

ECONOMIC DEVELOPMENT  
**BLUEPRINT**  
FOR DUBOIS COUNTY



DUBOIS COUNTY AREA  
DEVELOPMENT CORPORATION

Prepared by the Staff of the Dubois County Area  
Development Corporation

With Support from Prager Company








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## I. VISION AND MISSION

### *The Vision for Dubois County's Economic Future* A Dynamic, Productive and Competitive Economy

	<b>Desirable</b>	magnet for entrepreneurs and business investment
	<b>Vibrant</b>	fertile economy supporting business growth
	<b>Sustainable</b>	local industries that can withstand economic challenges
	<b>Focused</b>	nexus for targeted investment compatible with economy
	<b>Connected</b>	linking with regional, state and global suppliers and consumers
	<b>Compelling</b>	portfolio of superior location advantages
	<b>Collaborative</b>	joint local and regional pursuit of shared economic objectives

### Mission

The Dubois County Area Development Corporation (DCADC) will strive to stimulate economic development enabling Dubois County businesses and residents to prosper. Prosperity will be measured in many ways, including:

- Increased per capita income
- New investment that expands the tax base to fund essential services
- Business revenue generation
- New and lasting employment opportunities
- Diversification of the local economy

The Economic Development Blueprint for Dubois County charts DCADC's course through prescribing initiatives, partnership and accountability. The Blueprint is the County's action plan for maximizing investment opportunities and rapidly responding to economic challenges. As the economic development champion for Dubois County, DCADC will implement and be measured by its adherence to the Blueprint. While the Blueprint will guide DCADC's activities, the organization will not act alone. Economic development will be a shared community responsibility, with widespread ownership and participation.

The Economic Development Blueprint consists of three pillars:

- Business Retention and Expansion
- Targeted Business Recruitment
- Location Capacity Building

First and foremost is the recognition that the Dubois County economy was built on the backs of committed, local entrepreneurs. The establishments that operate here as a result of those individuals' efforts must be nurtured and well-served. Second is the belief that for the local economy to adequately grow, diversify and



generate opportunity for Dubois County residents, new business investment must be sought from beyond its borders. Lastly is the knowledge that although the County is a desirable place to live and work, to stay ahead of the competition, its operating climate must be constantly improved.

Together, these beliefs form the basis for the Economic Development Blueprint. Under this plan, DCADC will pursue economic opportunities and ensure that local companies, units of government and others making up the Dubois County economy have the tools to succeed.

The Economic Development Blueprint for Dubois County can be accessed online at [www.DCADC.org/DCADCEconomicDevelopmentBlueprint](http://www.DCADC.org/DCADCEconomicDevelopmentBlueprint).

### **Dubois County Today**

Dubois County is a community with palpable entrepreneurial spirit, a storied manufacturing history, committed and civic-minded public and private leadership, an attractive quality of life, and physical location assets sought-after by business investors. It is truly unique in many respects.

But Dubois County is not a homogenous location. Its communities are as different from one another as the County is to its State and regional counterparts. Each community has undisputable charm and economic characteristics all its own.

The heritage of Dubois County is one of strong work ethic and independence. A disproportionate number of its most prominent establishments were founded by individuals or descendants of individuals who still call the County home. These same qualities surface in today's highly productive workforce and successful establishments not beholden to outside support.

Although several establishments appear to dominate the economic landscape, the spine supporting Dubois County is small business. This will likely remain its backbone for years to come. Even in today's challenging economic environment, Dubois County retains one of Indiana's highest per capita income levels and lowest unemployment rates. But the County is not immune to economic upheaval. As with its counterparts elsewhere, in the recent recession, Dubois County businesses were forced to scale back and some closed their doors entirely. In brighter economic times, an over-dependence on the wood and furniture industries led to an exceedingly tight labor market, with businesses challenged to find and keep the skilled workforce essential to their success. Although Dubois County has considerable location attributes for investors, few new businesses have entered the County in recent memory.

Today's Dubois County is well situated to capture spin-off establishments and government contracts from a growing military complex, benefit from the enhanced connectivity of a new interstate, attract investment unearthed by a groundbreaking



regional organization, and land emerging health care and agricultural technologies seeking a kindred location. But affirmative steps must be taken for these opportunities to be realized.

Dubois County has proven throughout its history to be a fertile proving ground for new ideas and risk-taking entrepreneurs. More specialized initiatives and resources are needed to return to these exciting, entrepreneurial times. Organizations and individuals throughout the County believe wholeheartedly in the local economy and will do anything within their power to help it grow. From dedicated, business-friendly elected officials, to committed civic and not-for-profit organizations, to businesses willing to apply their know-how, the potential for valued partnership is boundless. But this energy must be harnessed.

Dubois County is a story of ingenuity and success. Its pages are filled with self-made accomplishment and civic pride. This speaks volumes about its potential for growth from within and successful investment from outside. But this story is still waiting to be told.

### **Re-emergence of DCADC**

Founded at a stronger economic period in Dubois County's history, DCADC assumed a fairly reserved persona from the outset. It supported rather than led the economic development charge, waiting for opportunities to present themselves rather than seeking them out. Those days are over.

DCADC is now re-emerging as an aggressive, proactive agent for Dubois County's economic advancement. Targeted identification of opportunities, rapid response, market intelligence and value-added service delivery will be its mantra. Outward promotion of the virtues of the County and communication of its activities to those within the community will become its staples.

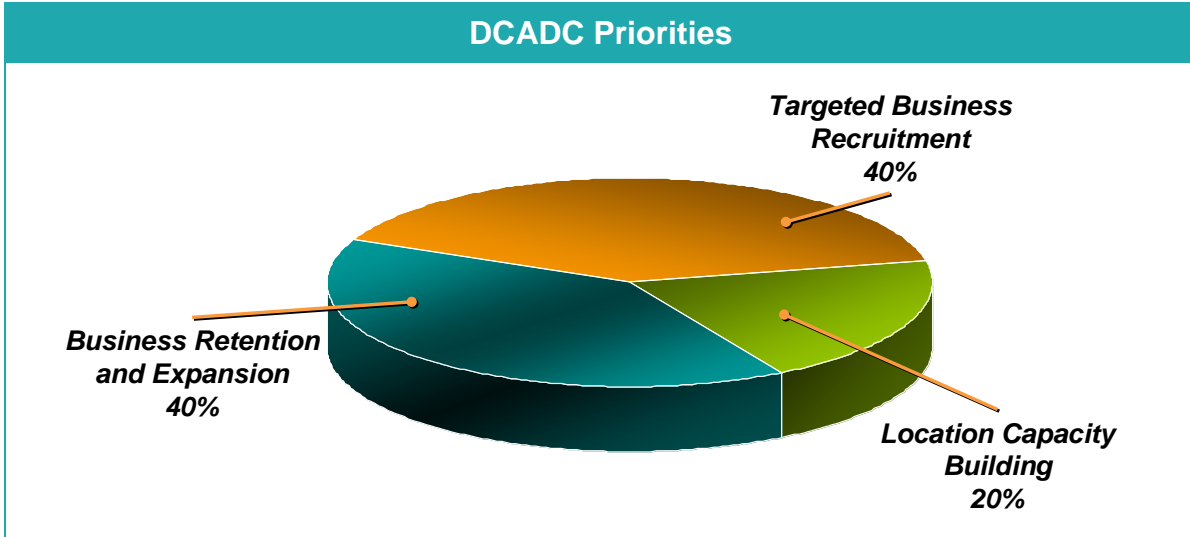
Through thoughtful action and adherence to the Economic Development Blueprint, DCADC will seek to grow and diversify the economy and address the needs of its broad base of constituents. DCADC's success will be measured in the local businesses served, investment fostered and communities further developed.

*Let's get going!*

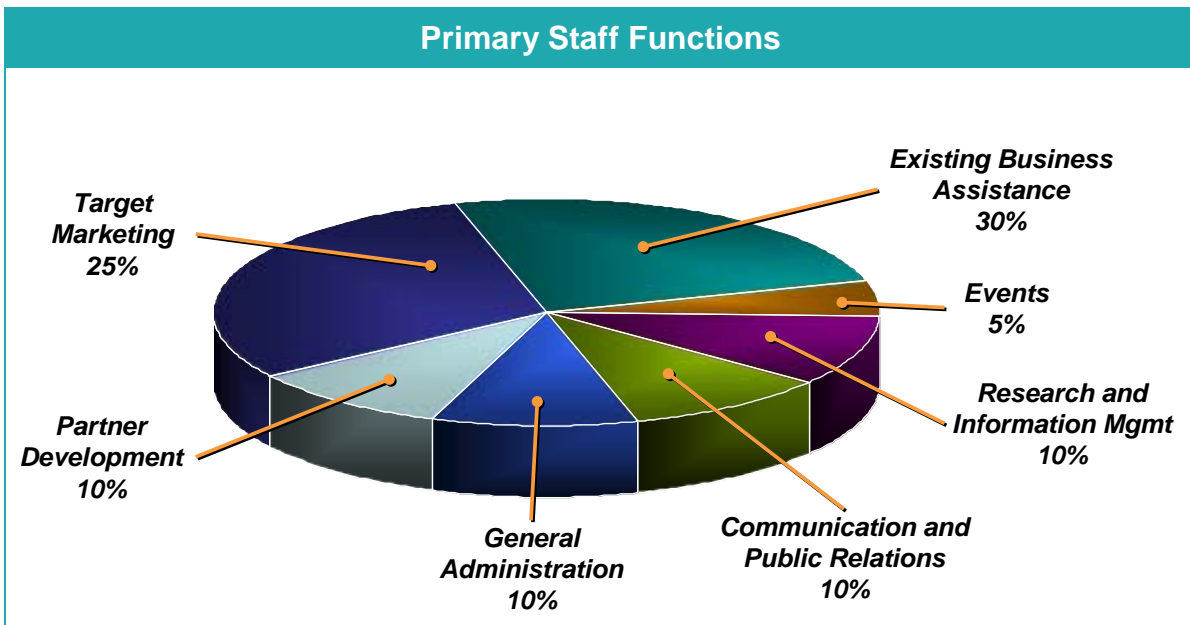


## II. ACTION PLAN

DCADC will rededicate its staff and resources to the most important aspects of economic development: those that deliver value to its constituents and a tangible return on investment to the community. DCADC's emphasis will be as follows:



The DCADC of tomorrow will be defined by proactive efforts to identify opportunities and rapid response to make them a reality. Staff time is expected to be allocated as follows:



## SNAPSHOT



*Uncover expansion-oriented and at-risk businesses and entrepreneurs, and help address their needs to foster economic development from within the County*

### A. Business Retention and Expansion

Dubois County's single most important economic development goal is the support of existing businesses. As the County continues to move through the current economic recession, helping "our own" is paramount. Economic conditions are improving. When this shift is complete, it will have been County businesses that carried us through.

An accepted principle of economic development is that the majority of new jobs and investment come from existing businesses. Well over 3,000 firms operate in Dubois County. While many are sole proprietorships or individuals working from home, the total number is significant. Supporting these business owners is critically important.

DCADC will detect and respond to business expansion opportunities and challenges facing Dubois County establishments. The goal will be to prevent company outmigration or closure and help expansion-minded firms flourish within the County. DCADC's business retention and expansion program will be founded on outreach to local businesses to discover issues and economic opportunities. Once uncovered, focus will turn to mobilizing experts and matching needs with solutions and opportunities with support.

#### Engage Local Businesses

1. Perform extensive business outreach. Aggregate business needs county-wide, track and maintain contact and contrast needs of Dubois County firms with those elsewhere in the Region.
2. Establish a routine County-wide business visitation schedule. Meet with at least 50 companies in the first three months of each year, followed by regular business interaction. Focus first on manufacturers and other high-impact firms. "Ask for the business" by inquiring what resources and assistance firms require to generate jobs and investment.
3. Provide initial response within 48 hours and direct assistance soon thereafter.



4. Survey businesses annually to delve into such key issues as productivity, innovation and various business operating hurdles.
5. Train allies to detect at-risk or growth-oriented firms in the County. Work with bankers, utilities, local governments and Chambers.
6. Utilize contact management software to track business retention and expansion projects and monitor progress.

### **Support New Business Opportunities**

7. Research products and services regularly purchased by NSWC Crane, auto makers and others, as well as their anticipated needs. Cross-reference with products and services offered by firms in Dubois County.
8. Actively, broker discussions between local firms and major consumers to ascertain supplier-consumer opportunities, product/service demands and procurement requirements.
9. Assemble a multi-disciplinary team of business experts to lend support. Focus on core business needs such as: labor recruitment and training, permitting and regulatory compliance, energy efficiency, and succession planning.

### **Foster Entrepreneurship**

10. Promote and administer the Enterprise Loan Fund and attempt to secure additional dollars to grow the ELF portfolio.
11. Help businesses access additional financing from established organizations and seek to uncover seed funding for high probability, job-generating projects.
12. Maintain a referral network of entrepreneurial resources and experts in business planning, finance, legal and accounting. Pre-screen and qualify experts before providing referrals.

### **Promote Business Services**

13. Hold quarterly Roundtable Forums with local business leaders to share concerns and jointly arrive at solutions. Consider forming a Dubois County Facility Managers Association.
14. Host two half-day Business Resource Expos per year to inform companies about available resources for revenue generation and cost containment. Foster business-to-service provider interface. Hold one Expo for small businesses and one for larger manufacturers.



15. Consider investing in a web-based platform for businesses to share information, resources and ideas. Leverage DCADC's website with added password-protection.
16. Via an enhanced DCADC newsletter and local media, regularly release information on new business programs/tools and examples of their application and benefits.

**Continuously Improve Programs**

17. Annually benchmark DCADC's Business Retention and Expansion efforts against best-of-class programs to spur continuous improvement.
18. Seek input and suggestions for improvement from businesses served by DCADC.



## SNAPSHOT



*Identify and  
pursue  
business  
investment  
from outside  
Dubois County  
that  
generates  
well-paying  
jobs and  
diversifies the  
local  
economy*

## B. Targeted Business Recruitment

In his book *The Rise of the Creative Class*, Dr. Richard Florida notes the importance of diversity for the health and economic success of communities. The greater the diversity of a community's businesses and industry, the greater the chance it will survive economic strife.

Dubois County's economy is dominated by manufacturing. These firms show among the best the County has to offer. But within manufacturing, one in four County jobs is associated with wood and furniture, resulting in an over-dependence. While this concentration creates a competitive industry cluster for the County, a more diverse economy will add economic stability and sustainability.

Effective business recruitment results from proper industry targeting. Investment occurs when business needs are matched with what locations have to offer. DCADC will target industry-specific, small and mid-sized businesses that best fit the County and help balance and diversify the economy. Business attraction will educate site seekers about the County's competitive assets and its fit with their location requirements.

### Analyze Opportunities and Challenges

1. Perform an objective Competitive Analysis of the County to identify strengths and weaknesses from the investor perspective. Assess labor, property, utilities, transportation, education and training, taxes, incentives, and quality of life.
2. Facilitate a Target Industry Study to select those most likely to consider investing locally, desired locally and most appropriate for marketing. Stress those providing benefits without excessive strain on local firms. Revisit annually.
3. Using available data, annually update the benchmarking of Dubois County's costs, conditions and incentives versus its competition.



### **Promote the Location**

4. Develop professional, industry-specific marketing materials and update DCADC's website to convey the advantages of the County and differentiate it from the competition.
5. Advertise selectively in industry trade publications not already targeted by regional or State allies.
6. Participate at least twice a year in industry trade shows. Indoctrinate local industry leaders to serve as County marketing surrogates at these venues as appropriate.
7. Establish relationships with real estate brokers (sources of leads) in nearby markets, especially Louisville, Indianapolis, Evansville and Bloomington. Contact them at least twice a year.
8. Contact businesses that may see the County as attractive for investment. Emphasize small to mid-sized manufacturers, agri-business and various growth-oriented firms seeking amenities offered within Dubois County. Annually contact via telephone and/or face-to-face at least 50 pre-researched companies.
9. Record business attraction projects via contact management software appropriate for project tracking and progress updates.

### **Uncover Unique Opportunities**

10. Research existing or potential suppliers to Dubois County manufacturers that could be business attraction targets. Mine other local organizations for leads, including Chambers, banks, and legal and accounting firms.
11. Determine the real estate, incentive and other needs of defense contractors entering the Region or vacating NSWC Crane, yet interested in having a local presence. Provide a compelling case for investing in Dubois County.

### **Tap Marketing Networks**

12. Fortify County real estate brokers and financial institutions with information to promote Dubois County to prospective investors.
13. Meet with economic developers of ally organizations to ensure they are promoting Dubois County with current, compelling data. Monitor their websites regularly.
14. Contact influential individuals with past Dubois County connections (County business alumni) now operating businesses outside the County. Do so to



identify potential investment opportunities or referrals for investment into Dubois County.

15. Tap associations and agencies to help identify business investors or projects, such as the IN Health Industry Forum, IN Department of Agriculture, Southern Indiana Purdue Agriculture Center and the Japan American Society for Indiana.

### **Continuously Improve Programs**

16. Annually benchmark DCADC's business recruitment efforts against best-of-class programs elsewhere.
17. Regularly adjust targets and initiatives to respond to shifting opportunities.



## SNAPSHOT



*Help enhance  
the business  
climate  
operating  
conditions  
and operating  
costs of  
Dubois County  
for the  
attraction and  
expansion of  
desirable  
business  
investment*

### C. Location Capacity Building

Dubois County offers a number of compelling business climate attributes, but several issues may lessen its ability to attract desirable investment and grow its economy. Addressing these limitations for the sake of economic development must be the responsibility of multiple organizations working in partnership with DCADC.

#### Develop the Workforce

Capital will seek out talent. This is especially true with the emerging technology and knowledge-based economy. And workforce skills needed for future jobs are more advanced than those of today. To attract new investment, Dubois County must demonstrate that it has an appropriately skilled workforce. Historical pre-recession data showed virtually full employment in Dubois County. For existing companies seeking expansion, this tight labor force presents considerable problems. It also gives prospective investors reason to question whether the local labor force can meet their needs should they choose to locate in the County. Dubois County must work to increase the quality and quantity of its workforce.

There are a variety of training providers and workforce initiatives impacting Dubois County. However, these efforts are neither well coordinated nor properly geared to meet the current or future needs of business. Local higher educational entities have been expanding their offerings, but it remains unclear whether their programs and skill-based curricula will be sufficient.

DCADC will shine a spotlight on the County's workforce conditions. It also will support and promote better alignment of educational and training programs to meet the needs of Dubois County businesses. A core component will be DCADC as convener and facilitator of meaningful workforce development dialog and brainstorming.



## Analyze Opportunities and Challenges

1. Create a Dubois County Labor Profile to understand the available labor pool, wage competitiveness and transferable skills appropriate for County firms and DCADC's targeted industries. Post positive findings on the DCADC website.
2. Develop and maintain an inventory of workforce services, training, procurement procedures and eligibility requirements to promote to business.
3. Survey Dubois County firms to ascertain workforce needs, especially in the areas of skill recruitment and worker retention.
4. Facilitate dialog between businesses, K-12 schools, higher education and training providers to create awareness of career opportunities and anticipated skill needs, and to begin developing tomorrow's talent.
5. Form a cross-industry association of local human resources professionals to discuss common workforce issues and collaborative solutions. Facilitate regular roundtable meetings.
6. Support companies' efforts to attract workers essential to their operations. Consider developing financial subsidies to help with key employee relocation or other costs.
7. Research best practices in workforce solutions among comparable locations and share these with workforce providers, businesses and other interested parties.

## Properly Deploy Incentives

Incentives are a recognized tool for securing outside business investment. As such, it is important that a community has incentives in its arsenal and can articulate its policy on their usage. Failure to do so can put it at a competitive disadvantage. Conversely, a community's readiness to use incentives can be a decided competitive advantage. Use of incentives is most commonly associated with competition for new investment. However, incentives can also make certain local development projects much more feasible.

DCADC will call upon best practice research and competitor market intelligence to develop incentive guidelines for Dubois County and its communities. Once the County achieves functional use of incentives, efforts will be undertaken to create additional, unique incentives that separate it from the competition.

8. Develop and adopt incentive guidelines to be applied by Dubois County and its municipalities. Agree on the types of projects most worthy of incentives.



9. Establish incentive safeguards to minimize risk, including effective clawback provisions.
10. Adopt a computer model to estimate the economic impact derived from incentive utilization. Use modeled results to promote accomplishments of incentive usage.
11. Develop a manual for procuring and using local, regional and State incentives and related cost reduction initiatives.
12. Place and maintain appropriate incentive information on the DCADC website.

### **Advance County Real Estate**

Dubois County has a portfolio of buildings and sites available to accommodate new investment. However, this portfolio is lacking “shovel ready” properties and may not be on a par with certain communities also competing for new investment. Many of the County’s available buildings are dated and may not be suitable for occupancy by today’s discerning investors. Having DCADC and outside experts carefully consider and evaluate these properties will help channel efforts to improve the County’s property stock. It will also enable informed decisions regarding their promotion.

13. Conduct a Competitive Analysis of all notable sites and buildings. Pursue initiatives to improve their competitiveness and overall readiness.
14. Seek third party funding and support to elevate the quality and amenities of available properties in the County.
15. Assemble high quality information and materials on available, marketable sites and buildings in Dubois County. Emphasize those with greatest potential for job generation and other economic benefits.
16. Post compelling property information on DCADC’s website, and share data with relevant parties.
17. Create an information tool to enable major property owners and brokers to regularly update DCADC’s property database.



### III. STRATEGIC PARTNERSHIPS AND WORKING COMMITTEES

#### Strategic Partnerships

Active partnerships will be essential for the successful implementation of the Economic Development Blueprint. Consequently, DCADC will establish working partnerships with organizations throughout Dubois County and endeavor to agree upon responsibilities for each. The fact that many of these organizations already serve on the DCADC Board will help facilitate this process.

Provided is a partial list of organizations that may be asked to more actively participate in the economic development process, along with a corresponding list of potential responsibilities.

Potential Strategic Partnerships	
Organization	Potential Support Responsibilities
Chambers of Commerce	Business outreach/surveys, B-2-B mentoring, co-ops, supplier-consumer links, event assistance
Public Library	Research, search engines, investment opportunity tracking
Tourism	Joint advertising and promotional materials, image enhancement advice, event assistance
Local Governments	Collaborative land use and development, regulatory/permit support, energy audits, incentives
Utilities	Early warning tracking of business issues
Local Media	Promotion of business services and area accomplishments (internal image enhancement)
Higher Education	Government program procurement, possible incubator and entrepreneurial support, workforce assistance
Real Estate Community	Collaborative property development, real time property inventorying and promotion
Area Businesses	Rapid response teamwork, DCADC Ambassadors, B-2-B mentors
Workforce Entities	Workforce solutions, early warning tracking



## Working Committees

It is important that many organizations and individuals play an active role in Dubois County economic development and coordinate these efforts through DCADC. Productive volunteerism will be a cornerstone of future economic development activities.

Several public and private sector committees will be formed to help accomplish DCADC's economic development mission. The full-time employment demands of the volunteers involved will be taken into account in determining their level of responsibility. Potential Working Committees include:

- Location Enhancement Committee(s) – providing public and private technical expertise dedicated to specific issues. Depending on the need and expertise available, focus may include such issues as Workforce Development (likely the first committee formed), Property Development and Contract Procurement
- Entrepreneurial Development Committee – supporting entrepreneur training and outreach, financing, business incubation, and other initiatives related to entrepreneurial development
- Marketing Committee – supporting image enhancement, media-based awareness building, promotional material development, employer testimonials and direct marketing
- Funding and Appropriations Committee – generating financial support, responding to contributor issues and helping to secure outside government and philanthropic funding as needed. Also rendering advice on the use of DCADC reserve funds. The Executive Committee may initially double as this committee as well



## IV. PERFORMANCE MEASUREMENT AND COMMUNICATION

### Performance Measurement

The efficiency and effectiveness of DCADC functions will be monitored and measured regularly. The DCADC President & CEO and the Board of Directors will independently review results at least quarterly so that adjustments can be made as needed. In addition, monthly Board meetings will emphasize active projects and other actions in achieving DCADC goals.

Economic development programs can be gauged in different ways. The most common yet least appropriate is to simply calculate the total jobs and tax revenue created (or retained) per year. This approach fails to recognize other important benefits: economic diversification, leverage of under-utilized resources, enhanced market awareness and community image improvement. It also ignores the impact of changing economic conditions and major policy shifts at the State level.

A more appropriate approach is one that examines the efforts of those involved as well as the outcomes that are within the organization's control. This combined approach will be used by DCADC, applying four types of performance measures:

- Acceptance Measures – to gauge whether economic development allies and the business community trust and rely upon DCADC (lend meaningful support, ask for help, etc.)
- Responsiveness Measures – to gauge the time required to mobilize resources and implement responses to business problems and opportunities
- Efficiency Measures – to gauge the resources and effort necessary to capture opportunities or solve business problems, and the extent to which effort and time are gradually reduced as opportunities and problems are better understood
- Effectiveness Measures – to gauge whether actions are achieving their desired results (new investment, tax revenue, etc.)

The Board of Directors, with professional counsel, will objectively assess staff performance. The performance of DCADC overall will be reviewed by business service recipients. DCADC's allies will be surveyed annually, and every business assisted by DCADC will be surveyed once the effort has been completed. To help ensure impartiality and candor of responses, satisfaction surveying may be facilitated by an impartial third party.



## Communication

It will be necessary to publicize DCADC's efforts and impact on businesses and the community overall in order to sustain support for the organization. The value of this publicity cannot be overstated. This should minimize any risk that DCADC's initiatives could be misunderstood or confused with other initiatives in the community. Promoting the organization will be an important part of DCADC's ongoing efforts. This will be done with the aid of professional communication and media consultation. DCADC will also consciously promote its ally organizations as part of the team working to further economic development.

Local media, particularly print media, will be the focus of this effort. Media will be periodically invited to attend DCADC briefings, and their coverage of economic development matters will be sought. DCADC will explore the possibility of contributing a regular newspaper column to spotlight economic development and elaborate upon programs of value to the local marketplace.

DCADC staff and Board members will pursue opportunities to speak at religious, social and civic organization gatherings for much the same purpose. Regular (preferably monthly) meetings with the County's Chambers of Commerce will be held to exchange information and foster collaboration. The Chambers will also be encouraged to dedicate newsletter space to promote the business services of DCADC and their collaborative economic development efforts with DCADC.

In addition, DCADC stakeholders will be included in regular update meetings with elected leaders, periodic contributor briefings, and well-publicized business appreciation events (in partnership with the Chambers and others).

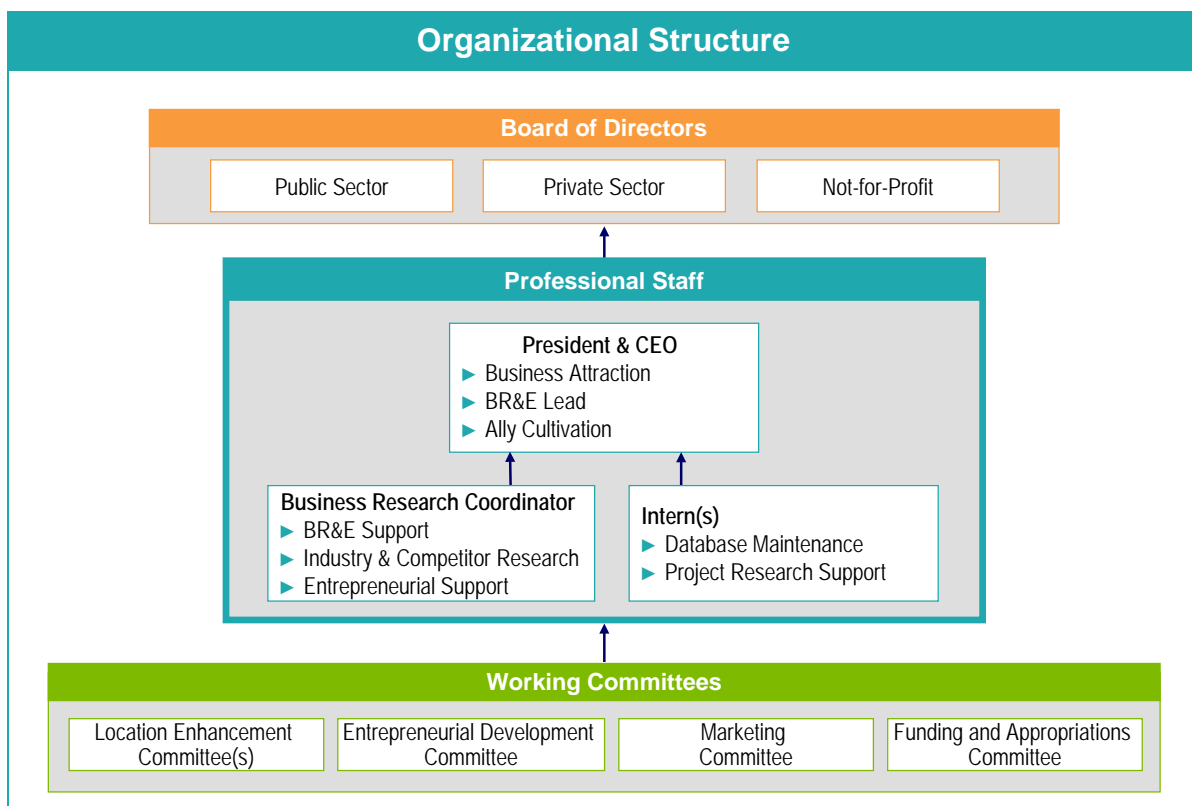


## V. Staffing

DCADC, at full staff, will be comprised of two full-time individuals reporting to the Board of Directors. In addition, an intern will be hired to conduct research and work on project-specific assignments. DCADC's full-time positions are:

- President & CEO – responsible for business attraction (i.e. marketing and promotion), business retention and expansion, and partner coordination
- Business Research Coordinator – responsible for business retention and expansion research, company contract procurement assistance, and industry/competitor research. Also tasked with office management, database maintenance and occasional attendance of community meetings

DCADC staff and interns will work closely with the Board of Directors, Working Committees and allies to ensure the right input, ownership and collaboration necessary for success.



Staff training and career development are essential. DCADC staff will engage in formal training by the Economic Development Institute (EDI) in pursuit of the Certified Economic Developer designation (CEcD), the economic development industry's recognized certification for professionals. Staff will also attend certain content-specific training sessions, such as those related to deal-making, incentive utilization, grant procurement and industry development.



## VI. TIMELINE

The Economic Development Blueprint for Dubois County is the action plan for DCADC. It prescribes a new level of energy necessary to propel Dubois County to higher economic achievement. Successful implementation of the Blueprint will require a full complement of staff, an appropriate budget, wholehearted support of the DCADC Board, and active involvement of others committed to economic development.

DCADC activities will be phased in. Those put into motion in Year One will allow for more intensive and effective initiatives in Years Two, Three and beyond.

Provided is an approximate three-year timeline depicting the commencement of major initiatives of the Economic Development Blueprint. This timeline takes into account reasonable expectations in terms of staff hiring and the process necessary for effective program development. This proposed timeline is subject to change as opportunities, challenges and resources dictate. It is estimated that the actions prescribed in the Blueprint will commence basically as follows:

- 50% commencing in Year One
- 30% commencing in Year Two
- 20% commencing in Year Three

Year One Commencement	
<b>Business Retention &amp; Expansion</b>	<ul style="list-style-type: none"> <li>● Business Visitation Program (1,2,3,6)</li> <li>● Supplier-Consumer Procurement Assistance (7,8)</li> <li>● Enterprise Loan Fund (10)</li> <li>● Newsletter/Media Promotion of Services (16)</li> <li>● BR&amp;E Performance Benchmarking (17,18)</li> </ul>
<b>Targeted Business Recruitment</b>	<ul style="list-style-type: none"> <li>● Location Competitive Analysis (1)</li> <li>● Target Industry Study (2)</li> <li>● Professional Marketing Materials (4)</li> <li>● Industry Trade Show Attendance (6)</li> <li>● Direct Business Outreach/Lead Generation (8,9)</li> <li>● Supplier Targeting (10)</li> <li>● Economic Developer County Orientation (13)</li> <li>● Recruitment Performance Benchmarking (16,17)</li> </ul>
<b>Location Capacity Building</b>	<ul style="list-style-type: none"> <li>● County Labor Profile (1)</li> <li>● Incentive Guidelines &amp; Safeguards (8,9)</li> <li>● Incentive Promotion (12)</li> <li>● Property Competitive Analysis (13)</li> <li>● Property Marketing Materials &amp; Promotion (15,16)</li> </ul>



Year Two Commencement	
<b>Business Retention &amp; Expansion</b>	<ul style="list-style-type: none"> <li>• Survey of Business Issues &amp; Challenges (4)</li> <li>• Ally Training to Detect At-Risk Businesses (5)</li> <li>• Multi-Disciplinary BR&amp;E Team Development (9)</li> <li>• Business Financing Procurement Assistance (11)</li> <li>• Roundtable Business Forums (13)</li> </ul>
<b>Targeted Business Recruitment</b>	<ul style="list-style-type: none"> <li>• Competitive Benchmark Updating (3)</li> <li>• Trade Publication Advertising (5)</li> <li>• Defense Contractor Needs Assessment (11)</li> <li>• Association Relationship Development (15)</li> </ul>
<b>Location Capacity Building</b>	<ul style="list-style-type: none"> <li>• Inventory of Workforce Services (2)</li> <li>• Business Workforce Needs Survey (3)</li> <li>• Workforce-Education Forums (4)</li> <li>• Workforce Best Practice Research (7)</li> <li>• Incentive Utilization Manual (11)</li> <li>• Property Enhancement Fundraising (14)</li> </ul>

Year Three Commencement	
<b>Business Retention &amp; Expansion</b>	<ul style="list-style-type: none"> <li>• Entrepreneurship Referral Network (12)</li> <li>• Business Resource Expos (14)</li> <li>• Virtual Platform for B-2-B Collaboration (15)</li> </ul>
<b>Targeted Business Recruitment</b>	<ul style="list-style-type: none"> <li>• Metro Area Real Estate Broker Outreach (7,12)</li> <li>• Outreach to Dubois County Business Alumni (14)</li> </ul>
<b>Location Capacity Building</b>	<ul style="list-style-type: none"> <li>• Human Resources Collaborative (5)</li> <li>• Employee Recruitment Assistance (6)</li> <li>• Incentive Economic Impact Modeling (10)</li> <li>• Mechanism for Real-Time Property Updates (17)</li> </ul>

