



**BOWLING GREEN AREA
CHAMBER OF COMMERCE**

**ANNUAL
REPORT
2017**

Values

Values are the standards that influence every aspect of our lives. Values provide the direction to decisions made by our organization. In all that we do, let us demonstrate our core values:

Inclusiveness | We embrace behavior and actions that respect and honor the background, diversity and contributions of all in our community.

Integrity | We believe in demonstrating the strength, moral principles, honesty and ethics that warrant the trust of the community.

Leadership | We believe that the community can only grow and prosper if we have the courage to be bold in our vision and stand by our convictions.

Service | We value a commitment to service and believe responsibility and duty are imperative to enrich the community.

VISION

The Bowling Green Area Chamber of Commerce is the driving force for South Central Kentucky's business community.

MISSION

We provide valuable services to our partners, advocate a positive business environment and stimulate economic development for South Central Kentucky.

CHAMBER ACCOMPLISHMENTS AT A GLANCE

Ribbon Cuttings

Our region boasted unprecedented growth in 2017. With our partners, we coordinated 78 ribbon cuttings and groundbreaking that celebrated new business, expanding business, relocation and new ownership.

Business After Hours

These after-hours networking events at partner businesses provide networking and sponsorship opportunities in a relaxed, informal setting. Attendance in 2017 ranged from 60 to 100 attendees.

Coffee Hours

At Coffee Hour, Chamber partner sponsors host an audience of nearly 300 partner representatives, while providing high-quality, engaging guest speakers over coffee and breakfast.

Volunteer Appreciation Cookout

More than 50 volunteers turned out for the Chamber's inaugural Volunteer Appreciation Cookout in May as we thanked them for their dedication and service.

Ambassadors Club

In existence for more than 30 years, our Ambassadors Club is an exclusive group of volunteers whose mission is to enhance partner engagement by welcoming new partners, attending events and strengthening staff efforts.

Publications

We distributed more than 15,000 copies of our Bowling Green & South Central Kentucky magazine throughout South Central Kentucky in relocation packets and marketing materials. In 2017, the magazine received record partner participation. Our Chamber Connection newsletter was distributed to over 2,800 Chamber partner representatives each month.

Welcome Back WKU

Partnered with President's Club Diamond Star partner Western Kentucky University to host Welcome Back WKU on campus, offering partners the chance to market their products and services to more than 3,000 WKU students in their first week back on campus. In 2017, 82 partners participated.

Excellence Awards Luncheon

In May, we celebrated Chamber partners at our third annual Excellence Awards Luncheon at the Sloan Convention Center. More than 360 guests were in attendance.

Small Business Saturday

On Nov. 25, we promoted Small Business Saturday with a social media campaign series to give exposure to our small businesses



STRATEGIC INITIATIVE 1:

Chamber Partnership



To provide solution-based partnership strategies and initiatives which focus on value and result in growth and prosperity for all Chamber partners.

Accolades

Association of Chamber of Commerce Executives | Named one of four finalists nationwide for the Association of Chamber of Commerce Executive's 2017 Chamber of the Year. This marks the fourth time in four years that the Chamber has been invited since winning the 2009 Chamber of the Year and the third time in four years the Chamber has been named a national finalist.

Kentucky Chamber of Commerce Executives | Honored in 2017 with two Excellence Awards by the Kentucky Chamber of Commerce Executives during its annual conference in Frankfort. Awards received: Outstanding Member Retention and Outstanding Special Event. The KCCE, established in 1965, serves as the society for chamber of commerce professionals in the state. The KCCE Excellence Awards were created to recognize superior achievement and professional excellence among local chambers of commerce throughout Kentucky.



1,300

Met with our more than 1,300 partners to determine, customize and deliver services that each partner finds most valuable for business development and growth



87%

Concluded 2017 with an 87 percent retention rate – above the national average for Chambers our size



191

Exceeded 2017's partnership goal of 170 new partners by recruiting 191



\$86K

Outpaced our revenue goal with \$86,000 in new partnership revenue for 2017

Partner-Valued Programming

Ambassadors Club | Ambassadors collectively provided more than 4,000 volunteer hours to support the partnership and Chamber initiatives by: **1.** Welcoming and mentoring new partners seeking to establish their life-long commitment to the organization; **2.** Attending Chamber events to support our partners; **3.** Strengthening Chamber staff efforts through connections and resources, specifically opening doors for recruitment and retention of partners. Each year, the Chamber rewards volunteers for their hard work through a points system, with the Top 10 Ambassadors named at an end of year luncheon. The Ambassador of the Year, selected by his/her peers, is named at a press conference in January. The 2017 Ambassador of the Year was Jana Sublett of CASA of South Central Kentucky.

Bowling Green Young Professionals | BGYP attracts, retains and connects young talent in our community to engage and empower our next generation of business and community leaders to actively shape the Bowling Green area. Members meet monthly for socials, along with volunteer, mentoring and professional development opportunities. Registration is free for one Business @ Its Best seminar. Memberships are available for ages 40 and under. The group was re-established in 2014 and has since grown to 104 members in 2017.

Leadership Bowling Green | Leadership Bowling Green is a leadership development program that began in 1985 and involves nine sessions, beginning with a Spring retreat and ending with a graduation in November. During the nine sessions, the class studies the community's strengths and challenges through lectures, discussions, tours and role-playing activities. The program's goal is for participants to gain a wide knowledge of Bowling Green through an overview of communication functions. On Nov. 14, 32 class members graduated from the program and presented **\$11,500** to Southcentral Community & Technical College to support dual credit scholarships and career exploration for Warren Central High School students. The project is intended to complement and support the Chamber's SCK LAUNCH talent initiatives.

President's Club | In 2017, we welcomed three new President's Club partners, bringing our total PC partnership to 73. PC partners invest directly in economic development efforts, collectively investing over **\$338,544** to enhance economic development in South Central Kentucky. The Chamber hosted a quarterly breakfast series that offers our PC partners exclusive access and information related to economic development.

STRATEGIC INITIATIVE 2: Existing Business & Retention



Retain and expand existing targeted businesses using a proactive business retention model.

We ended 2017 with visits to 53 targeted industries in South Central Kentucky. During these visits, we worked with companies to understand their needs and to ensure they understand what opportunities our organization makes available to them.

BY THE NUMBERS

\$222.75
MILLION

Finished 2017 with 12 expansion announcements, totaling \$222.75 million and 589 new jobs

17%

Third largest total of announced expansion jobs in the past decade, which is 17% higher than 2016

58%

Third largest capital investment year since 2007, which is 58% above the average over the last 10 years

No. 9

In 2017, Kobe Aluminum Automotive Products, LLC took the No. 9 out of top 10 projects in the state for capital investment and No. 15 for jobs. Kobe was the fourth largest existing industry expansion announcement for capital investment and second largest for new jobs.

Plant Managers Roundtable

The Plant Managers Roundtable was formed in December 2014 to strengthen the network of operations and facility managers in targeted businesses. The program unites local plant managers across various targeted business sectors as they gather in an informal setting to examine common issues that relate to their specific industry. The PMR meets bi-monthly at manufacturing facilities in Warren County so companies can showcase their best practices and operating environments.

STRATEGIC INITIATIVE 3: New Business Attraction

Recruit targeted businesses to South Central Kentucky that will diversify the economy and create high-wage jobs that will increase the economic vitality of the region.

At the Bowling Green Area Chamber of Commerce, we are constantly working to attract new businesses to South Central Kentucky, and we are proud of our outstanding year with five attraction projects totaling \$50.8 million in capital investment and 263 projected new jobs.

In 2017, our economic development team responded to 48 requests for information from companies seeking a new location. We've had 25 site visits with 22 companies and have successfully located three of those businesses.

South Central Industrial Park

In January 2017, the Chamber hosted a luncheon celebrating the success of the Kentucky Transpark and South Central Kentucky Industrial Park.



Kentucky Transpark



2017 DEVELOPMENT

March NorthPoint Development of Kansas City, Mo., broke ground on a 300,000 square-foot building. Now complete, this project is expected to create 75 new jobs and bring \$29 million in capital investment to South Central Kentucky. NorthPoint Development is a real estate development, management and leasing firm focused on industrial, multi-family and senior living markets in the central United States. Founded in 2012, NorthPoint has become one of the most active and fastest growing industrial development firms in the country, raising \$2.1 billion in capital investment and developing/managing over 29 million square feet of industrial space.

April South Central Kentucky continues to lead the race in fast-tracking industrial development in Kentucky with Build-Ready certified sites approved by the Kentucky Cabinet for Economic Development. Both sites have a 108,000 square-foot graded pad and are eligible for immediate expansion. Each site is located less than one mile from Interstate 65. These sites join an existing Build-Ready site and a 108,000 square-foot speculative building at the Kentucky Transpark. The Build-Ready program takes shovel-ready sites to the next level, allowing for accelerated project timelines for companies seeking new location opportunities.

Early July Bowling Green Area Chamber of Commerce officials, Kentucky Transportation Cabinet representatives and the Inter-modal Transportation Authority gathered along with local business leaders and federal, state and local officials to celebrate the new Interstate-65 interchange, Exit 30. This \$66.8 million project provides direct access to I-65 for companies in northern Warren County, including those in the Kentucky Transpark and Scotty's Industrial Park. Previously, all industrial traffic accessed both parks via Exit 28, near the General Motors' Bowling Green Assembly Plant and the National Corvette Museum, approximately four miles away. The new connector road is four lanes and is able to be expanded to six lanes. Late July: Carter Lumber of Kent, Ohio, announced the location of its new \$10 million Kight Home Center manufacturing facility at the Kentucky Transpark, creating 50 new jobs in South Central Kentucky. This project will have an estimated economic impact of \$114 million for the Bowling Green community over the next 10 years.

September Company officials, global business leaders, community leaders and elected officials celebrated the grand opening of German-owned BILSTEIN COLD ROLLED STEEL LP at the Kentucky Transpark. The new location allows the company to grow its North American footprint and serve many industries, including major players in the automotive and automotive supply industries. Originally announced in 2013, this project is set to create 110 jobs for South Central Kentucky.

December Dominion North II, the Transpark's second private speculative building, neared completion at 60,000 square feet. The Dominion North I Building sold within a few months of completion to an expanding existing industry.

STRATEGIC INITIATIVE 4: REGIONALISM



Work together as a true partnership to create a cooperative environment for business and industry to thrive, improving quality of life in South Central Kentucky.

Here at the Chamber,

it's important to recognize that our assets and reach do not stop at the county line. We have rich resources throughout South Central Kentucky and a high quality of life ideal for companies looking to relocate or expand.

Metcalfe County

In July, Bowling Green Area Chamber of Commerce officials, representatives from the Edmonton-Metcalfe Industrial Development Authority, Edmonton-Metcalfe County Chamber of Commerce and the business community celebrated the completion of Cumberland Agricultural Management, LLC's new Edmonton, Ky. location. The company broke ground on the project, located at 3780 Greensburg Road, in 2015 with a \$3 million investment. Over the next three years, the company will create at least 15 jobs in Metcalfe County. Cumberland Agricultural Management specializes in agricultural reclamation services and is an environmentally sustainable alternative to traditional disposal methods. The 12,000 square-foot facility in Edmonton recycles reclaimed material into marketable products such as cosmetics, animal and pet feed and leather goods.

South Central Kentucky Regional Partnership

The South Central Kentucky Regional Partnership coordinates marketing efforts, while leveraging over millions in the South Central Kentucky brand to market South Central Kentucky to businesses, site selectors and consultants across the country and abroad. This membership gives us the opportunity to participate in invitation-only consultant events at KAED conferences and events as well as consultant events in major markets. Another important initiative of the regional partnership is to ensure a strong relationship with the Cabinet for Economic Development. Throughout the year, we host the staff and project managers at the cabinet to ensure they have the most up-to-date information on the happenings throughout South Central Kentucky including business expansions, property availability and more. On Jan. 18, Morgantown hosted a Chinese delegation, and we were able to meet several representatives with interest in economic development in South Central Kentucky, leading us to promote our area to the Chinese business community.

Economic Development Services

In addition to our core marketing partnership, the Chamber provides extended economic development services to the City of Morgantown and Metcalfe County, providing business expansion and retention services as well as business attraction and property development services. Signs for the new industrial park have been installed in Metcalfe County.

In addition, Morgantown plans to apply for InvestPrep again in 2018 for additional property development.

STRATEGIC INITIATIVE 5:

Talent Development

Collaborate with public and private organizations to foster a world-class workforce system that develops a trained and skilled workforce that meets the current and future needs of our targeted businesses and partners.

Workforce Initiatives

OnTrack

Because of the generous support of LIFT, through a \$70,000 grant, in October we celebrated the second year of the OnTrack motorsports initiative with the awarding of the Holley-GM Dominator Cup to the Warren County Area Technology Center, winner of the OnTrack Grudge Match for the second year in a row.

Thanks to a generous donation from the National Corvette Museum, the Warren County Area Technology Center rebuilt a 1980 Chevrolet Corvette Coupe. The donation marks the initiation of a new partnership with the National Corvette Museum and highlights the importance of the region's connection to America's sports car and manufacturing giant General Motors. Southcentral Kentucky Community and Technical College was the recipient of a generous donation for their entry – a 1994 Chevrolet Camaro donated by the late Ken Stirn of Scottsville.

In 2017, the schools once again competed in the Holley LS Fest – the largest on record with 24,000 spectators – in addition to competing on design and engineering and the development of marketing and business plans. The cars will now tour local middle schools as part of a curriculum designed by WKU SkyTeach. Over 800 students were reached during Year 1 of the middle school experiments, and more are expected to take part this year. In the spring of 2018, the cars will once again be sold at the nationally televised Mecum Auto Auction and all proceeds will be returned to the program to benefit future teams.

In 2015, the Chamber launched OnTrack, in partnership with the Warren County Area Technology Center, Southcentral Kentucky Community and Technical College, Western Kentucky University, Holley Performance Products and General Motors, as a way to incorporate multiple educational disciplines including science, technology, engineering and math and advanced manufacturing principles to promote the growth of talent in the South Central Kentucky region.

During the process, classes worked closely with industry experts and faculty on the development of the cars as well as the curriculum, and reached over 1,000 students in the first year of operation. In September 2016, the cars competed in the Holley LS Fest Grand Champion competition with the Warren County ATC claiming the inaugural Holley – General Motors Dominator trophy and SKYCTC picking up a prestigious President's Pick award in the show category. In May 2017, the cars were sold at the nationally televised Mecum Indianapolis Auction, raising \$74,000 to return to the program.

Fundamental Skills for Manufacturing

This certificate program is a 24-hour flexible course that equips new hires, underemployed, unemployed and incumbent workers with skills to be successful in manufacturing-related positions. Subjects included are: safety, the National Career Readiness Certificate, building relationships, effective communication, problem solving, teamwork, conflict management, Lean Manufacturing and Six Sigma. The FSM program allows companies to eliminate some on-site regulatory training required for new hires, shortening lead time for employees to begin work.

Warren County Area Technology Center Machine Tool and Robotics Programs

Students completing the Warren County ATC's two-year Machine Tool program will graduate with the National Institute for Metalworking Skills Machining Level I credential designed to meet entry-level requirements for on-the-job skills in manufacturing. Students completing the Robotics program will receive the National Center for Construction Education and Research certification. Both are national certifications.

The Training Consortium of South Central Kentucky

This membership organization provides high-quality, cost-effective training to regional companies. The Consortium is governed by a Board of Directors made up of company representatives that set the Consortium's policies and build training schedules based on pre-identified needs of businesses. In 2017, more than 398 unduplicated employees (703 total) from 39 diverse companies enrolled in various training opportunities. 2017 resulted in an increase of 110 unduplicated trainees and 11 additional companies, with membership growing by 23 percent.

SCK LAUNCH

Overview

Creating a robust pipeline of well-trained talent to support our businesses and grow our economy is top priority at the Bowling Green Area Chamber of Commerce. In 2013, the Chamber and business community embarked on a study to understand the availability of workforce in South Central Kentucky. The result was the Urgent Call to Action report that noted by 2020, 9,000 positions would be open just in manufacturing and transportation, distribution and logistics. The study uncovered concerns about the preparation of the workforce available, with 74 percent of those surveyed concerned about maintaining a skilled and motivated workforce. The Chamber noted that talent concerns spanned several sectors and were commonplace. In response, the Chamber embarked on a multi-year strategy to create a demand-driven talent initiative that spans all levels of education. In 2017, the Chamber received a \$10,000 grant from US Bank to fund career immersion activities. Now, through partnerships with educators, business and industry leaders and national organizations, the Chamber has created and funded the groundbreaking SCK LAUNCH initiative from the ground up.



According to the Urgent Call to Action report, by 2020, 9,000 positions would be open in South Central Kentucky just in manufacturing and transportation, distribution and logistics

9,000

In 2017, the Chamber received a \$10,000 grant from US Bank to fund career immersion activities.

\$10,000

The Leader in Me

Our community now touts nine Lighthouse schools – more than any other community in the state. In 2017, Rockfield and North Warren joined Dishman McGinnis, W.R. McNeill, North Warren, Plano, Alvaton, Natcher and Briarwood elementary schools as Lighthouse schools. The Leader in Me program teaches 21st century leadership skills based on Stephen Covey’s “The 7 Habits of Highly Effective People.” This community is on track to be the first in the U.S. to have implemented TLIM in grades K-12.

9 Lighthouse Schools

SCK LAUNCH Experience

In November, the Chamber and business partners hosted the second-annual SCK LAUNCH: Experience, where students were exposed to careers available right here in South Central Kentucky, through a hands-on career expo with community business partners. More than 3,000 students, educators and business leaders participated in the 2017 event. Students from 11 districts participated.



SCK LAUNCH: Educator Externship

Last summer, 22 educators were linked with businesses in the fields of Healthcare, Hospitality, Manufacturing or Professional Services for a one-day externship program to gain hands-on exposure of careers available in South Central Kentucky.



SCK LAUNCH: Career Shadowing

Career Shadowing is a job-related experience where students spend time observing professionals on the job. In 2017 over the course of five days, small groups of high schoolers (142 students total) observed professionals on the job and experienced “a day in the life” of a business environment to gain a deeper knowledge about existing careers, career pathways and the essential skills needed for success in the workplace. Shadowing occurs during the school day at a local business.

SCK LAUNCH: Student-Led Leadership

Building upon The Leader in Me and the principles of leadership, Student-Led Leadership is a process through which students (82 total in 2017) strive to become ready for their future career and contributing members of the community. This tactic includes three core components: Leading Others, Leading Self and the Capstone. These leadership skills will help students gain the necessary skills to drive their future.

STRATEGIC INITIATIVE 6:

Innovation & Entrepreneurship

Expand innovation, entrepreneurship and small business prosperity, including those within targeted sectors throughout the region.

South Central Kentucky Opportunity Network for Entrepreneurs

This powerful partnership between the Chamber, Bowling Green office of the Kentucky Innovation Network and Western Kentucky University's Small Business Accelerator and Small Business Development Center is a one-stop-shop for financial and technical assistance for entrepreneurs and small businesses. The partnership establishes a system of volunteers to enhance the creation and growth of local small businesses. The partners offer seamless collaboration with multiple points of entry and identify funding resources

that assist in entrepreneurial success and small business development. The partners also collaborate on networking events, training and professional development activities. As the voice of the business community, the Chamber convened the partners that comprise SCKyONE to accelerate the growth of existing and new regional businesses by cross promoting the services and benefits of each office and streamlining processes for entrepreneurs and companies seeking their services.

Small Business Appreciation Month

In support of small businesses in South Central Kentucky in 2017, we:

- Honored David Sears of Center of Insurance – Van Meter Insurance as the 2017 Small Business Person of the Year. Sears is the 33rd businessperson to receive this award.
- Celebrated small businesses, who make up more than 90 percent of the partnership, with the Small Business Appreciation Golf Challenge at Indian Hills Country Club. Multiple Chamber partners were sponsors; Graves-Gilbert Clinic was the title sponsor.



Business @ Its Best

The Chamber holds a series of professional development seminars for local businesspeople. This year's topics included Let's Stay Together: How to Keep Your Best Employees; Identifying and Protecting Your Company's Intellectual Property Assets; Tech Talk for Businesses; Emotional Intelligence; Developing a Winning Culture; The Brand in the Mirror; Shake Hands with Big Business - Speed Networking; Strategically Planning for Your Strategic Planning Retreat: Process and Tools; and Sexual Harassment Avoidance.



140

players participated in the 2017 Small Business Appreciation Month Golf Challenge

AND THE WINNER IS ...



1. Chamber Awards News Conference
2. Excellence Awards Luncheon
3. Excellence Awards Luncheon

4. Excellence Awards Luncheon
5. Targeted Business & Industry Awards Banquet

Excellence Awards

The Excellence Awards Luncheon encompasses several awards previously presented throughout the year. Winners are recognized in front of 300 to 400 people, allowing them utmost exposure throughout the partnership. Keynote speakers for 2017 included David Sears of Center of Insurance – Van Meter Insurance, Small Business Person of the Year, and 2017 ATHENA Award recipient Vicki Hawkins Fitch of the Bowling Green Area Convention & Visitors Bureau. Other awards presented were Kim Orange of Warren County Public Schools: 2017 Administrative Professional of the Year; and Rebecca Lee of Southcentral Kentucky Community & Technical College: 2017 ATHENA Young Professional of the Year.

Chamber Awards

Each January, the Chamber recognizes outstanding volunteer service in the community from the previous year. Awards given in 2017 included Janette Boehman of WBKO-TV: 2016 Ambassador of the Year; Steve Davis of Crye*Leike Executive Realty: 2016 Board Volunteer of the Year; Derek Clemons of Stupp Bridge Company: 2016 Volunteer of the Year; and Katie Davenport of Fairfield Inn & Suites by Marriott: 2016 BGYF Young Professional of the Year

Targeted Business & Industry Appreciation Month

During Targeted Business & Industry Appreciation Month, the Chamber honored several businesses with awards at the annual Targeted Business & Industry Awards Banquet at the Knicely Conference Center.

The John B. Holland Business of the Year

Sponsored by President's Club Bronze Star Partner The Murphy Construction Group (Scott, Murphy & Daniel, Scott & Murphy, Inc. and Hartz Contracting)

Bowling Green Metalforming

Business Education Partnership

Sponsored by Martin KIA

Bowling Green High School, Med Center Health and TriStar Greenview Regional Hospital for their work on the Bowling Green High School Medical Arts Academy.

Healthcare Enterprise

Sponsored by Gerald Printing

Graves Gilbert Clinic, TriStar Greenview Regional Hospital and Med Center Health

Impact Award

Med Center Health, Western Kentucky University and the University of Kentucky for their collaboration on a new regional Medical School located on the campus of The Medical Center at Bowling Green.

Newcomer Award

Sponsored by Quality Personnel

Carter Lumber Company, Stratus Plastics International Kentucky, Builders First Source and Chemico

Business Expansion Award

Sponsored by President's Club Silver Star Partner Tennessee Valley Authority

Constellium-UACJ, LORD Corporation, Pan-Oston, Southern Recycling and Taz Trucking

Business Innovation Award

Sponsored by President's Club Bronze Star Partner Stewart-Richey Construction

Eezy, Berry Global, HeathCo LLC and Holley Performance Products

Green to Gold

Sponsored by President's Club Gold Star Partner Bowling Green Municipal Utilities

Bendix Spicer Foundation Brake, LLC

WAGE & BENEFITS SURVEY

This study was conducted over the course of two weeks by the Bowling Green Area Chamber of Commerce. Fifty-three manufacturing companies in Warren County, Kentucky, were invited to participate in this survey. Of those 53 companies, 30 companies completed all or most of the survey questions resulting in a 56.6% completion rate. This comprehensive report specifically related to Warren County's manufacturing sector provides a cursory glance at the wage and benefits climate as reported in September 2017.

ENTRY LEVEL PRODUCTION TECHNICIAN		SKILLED OPERATOR	
Number of Workers (23 companies)	1,329	Number of Workers (22 companies)	1,495
Average Starting Wage (22 companies)	\$13.95	Average Starting Wage (23 companies)	\$16.24
Median Starting Wage (22 companies)	\$13.87	Median Starting Wage (23 companies)	\$16
Most-recurring Starting Wage (22 companies)	\$15	Most-recurring Starting Wage (23 companies)	\$18
Avg. Top Out Wage (21 companies)	\$17.29	Avg. Top Out Wage (23 companies)	\$21.67
Median Top Out Wage (21 companies)	\$16	Median Top Out Wage (23 companies)	\$21
Most-recurring Top Out Wage (21 companies)	\$15.31	Most-recurring Top Out Wage (23 companies)	\$21
Avg. No. of Months to Reach Top Out Wage (17 companies)	31.9	Avg. No. of Months to Reach Top Out Wage (20 companies)	35.4
MAINTENANCE TECHNICIAN		FORKLIFT OPERATOR	
Number of Workers (23 companies)	482	Number of Workers (24 companies)	464
Ave. Starting Wage (24 companies)	\$21.85	Average Starting Wage (22 companies)	\$14.91
Median Starting Wage (24 companies)	\$22	Median Starting Wage (22 companies)	\$14.45
Most-recurring Starting Wage (24 companies)	\$22	Most-recurring Starting Wage (22 companies)	\$15
Avg. Top Out Wage (23 companies)	\$27.29	Avg. Top Out Wage (22 companies)	\$18.37
Median Top Out Wage (23 companies)	\$28.51	Median Top Out Wage (22 companies)	\$17
Most-recurring Top Out Wage (23 companies)	\$30	Most-recurring Top Out Wage (22 companies)	\$17
Avg. No. of Months to Reach Top Out Wage (18 companies)	31.8	Avg. No. of Months to Reach Top Out Wage (19 companies)	32.8

64%

of companies reported a fringe benefit rate higher than 30%

43%

of companies reported their employees spend at least \$100/mo. on medical insurance coverage

57%

57% of companies reported their employees contributed at least \$200/mo. for family coverage

50%

of companies reported operating on three shifts

20%

companies indicate that almost half of employee turnover is voluntary

2/3

of companies reported a turnover rate of at least 10%

2

only two companies offered overtime pay for work in excess of eight hours in a single day

4/5

companies offer at least 30 cents more for second shift

2/3

of all companies pay at least 40 cents more to third shift employees

1/3

of companies offering merit-based salary increases give more than 3%

80%

of companies surveyed offer annual bonus pay

2/3

of companies surveyed base bonus on organization performance

2/3

of companies surveyed offer between 10 and 15 days of paid time off after a year of employment

3

of 29 reporting companies, three report employing less than 50 people while three companies report employing more than 400 people

23

only 23 companies report employing part-time employees

Average: a number expressing the central or typical value in a set of data, which is calculated by dividing the sum of the values in the set by their number. Median: denoting or relating to a value or quantity lying at the midpoint of a frequency distribution of values or quantities. Most-recurring (mode): the value that occurs most frequently in a given set of data.

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