

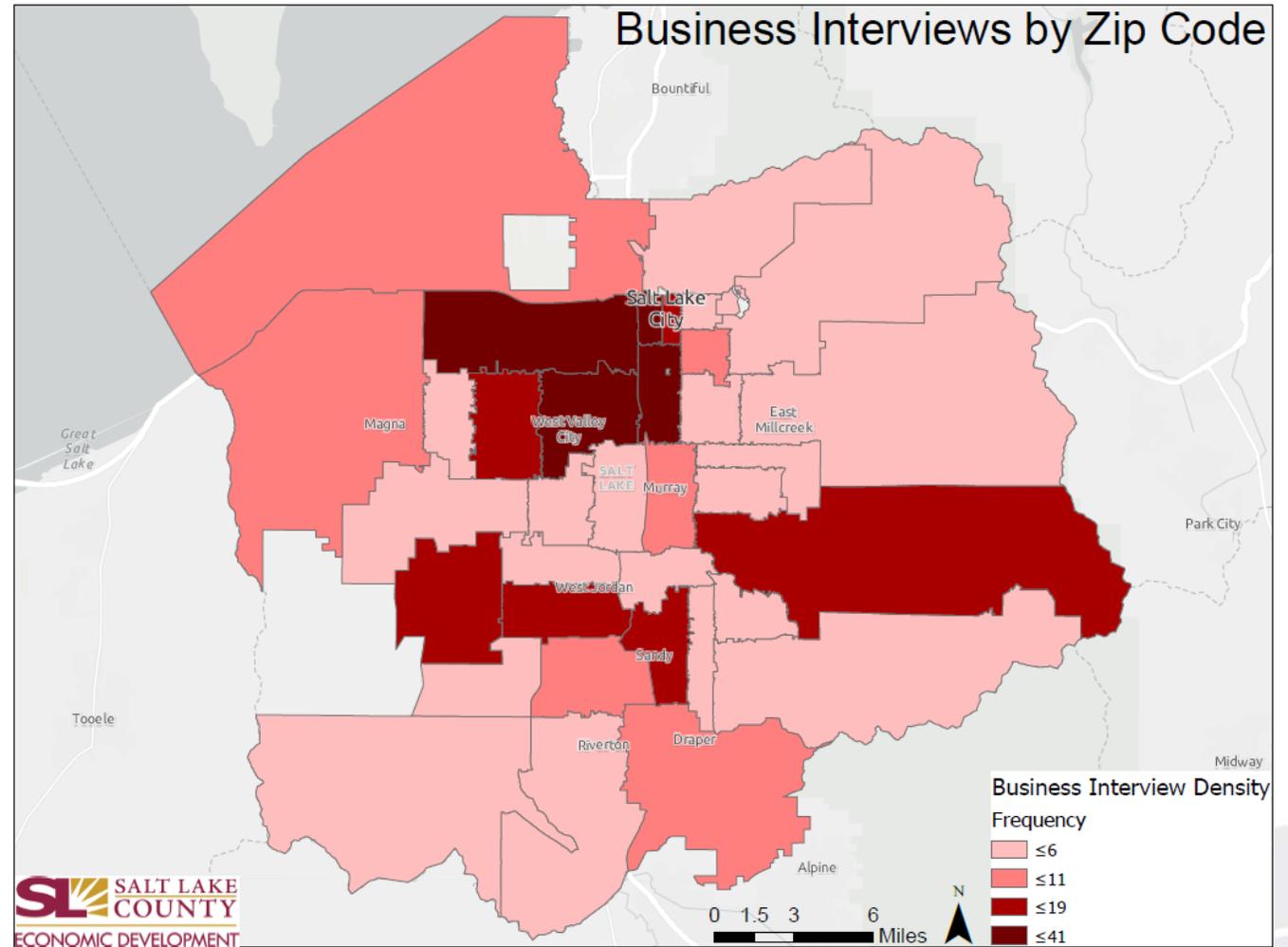
The Project

- Interview 500 small and medium businesses in Salt Lake County
- In-person, qualitative interviews
- University Graduate and Undergraduate Fellows
- Interview across industries and sizes
- Guiding question:
 - How can *we* be a better resource for small and medium businesses?

Overview

Interviewed businesses across

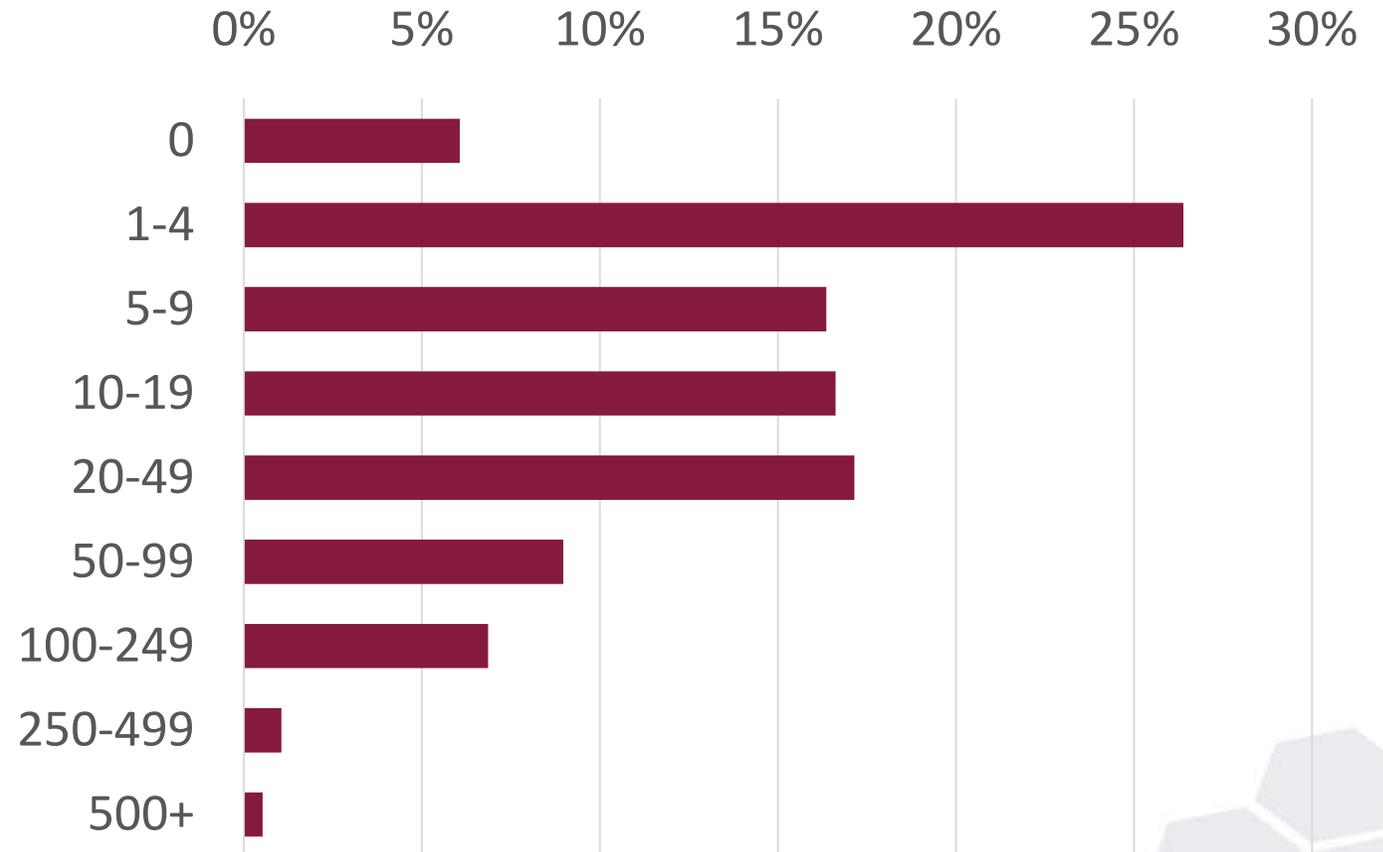
- 16 different industries
- 37 different ZIP codes
 - Out of 42 in Salt Lake County
- Annual revenues from \$0 to \$200M



Overview

- Interviews conducted in English and Spanish
 - Arabic with help of interpreter
- 28% of businesses had multiple locations
- 67% of people interviewed were male
- Over half of businesses are family owned

Business Size by Employee Count



Top Business Challenges

	Past Challenges (% Responses)	Future Challenges (% Responses)
Workforce	26.7%	30.6%
Competition	23.2%	20.1%
Capital	13.2%	13.7%
Marketing	12.7%	9.4%
Economy (Recession)	8.4%	8.6%

Past and Future Challenges Described by Business Size (% Responses)

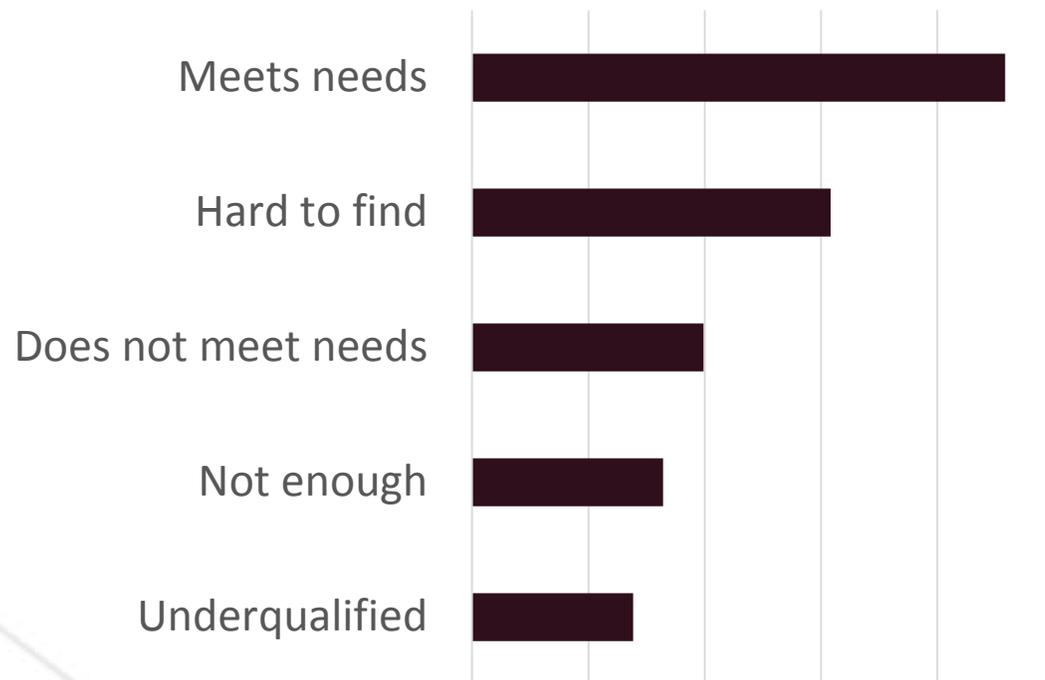
Business Size	Workforce	Competition	Capital	Marketing	Economy
0	7%	5%	8%	16%	3%
1-4	7%	11%	10%	12%	3%
5-9	15%	13%	7%	3%	5%
10-19	18%	13%	8%	5%	6%
20-49	20%	13%	3%	3%	7%
50-99	20%	10%	7%	3%	5%
100-249	24%	11%	2%	1%	4%
250-499	26%	5%	21%	0%	0%
500+	43%	14%	0%	0%	0%

Major challenges tend to shift once a company has more than 5 employees

Workforce

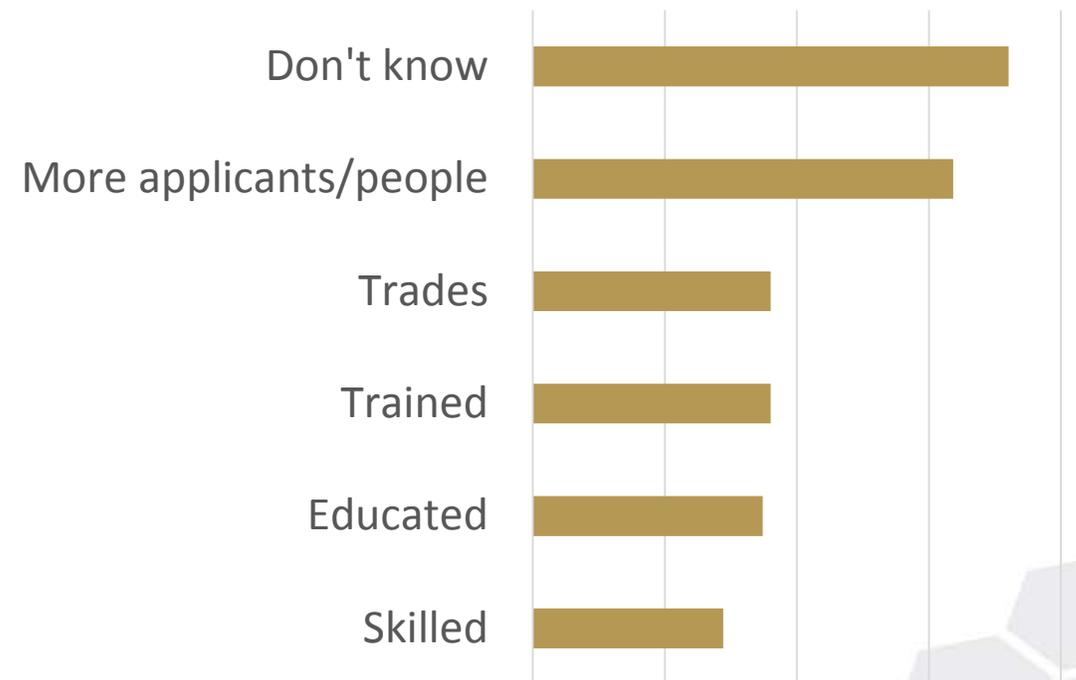
How does the local workforce meet your needs?

0% 10% 20% 30% 40% 50%



How could the local workforce better meet your needs?

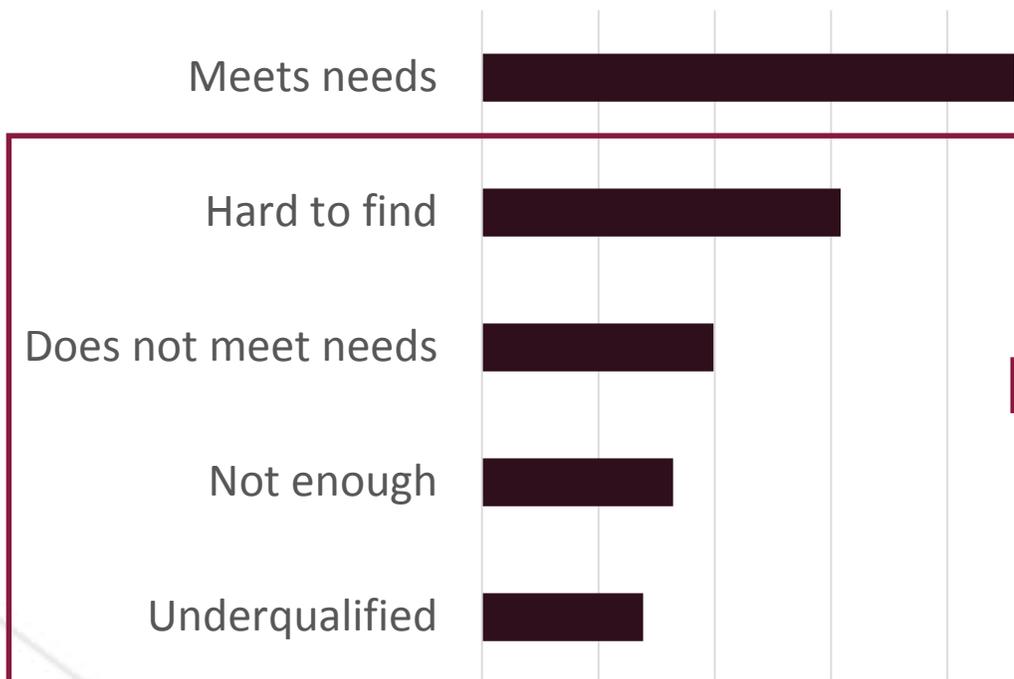
0% 5% 10% 15% 20%



Workforce

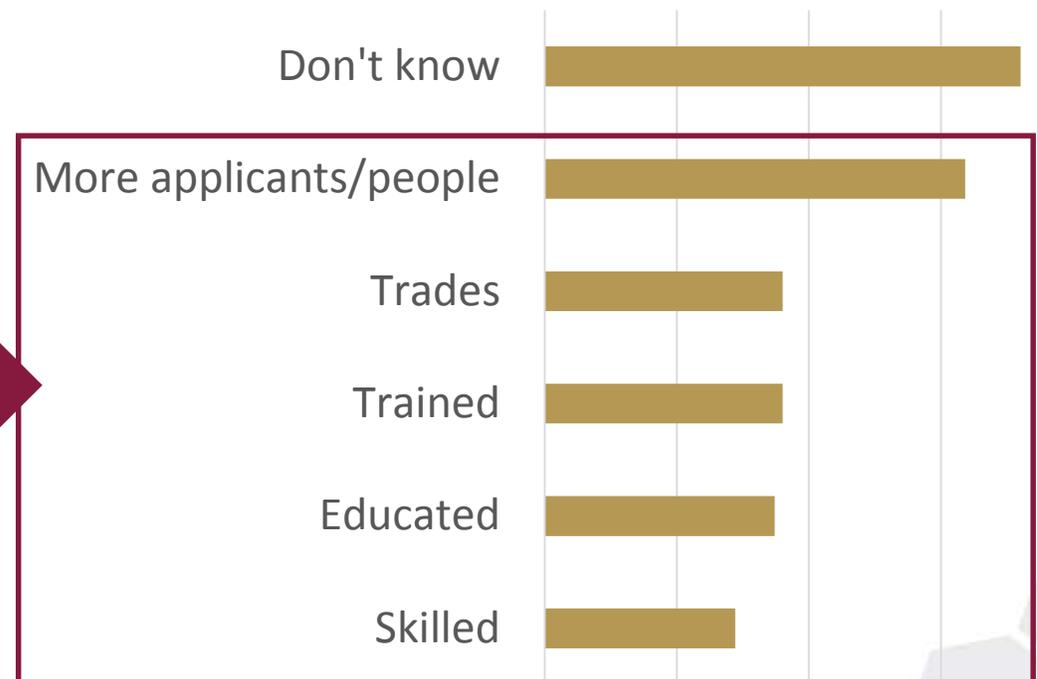
How does the local workforce meet your needs?

0% 10% 20% 30% 40% 50%



How could the local workforce better meet your needs?

0% 5% 10% 15% 20%



Mind Your Ps and Qs: People and Qualifications

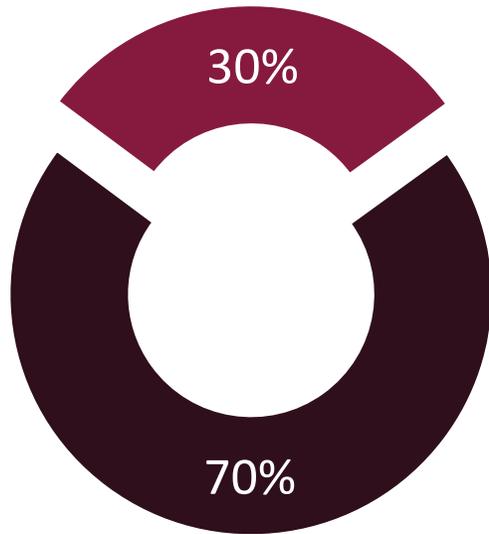
- “The biggest challenge is that kids are pushed to go to college, so a lot of people don't know about [the] trades and don't know you can make a really good living working in trades.”

- “There are a lot trade skills that are being lost, so people with hands on skills are really hard to find.”

- “There are a lot of people looking [for work], but not necessarily the people we want to bring on. Not the right skillsets, not the right experience, lots of skilled labor is retiring or getting into other lines of work, and that vacancy is being filled by less qualified tradesmen or not being filled at all.”

Gender in the Workplace

Representation of Women in the Workforce



- Businesses with < 50% Female Workforce
- Businesses with > 50% Female Workforce

33% of people interviewed were women

Businesses in which women were interviewed were more likely to have women employees outnumber their male counterparts

Gender in the Workplace

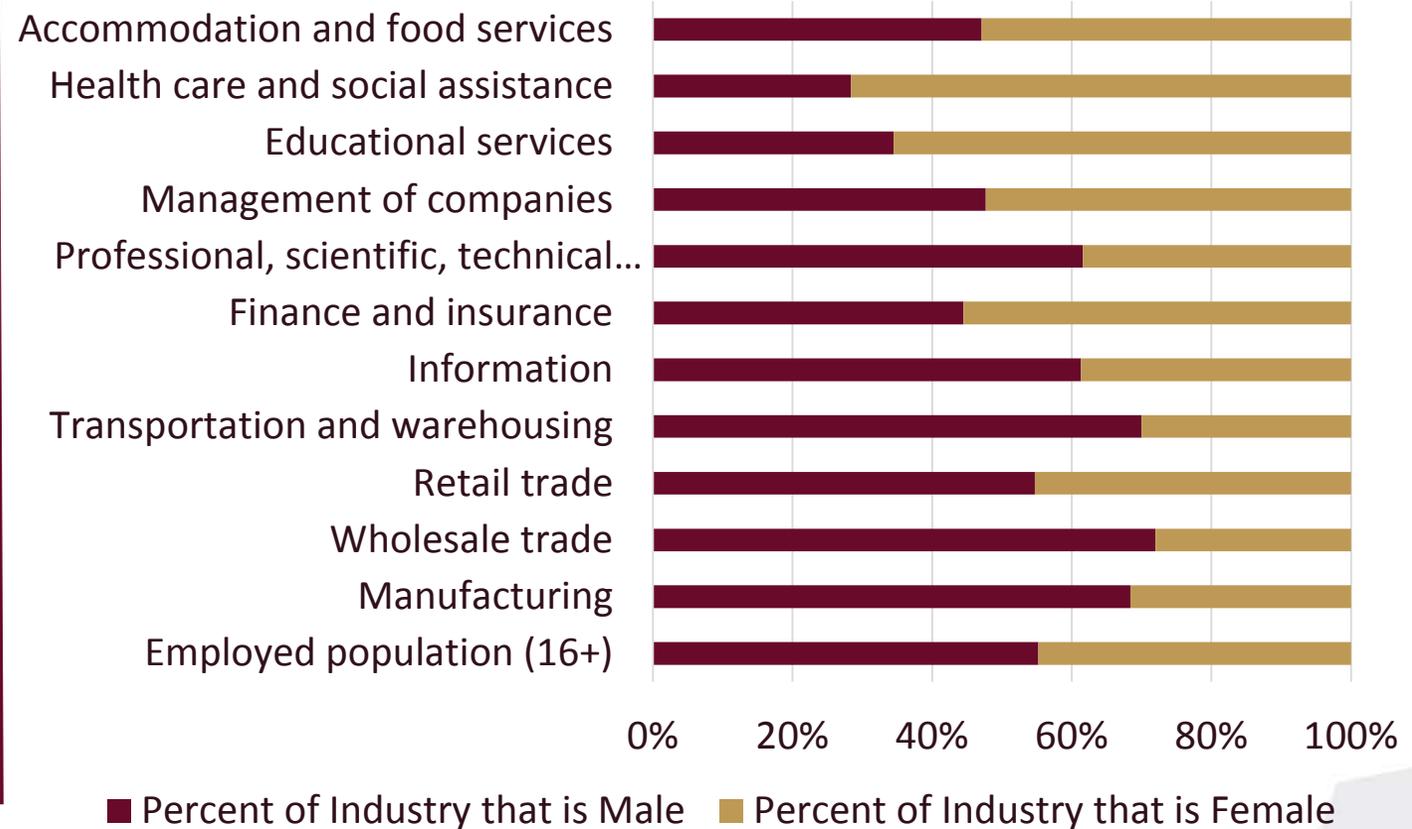
Utah recently ranked worst state for women in leadership

Utah has 3rd largest gender pay gap in nation

Ranks last in disparity between male and female Bachelor's degree attainment

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Industry Employment by Sex

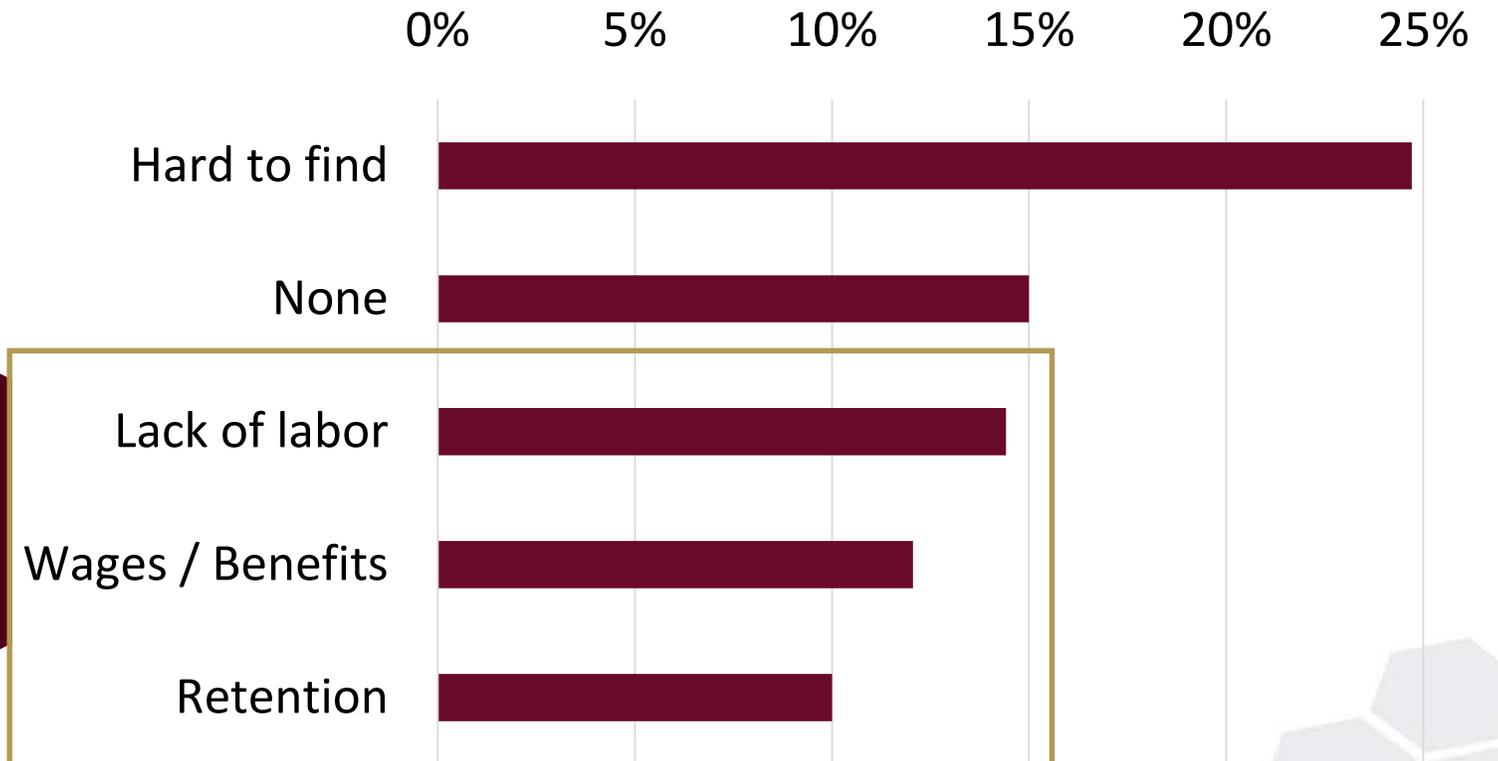


Competition

Competition
for labor &
talent

Competition
for clients &
customers

What challenges do you experience meeting
your workforce needs?



Competition

Competition with larger companies

- *“Salaries continue to go up; there are bigger companies...that are flashier and competing for the people that we want to get and they can pay a higher wage.”*

Low unemployment rate

- *“With the unemployment rate being as low as it is, there a lot of qualified workers who are able to jump around. That makes it difficult to replace people who are good, because after a year or two they jump ship in order to make a little more money somewhere else, or go to somewhere a little bigger.”*

Outcompeting the Competition

Exporting

Employee Count	Percent that Export
0	21.4%
1-4	17.0%
5-9	30.2%
10-19	30.9%
20-49	26.8%
50-99	45.2%
100-249	45.5%
250-499	50.0%
Total	29%

Chamber / Association Membership

- 54% of businesses are a member of a chamber/guild/association
- Most cited benefits:
 - Networking
 - Education
 - Advocacy
 - Marketing
 - Introduction to new customers

Capital

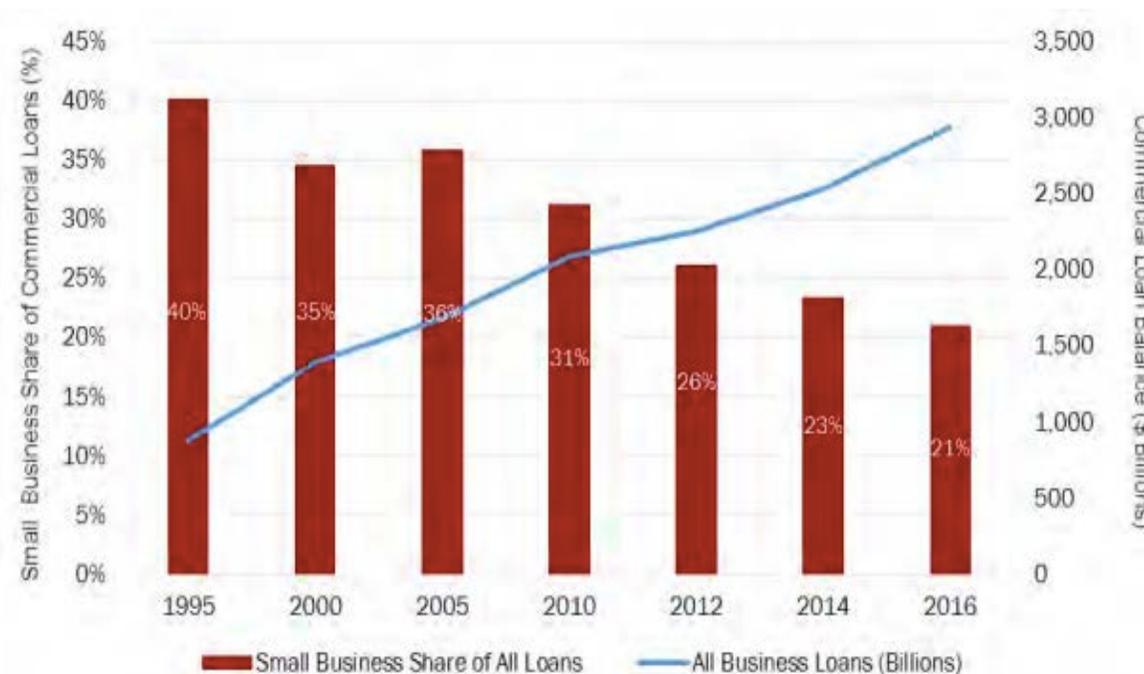
The SME funding landscape continues to shrink

- US Lending is down 14% since 2008
- Small loans are down **30.3%**

Small business loans are becoming increasingly less common across the industry

- SBA loans down to 21% of all loans
- CDFI small business lending is down to **\$2.3bn**, from a peak of **\$33.8bn** in 2007

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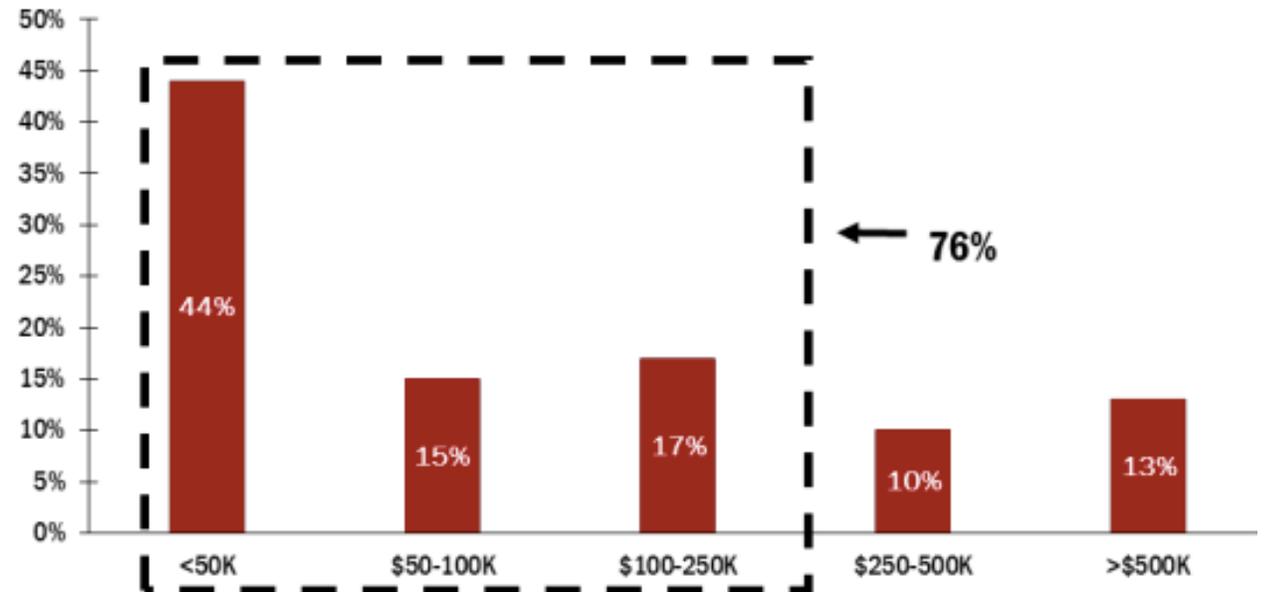
Capital

Community Banks Continue to Disappear

- Down nearly 65% since 1985

Over 75% of Businesses Want Small Dollar Loans

- Loans less than \$250K are most desired
- Small loans of this size are down from 13.5M loans in 2007 to 6.1M in 2016

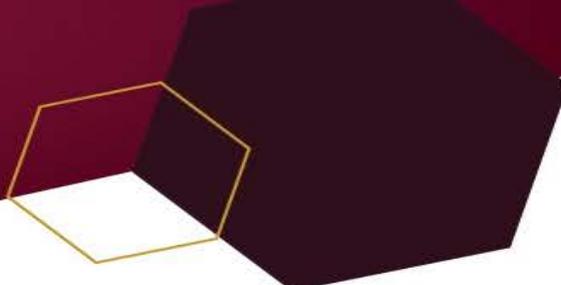


Other Concerns

“We really have lost people because of the air quality...It is by far the worst impediment to getting and keeping qualified people who aren't local.”

“It has been difficult to attract people from out-of-state to move to Utah due to the lack of transportation and affordable housing.”

“I honestly think staffing is the biggest concern. Housing costs going up around here means I need to pay people more. As labor gets more expensive it cuts into our margins.”



But Salt Lake County is Still Great for Business

“We looked at Denver and Austin as well and we kept coming back to SLC...the cost of living is good here and allow us to offer competitive salaries as a start up. Finally, there is a global and international aspect to SLC.”

Next Steps

- Policy priorities to address major concerns
 - Especially workforce and capital issues
- Continue collecting data to monitor progress
- Develop resources that better meet local business needs