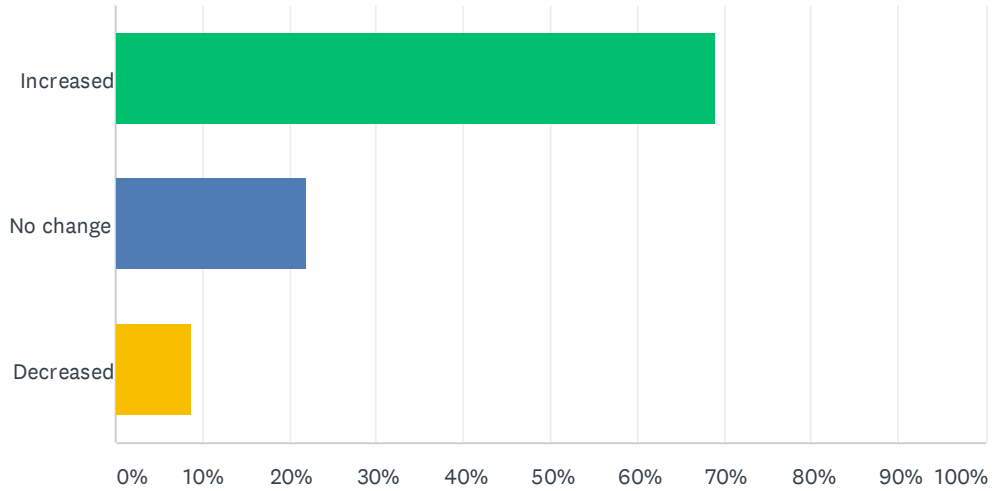


Q1 How have your company's sales trended over the last 90 days?

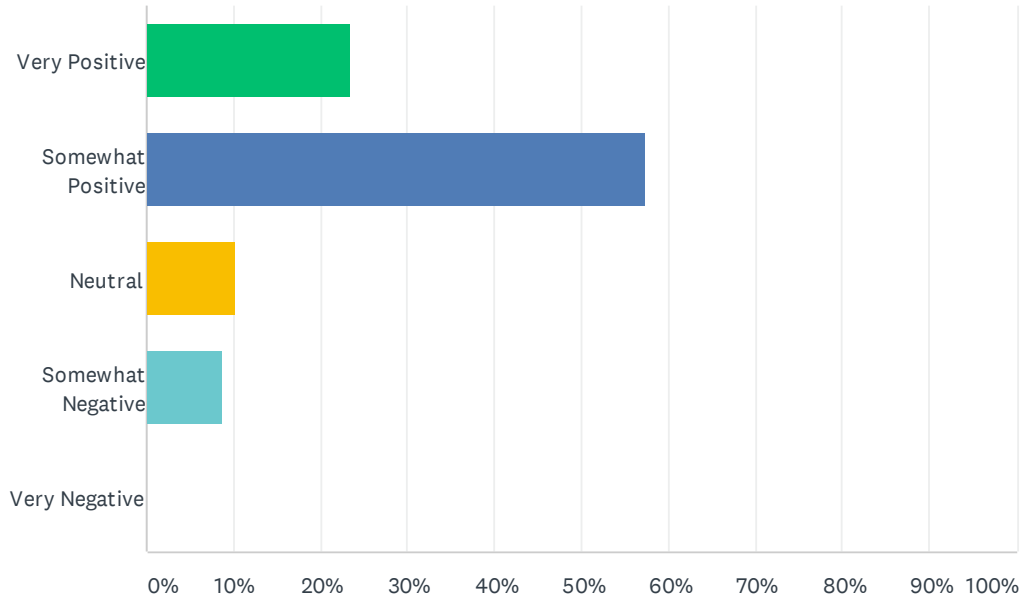
Answered: 68 Skipped: 0



ANSWER CHOICES	RESPONSES	
Increased	69.12%	47
No change	22.06%	15
Decreased	8.82%	6
TOTAL		68

Q2 What is your business outlook for the next 12 months?

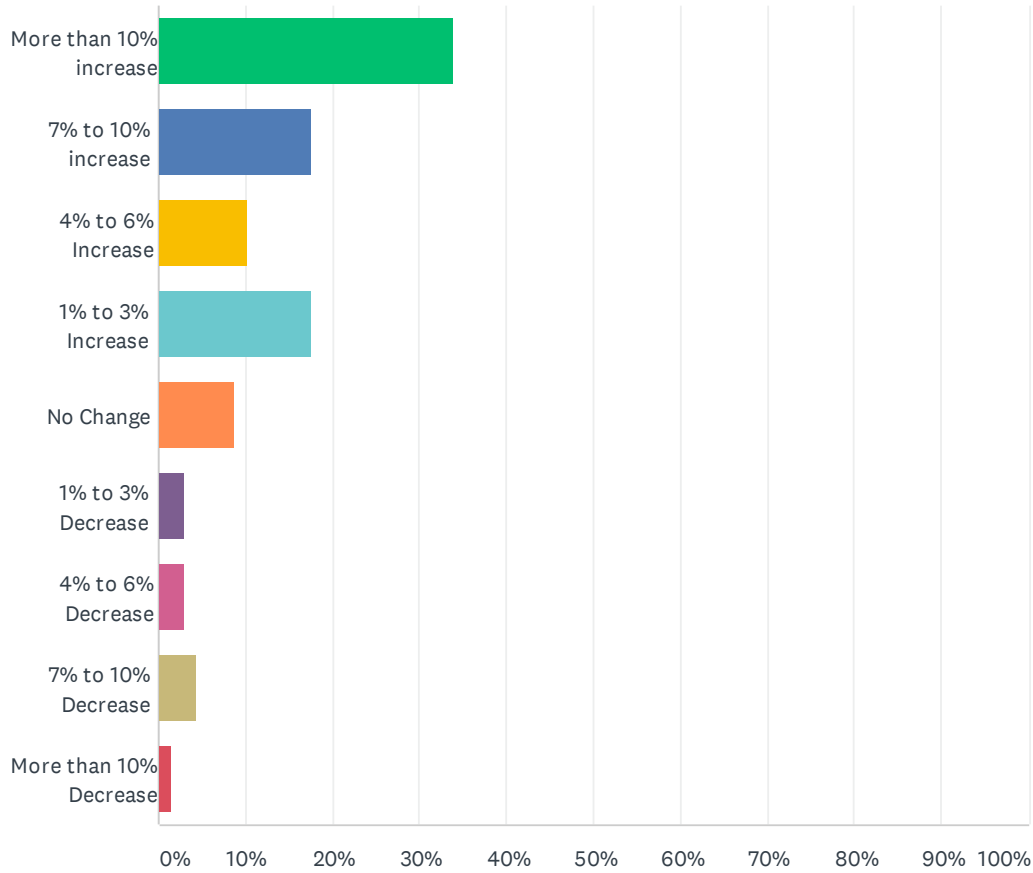
Answered: 68 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very Positive	23.53%	16
Somewhat Positive	57.35%	39
Neutral	10.29%	7
Somewhat Negative	8.82%	6
Very Negative	0.00%	0
TOTAL		68

Q3 What are your sales projections for the next 12 months?

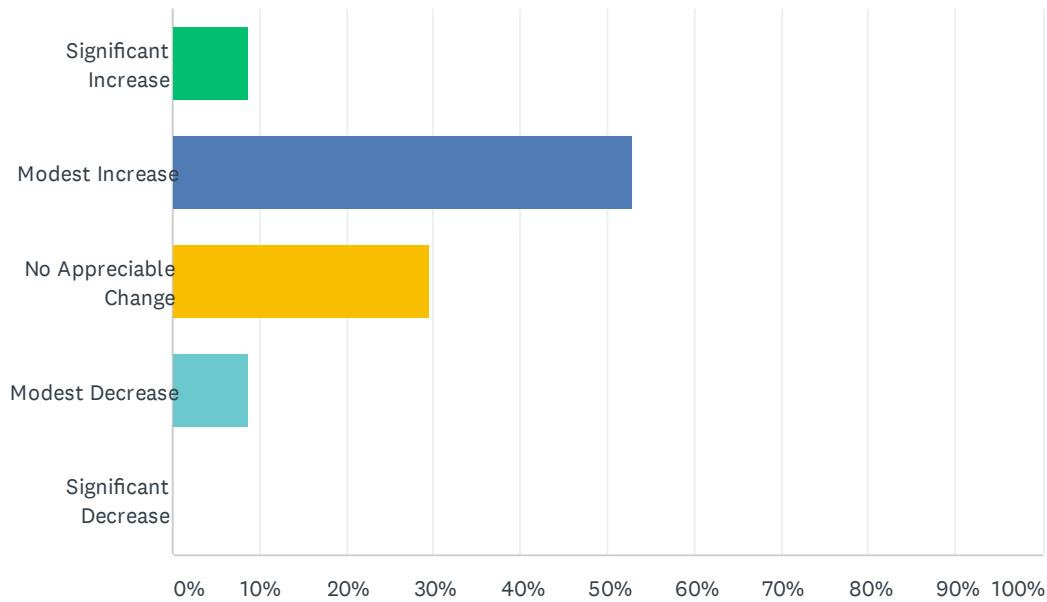
Answered: 68 Skipped: 0



ANSWER CHOICES	RESPONSES	
More than 10% increase	33.82%	23
7% to 10% increase	17.65%	12
4% to 6% Increase	10.29%	7
1% to 3% Increase	17.65%	12
No Change	8.82%	6
1% to 3% Decrease	2.94%	2
4% to 6% Decrease	2.94%	2
7% to 10% Decrease	4.41%	3
More than 10% Decrease	1.47%	1
TOTAL		68

Q4 How do you expect the number of full-time employees in your facility to change over the next 12 months?

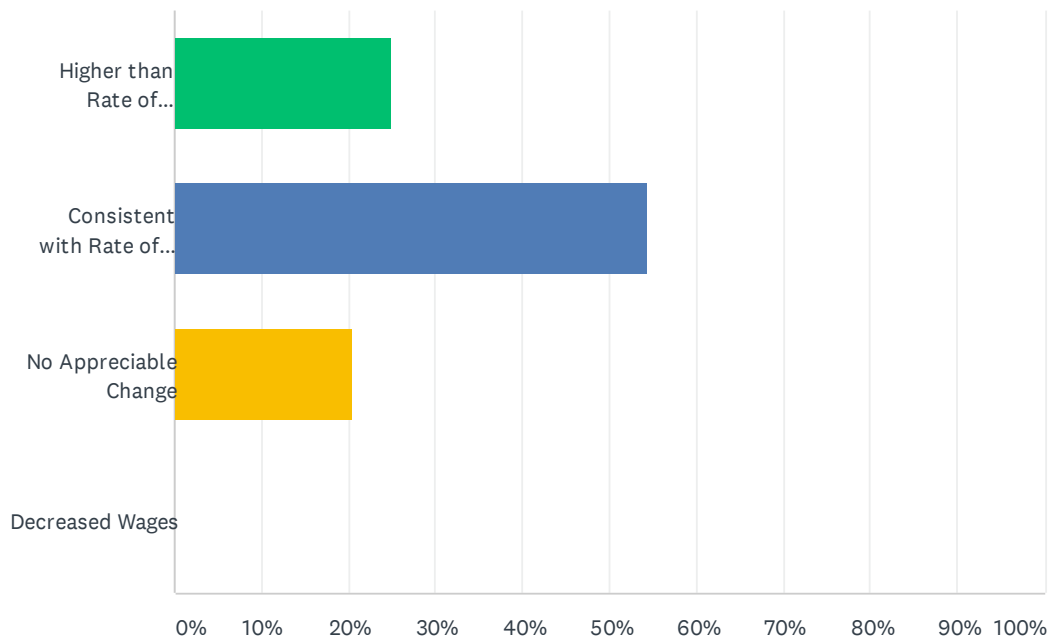
Answered: 68 Skipped: 0



ANSWER CHOICES	RESPONSES	
Significant Increase	8.82%	6
Modest Increase	52.94%	36
No Appreciable Change	29.41%	20
Modest Decrease	8.82%	6
Significant Decrease	0.00%	0
TOTAL		68

Q5 What are your expectations for employees' average wages over the next 12 months?

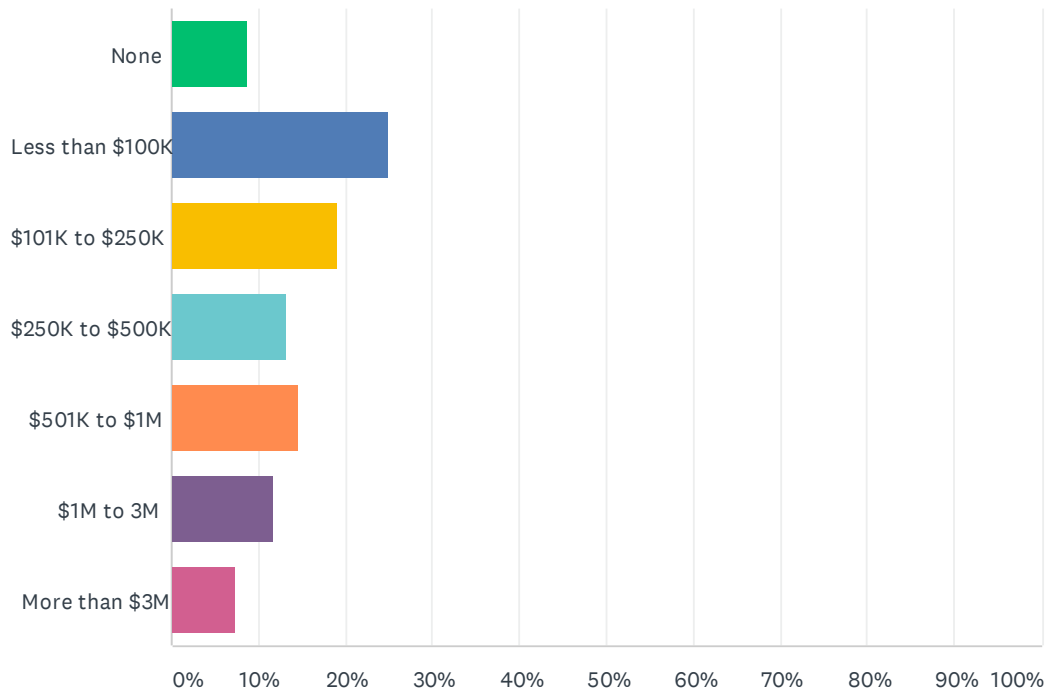
Answered: 68 Skipped: 0



ANSWER CHOICES	RESPONSES	
Higher than Rate of Inflation	25.00%	17
Consistent with Rate of Inflation	54.41%	37
No Appreciable Change	20.59%	14
Decreased Wages	0.00%	0
TOTAL		68

Q6 Which best describes your planned capital investments over the next 12 months?

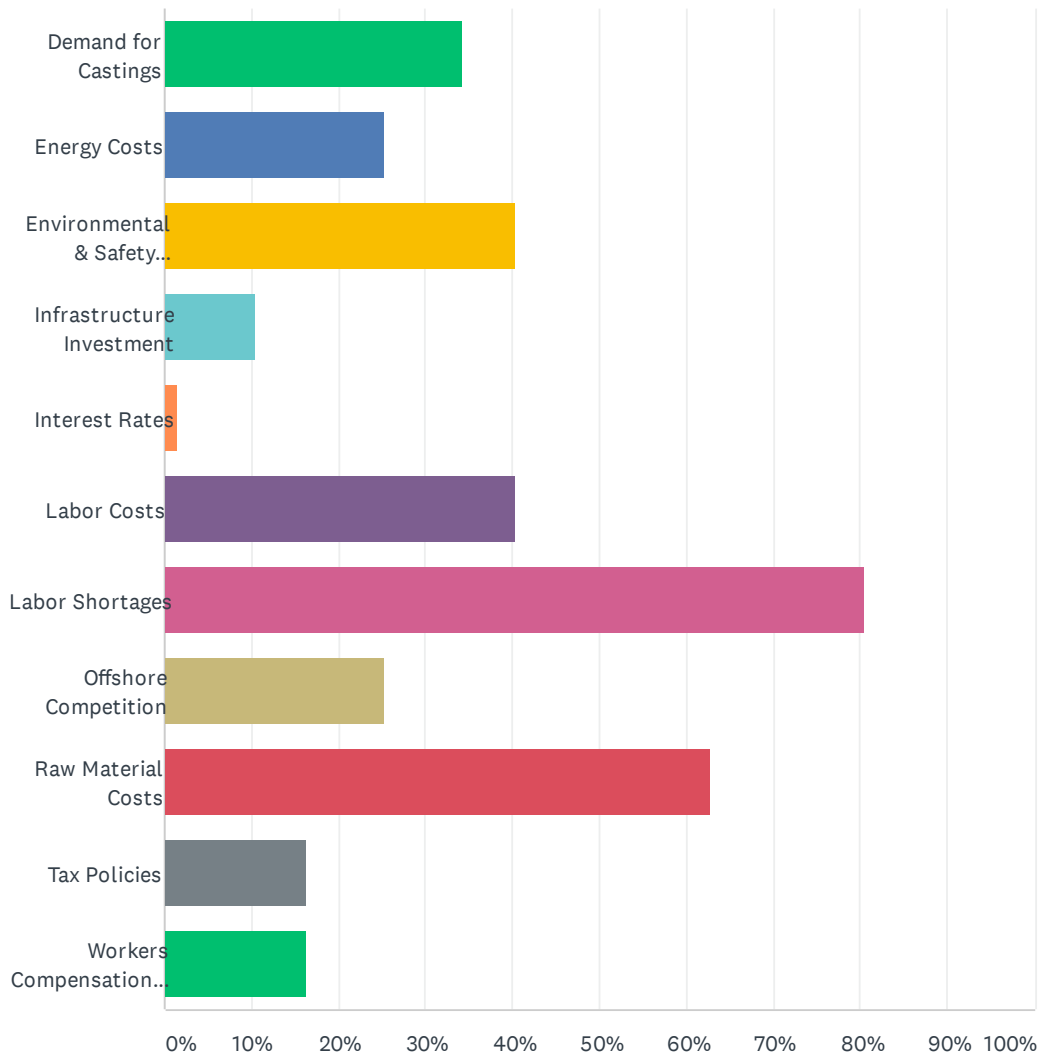
Answered: 68 Skipped: 0



ANSWER CHOICES	RESPONSES	
None	8.82%	6
Less than \$100K	25.00%	17
\$101K to \$250K	19.12%	13
\$250K to \$500K	13.24%	9
\$501K to \$1M	14.71%	10
\$1M to 3M	11.76%	8
More than \$3M	7.35%	5
TOTAL		68

Q7 Which of these issues are major concerns or priorities for your company at this time?

Answered: 67 Skipped: 1

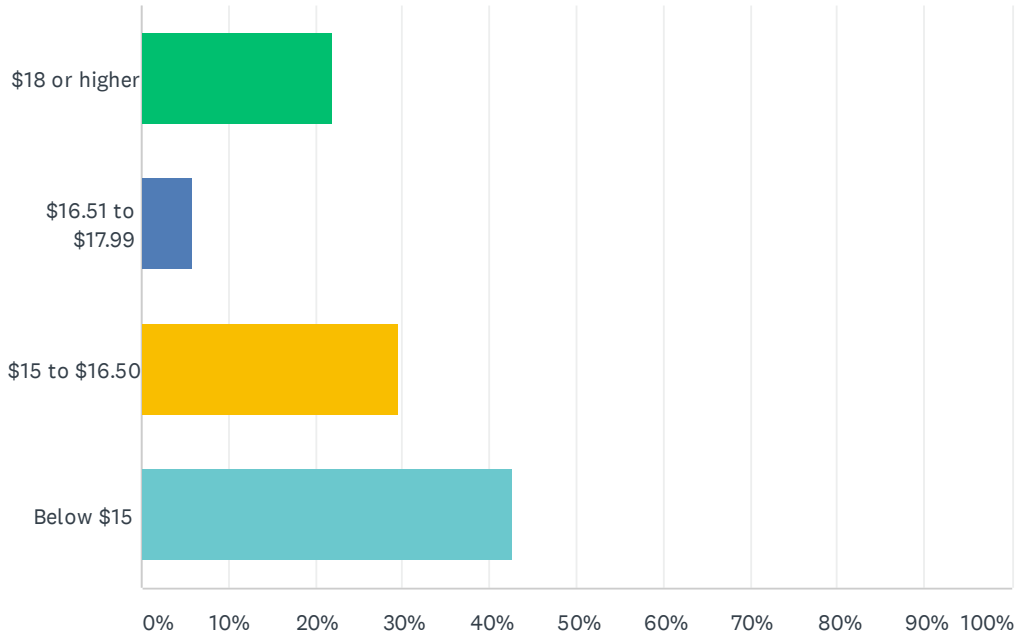


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ANSWER CHOICES	RESPONSES	
Demand for Castings	34.33%	23
Energy Costs	25.37%	17
Environmental & Safety Regulations	40.30%	27
Infrastructure Investment	10.45%	7
Interest Rates	1.49%	1
Labor Costs	40.30%	27
Labor Shortages	80.60%	54
Offshore Competition	25.37%	17
Raw Material Costs	62.69%	42
Tax Policies	16.42%	11
Workers Compensation Costs	16.42%	11
Total Respondents: 67		

Q8 President Biden supports a national \$15 minimum wage. How do the entry-level production positions at your plant(s) compare? Are your starting wages for these positions at:

Answered: 68 Skipped: 0



ANSWER CHOICES	RESPONSES
\$18 or higher	22.06% 15
\$16.51 to \$17.99	5.88% 4
\$15 to \$16.50	29.41% 20
Below \$15	42.65% 29
TOTAL	68

Q9 Labor shortages have prompted some foundries to experiment with alternate methods of attracting, rewarding and retaining employees. This question explores which actions your company has implemented and your level of satisfaction with their impact.

Answered: 66 Skipped: 2

	POSITIVE IMPACT	UNCLEAR IMPACT	NEGATIVE IMPACT	NO DESIRE TO TRY	INTEND TO TRY	TOTAL	WEIGHTED AVERAGE
Part-Time Employees	20.34% 12	23.73% 14	1.69% 1	47.46% 28	6.78% 4	59	2.97
Referral Bonuses	22.81% 13	40.35% 23	0.00% 0	29.82% 17	7.02% 4	57	2.58
Referral Bonuses With Staggered Payout Schedule	14.04% 8	33.33% 19	3.51% 2	45.61% 26	3.51% 2	57	2.91
Sign-On Bonuses	3.51% 2	15.79% 9	3.51% 2	68.42% 39	8.77% 5	57	3.63
Good-Attendance Bonuses	31.03% 18	22.41% 13	3.45% 2	36.21% 21	6.90% 4	58	2.66
Increased Wages	40.32% 25	43.55% 27	0.00% 0	8.06% 5	8.06% 5	62	2.00
Increased Training	35.09% 20	45.61% 26	1.75% 1	5.26% 3	12.28% 7	57	2.14
Flex Time Arrangements	25.42% 15	18.64% 11	1.69% 1	49.15% 29	5.08% 3	59	2.90
Friday Pizza Parties	12.50% 7	25.00% 14	3.57% 2	50.00% 28	8.93% 5	56	3.18
Billboard Advertising	5.17% 3	18.97% 11	5.17% 3	68.97% 40	1.72% 1	58	3.43
Lawn Sign Advertising	6.78% 4	30.51% 18	3.39% 2	59.32% 35	0.00% 0	59	3.15
Social Media Outreach	23.73% 14	44.07% 26	1.69% 1	28.81% 17	1.69% 1	59	2.41
Apprentice Program	22.41% 13	34.48% 20	0.00% 0	34.48% 20	8.62% 5	58	2.72
High School Work-Study	10.34% 6	31.03% 18	3.45% 2	43.10% 25	12.07% 7	58	3.16
Summer Students	26.32% 15	29.82% 17	1.75% 1	28.07% 16	14.04% 8	57	2.74
Waived Drug Testing	11.86% 7	15.25% 9	8.47% 5	57.63% 34	6.78% 4	59	3.32
Prison Work Agreements	3.39% 2	25.42% 15	10.17% 6	42.37% 25	18.64% 11	59	3.47
Outsourcing	10.17% 6	22.03% 13	16.95% 10	44.07% 26	6.78% 4	59	3.15

Q10 Do you have comments to offer about these strategies in Question 9?

Answered: 34 Skipped: 34

#	RESPONSES	DATE
1	N/A	3/16/2021 1:52 PM
2	not at this time	3/16/2021 9:39 AM
3	no	3/16/2021 6:19 AM
4	we have offered more money, but money does not seem to be a factor. We offer more, but still attract the same talent. The employee pool in Muskegon is only full of people whom don't really want to work.	3/16/2021 5:15 AM
5	Stop paying people to stay home on unemployment, as they work under the table.	3/15/2021 6:53 PM
6	No	3/15/2021 6:42 PM
7	Employees seem to like working 4-10's, having 3 day weekends and some overtime pay on Fridays.	3/11/2021 3:48 PM
8	No	3/9/2021 1:14 PM
9	No	3/8/2021 5:05 PM
10	no	3/8/2021 2:14 PM
11	No	3/8/2021 11:28 AM
12	Attendance bonuses are helping to compensate our high performing employees, but it has been shocking how little of an impact it has had on our overall attendance.	3/4/2021 7:52 AM
13	No	3/3/2021 10:48 AM
14	Lawn sign worked better than expected	3/3/2021 9:16 AM
15	no	3/2/2021 2:11 PM
16	not at this time	3/2/2021 8:35 AM
17	Not at this time.	3/2/2021 6:37 AM
18	Did offer attendance bonuses untill audit by dept of labor after spending time to go back thru 3 years of time cards and 6 months of working with department of labor to make sure overtime was paid on the bonus, I cancelled policy	3/2/2021 6:29 AM
19	tried almost all of them, not much positive impact	3/1/2021 3:54 PM
20	NONE	3/1/2021 3:12 PM
21	Just keep trying new things.	3/1/2021 2:21 PM
22	We have just gotten to the point of being needing employees and have yet to experiment with #9 strategies. FYI -- We generally try to hire non-tobacco users and probably that will be coming to an end.	3/1/2021 2:21 PM
23	nothing beyond the questions	3/1/2021 2:15 PM
24	No	3/1/2021 2:14 PM
25	No	3/1/2021 2:13 PM
26	We start at \$16 per hour with a \$1 bump after 90. Issue is finding people who are engaged with the work.	3/1/2021 2:04 PM
27	No	3/1/2021 2:01 PM

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28	no	3/1/2021 2:00 PM
29	No	3/1/2021 1:54 PM
30	We have tried many of them, Does not seem to make a difference. Kids now don't want to come to work 5 days a week	3/1/2021 1:54 PM
31	We have tried everything to attract employees that we could afford.	3/1/2021 1:52 PM
32	When I answered "unclear impact" it was because we have not done these things and don't have immediate plans to do so....so real answer is Not Applicable	3/1/2021 1:50 PM
33	no	3/1/2021 1:50 PM
34	No	3/1/2021 1:42 PM

Q11 If you have offered sign-on or referral bonuses, what percentage or amount do you offer? What time period is needed to receive it?

Answered: 39 Skipped: 29

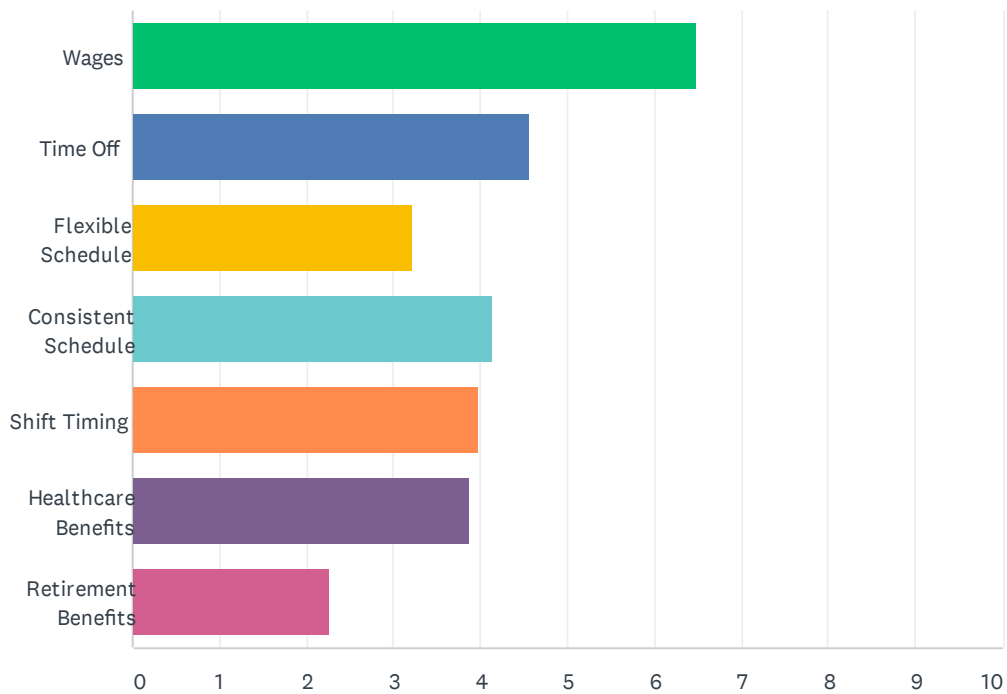
#	RESPONSES	DATE
1	\$500 - immediate	3/16/2021 1:52 PM
2	n/a	3/16/2021 9:39 AM
3	\$500 bonus after 6 months of successful employment for candidate and referral	3/16/2021 8:57 AM
4	have not offered	3/16/2021 6:19 AM
5	\$250, employee must here here for 90 days with good attendance and work ethic	3/16/2021 5:15 AM
6	none	3/15/2021 6:53 PM
7	N/a	3/15/2021 6:42 PM
8	\$100 after referred employee stays 90 days.	3/11/2021 3:48 PM
9	Referral. \$500.00 if the new employee stays 6 months.	3/8/2021 5:05 PM
10	n/a	3/8/2021 2:14 PM
11	We do not offer them	3/8/2021 11:28 AM
12	\$250 at hiring, \$250 at 3 months, and \$250 at 6 months	3/4/2021 7:52 AM
13	After 60 days \$500	3/3/2021 11:28 AM
14	Referral bonus of \$500. Half paid at 6 months and second half at one year.	3/3/2021 10:48 AM
15	Did not offer	3/3/2021 9:16 AM
16	a set amount for referral bonuses after one year of work.	3/2/2021 8:35 AM
17	\$500 if they stay 90 days.	3/2/2021 7:44 AM
18	\$150.00 cash, after 3 months	3/2/2021 7:43 AM
19	N/A	3/2/2021 6:37 AM
20	haven't offered	3/1/2021 3:54 PM
21	n/a	3/1/2021 3:30 PM
22	\$500 over a 90 day timeframe	3/1/2021 3:20 PM
23	N/A	3/1/2021 3:12 PM
24	From \$750 to \$2000. Part at hire, part at 6 months.	3/1/2021 2:21 PM
25	\$500 after 90 days	3/1/2021 2:19 PM
26	Referral 300, 3 months	3/1/2021 2:15 PM
27	\$500.00 / 6 Months	3/1/2021 2:14 PM
28	5% 60 days	3/1/2021 2:13 PM
29	\$1000 after 90 days and \$1500 after 6 months.	3/1/2021 2:11 PM
30	\$1000, 6 month period before full payout	3/1/2021 2:09 PM
31	We give a flat \$500 if the person they referred is here at 90 days.	3/1/2021 2:04 PM

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32	Have not tried yet	3/1/2021 2:01 PM
33	n/a	3/1/2021 2:00 PM
34	NA	3/1/2021 1:54 PM
35	we have tried referrals and sign bonus and we have tried paying people for no absents and it only works for the people that would be here anyway, So it turned out to be just another cost of doing business	3/1/2021 1:54 PM
36	None	3/1/2021 1:52 PM
37	n/a	3/1/2021 1:50 PM
38	90 days	3/1/2021 1:50 PM
39	N/A	3/1/2021 1:42 PM

Q12 As you hire new employees, how would you rank their priorities as a job-seeker? Please rank from 1 to 7 with 1 as the highest priority.

Answered: 67 Skipped: 1



	1	2	3	4	5	6	7	TOTAL	SCORE
Wages	77.97% 46	10.17% 6	5.08% 3	1.69% 1	1.69% 1	1.69% 1	1.69% 1	59	6.49
Time Off	5.17% 3	24.14% 14	27.59% 16	15.52% 9	24.14% 14	0.00% 0	3.45% 2	58	4.57
Flexible Schedule	5.08% 3	6.78% 4	15.25% 9	16.95% 10	8.47% 5	28.81% 17	18.64% 11	59	3.22
Consistent Schedule	5.08% 3	20.34% 12	13.56% 8	25.42% 15	18.64% 11	15.25% 9	1.69% 1	59	4.15
Shift Timing	6.56% 4	9.84% 6	24.59% 15	24.59% 15	11.48% 7	14.75% 9	8.20% 5	61	3.98
Healthcare Benefits	1.64% 1	22.95% 14	8.20% 5	19.67% 12	26.23% 16	18.03% 11	3.28% 2	61	3.87
Retirement Benefits	3.08% 2	6.15% 4	7.69% 5	3.08% 2	9.23% 6	16.92% 11	53.85% 35	65	2.25

Q13 What are your top 3 challenges regarding hiring new workers?

Answered: 60 Skipped: 8

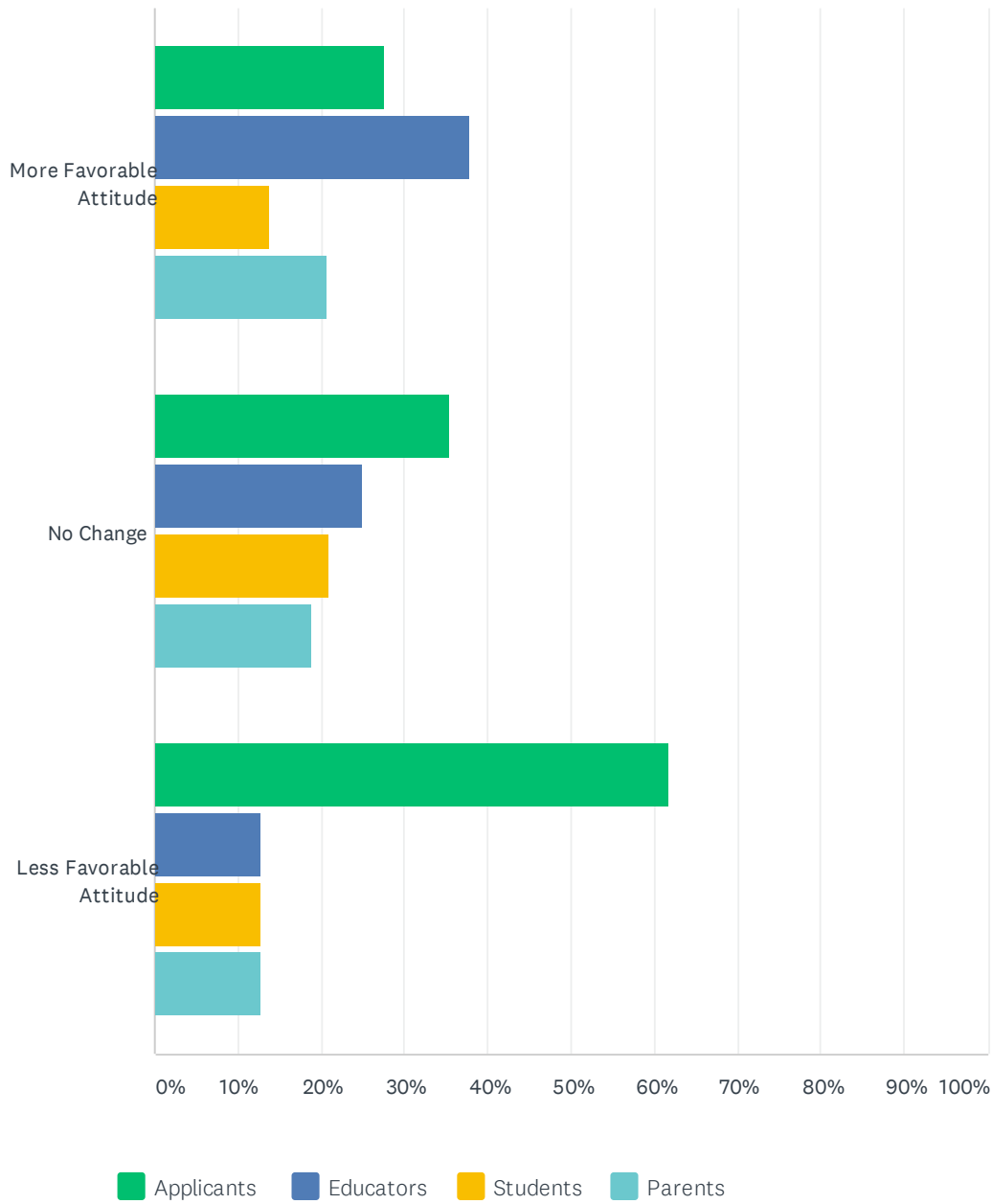
#	RESPONSES	DATE
1	competency, drug free, hard working	3/16/2021 1:52 PM
2	1)Finding employees that want to work. 2) Finding employees that are drug free. 3) Finding employees that are honest.	3/16/2021 10:47 AM
3	lack of labor pool, lack of desire to work,	3/16/2021 9:39 AM
4	Finding qualified candidates and retention of new hires.	3/16/2021 8:57 AM
5	Experience, Attendance, Wages	3/16/2021 7:17 AM
6	finding qualified applicants,finding applicants that will actually work,finding applicants that will show up.	3/16/2021 6:19 AM
7	1. Finding them. 2. Keeping them. 3. Work ethic/attendance.	3/16/2021 6:11 AM
8	finding people who want to work, finding qualified people, unemployment benefits	3/16/2021 5:15 AM
9	work force housing, those that know what work is, and one who feel they are worth more them all other with out skills.	3/15/2021 6:53 PM
10	Availability, wages, work	3/15/2021 6:42 PM
11	#1 Housing- Our local area is booming and housing has become unaffordable for laborers. #2 Job Competition- Housing construction starting wage for unskilled labor is \$25/hour plus large sign on bonus. #3 Low unemployment/Retention/Turnover	3/11/2021 3:48 PM
12	Finding someone Finding someone and finding someone	3/9/2021 1:14 PM
13	Finding them, retaining them and finding GOOD prospects	3/8/2021 6:13 PM
14	1. Finding applicants. 2. Finding applicants. 3. Keeping them once they realize it is hard work.	3/8/2021 5:05 PM
15	Unemployment bonus from government, they can stay home and make 15.00 / hour	3/8/2021 2:14 PM
16	Not ready to show up daily on-time. Wage expectation of non-skilled labor. Want modified schedules	3/8/2021 1:49 PM
17	low rate of unemployment, area competition for people, pay	3/8/2021 1:30 PM
18	Finding qualified people, even at entry level	3/8/2021 11:28 AM
19	Finding skilled trades (millwrights), offering stable FT employment	3/7/2021 2:55 PM
20	1. just finding people 2. finding people willing to work the off shifts 3. our job is hard and it is hard to get people willing to stay once they realize how difficult the job is.	3/4/2021 7:52 AM
21	Keeping them from going down the road for .25 cents	3/3/2021 11:28 AM
22	Wages with larger local manufacturers, THC drug testing, attendance.	3/3/2021 10:48 AM
23	Small town - limited labor pool Competition from other local employers Pass drug test	3/3/2021 9:16 AM
24	attracting, engaging, retaining	3/2/2021 2:11 PM
25	passing drug test, motivation to want to work, competing with government handouts	3/2/2021 8:56 AM
26	Commitment Hard working environment	3/2/2021 8:47 AM
27	attendance - attendance- attendance	3/2/2021 8:35 AM
28	Work ethic, reliability, and willingness to perform hard labor in an extreme environment.	3/2/2021 8:29 AM

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29	1. Young people don't want labor type positions, they want to push buttons. 2. Health issues 3. Tech school (lack of) training	3/2/2021 7:58 AM
30	Pass drug screen Finding people with stable work history Attendance issues	3/2/2021 7:44 AM
31	Starting pay, finding anyone that wants to work, competing with unemployment benefits	3/2/2021 7:43 AM
32	Finding who want to work!	3/2/2021 7:38 AM
33	1. Finding workers who are dependable. 2. Finding workers who are teachable. 3. Finding workers who stay.	3/2/2021 6:37 AM
34	showing up for work drug free	3/2/2021 6:29 AM
35	Finding people willing to learn, who can pass a drug test and come to work consistently.	3/1/2021 7:10 PM
36	Getting them to come to work, making sure they're sober, caring about the job	3/1/2021 7:06 PM
37	1) not competent 2) unable to be trusted 3) inability to arrive on time and work	3/1/2021 3:54 PM
38	attracting candidates, no-shows, physically qualified	3/1/2021 3:20 PM
39	Lack of applications Wages Start time	3/1/2021 3:12 PM
40	Show up for work. Work ethic	3/1/2021 2:51 PM
41	Having them stay longer than one day	3/1/2021 2:46 PM
42	Locating and retaining	3/1/2021 2:30 PM
43	Work ethic. Training on the soft skills. Sticking at something.	3/1/2021 2:21 PM
44	Prospecting, type of work, retention	3/1/2021 2:21 PM
45	Finding, keeping, attendance	3/1/2021 2:19 PM
46	heavy local area for manufacturing so competition for competent and dependable labor.	3/1/2021 2:15 PM
47	Finding them and keeping them.	3/1/2021 2:14 PM
48	Retaining them	3/1/2021 2:13 PM
49	Attendance, retention and training.	3/1/2021 2:11 PM
50	Finding people that can pass a drug test, want to work and reliable in showing up	3/1/2021 2:09 PM
51	lack of interest to work New hires leave with in hours or days most new hires are not long term minded	3/1/2021 2:07 PM
52	Finding candidates who are serious and earnest.	3/1/2021 2:04 PM
53	Can't find qualified workers Steady increase in starting wage Just finding people that want to work in the foundry	3/1/2021 2:01 PM
54	Availability, pay, hard working	3/1/2021 2:00 PM
55	1) There is a large tourism business in our town and we are competing with the restaurants for the same employees so there is a worker shortage in our area. 2) Employees don't want to work full time or work shifts starting at 6AM. 3) New employees appear to have a cell phone addiction that prevents them from focusing on their work.	3/1/2021 1:54 PM
56	Getting them to show up after a week or he next day getting them to show up for the interview after they scheduled it and Passing drug test	3/1/2021 1:54 PM
57	Getting past the drug test. Finding employees who have minimal criminal record.	3/1/2021 1:52 PM
58	Finding someone interested and qualified for the work.	3/1/2021 1:50 PM
59	attendance, drug tests, workers comp	3/1/2021 1:50 PM
60	Unqualified labor	3/1/2021 1:42 PM

Q14 Compared to 5 years ago, are you observing any difference in attitudes toward jobs in the foundry among the following?

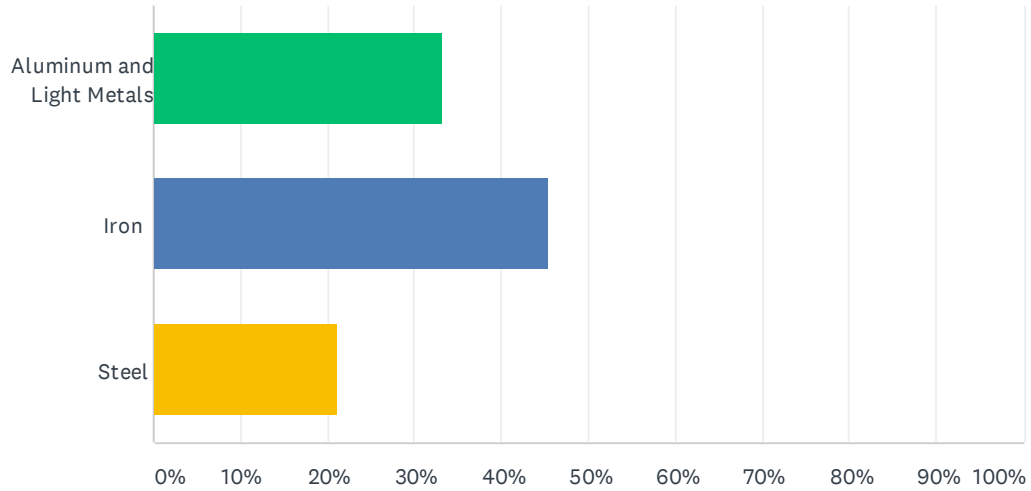
Answered: 63 Skipped: 5



	APPLICANTS	EDUCATORS	STUDENTS	PARENTS	TOTAL
More Favorable Attitude	27.59% 8	37.93% 11	13.79% 4	20.69% 6	29
No Change	35.42% 17	25.00% 12	20.83% 10	18.75% 9	48
Less Favorable Attitude	61.70% 29	12.77% 6	12.77% 6	12.77% 6	47

Q15 What is the primary metal poured at your foundry?

Answered: 66 Skipped: 2



ANSWER CHOICES	RESPONSES	
Aluminum and Light Metals	33.33%	22
Iron	45.45%	30
Steel	21.21%	14
TOTAL		66

Q16 Has anything changed recently within your business to significantly impact your responses above?

Answered: 48 Skipped: 20

#	RESPONSES	DATE
1	no	3/16/2021 1:52 PM
2	No	3/16/2021 10:47 AM
3	no	3/16/2021 9:39 AM
4	Growth requiring 20% to 30% increase in skilled labor. Need to better deploy automation to reduce reliance on labor and improve work environment.	3/16/2021 8:57 AM
5	Quality worker shortage	3/16/2021 7:17 AM
6	labor shortage	3/16/2021 6:19 AM
7	we have acquired our first automated grinding cell and already have plans to add another	3/16/2021 5:15 AM
8	The lack of knowledge in the public about what benefits come from manufacturing and the foundry industry.	3/15/2021 6:53 PM
9	No	3/15/2021 6:42 PM
10	NO	3/9/2021 1:14 PM
11	Costs have increased	3/8/2021 6:13 PM
12	No. With Covid, one would think there are more potential applicants out there but it doesn't seem to be the case.	3/8/2021 5:05 PM
13	covid	3/8/2021 2:14 PM
14	no	3/8/2021 1:49 PM
15	No.	3/8/2021 11:28 AM
16	COVID19	3/7/2021 2:55 PM
17	no change	3/4/2021 7:52 AM
18	no	3/3/2021 11:28 AM
19	No	3/3/2021 10:48 AM
20	Foreign competitor foundries in China and in Europe in bankruptcy	3/3/2021 9:16 AM
21	no	3/2/2021 2:11 PM
22	COVID-19	3/2/2021 8:47 AM
23	no	3/2/2021 8:35 AM
24	No	3/2/2021 7:58 AM
25	Not really	3/2/2021 7:44 AM
26	COVID has caused our production of casting to go down.	3/2/2021 7:43 AM
27	No	3/2/2021 7:38 AM
28	The downturn in Civilian Aerospace due to the fake Covid panic has forced us to rely on almost solely Defense Aerospace casting.	3/2/2021 6:37 AM
29	COVID-19	3/1/2021 7:06 PM

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30	state shut down and is paying almost as much as working.	3/1/2021 3:54 PM
31	Wages, commitment, skill level	3/1/2021 3:30 PM
32	We became As9000 certified	3/1/2021 3:12 PM
33	Not at this time.	3/1/2021 2:30 PM
34	No	3/1/2021 2:21 PM
35	No	3/1/2021 2:21 PM
36	no	3/1/2021 2:15 PM
37	Business has picked up significantly.	3/1/2021 2:14 PM
38	No	3/1/2021 2:13 PM
39	Plant closure announcement.	3/1/2021 2:11 PM
40	Increased business levels by customers above what they forecasted to us in the late fall 2020	3/1/2021 2:09 PM
41	We have a great crew and we have had to replace a couple due to the pandemic. Its hard to find new interested folks.	3/1/2021 2:04 PM
42	Yes we laid people off last summer and can't replace them now as business has improved.	3/1/2021 2:01 PM
43	no	3/1/2021 2:00 PM
44	No	3/1/2021 1:54 PM
45	We have had to put in more automation because of the lazy new applicants	3/1/2021 1:54 PM
46	The government has provided so many benefits to the unemployed they will not return to the work force.	3/1/2021 1:52 PM
47	no	3/1/2021 1:50 PM
48	no	3/1/2021 1:50 PM