

BUSINESS RETENTION & EXPANSION (BR&E) PROGRAM

Advancing the Growth of Small and Medium Sized Indiana Businesses

PARKE COUNTY, INDIANA Final Report of Program Outcomes

January 2017

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Advancing the Growth of Small and Medium Sized Indiana Businesses

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Why a BR&E Program^[BLU1]?

Retention and expansion provides a multitude of growth opportunities for local companies within a community and has become an integral part of the economic development strategies being pursued by many communities. Existing businesses and the local workforce are key “barometers” of a community’s economic health (as a place to live, work and play).

Research shows that small businesses are major drivers of job growth. BR&E is intended to help focus the energies of community stakeholders on the economic assets that already exist in their cities, counties and regions, making them stronger and more resilient over time.

If a community is pro-active in reaching out to its businesses – particularly targeting smaller businesses (10-99 employees) – and servicing their needs, communities are more apt to see the following:

1. Increase in local business interactions
2. Increase in job hiring to meet demand
3. More individuals that move to the community, increasing service needs (schools, healthcare, veterinarians, etc.)
4. Other businesses that take more interest in the community, which may promote the growth of new businesses (this is backed up by research!)
5. A more vibrant community with a more diverse economy and expanded efforts to improve the quality of life. Subsequently, residents that are more satisfied with their community and businesses that value the strong connection to their community



A look at business data for Parke County provides some valuable insights on why an ongoing focus on retaining and expanding existing companies in the county makes sense. We present two sets of data. The first examines changes occurring in the number of jobs in the county and the factors that are fueling the growth and decline of jobs in Parke County (see Table 1). The second reviews the distribution of existing firms in the county by stages, from the self-employed all the way to enterprises that employ 500 people or more (see Table 2).

Table 1. Changes in Jobs (2010 thru 2015)

Gained by	New Startups	1,409
	Spinoffs	316
	Expansion	331
	In-migration	32
	TOTAL GAINED	2,088
Lost by	Closings	2,245
	Contractions	578
	Out-migration	151
	TOTAL LOST	2,974
Net change		- 886

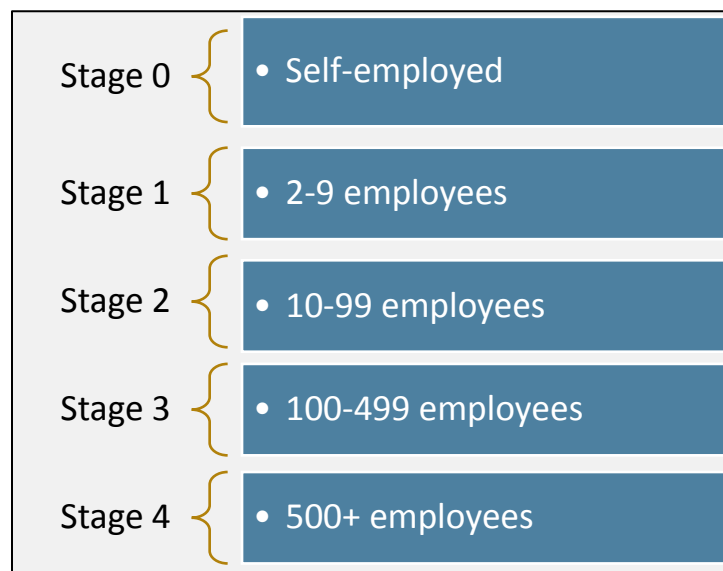
Over the span of the 2010 to 2015 period, the churning of jobs in the county has been rooted in a number of factors. The top panel of Table 1 focuses on the components that were instrumental in helping add jobs to the local economy. Approximately two-thirds of jobs created since 2010 have been the result of new businesses being started. On the other hand, nearly 500 jobs were due to expansion by existing companies in the county or by spinoff activities from firms that are already in Parke County. Some 32 firms migrated to the county over the course of the last six years.

The bottom panel of Table 1 highlights job losses occurring in the county between 2010 and 2015. Without question, business closures were the primary contributors to job losses occurring in the county during this time period. Just under 600 jobs were lost as a result of the downsizing of existing companies in the county, while 151 firms relocated to another Indiana county or to another state.

All told, the economic shifts taking place in Parke County from 2010 to 2015 resulted in a net loss of 886 jobs. While the news is not great, it does serve to make the case of the value of pursuing BR&E strategies. For one, BR&E can help identify the factors that may be limiting the ability of local companies to both survive and thrive. In addition, the program can be targeted to new companies as a way of assessing early on the factors that can strengthen their ability to weather the ups and downs that are not atypical for many new enterprises.

Job Changes in Parke County by Employment Stages

With the job losses suffered in Parke County in recent years, it is useful to give attention to the size of firms that may be associated with job growth or decline. We do so by adopting the typology of the University of Wisconsin Extension as part of its youreconomy.org website,



which delineates the number of employees by five employment stages. The five stages are shown the accompanying diagram.

As of 2015, there were no Stage 4 companies reported in the youreconomy.org website for Parke County. However, over 37 percent of people were employed in Stage 2 firms, followed by 31.4 percent in Stage 1 and 29 percent in Stage 3 enterprises. Two percent of those employed in the county were self-employed. [HTJ2]

The second part of our analysis focuses on job growth/decline by employment stages. Table 2 highlights the cumulative job changes taking place by stages over the period of 2010 to 2015.

Table 2. Distribution of Job Gains and Losses by Employment Stages in Parke County [HTJ3][HTJ4]

	Job Gains, 2010-15		Job Losses, 2010-15	
Stage	Number	Proportion	Number	Proportion
Stage 0	62	3%	53	1.8%
Stage 1	1,300	62.3%	1,021	34.3%
Stage 2	564	27%	1,238	41.6%
Stage 3	162	7.7%	662	22.3%
Stage 4	0	0%	0	0%
Total	2,088	100%	2,974	100%

The left portion of Table 1 examines job gains and the major source of these increases. Clearly, the employment stage that generated the greatest expansion of jobs in the county from 2010 to 2015 was first stage companies (creating 1,300 jobs). Some 564 jobs were generated by Stage 2 enterprises, representing 27 percent of the job gains. Companies employing 100-499 people expanded with only 162 jobs, while the self-employed added 62 jobs.

However, the right portion of Table 1 helps paint a more complete picture of the job situation in Parke County since it focuses on job losses. The employment stage that suffered the largest job declines during the 2010-2015 period was Stage 2 firms, shedding 1,238 jobs (nearly 42 percent of all job losses). Also experiencing sizable decreases were Stage 1 enterprises (with 1,021 jobs lost) and Stage 3 companies (with 662 jobs being shed). Jobs associated with the self-employed dipped by 53 jobs.

What the data highlighted in Table 2 reveal is that Stages 1 and 2 are the key sources of both job gains and job losses. As such, a BR&E program targeted to these two stages is a focus that may make sense for Parke County. Not only could the attention be devoted to identifying factors that are limiting some 1st and 2nd stage from growing, but also delineating the “red

flags” that are jeopardizing the ability of other 1st and 2nd stage firms to survive over the near term.

In the following sections of this report, we outline the purpose and key objectives of the Purdue Extension Community Development BR&E program. We then discuss the five critical phases of the BR&E program, a framework that is used to describe the step-by-step process we employ in the county, and to showcase the result of our pilot effort in Parke County.

Key Components to the BR&E Program

Program Goals

The purpose of the Business Retention & Expansion (BR&E) program is to connect with existing businesses for the purpose of understanding and proactively responding to the sets of needs that are limiting their ability to grow or survive in today’s current economic climate. It does so through the pursuit of three goals:

Assisting the county in analyzing its local economy

Using the data/information to identify, design and implement strategies to strengthen existing businesses and industries

Shepherding the implementation of a community’s BR&E program by serving as a coach/mentor in and equipping the Task Force Coordinator to take the reins for future iterations

Program Outcomes

The BR&E program helps improve the capacity of the community to:

- **Understand** businesses by identifying their immediate issues and concerns
- **Identify** and respond to businesses that may be planning to close, sell, move, or expand
- **Collect** business/market data as part of a broader planning process
- **Implement** improvements to community-level services and support for local businesses
- **Foster** and enhance the environment for business growth and development
- **Generate** a report to recognize opportunities and celebrate your business community

Program Modules



Partnership Parke County reached out to Purdue Extension Community Development for information about the Business Retention & Expansion (BR&E) program and subsequently decided to sponsor the Parke County BR&E initiative. Task Force members were recruited for the kick off meeting which began the five-module process for the BR&E Program.

Module 1 - Organize

Parke County kicked off their program in January 2016:

- The Task Force represented various segments of the community and comprised banking, industry, agriculture, retail, service, education and the women’s correctional facility
- Cyndi Todd, Executive Director of Partnership Parke County, was identified as the local Task Force Coordinator of the program. She was instrumental in organizing the activities of the Parke County BR&E Task Force
- Task Force members learned about BR&E and the benefits to their community
- Data were shared with the Task Force about impact with businesses at the national, state and local level
- Goals were discussed with the program
- The Task Force members decided to meet monthly
- See **Appendix A** for a list of the 2016 BR&E Task Force members

Module 2 - Gain

The next step in the BR&E process was to gain support from the local community:

- The Task Force gauged business awareness among the community at large through an assessment
- The group conducted a sample of a Community Readiness Assessment and recognized that Parke County was categorized as “vaguely aware”
- This indicated that most residents had little knowledge of what occurred in the business sector and the impact it had on quality of life, leadership or the local economy
- Information on a variety of data products were reviewed, including industry sector data and regional industry cluster information

Module 3 - Gather

The third step in the BR&E Program was to gather data:

- The Task Force, with guidance from Purdue Extension Community Development, surveyed five businesses in Parke County to gather information about their concerns, perceptions of the business operating environment and culture of the community
- The survey was developed and implemented digitally using Qualtrics software. This software was also to be used to analyze the information that would be captured in the survey of targeted businesses
- The Task Force selected companies based upon the survey data as well as the analysis of secondary data on key industry sectors and their contribution to the region's industry clusters
- Discussion resonated around which was more impactful for Parke County, agri-business or agri-tourism. The members ultimately selected agri-business
- The Task Force members were excited to reach out to the sector and now needed to determine which businesses they would select for their focus



Module 4 - Analyze

Site visits, surveys of the businesses, and processing data were used to analyze business needs:

- The Task Force Coordinator and a minimum of one Task Force member visited each company and completed the survey
- Company visits were completed during the months of August and September with results reported to the Task Force in October
- All meetings were confidential and information gathered from the surveys could only be shared with members of the Task Force
- To preserve confidentiality, information collected in the survey are now housed in the Qualtrics software system maintained by Purdue University
- See **Appendix B** for the survey results (Agri-business sector)
- See **Appendix C** for an aggregate of site visit responses from the qualitative survey

Module 5 - Report

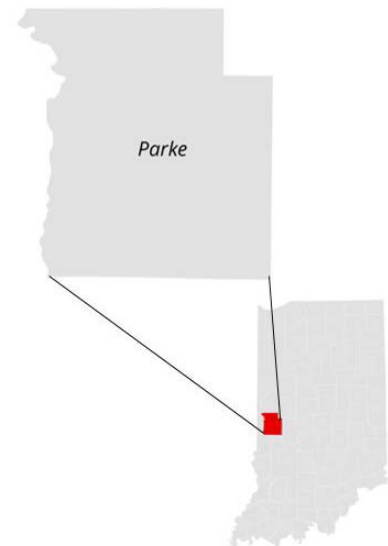
This represents the most comprehensive Module of the BR&E program:

- Parke County provided a writing team to summarize various parts of their findings to report back to Purdue Extension Community Development
- Purdue Extension Community Development then provided support in preparing the report for Parke County
- The report was shared with companies prior to final release to stakeholders

County Data Overview

- Demographic and industry data were presented to the Parke County BR&E Task Force for assisting with determining the focus of their efforts
- See **Appendix D** for county data

Using secondary data sources that were further enhanced with local information, the Task Force determined a target of agri-business companies.



Key Data Highlights

- ✓ Population of Parke County is **17,107** in 2015, a decline of approximately **2 percent** since 2010
- ✓ Median value of owner-occupied housing is **\$88,200**
- ✓ More than 85 percent of adult residents have a high school education or more. The percent with a bachelor's degree or higher is **13.4 percent**
- ✓ The median age is **41.8 years old**
- ✓ The average house size is **3.09 people** and the average family size is **2.97**
- ✓ With regard to family structure, 18.2 percent people are married with children, while just over **7 percent** of family households with children are headed by a single parent
- ✓ The median household income is **\$43,637**
- ✓ The average commute distance to work is **26.8 miles**
- ✓ Demographics:
 - **95.9 percent** White
 - **2.6 percent** Black or African American
 - **.4 percent** American Indian
 - **.2 percent** Asian
 - **1.4 percent** Hispanic

Industry Mix

Parke County's largest employment industry is government, which includes individuals employed at the state parks, public schools, local government, and state and federal agencies. Other top employing industries included manufacturing, retail trade, accommodation and food services and construction.

Industries with the greatest employment growth since 2009 included other services, manufacturing (and its associated industry – transportation and warehousing) and health care and social assistance. Declines in employment were most evident in accommodation and food services as well as the government sector. Average earnings range considerably within the county, from \$24,473 (retail trade) up to \$94,656 (utilities), a pattern that aligns with many other rural communities in the state.

NAICS	Industry	2015 Jobs	Job Change (2009-2015)	Avg. Earnings (2015)
90	Government	1,151	-168	\$ 39,232
31	Manufacturing	516	84	\$ 46,749
44	Retail Trade	378	-14	\$ 24,473
72	Accommodation and Food Services	264	-205	\$ 13,782
23	Construction	227	33	\$ 33,425
81	Other Services (except Public Administration)	217	104	\$ 19,598
62	Health Care and Social Assistance	177	58	\$ 30,749
11	Crop and Animal Production	167	4	\$ 28,300
56	Administrative and Support and Waste Management and Remediation Services	139	-17	\$ 28,643
48	Transportation and Warehousing	111	57	\$ 40,399
42	Wholesale Trade	105	-10	\$ 39,864
54	Professional, Scientific, and Technical Services	95	6	\$ 30,382
52	Finance and Insurance	88	-27	\$ 50,274
53	Real Estate and Rental and Leasing	60	25	\$ 37,346
22	Utilities	42	-20	\$ 94,656
51	Information	37	2	\$ 47,522
71	Arts, Entertainment, and Recreation	24	2	\$ 10,907
55	Management of Companies and Enterprises	20	1	\$ 73,799
61	Educational Services	18	-5	\$ 25,620
21	Mining, Quarrying, and Oil and Gas Extraction	<10	19	\$ 28,269

(Source: EMSI)

Economy

In comparison against state and national numbers, Parke County has a higher rate of unemployment and lags behind Indiana and the U.S. on job growth, per capita personal income and median household income. A major contributing factor is the mix of jobs that are present in the community, many that are not providing salaries or wages that are on par with those in the state or nation as a whole.

EMPLOYMENT	Parke	Indiana	United States
Unemployment Rate (2015)	5.7	4.8	5.3
Recent Job Growth (2014-2015)	1.0%	1.8%	2.1%
Per Capita Personal Income (2015)	\$31,434	\$41,940	\$48,112
Median Household Income (2015)	\$43,637	\$49,225	\$53,889

(Source: Census Bureau, ACS 5-year estimates)

Occupations

Occupation data helps portray the type of work that employees do regardless of the specific industry in which they are employed. For sake of simplicity, the occupations were aggregated into seven categories, as listed in the below table. The percentages reflect the share of employment by occupation in the listed geography. In Parke County, three occupation groups comprise over two-thirds of the workforce – sales and office, production, transportation and material moving and service.

Indiana and the United States have a greater proportion of workers in management, business and financial operations as well as professional and related occupations – hence the disparity across the three geographies as rural counties tend to have more production and construction related occupations.

Employee Occupations	Parke	Indiana	United States
Management, Business and Financial Operations	5.8%	10.8%	12.5%
Professional and Related Occupations	12.3%	19.7%	22.0%
Service	21.5%	18.9%	20.4%
Sales and Office	23.3%	23.3%	24.1%
Farming, Fishing and Forestry	1.7%	0.4%	0.7%
Construction, Extraction and Maintenance	12.7%	8.4%	8.2%
Production, Transportation and Material Moving	22.7%	18.5%	12.2%

(Source: Census Bureau, ACS 5-year estimates)

Survey and Site Visit Outcomes

In 2016, five businesses from the agri-business sector were assessed by the Parke County BR&E Task Force. The assessment process was comprised of two steps- a quantitative survey and a qualitative interview.

An initial 36 question quantitative survey was distributed to collect background information on the company's composition and employees. Additionally, initial information was collected about the company's viewpoint on the local business environment, employment opportunities, and future plans. The quantitative survey questions and responses can be found in **Appendix B**.

Following the survey, the BR&E Task Force conducted in-person interviews to collect qualitative information on the company's interests and objectives. Through these questions the local Task Force identified areas of opportunity (green flags) as well as areas of concern (red flags). A summary of key findings from the in-person qualitative interviews can be found in **Appendix C**.

Agri-business Survey & Site Visit Participants

After reviewing a variety of economic information, the Task Force made a strategic decision to target their study toward the agri-business sector. The local Task Force determined they had a resource base large enough to assess five companies.

Participating companies were selected based on meeting two growth-oriented indicators: 1) targets of potential expansion and 2) high opportunities for growth and retention based on the data cluster analysis performed.

Three out of the five companies surveyed had greater than ten employees and two of the five companies had fewer than nine employees. The two firms with fewer than nine full-time employees hired seasonal workers ranging to as many as 25 temporary seasonal workers each year.

Four of the five participating firms were privately or family-run held businesses while one was publically held. Of the five companies surveyed, each of them have been in the community greater than ten years. Four of the five business owners and managers reside in Parke County.

Growth & Employment Plans

Four out of five companies who participated in the survey and in-person interview reported that they plan to modernize, renovate or expand their existing facility and/or operations. This expansion would take place in the next one to three-year period. Most of the expected expansion would likely be associated with warehousing. One business was considering selling, three were planning to stay in the community, and one was potentially planning to move due primarily to site location.

According to the site visit interviews, most of the expected expansions was anticipated to be warehousing, but constraints were noted, especially insufficient space and lack of physical planning assistance. To complement the expansion, an increase in jobs was expected, although precise figures were not available at the time of this report.

Nearly all of the companies reported that they expected to add positions to the firms. Three of the five companies reported that they believe the additional jobs and expansion would increase the number of customers, sales/total revenue, profits, and number of employees. From the interviews, it was consistently reported that businesses were looking to identify talented, hard-working people; create new and innovative products; and look for ways to expand customer base and services.

Labor Force & Training

The local labor force was ranked good to average by two of the employers surveyed in quality and quantity. It was judged to be average to poor by two of the employers surveyed in availability. The stability of the labor force was ranked average by three of the employers who were surveyed.

Employers were also surveyed in regards to management staff. Three of the five businesses surveyed ranked the quality and availability as average, two evaluated the quantity as average to poor, and two ranked the stability as excellent to average.

Companies were asked to rate job skill preparations. Three out of four of the respondents rated customer service skills as average. Two out of four ranked passing drug tests, application completion, and job timeliness as good to poor. Three out of four of the businesses surveyed employed between 11-20 individuals. Site visit interviews indicated that employee training was a critical issue in the retention and expansion of businesses.

The top skills that Parke County businesses identified as being the most pressing need among their current and potential employees were other skills, general skills and managerial skills. Other skills were specified as office machines, general office activities, account skills and Class B – Commercial Driver’s License. General skills were defined as basic math, reading/writing and problem solving. The employers stated that their preferred format for training would be on-site, a one-day seminar or web-based. Two of five employers stated that the training would be most beneficial on a seasonal basis.

Community Amenities

Four of five respondents indicated they would encourage other businesses to locate to Parke County. All of the businesses surveyed ranked quality of life in Parke County as good or better. The respondents felt Parke County offered a safe environment, productive workforce, a good location, a reasonable quality of life, and top-notch safety services. The respondents also listed the cost of doing businesses as acceptable on the following categories: building costs, environmental regulations, healthcare insurance, corporate taxes, payroll taxes, property taxes, worker’s compensation and public utilities.

Surveyed businesses rated several community services throughout Parke County. Police, fire, recreational/cultural and entertainment activities, and electrical/natural gas services were evaluated as “excellent.” In contrast, the following factors were regarded as “poor” or “very poor”; street repairs, the school system, hotel accommodations, and business services.



Conclusion

The main objective of this report was to develop a greater understanding of the current business climate in Parke County from the perspective of a handful of targeted businesses. Simply put, the intent was to do a better job capturing the perspective of local companies when it comes to their needs, wants and perceptions, as well as their insights on the community’s strengths and weaknesses when it came to creating a hospitable environment for existing companies. Knowing what the community is doing well, and where it is falling short, is one of the valuable products of a business retention and expansion effort. With this information in hand, the community is better positioned to develop and implement programs and policies that can strengthen the presence and persistence of businesses in the community.

As a result of the BR&E effort, the Task Force was able to identify several opportunities for assistance through its engagement with each of the targeted companies. Thanks to the valuable insights gained through this process, the Task Force is developing plans to address many of the areas of need (green flags) as well as areas of concern (red flags) articulated by the businesses taking part in this study. In fact, some of the concerns expressed by these companies already have been addressed. This proactive relationship has helped strengthen bonds between communities and businesses.

What is important to note is that the work of the Task Force goes on and the team is planning to build on its initial investment in the BR&E program. It will do so by targeting other companies in the county, working to do its utmost to strengthen and grow those businesses that have been a valuable part of the economy of Parke County.

APPENDIX A –TASK FORCE MEMBERS

Cyndi Todd – Task Force Coordinator & Executive Director of Partnership Parke County

Brad Buchanan – Owner, The Tiki Hut at Raccoon Lake

Jim Bosley – President, First Financial Bank

Steve Gerrish – Managing Partner, Apex One Equity, LLC

Jim Luzar – County Extension Director/Community Development Educator, Parke County
Purdue Extension

Kim Nicholas – Site Manager, Ivy Tech Community College

Julie Stout – Superintendent, Rockville Correctional Facility

Parke Swaim – Owner, Pizza King and Antiques on York. Rockville Town Council

Kristi Whitacre – County Extension Director/Community Development Educator, Vigo County
Purdue Extension

Tracie Yelich – Business Advisor, West Central Indiana Small Business Development Center

APPENDIX B – SURVEY RESULTS (AGRI-BUSINESS SECTOR)

Section A – Local Business Environment

Q1 - What is your overall opinion of Parke County as a place to do business?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Excellent	0%	0
Good	60%	3
Average	40%	2
Poor	0%	0
Terrible	0%	0

Q2 - What are your top three (3) reasons for locating or keeping your business in Parke County?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Safe environment	60%	3
Safety services	40%	2
Quality of life	40%	2
Location	40%	2
Available restaurants / hotels	20%	1
Recreation facilities / entertainment	20%	1
Access to customers	20%	1
Access to suppliers	20%	1
Quality of housing	0%	0
Access to business services	0%	0
*Other (please specify)	40%	2

Q3 - What is your company's primary geographic market? (Check one.)

<i>Answer</i>	<i>%</i>	<i>Count</i>
Local	20%	1
Northeast Indiana	0%	0
Southeast Indiana	0%	0
Central Indiana	40%	2
Southwest Indiana	0%	0
Northwest Indiana	0%	0
Statewide	20%	1
National	20%	1
International	0%	0

Q4 - How long has this business been operating at your current location?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Less than 1 year	0%	0
Between 1 – 5 years	0%	0
Between 5 – 10 years	0%	0
More than 10 years	100%	5

Q5 - Which of the following best describes your business?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Publicly held (stock)	0%	0
Private	50%	2
Employee-owned	0%	0
Family-owned	25%	1
Nonprofit or not-for-profit	0%	0
Headquarters of multi-unit firm	0%	0
Branch office of multi-unit firm	25%	1
Other (please specify)	0%	0

**low population

Q6 - What is the primary type of space your business occupies? (Check one.)

<i>Answer</i>	<i>%</i>	<i>Count</i>
Retail	0%	0
Office	20%	1
Industrial/manufacturing	0%	0
Warehouse	80%	4

Q7 - Do you own or lease your space?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Own	80%	4
Lease	20%	1

Q8 - Have you renewed your lease at least once since establishing business in this location?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Yes	100%	1
No	0%	0

Q9 - If yes, why?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Price	0%	0
Location	100%	1
Amenities	0%	0
Quality of space	0%	0
Local community	0%	0
Other (please specify)	0%	0
Total	100%	1

Q10 - Over the next three (3) years, do you think the following business factors will increase, stay the same, or decline?

<i>Question</i>	<i>Increase</i>		<i>Stay the same</i>		<i>Decline</i>		<i>Total</i>
Number of customers	80%	4	0%	0	20%	1	5
Sales - Total revenue	80%	4	0%	0	20%	1	5
Profits	80%	4	0%	0	20%	1	5
Number of employees	80%	4	0%	0	20%	1	5

Q11 - If you expect any of these business factors to increase or decrease, what are the principal reasons for the changes?

it's a dying business
seed sales important, talented people will succeed, in production business 20 years
Word of mouth
new and innovative products; market place (Rural King); marketing and promotion
expand customer base and services

Q12 - From your perspective as a businessperson, please rate the overall quality of life in Parke County.

<i>Answer</i>	<i>%</i>	<i>Count</i>
Excellent	20%	1
Good	80%	4
Average	0%	0
Poor	0%	0
Very Poor	0%	0

Q13 - Do you live in Parke County?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Yes	80%	4
No	20%	1

Q14 - Would you recommend another business to locate in the Parke County?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Yes	80%	4
No	20%	1

Q15 - Please describe your business needs or concerns that could be addressed by local government or local private entities. (Immediate needs or concerns and long-term needs or concerns that are more than 2 years)

investment in utilities
planning commission for future building
Purdue extension - owner takes ownership to reach out; official assistance; personal visit
sewer, workforce
Training for CDL-class B or at least a pre-trip inspection course; workforce; tree trimming to avoid equipment repairs/replacements

Q16 - Please indicate whether you believe the cost of doing business in Parke County is high, acceptable or low.

<i>Question</i>	<i>High</i>		<i>Acceptable</i>		<i>Low</i>		<i>Total</i>
Building costs (rent)	0%	0	33.33%	1	66.67%	2	3
Environmental regulations	20%	1	40%	2	40%	2	5
Health care insurance	25%	1	50%	2	25%	1	4
Inventory taxes	50%	1	0%	0	50%	1	2
Corporate taxes	33.33%	1	33.33%	1	33.33%	1	3
Payroll taxes	0%	0	60%	3	40%	2	5
Property taxes	0%	0	33.33%	1	66.67%	2	3
Public utilities	25%	1	50%	2	25%	1	4
Workers compensation	25%	1	75%	3	0%	0	4

Q17 - From your perspective as a businessperson, please rate the following amenities and services in Parke County.

<i>Question</i>	<i>Excellent</i>		<i>Good</i>		<i>Average</i>		<i>Poor</i>		<i>Very Poor</i>		<i>Total</i>
Roads, highways and freeways	0%	0	60%	3	0%	0	40%	2	0%	0	5
Water and sewers	0%	0	66.67%	2	0%	0	0%	0	33.33%	1	3
Natural gas services	50%	1	50%	1	0%	0	0%	0	0%	0	2
Telecom services	0%	0	33.33%	1	33.33%	1	33.33%	1	0%	0	3
High speed Internet access	0%	0	0%	0	50%	2	50%	2	0%	0	4
Electrical services	25%	1	75%	3	0%	0	0%	0	0%	0	4
Public transportation	0%	0	0%	0	0%	0	0%	0	0%	0	0
Air service	0%	0	0%	0	0%	0	0%	0	0%	0	0
Health care services (EMS, hospitals, clinics)	0%	0	60%	3	40%	2	0%	0	0%	0	5
School system	0%	0	40%	2	40%	2	20%	1	0%	0	5
Child care services	0%	0	25%	1	50%	2	25%	1	0%	0	4
Restaurants	0%	0	0%	0	75%	3	25%	1	0%	0	4
Professional services	0%	0	66.67%	2	33.33%	1	0%	0	0%	0	3
Shopping	0%	0	25%	1	25%	1	50%	2	0%	0	4
Recreation, cultural activities, entertainment	25%	1	50%	2	25%	1	0%	0	0%	0	4
Snow and ice removal	0%	0	40%	2	40%	2	20%	1	0%	0	5
Street and sidewalk cleaning	0%	0	50%	2	50%	2	0%	0	0%	0	4
Street repairs	0%	0	40%	2	20%	1	40%	2	0%	0	5
Fire protection	0%	0	80%	4	20%	1	0%	0	0%	0	5
Police protection	20%	1	60%	3	20%	1	0%	0	0%	0	5
Business services	0%	0	50%	1	50%	1	0%	0	0%	0	2
Hotel facilities	0%	0	100%	2	0%	0	0%	0	0%	0	2
Conference facilities	0%	0	66.67%	2	33.33%	1	0%	0	0%	0	3

Section B – Employment and Training

Q1 - How would you rate the Management Staff labor work force?

<i>Question</i>	<i>Excellent</i>		<i>Good</i>		<i>Average</i>		<i>Poor</i>		<i>Very Poor</i>		<i>Total</i>
Quality	20%	1	0%	0	60%	3	20%	1	0%	0	5
Quantity	20%	1	0%	0	40%	2	40%	2	0%	0	5
Availability	20%	1	0%	0	60%	3	20%	1	0%	0	5
Stability	40%	2	0%	0	40%	2	20%	1	0%	0	5

Q2 – How would you rate the local work force?

<i>Question</i>	<i>Excellent</i>		<i>Good</i>		<i>Average</i>		<i>Poor</i>		<i>Very Poor</i>		<i>Total</i>
Quality	0%	0	40%	2	40%	2	20%	1	0%	0	5
Quantity	0%	0	40%	2	40%	2	20%	1	0%	0	5
Availability	0%	0	20%	1	40%	2	40%	2	0%	0	5
Stability	0%	0	20%	1	60%	3	20%	1	0%	0	5

Q3 – Please rate job skill preparations for your company by the labor market.

<i>Question</i>	<i>Excellent</i>		<i>Good</i>		<i>Average</i>		<i>Poor</i>		<i>Very Poor</i>		<i>Total</i>
Customer Service	0%	0	25%	1	75%	3	0%	0	0%	0	4
Passing drug tests	0%	0	50%	2	0%	0	50%	2	0%	0	4
Application Completion	0%	0	50%	2	0%	0	50%	2	0%	0	4
Job timeliness	0%	0	50%	2	0%	0	50%	2	0%	0	4

*Original survey question listed “soft skill preparations”.

Section C – Employees

Q1 – How many employees work at your Parke County business location?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Fewer than 10	0%	0
11 - 20	75%	3
21 – 50	0%	0
51 – 100	25%	1
More than 100	0%	0
Total	100%	4

Q2 – Please check the areas in which your current Parke County employees need training. (Check all that apply.)

<i>Answer</i>	<i>%</i>	<i>Count</i>
Current employees do not need training	0%	0
General skills (Basic math, reading/writing, problem-solving, etc.)	40%	2
Managerial skills (Finance, business planning, employee management/relations, etc.)	40%	2
Professional skills (Sales, marketing, accounting, etc.)	20%	1
Quality management certification and training	20%	1
Customer service skills (Interpersonal communications, product knowledge, etc.)	20%	1
Computer skills (Word-processing, database management, computer system installation/maintenance, etc.)	0%	0
Other technical skills	0%	0
Equipment operation skills	0%	0
Mechanical skills	20%	1
Specialized skills (Medical skills, legal knowledge, etc.)	20%	1
Other skills (please specify)	80%	4
Total	100%	5

Other skills (please specify)

adding machine, general office
maybe looking for accounting skills
Horticulture; used Purdue Extension website (unskilled labor force)
CDL-class B, RT Core A Pesticide (14)

Q3 – Please check the three (3) most preferred formats for employee training by outside providers.

<i>Answer</i>	<i>%</i>	<i>Count</i>
Customized off-site training	0%	0
Customized on-site training	20%	1
Multi-day conference	0%	0
Partial day workshop	0%	0
One-day seminar	20%	1
Web-based training	20%	1
Series of daily classes	0%	0
Series of weekly classes	0%	0
Self-study printed material	0%	0
Other (please specify)	40%	2
Total	100%	5

Other (please specify)

Seasonal
Seasonal

Section D – Future Plans

Q1 – Do you have any plans to modernize, renovate, or expand your present building(s) or equipment?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Yes	80%	4
No	20%	1
Total	100%	5

Q2 - What kind of modernization, renovation, or expansion are you considering? (Check all that apply.)

<i>Answer</i>	<i>%</i>	<i>Count</i>
Warehouse space	75%	3
Manufacturing / production space	25%	1
Office space	50%	2
Retail space	25%	1
Parking area	0%	0
Adding another department, division or business	0%	0
Expansion into adjacent space	50%	2
Expansion into another location in the same building	25%	1
Other (please specify)	25%	1
Total	100%	4

Other (please specify)

move closer to highway

Q3 - When would the work be started?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Within 6 months	25%	1
Between 6 - 12 months	25%	1
Between 1 - 3 years	50%	2
More than 3 years	0%	0
Total	100%	4

Q4 - Do you face any constraints? (Check all that apply.)

<i>Answer</i>	<i>%</i>	<i>Count</i>
No constraints	0%	0
Need financial assistance	25%	1
Need physical facility planning assistance	50%	2
Insufficient space in existing building	50%	2
Not enough land for expansion	0%	0
Parking issues	0%	0
Zoning and building regulations	0%	0
Other (please specify)	50%	2
Total	100%	4

Q5 - Are you considering opening another branch plant, office or store?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Yes	20%	1
No, if not go to question 19	80%	4
Total	100%	5

Q6 – If yes, when?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Within 6 months	0%	0
Between 6 - 12 months	0%	0
Between 1 - 3 years	0%	0
More than 3 years	0%	0
Total	100%	0

Q7 – If yes, where?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Elsewhere in Parke County (if municipality)	0%	0
Elsewhere in this County (go to question 21)	0%	0
Outside this County, but in Indiana (go to question 21)	100%	1
Outside Indiana, but in U.S. (go to question 21)	0%	0
Outside U.S. (go to question 21)	0%	0
Total	100%	1

Q8 – If you are expanding in Parke County, do you face any constraints? (Check all that apply.)

<i>Answer</i>	<i>%</i>	<i>Count</i>
No constraints	0%	0
Need financial assistance	50%	1
Need physical facility planning assistance	50%	1
Insufficient space in existing building	50%	1
Not enough land for expansion	0%	0
Parking issues	0%	0
Zoning and building regulations	0%	0
Other (please specify	50%	1
Total	100%	2

Other (please specify

Considering - not high priority; promoting "site experience". Due to Amish, probably wouldn't consider Parke County. Terre Haute would be potential market.

Q9 – Are you considering moving, closing, or selling this business? (Check all that apply.)

<i>Answer</i>	<i>%</i>	<i>Count</i>
Considering moving	25%	1
Considering closing (go to question 24)	0%	0
Considering selling (go to question 24)	0%	0
None of the above (go to question 24)	75%	3
Total	100%	4

Q10 - If you are considering moving, where will you move?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Elsewhere in Parke County (if municipality)	0%	0
Elsewhere in this County	100%	1
Outside this County, but in Indiana	0%	0
Outside Indiana, but in U.S	0%	0
Outside U.S.	0%	0
Total	100%	1

Q11 - When would you move, close, or sell this business?

<i>Answer</i>	<i>%</i>	<i>Count</i>
Within 6 months	0%	0
Between 6 - 12 months	0%	0
Between 1 - 3 years	100%	1
More than 3 years	0%	0
Total	100%	1

Q12 - What impact would your plans for modernization, renovation, expansion, moving, closing, or selling have on the number of employees in your Parke County location?

<i>Answer</i>	<i>%</i>	<i>Count</i>
No change	40%	2
Adds employees; about how many?	60%	3
Reduces employees; about how many	0%	0
Total	100%	5

APPENDIX C – AGGREGATE OF SITE VISIT RESPONSES

A summary of the needs identified by surveyed businesses are listed in no specific order below.

- **Company A** has no succession plan but the owners are confident that they will identify a qualified buyer due to a high demand for the business in the region. The business will need to continue to focus on the customer to be successful with their operations.
- **Company B** is exploring global food certification and advancing waste water service. In addition, they are investigating complementing businesses for their industry through two leakage studies in Parke County and surrounding counties. These studies will locate opportunities for new businesses as well as growth that will assist them in maintaining their products/services closer to the business.
- **Company C** recognizes a need to communicate and partner with organizations regarding tree trimming. It is costing an exorbitant amount of investment annually in equipment maintenance as well property of the land owners. Furthermore, the company is looking to conduct a wage study for the workforce; they are concerned their workforce is not compensated adequately for their skill level for the region. Finally, they are seeking a partnership with local educational/training institutions for Pre-CDL to assist their workforce in becoming more labor ready and less seasonal.
- **Company D** acknowledges a need for Purdue Extension at the county level to gain information and get acquainted regarding regulations. They are looking to increase relationships with FFA chapters at the high schools in the county. Finally, they have been investing profits and personal investments into the company, looking for additional marketing methods through agri-tourism, traditional marketing, and social media to increase their market share in the county and regionally.
- **Company E** shared concerns with the location of the company and felt it was important to be closer to a highway, increase the retail presence, and focus on a strategic plan for the company to determine the long term vision. Challenges the company experiences are an aging workforce and need to increase connections in the county and region.

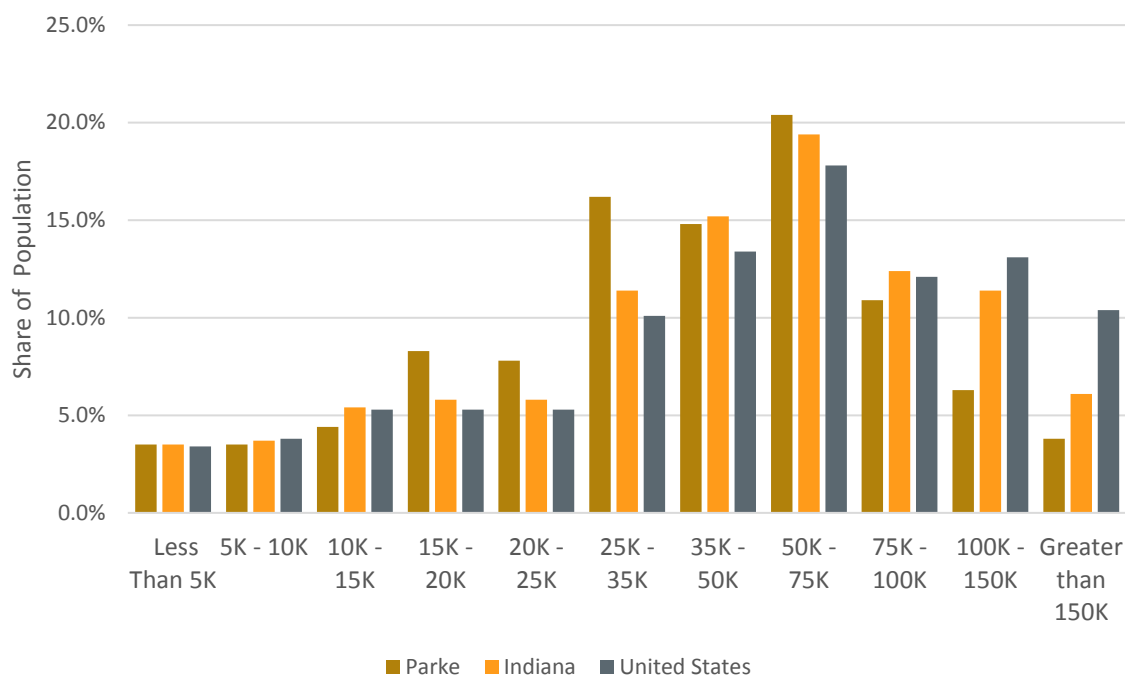
APPENDIX D –COUNTY DATA

Population & Household Overview

	Parke County*	Indiana	United States
Population (2016)	17,107	6,633,053	323,127,513
Pop. Density (2014)	38.8	181	35.14
Pop. Change (2010-2016)	-2.2%	2.2%	4.5%
Median Age (2015)	41.8	37.3	37.6
Households (2015)	7,080	2,501,937	116,926,305
Household Size (2014)	3.09	3.2	2.63
Male Population (2015)	47.3%	49.3%	49.2%
Female Population (2015)	52.7%	50.7%	50.8%
Married Population (2015)	49.3%	49.5%	48.2%
Single Population (2015)	50.7%	50.5%	51.8%

*Note: Parke County population and change reflects 2015 data
(Source: Census Bureau, ACS 5 year estimates)

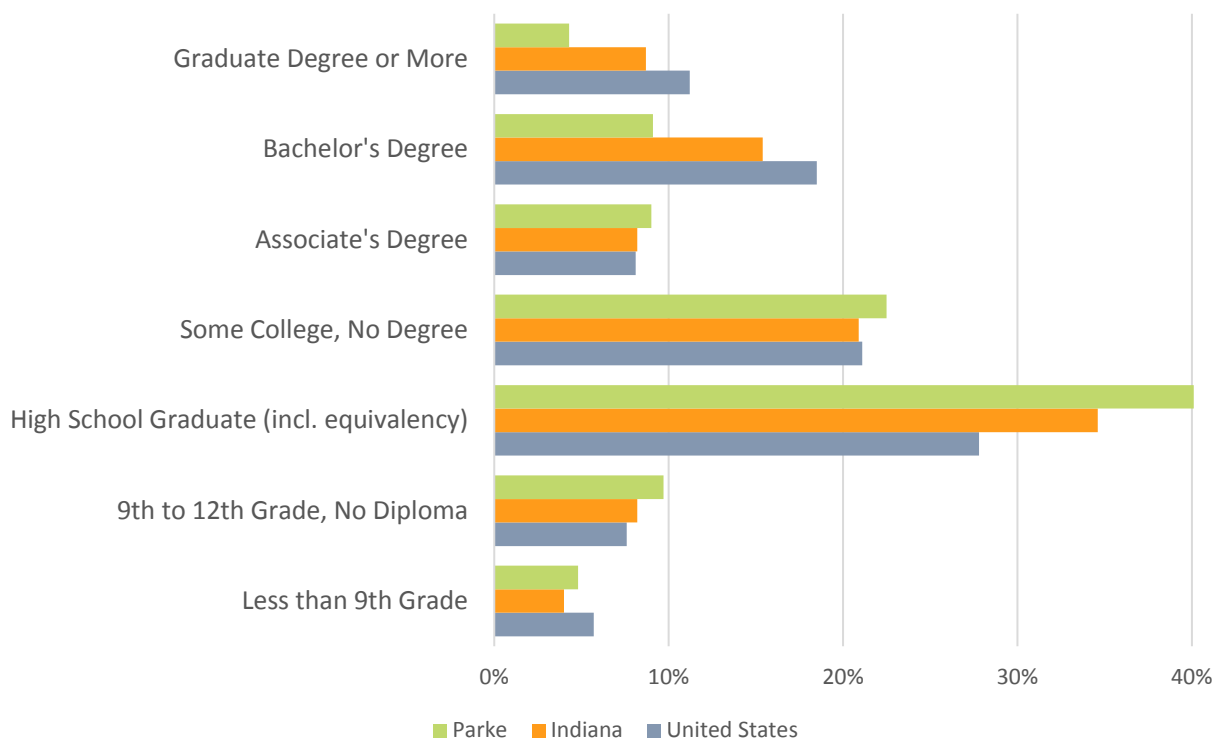
Household Income



(Source: Census Bureau, ACS 5-year estimates)

Education Levels

(Population 25 years and older)



(Source: Census Bureau, ACS 5 year estimates)

Cost of Living

	Parke (Rockville)	Indiana (Indianapolis)	United States
Overall	83.4	90.4	100
Food	102.6	92.1	100
Housing	38.4	73.7	100
Utilities	92.2	90.9	100
Miscellaneous	105.1	97.9	100

(Source: Sperling's Best Places (www.bestplaces.net))

*Cost of living indices based on a U.S. average of 100. An amount below 100 means Rockville (proxy for Parke County), IN is less expensive than the U.S. average. A cost of living index above 100 means Rockville, IN is more expensive.

**Overall, Rockville's cost of living is 16.6 percent lower than the U.S. average and 7 percent lower than Indianapolis, with housing being the main driver of the difference.