N/A

None

people will not stay in the county since most work outside of the county

Phone service and reliable internet will continue to be at the top of my list of concerns! Available, affordable office space with parking can be tricky to find as well. The only other negative would be that being the first business of my kind in this area, it has been hard to relay to many people here what exactly it is that my job entails.

Poor. No place to grow. No help to grow.

Small community

some other businesses have been in the area a little longer and residents still think they may be the only option.

Pandemic has restricted a lot of events that we would normally participate in within the community.

Work area tends to be much farther away from Estill than for other similar businesses

What attracted you to open your business in your location?

i'm still not sure how I ended up here :)

Already established here

At that time, local vet was moving and little competition, and need. good visibility of location

Beauty of the area and kind people

Bought it

Downtown

existing property owner in the city and county

From here wanted to give back to the community

Home business

Home town

home town

I live here and wanted to be a locally based business

I live in Estill county.

I live in Ravenna

I work from home

Irvine is one of our furthest stores out from the home office in level. Asking your customers to drive 30 to 45 minutes to visit a store in Stanton or McKee is just a lot to ask...

It's a family owned business that was established and works for what we need at the moment

lack of physical therapy services offered. Physicians in another town stating that they were struggling to get patients in to good physical therapy from this specific area.

Local need. Health care is always needed locally

Mental health needs in the community

NA

Nice open business fronts in downtown. Great business community. Next door to great restaurants. Street traffic

Only place left. And they asked us to rent the building

Opportunity came knocking.

Previously employed here.

Proximity to loggers/customer accounts.

Raised here, this county means the world to me. It was founded here, but I maintain it because of my love for this area.

Supplimented my other business

To serve the people of my community.

Townspople raised the money in 1929.

Was already opened. I focus on this area because of the difficulties in lending options and hope to help those in need.

What is local government doing or not doing to promote a business-friendly environment?

They do not fund the para government organizations well enough to help effectuate lasting change. Or partner well on projects. Particularly county and Ravenna. Irvine is willing from what I have observed.

Doesn't seem like there is much coordinated effort from government to attract businesses or to promote a business friendly environment

Taxes and fees are high in the city

EDA seems to be active though in developing and attracting business but they have limited resources and funding

City ordinances do not attract new businesses. Taxes and licenses (tangible and privilege licenses), local income taxes.

If you live or have a business in the city, you are required to pay city AND county property taxes. No downtown parking, rent collected on privately owned downtown buildings are not reinvested into the buildings to make them safer or more attractive.

Great communication, willingness to problem solve

I do not see that local government is doing anything to promote a business friendly environment. I often here the talk of local business during elections but do not see anything that is being done to promote of support local businesses.

I have had no engagement from local government. Information can be difficult to find about local government.

Just getting started

lack of good/fast road clearing services in winter costs me 3-5 business days per year

n/a

N/A

N/A

No idea

No impact

Not sure at all.

Nothing

Nothing

Nothing comes to mind here.

nothing that i can tell

Some road improvements would enable people to visit from outside our community

They are devoting a lot of time to create development opportunities to bring people to Estill co.

They have a tourism department and keep roadways open and clear after weather for doing well

They are not pursuing businesses to open

We do not feel like local government does anything to help us grow.

Wear local government?

You tell me.

How has Covid-19 impacted your workforce?

Burnout Long hours Rude Customer Base

continuous mandate and quarantine challenges have made it more difficult but not impossible

COVID has significantly made it harder to employ new workers. Current workers have had to be off more frequently due to personal and family illness.

Everyday is a new day. We may be sending someone home or quarantining a department. Our teller traffic at River Drive is much lower than it was pre-COVID. Customers have learned alternative channels for doing banking business.

Extremely stressful. Patient overload.

Harder to find employees

Hindrance

Horrible.

increased our volume and work load with over worked workers

Learning to operate with decreased staff due to less applicants, quarantine requirements, and losing employees due to health concerns. It has been hard for many businesses trying to navigate conducting "normal" business operations while having to worry about potential hiccups from quarantine requirements due to exposure for those who refuse vaccination or from positive cases that may arise.

Little

Many of our sales force jobs requires a lot of interaction with the public. Our business is also essential meaning lots of our people were fighting the battle on the front lines. I think this has also impacted hiring future people as well.

Minor inconveniences as impacts occur in conjunction with a decline in demand

Na

No

No

No

No

None

None

Pretty much depleted

Resulted in the early retirement for many of our older and at risk associates.

Some staff preferred to take a period of unemployment rather than work in the beginning of the pandemic. Staff have changed careers and no longer want to work in health care

Supplies, see patients outdoors

Unknown

We do not know what it was like before covid but I we don't feel like when we first opened people were not spending as much money.

We had a lot of employees that were working from home or working on teams when COVID first happened. We then went to curbside services only which wasn't favorable by our community. We finally opened back up fully while taking precautions and this is going much better for both staff and our patrons.

We are sometimes short staffed when we have staff that have to quarantine.

We have integrated much more work-from-home resulting in less sick days and vacation time.

We've worked remotely from the start

Yes

yes

yes

Yes we have had workers that had to take off because of sickness

Yes.

How has Covid-19 impacted your supply chain?

Lack of PPE (always on back order). Lack of appliances (Needed to store Covid vaccine and other therapeutics. Medical and Office supplies always back ordered

Chipset shortages massively impacted the supply of cellular devices. We are still feeling the effects of this to this day. difficult to keep supply and rising costs

everything is on an extended back order

Everything is slower to deliver, and there has been shortages in COVID rapid tests and additional labs even at the health dept and hospital levels.

Getting inventory is hard

Global transportation crisis has been significant. Availability of raw materials and finished goods constrained has lead to availability issues. Inflation pressures have resulted

Hard to get material

It sometimes takes longer to get certain supplies. It took months to get a product for our lights that needed to be repaired. It seems to take longer for paper products such as copier paper.

It's getting better

Many supplies backordered

N/A

N/A

Na

National shortages

No

Not

Not enough supply to meet the demand.

Raw material suppliers from Canada being stopped at the border.

Shipping takes a long time.

Significantly. I'm not sure there has been anything that has not been impacted. Prices are much higher and availability is non-existent.

Slowed

Some products not available

Sparingly

The lack of interpersonal contact makes keeping sales agents excited and enthusiastic supremely difficult.

Unable to purchase tanks at decent prices

Unknown

Yes

Yes

yes

Yes

yes getting supplies

How has Covid-19 impacted your business revenue?

We had invested very heavily in our business model moving toward live events. Representing 1/4 of our annual income... The pandemic destroyed that for 2+ years. We are desperately hoping it returns but obviously we cannot replace the missed income opportunities. PPP helped tide my employees and EIDL funds paid cost of doing business and helped pivot us to a mobile live video model but now that model is threatened by organizations like NFHS and the return to in-person. This makes the future more uncertain.

An initial 15-19% reduction, followed by a 8-10% recovery, finally exceeding historical volume levels.

Company has grown, but service level has suffered

Contracted

decreased a projected 15%

decreased by about 1/3

Had to be creative and compete on a low staff level in order to maintain.

Horrible

It was significant in the early stages of the pandemic as monay patients were not coming to the clinic for fear of Covid.

The majority of patients still want to visit with the provider via telehealth

Na

no impact

No significant change

Not as much as expected

Not much.

Overall, we have been fortunate through the pandemic thus far. It's a sad truth that many in Eastern KY are on federal and state assistance. This helps insulate Eastern KY a little bit from the problems the rest of the nation may be facing economically.

People aren't out and about shopping as often.

PPP Loans generated income for our business

Revenue has remained steady but requires a lot greater effort by us to make sure we have products to sell and are staying on top of our pricing to make sure we do not lose money but we keep our pricing competitive. It seems supply chain issues have not gotten better for many items in our industry, possibly even worse, and could more negatively impact our revenue in the near future if pricing and availability do not begin to get better.

Significant decreases in revenue

Somewhat in the beginning

Unknown

We are slowly getting back to the usual traffic pre-COVID. We are taking more strides to share our services with the community and give them reasons to visit their local library.

We stayed stable during the pandemic to our customers being essential businesses.

When shut down happened it majorly effected the number of patients coming in for appointments. Over the past few months it has been relatively "normal".

Yes

Yes

yes

Yes

Yes it has increased slightly as no shutdown due to being essential service.

yes we have had down times with nothing coming in then increases with limited pay with supplies cost increasing rapidly

What keeps you up at night regarding your business?

Attracting new business on a consistent basis. Continued growth and to have longevity for many years to come.
5G and competitiveness

Are we getting enough business and foot traffic.

Available future workforce. Govt overreach as a result of partisan politics that create inhibitors to our business. Several pieces of legislation in play today do just that.

Being able to grow client to increase revenues to be able to have an adequate profit and be able to afford to pay employee better.

changing government regulations and benefits that eliminates my income from state/federal insurance coverage
Day to day employee coverage availability.

Floods

Inflating cost and job completion with available work force

Inventory

labor force

Lack of local businesses having the funds or interest in hiring us (they are often spread thin and don't have the capacity to do the work required, or the funds). Not being able to ethically hire someone due to healthcare costs

Making ends meet.

n/a

not being able to retain experienced employees and keeping my employees safe

Nothing

Nothing

Patient volume, cash flow, regulatory and reimbursement changes after the public health emergency is over

Prices of homes and low inventory

Revenue, the possibility of equipment failure, the lack of mentorship in my industry.

Right now, keeping a healthy team, product availability and cost.

Sending guest to other counties for amenities

Staffing, Changes in landscape

Stress of paperwork

Supply chain issues, cost

That we should be doing so much more. I end each work day wishing I had more time and opportunities. I keep striving to do more each day.

The amount of taxes paid out to run a small business and trying to get paid from insurance companies

Transportation hazards.

Want to find my own place and GROW

Weather.

What to provide the customers

Workforce and education. We have several retiring in the next 3-5 years and we do not have the people to fill those roles.



University of Kentucky
College of Agriculture,
Food and Environment
Cooperative Extension Service