

## 2019 Explanation of Retail and Food Service Counts

**FTE assumptions:** Half of the employee headcount is 1 FTE, half is .5 FTE. Ex. 100 employees = 75 FTEs

### **Major Retail Employers**

#### **Ace Hardware –**

Ace Hardware corporate listed 4,500 domestic retail location. Using the DuPont ACE store location as an example for all stores, then there are ~8 employees per store. There are also 21 distribution centers with 7,800 employees, but there are no locations currently in Pierce County. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with the 7 stores in Pierce County, we can estimate ~56 employees. If half are part-time, **the FTE count would be ~42 FTEs.**

DuPont Ace Hardware location provided employment data during 6/18/2019 BRE Visit with Maddie Merton.

Data from Ace Hardware Annual Report 2018. Ace Hardware has yet to release a 2019 Annual Report.

<https://www.acehardware.com/financials> , [https://nrha.org/wp-content/uploads/2018/12/24-43\\_FEATURE-Market-Measure\\_1218.pdf](https://nrha.org/wp-content/uploads/2018/12/24-43_FEATURE-Market-Measure_1218.pdf)  
Stores Map - <https://goo.gl/maps/kvcv17dFuvvNpW4c9>

#### **Albertson's/Safeway**

Albertson's corporate lists 2,269 stores, 23 DCs and 267,000 employees nationwide. Safeway is a subsidiary of Albertson's – employee and store numbers are included in the nationwide count. That's an average of ~117 employees per store/DC. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with the 4 Albertson and 20 Safeway stores in Pierce County (24 stores combined), we can estimate ~2,808 employees in Pierce County. If half are part-time, **the FTE count would be ~2,106 FTEs.**

Data from U.S. Securities & Exchange Commission form 10-K submitted by Albertsons Companies, Inc released February 23, 2019.

<https://investor.albertsoncompanies.com/Cache/397635931.pdf>  
Stores Map - <https://goo.gl/maps/npSoN2z5kjqsdks9>

#### **Bass Pro**

Bass Pro corporate lists 94 retail stores and 40,000 employees nationwide. That's an average of ~426 employees a store. There's no indication of how many are part-time, let's assume half are part-time.

Result: With one store in Pierce County, we can estimate ~426 employees. If half are part-time, **the FTE count would be ~319 FTEs.**

No updated annual report since 2016, data from <https://www.forbes.com/companies/bass-pro-shops/#7f4a2b2356ee>

#### **Best Buy**

Best Buy corporate lists 1,187 large-format stores, 51 small-format stores, and 125,000 employees nationwide. That's an average of ~101 employees a store. There's no indication of how many are part-time, let's assume half are part-time. Distribution center numbers and employment was not specifically listed in the annual report.

Best Buy estimated employment at the Frederickson Distribution Center - ~50 FTEs

Result: Assuming the above, with the 2 stores in Pierce County, we can estimate ~202 employees. If half of the retail employees are part-time (152), and you add the distribution center employees **the FTE count would be ~202 FTEs.**

Data from Best Buy Fiscal 2019 Annual Report [http://s2.q4cdn.com/785564492/files/doc\\_financials/2019/Annual/Annual-Report.pdf](http://s2.q4cdn.com/785564492/files/doc_financials/2019/Annual/Annual-Report.pdf).  
Stores Map - <https://goo.gl/maps/bqTKYxhaGsm17BMb8>

### Costco

Costco corporate lists 762 warehouse properties, and 245,000 employees worldwide. That's an average of ~322 employees a store. Of the 245,000 employees 143,000 are full-time employees and 102,000 part-time employees. Distribution center numbers and employment was not specifically listed in the annual report.

Since part-time employees do not have hours listed, we are going to assume that they work 20 hours a week, therefore:

143,000 Full-Time Employees = 143,000 FTEs

102,000 Part-Time Employees = 51,000 FTEs

Approximate Total FTEs = 194,000 FTEs

194,000 FTEs/762 = 244 FTEs/store

Costco estimated employment at Sumner Distribution Center - ~100 FTEs.

Result: Assuming the above, with the 5 stores in Pierce County, we can estimate ~1,710 employees and **~1,300 FTEs.**

Data from U.S. Securities & Exchange Commission form 10-K submitted by Costco Wholesale Corporation in 2018.  
<https://www.sec.gov/Archives/edgar/data/909832/000090983218000013/cost10k9218.htm>  
Stores Map - <https://goo.gl/maps/hPTh1JBHZuNSkTgA8>

### Fred Meyer

Kroger corporate lists 2,778 retail food stores (under a variety of local banner names including Fred Meyer), and 431,000 employees nationwide. Fred Meyer is a subsidiary of Kroger – employee and store numbers are included in the nationwide count. That's an average of ~155 employees per store/DC. There's no indication of how many are part-time, let's assume half are part-time.

\*\* Fred Meyer Distribution participated in 2018. Count = 500

Result: Assuming the above, with the 11 stores in Pierce County, we can estimate ~1,705 Retail + 500 DC = **1364 total Fred Meyer FTEs.**

Data from U.S. Securities & Exchange Commission form 10-K submitted by The Kroger Co., Inc released February 23, 2019.  
[https://www.sec.gov/Archives/edgar/data/56873/000110465916108277/a15-23178\\_110k.htm](https://www.sec.gov/Archives/edgar/data/56873/000110465916108277/a15-23178_110k.htm)  
Stores Map - <https://goo.gl/maps/uG1Go86F9UPoHvw16>

### Gray Lumber

28 employees

<https://www.graylumber.com/employees-1>

## Home Depot

Home Depot corporate lists 2,287 stores, and 413,000 employees nationwide. That's an average of ~181 employees per store/DC. Distribution center numbers and employment were not specifically listed in the annual report. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with four Home Depot stores in Pierce County, we can estimate ~724 employees in Pierce County. If half are part-time, **the FTE count would be ~543 FTEs.**

Data from Home Depot Annual Report 2018. Home Depot has yet to release a 2019 Annual Report.

[https://ir.homedepot.com/~media/Files/H/HomeDepot-IR/2019\\_Proxy\\_Updates/HDAnnualReport2018.pdf](https://ir.homedepot.com/~media/Files/H/HomeDepot-IR/2019_Proxy_Updates/HDAnnualReport2018.pdf)

Stores Map - <https://goo.gl/maps/6RnBWv9aWJe9y39K9>

## JCPenney

JCPenney operates 864 department stores with approximately 95,000 employees nationwide. That's an average of ~110 employees a store. Distribution center numbers and employment were not specifically listed in the annual report. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with the 3 stores in Pierce County, we can estimate ~330 employees. If half are part-time, **the FTE count would be ~246 FTEs.**

Data from J.C.Pennny Company, Inc released February 2019. <https://ir.jcpenney.com/sec-filings/annual-reports>

Stores Map - <https://goo.gl/maps/81p4FviNbGUfU5BT9>

## Lowe's

Lowe's corporate lists 2,152 home improvement and hardware stores worldwide with approximately 200,000 full-time and 110,000 part-time employees. That's an average of ~144 employees per store. Distribution center numbers and employment was not specifically listed in the annual report.

Since part-time employees do not have hours listed, we are going to assume that they work 20 hours a week, therefore:

200,000 Full-Time Employees = 200,000 FTEs

110,000 Part-Time Employees = 55,000 FTEs

Approximate Total FTEs = 255,000 FTEs

255,000 FTEs/2,152 stores = 118 FTEs/store

Result: Assuming the above, with the 5 stores in Pierce County, we can estimate ~576 employees and **~472 FTEs.**

Data from U.S. Securities & Exchange Commission form 10-K submitted by Lowes, released February 2019.

[https://www.sec.gov/Archives/edgar/data/60667/000006066718000051/form10k\\_02022018.htm](https://www.sec.gov/Archives/edgar/data/60667/000006066718000051/form10k_02022018.htm)

Stores Map - <https://goo.gl/maps/Hbdf2q4hAcZSHLoa7>

## Macy's

Macy's operates 867 department stores with approximately 130,000 employees nationwide. That's an average of ~150 employees a store. Distribution center numbers and employment were not specifically listed in the annual report. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with the 2 stores in Pierce County, we can estimate ~300 employees. If half are part-time, **the FTE count would be ~225 FTEs.**

Data from Macy's Annual Report and SEC 10-K Report filing in February 2019 - <https://www.macysinc.com/investors/sec-filings/annual-reports>  
Stores Map - <https://goo.gl/maps/ZtfZRVk8aJSMqQad9>

### **McLendon's Hardware**

McLendon's does not release an annual report to the public, so data was difficult to find. The most recent information about their employment was from 2017. Going off 2017 numbers McLendon's Hardware employees approximately 500 employees in 7 retail locations. That's an average of ~71 employees a store. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with the 3 stores in Pierce County, we can estimate ~213 employees. If half are part-time, **the FTE count would be ~160 FTEs.**

Data from The Seattle Times article <https://www.seattletimes.com/business/retail/mclendon-hardware-sold-to-memphis-based-firm/>.  
Stores Map - <https://goo.gl/maps/MZ1iaUJSfaDfLQG77>

### **Nordstrom**

Nordstrom operates 115 Nordstrom-branded "full-line" department stores, 239 Nordstrom Rack Off-price" stores with approximately 71,000 employees nationwide. That's an average of ~201 employees a store. Distribution center numbers and employment were not specifically listed in the annual report. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with the 1 store in Pierce County, we can estimate ~201 employees. If half are part-time, **the FTE count would be ~151 FTEs.**

Data from Nordstrom's 2018 Annual Report filing - <https://press.nordstrom.com/static-files/7ec12efb-df9b-4993-a59f-44580dec8ba2>  
Stores Map - <https://goo.gl/maps/H9h4ndiZDsqHaFzeA>

### **Petsmart**

PetSmart corporate lists 1,650 retail stores and 56,000 employees nationwide. That's an average of ~34 employees a store. There's no indication of how many are part-time, let's assume half are part-time.

Result: With 11 stores in Pierce County, we can estimate ~374 employees. If half are part-time, **the FTE count would be ~281 FTEs.**

Data sourced from <https://www.petsmartcorporate.com/>  
Stores Maps - <https://goo.gl/maps/PUiuqdb4Uh3x2EA67>

### **Target**

Target corporate data shows 1,844 stores with 360,000 full-time, part-time and seasonal employees. That's an average of ~195 employees per store. There are 6 locations in Pierce County. There's no indication in the report of how many employees are part-time, so let's assume half are part-time.

Result: Assuming the above, with the 6 stores in Pierce County, we can estimate ~1,170 employees. If half are part-time, **the FTE count would be ~878 FTEs.**

Data from Target's 2018 Annual Report filing - <https://investors.target.com/static-files/fa51ab4e-e463-476e-9ac4-fdd339a2ee7e>  
Stores Map - <https://goo.gl/maps/6aokRnpQvyTdSuzBA>

### **Walgreen's**

Walgreens corporate data shows 18,500 stores with 354,000 employees which 110,000 of are part-time employees. That's an average of ~19 employees per store. There are 17 Walgreens locations in Pierce County. It is indicated that part-time employees work less than 30 hours a week, but there is no exact data, so let's assume they work 20 hours a week.

244,000 Full-Time Employees = 244,000 FTEs  
110,000 Part-Time Employees = 55,000 FTEs  
Approximate Total FTEs = 299,000 FTEs  
299,000 FTEs/18,500 stores = 16 FTEs/store

Result: Assuming the above, with the 17 stores in Pierce County, we can estimate ~272 employees. If half are part-time, the FTE count would be ~204 FTEs.

Data from U.S. Securities & Exchange Commission form 10-K submitted by Walgreens Boots Alliance, INC in August 2018.  
<https://www.sec.gov/Archives/edgar/data/909832/000090983218000013/cost10k9218.htm>  
Stores Map - <https://goo.gl/maps/2vrxkGdGxACJfR2d8>

### **Walmart**

Walmart corporate data shows 11,300 stores with 2.2 million employees described as “associates”. That’s an average of ~195 employees per store. There are 6 Walmart locations in Pierce County. There’s no indication of how many are part-time, let’s assume half are part-time.

Result: Assuming the above, with the 6 stores in Pierce County, we can estimate ~1,170 employees. If half are part-time, the FTE count would be ~878 FTEs.

Data from Walmart 2019 Annual Report [https://s2.q4cdn.com/056532643/files/doc\\_financials/2019/annual/Walmart-2019-AR-Final.pdf](https://s2.q4cdn.com/056532643/files/doc_financials/2019/annual/Walmart-2019-AR-Final.pdf)  
Stores Map - <https://goo.gl/maps/nfbnQEp3xzh1r87A7>

### **Wilco Farm Store**

Wilco Farm Store does not release an annual report to the public, so data was difficult to find. Their employment was estimated from an article released about the Puyallup location. Going off the estimate for this location Wilco Farm Store will have 30 employees in each of their 2 Pierce County locations. There’s no indication of how many are part-time, let’s assume half are part-time.

Result: Assuming the above, with the 2 stores in Pierce County, we can estimate ~60 employees. If half are part-time, the FTE count would be ~45 FTEs.

Data from NRHA.org Industry’s Annual Report <https://www.wilco.coop/farm-store-co-op-wilco-opens-new-puyallup-store-on-canyon-road/>  
Stores Map - <https://goo.gl/maps/pQHmZnSjogqLkcVX8>

### **Whole Foods**

Whole Foods corporate lists 500 retail stores and 87,000 employees nationwide. That’s an average of ~176 employees a store. There’s no indication of how many are part-time, let’s assume half are part-time.

Result: With one store in Pierce County, we can estimate ~426 employees. If half are part-time, the FTE count would be ~131 FTEs.

No updated annual report since 2016, data from <https://www.forbes.com/companies/whole-foods-market/#661f2e9b34df> and <https://www.wholefoodsmarket.com/company-info>

### **Winco**

WinCo Foods corporate website posted 126 stores with 18,000 employees. That’s an average of ~143 employees per store. There are 5 WinCo locations in Pierce County. There’s no indication of how many are part-time, let’s assume half are part-time.

Result: Assuming the above, with the 3 stores in Pierce County, we can estimate ~429 employees. If half are part-time, **the FTE count would be ~322 FTEs.**

WinCo Foods Website: <https://www.wincofoods.com/about>  
Stores Map - <https://goo.gl/maps/nVvMMJK47d4gEUPCA>

## **Restaurants**

### **Anthem Coffee**

Anthem Coffee does not have an annual report to pull from, but using industry data we can estimate employment. The average coffee shop has 8-9 employees. I am going to calculate on the higher end (9 per store) to cover any corporate employees. Assuming half are part time, with Anthem's 8 locations there are approximately (9 x 8) 72 employees and **~54 FTEs.**

Data pulled from <https://myanthemcoffee.com/> and <https://foodtruckempire.com/podcast/the-daily-grind/>

### **Applebee's Neighborhood Grill and Bar**

Applebee's Lakewood, WA location reported 71 FTEs. There are 71 if we use this data as a standard, than we can estimate (7x71) **~497 FTE** employees in Pierce County.

Stores Map - <https://goo.gl/maps/4BjqvsvytFnZxWje9>

### **Big Horn / The Ram**

**250 FTEs** Reported by Lakewood Headquarters.

Stores Map - <https://goo.gl/maps/RgDop2JuRa3tFgQs9>

### **Bigfoot Java**

Bigfoot Java does not have an annual report to pull from but using industry data we can estimate employment. The average drive through coffee shop has 4 employees plus corporate positions. Assuming half are part time, with Bigfoot Java's 11 locations there are approximately (4 x 11) 44 retail employees. With an unknown number of corporate employees we are estimating **~55 FTEs.**

Data pulled from <https://bigfootjava.com/locations/> and <https://foodtruckempire.com/how-to/drive-thru-coffee-business-plan/>  
Stores Map - <https://goo.gl/maps/3jfh8N8ZHQ7YLeQA6>

### **Farrelli's**

7 Pierce County locations: DuPont, Sumner, Tacoma, Parkland, Frederickson, Pt Ruston, McNamara's

Clayton Krueger, Director of Marketing & Communications provided the employment data of 110 FT employees, 155 PT companywide (for all 9 locations, including Thurston & King)

- 155 part-time x .5 = 78 FTE (we estimate that PT food and retail employees work 20 hours/week)
- 110 + 78 = 188 FTE company-wide
- Divide 188/9 and there's an average of 21 FTE at each location.
- Multiply 21 by 7 Pierce County locations to arrive at **~147 FTEs.**

Stores Map - <https://goo.gl/maps/8e1K51GJ8SHtRTKY9>

### **Chipotle**

Chipotle operates 2,452 locations with approximately 73,000 employees nationwide. That's an average of ~30 employees a store. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with the 3 stores in Pierce County, we can estimate ~90 employees. If half are part-time, **the FTE count would be ~68 FTEs.**

Data from Chipotle's Annual Report <https://ir.chipotle.com/annual-reports>  
Stores Map - <https://goo.gl/maps/ni92GNT1LXveiKFD8>

### **Olive Garden**

Darden (owners of Olive Garden) operates 860 locations, with each restaurant typically employing "between 60 to 120 hourly team members, most of whom work part-time". To be conservative, we will estimate 90 employees per store with an estimate that 75% are part time.

Result: Assuming the above, with the 2 stores in Pierce County, we can estimate ~180 employees. If 75% are part-time, **the FTE count would be ~158 FTEs.**

Data from Chipotle's Annual Report [https://s2.q4cdn.com/922937207/files/doc\\_financials/2019/FY19-10-K-FINAL-for-website.pdf](https://s2.q4cdn.com/922937207/files/doc_financials/2019/FY19-10-K-FINAL-for-website.pdf)  
Stores Map - <https://goo.gl/maps/spMdRatYZrBZ2N1c7>

### **Red Robin Gourmet Burgers & Spirits**

63 FTEs Reported for the two Lakewood locations. There are 5 locations in Pierce County. If we assume all other locations have approximately 31.5 FTEs then we can estimate (5 x 31.5) **~158 FTEs** in Pierce County.

Stores Map - <https://goo.gl/maps/yGqFhA7pfu4qKquU9>

### **MOD Pizza**

MOD Pizza has over 404 locations with approximately 2,000 employees nationwide. That's an average of ~5 employees a store. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with the 5 stores in Pierce County, we can estimate ~25 employees. If half are part-time, **the FTE count would be ~19 FTEs.**

Data from MOD Pizza's website - <https://modpizza.com/press/mod-pizza-announces-2018-full-year-results/>  
Stores Map - <https://goo.gl/maps/YZEXCWc32rwRrSg38>

### **Panera Bread**

Panera Bread has 2,036 locations with approximately 50,800 employees nationwide. That's an average of ~25 employees a store. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with the 5 stores in Pierce County, we can estimate ~125 employees. If half are part-time, **the FTE count would be ~94 FTEs.**

Data from Panera Bread's Annual Report (most recent year posted, 2016) - <https://www.panerabread.com/en-us/company/financial-reports.html>  
Stores Map - <https://goo.gl/maps/kiWfznoKa9vTSiMA>

### **Starbucks**

Starbucks corporate data shows 13,275 corporate owned and 14,064 licensed stores (27,339 total stores) with 291,000 worldwide employees. That's an average of ~11 employees per store. There are 34 Starbucks locations in Pierce County. There's no indication of how many are part-time, let's assume half are part-time.

Result: Assuming the above, with 34 stores in Pierce County, can estimate ~374 employees in Pierce. Using same formula for PT, the count would **be ~281 FTEs.**

Data from Starbuck's 2018 Annual Report filing - [https://s22.q4cdn.com/869488222/files/doc\\_financials/annual/2018/2018-Annual-Report.pdf](https://s22.q4cdn.com/869488222/files/doc_financials/annual/2018/2018-Annual-Report.pdf)  
 Stores Map - <https://goo.gl/maps/r2W9DUhsV5bCBzjY8>

## **Fast Food**

Most recent statistical study states that in the US, the average retail fast food restaurant will have 15.23 employees. Assuming half of the employees are part-time...

<b>Store</b>	<b>Locations</b>	<b>Locations Map</b>	<b>Estimated FTE</b>
Jack in the Box	23	<a href="https://goo.gl/maps/fSLw4dSZz5HCNbuP8">https://goo.gl/maps/fSLw4dSZz5HCNbuP8</a>	263 FTEs
Qdoba	3	<a href="https://goo.gl/maps/gmhCH6KmmoWDM9Y59">https://goo.gl/maps/gmhCH6KmmoWDM9Y59</a>	35 FTEs
McDonald's	27	<a href="https://goo.gl/maps/b5X1i3L648h5UfMn7">https://goo.gl/maps/b5X1i3L648h5UfMn7</a>	296 FTEs
Subway	39	<a href="https://goo.gl/maps/SVwxSb5PkBBUm5Pb9">https://goo.gl/maps/SVwxSb5PkBBUm5Pb9</a>	446 FTEs
Domino's Pizza	21	<a href="https://goo.gl/maps/MZjHfpp44L41KuuY6">https://goo.gl/maps/MZjHfpp44L41KuuY6</a>	230 FTEs
Wendy's	10	<a href="https://goo.gl/maps/Q6jiVAQtsGjAXhrC8">https://goo.gl/maps/Q6jiVAQtsGjAXhrC8</a>	114 FTEs
Taco Bell	17	<a href="https://goo.gl/maps/f4aceaoDxiYiBpCX6">https://goo.gl/maps/f4aceaoDxiYiBpCX6</a>	194 FTEs
Arby's	9	<a href="https://goo.gl/maps/34kX1RzgvDcLtJHZ8">https://goo.gl/maps/34kX1RzgvDcLtJHZ8</a>	103 FTEs
Pizza Hut	15	<a href="https://goo.gl/maps/3ERAvNspCGa1YTD16">https://goo.gl/maps/3ERAvNspCGa1YTD16</a>	171 FTEs
Sonic	5	<a href="https://goo.gl/maps/clj66LB1m4nUKN4D7">https://goo.gl/maps/clj66LB1m4nUKN4D7</a>	57 FTEs
Chick-Fil-A	4	<a href="https://goo.gl/maps/LxcBLvdcC9SGjrVx8">https://goo.gl/maps/LxcBLvdcC9SGjrVx8</a>	46 FTEs
Taco Time	11	<a href="https://goo.gl/maps/ntJUdLjoF7a6Y43L7">https://goo.gl/maps/ntJUdLjoF7a6Y43L7</a>	126 FTEs
Taco Del Mar	3	<a href="https://goo.gl/maps/ZJG6etSKX5LjNCpF9">https://goo.gl/maps/ZJG6etSKX5LjNCpF9</a>	34 FTEs
Burger King	14	<a href="https://goo.gl/maps/XX35RhnM7Reejz4X6">https://goo.gl/maps/XX35RhnM7Reejz4X6</a>	160 FTEs
Roundtable Pizza	5	<a href="https://goo.gl/maps/imNpVb7x8bLytrCS9">https://goo.gl/maps/imNpVb7x8bLytrCS9</a>	57 FTEs
KFC	14	<a href="https://goo.gl/maps/5tGttmURRzpReAJP8">https://goo.gl/maps/5tGttmURRzpReAJP8</a>	160 FTEs
Five Guys	3	<a href="https://goo.gl/maps/V6Xod1YQeikbSdWP6">https://goo.gl/maps/V6Xod1YQeikbSdWP6</a>	34 FTEs
Patty's Burgers	2	Only found one location	30.56

Data from <https://www.statista.com/statistics/196672/employees-per-establishment-in-us-fast-food-restaurants-since-2002/>  
 Retrieved 11/16/2019

## **Auto/Retail**

### **O'Reilly Auto Parts**

O'Reilly has 19 retail stores and 1 distribution center in Pierce Co. Corporate data indicates 5,219 stores with 67,369 retail. That's an average of ~13 employees a store. There's no indication of how many are part-time, let's assume half are part-time.

Distribution Center reported 330 FTEs.

Result: Assuming the above, with the 19 stores in Pierce County, we can estimate ~247 employees. If half are part-time, the FTE count would be ~186 + 330 = 516 FTEs

Data from O'Reilly Auto Parts SEC 10-K Report Filings, Dec 2018 - <https://corporate.oreillyauto.com/investor-relations-sec-filings>  
 Stores Map - <https://goo.gl/maps/jA5C9kUtrndQYmveA>

### **Robert Larson Automotive Group**

Toyota of Tacoma  
 Larson Says YES  
 Puyallup Used Cars

Larson Porsche of Tacoma  
Larson Hyundai  
Larson Cadillac  
Mercedes-Benz of Tacoma  
Larson VW  
Larson Dodge  
Larson Motors  
Audi Tacoma

Data provide via City of Puyallup for Larson Motors is 60 FTEs, applying that to estimated all other locations the ~ 660FTE amount is

#### **Titus-Will Cars**

3 Pierce County locations  
Approximated ~100 FTEs

#### **Korum Motors – 4 Pierce County locations**

Korum Ford-Lincoln  
Korum Hyundai  
Korum's Pre-Owned Vehicles  
Korum Nissan

\*Data provide via City of Puyallup, 125 FTEs

#### **Harnish Auto Family - 4 Pierce Co dealerships**

Subaru of Puyallup: 95 FTEs  
Chevrolet Buick/GMC of Puyallup: 95 FTEs  
Volkswagen Puyallup: 99 FTEs  
Data provided by the City of Puyallup,  
Total FTEs = 287 FTEs

#### **Milam Mazda & South Tacoma Mazda owned by same parent company**

Milam Mazda: 65 FTEs  
Milam Truck Country: 15 FTEs  
Total = 80 FTEs

#### **DISTRIBUTION CENTERS**

##### **Amazon**

Due to not reporting this year, we will be using their 2018 data. In 2018, DuPont reported, Sumner did not. Estimated both locations based on DuPont FTEs.

##### **FedEx**

Distribution Centers employ an average of 200/location. (per Maddie Merton) \*\*