

INDUSTRIAL ANALYSIS
OF
KOSCIUSKO COUNTY

APRIL 1984

KOSCIUSKO COUNTY LEADERSHIP ACADEMY

BY

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IN CONJUNCTION WITH
WARSAW CHAMBER OF COMMERCE

The purpose of the survey and following analysis was to acquire a better knowledge of the problems and needs of the industrial sector of Kosciusko County. Some of the questions were designed to give information for future planing. Answers to some of these questions will help new businesses make an informed decision to locate in our County.

We hope that those people or companies who did not answer the survey will do so, and forward it to the Warsaw Chamber of Commerce:

Also, we would like to take the opportunity to express our appreciation to the individuals and company representatives who took the extra time from very busy days to answer these questions.

SHOPPING

? Does your community have adequate shopping for your employees?

All but four of those responding to this question said that their community had sufficient shopping facilities for employees. This reveals a very positive 88% response for the merchants of Kosciusko County as a whole. Interestingly, 3 of the four respondents that found facilities insufficient, were the only questionnaires answered by women. Two possible conclusions could be made. One, women shop more frequently than men and see needs that are not being met by the stores, or men shop as frequently and their needs are easily satisfied. Draw your own conclusion to this one!

Several suggestions were made to improve shopping, two pointing out the need for speciality size clothing and shoes. Another stated that their community needs more reasonably priced grocery and clothing stores. A respondent from the Warsaw area would like to see a mall built in the community to be of better service to the companies employees.

AVAILABILITY OF LOCAL AND STATE ASSISTANCE

?Are you aware of local and state assistance programs available to your company such as tax abatement, financial aid for expansion and training?

Tax abatement is currently being offered to existing industries in Warsaw and is available for some new industry. Financial aid in the form of tax credit, is available to employers who hire individuals from certain targeted groups.

Our response indicated that 69% of county companies are aware of assistance programs and we feel that this is a positive reflection on the local governments and Chambers. Twenty-One percent said that they were not aware of the programs available to them, but would like more information. Ten percent did not respond to the question.

MISCELLANEOUS SECTION

?What do you view as the major economic concerns of our area?

There was a wide variety of response to this question. Topping the list again: Constantly rising utilities costs faced by the companies. One respondent said, as have many residential consumers, rate increases should be given only if the utility company can pass an efficiency evaluation. Another commented that the local utility costs seem higher than in large cities.

Taxes rank second on the list but the reasons vary. For some, keeping taxes at the same reasonable level is the concern. Others feel that our local taxes are too high. A three way tie for third place: housing, capital for expansion and adequate labor supply for the future. This was followed by a variety of responses: Adequate shopping, education, survival of small businesses in the community, broadening of our industrial base, planning and zoning, and unemployment. Two of corporate heads stated that Warsaw and Kosciusko County had no major economic concerns--it was just a great place to live. Of those returning the questionnaire, 15% had no response to the question.

?What do you view as the major environmental concerns of our area?

The primary concern of local industry is maintaining the

Quality of our ground water supply and protecting and improving our lake water. Second was the concern for air quality and pollution of the air by industry. Disposing of chemical and industrial wastes and flood water control came third. Forty-five percent had no comment or response to this question.

POSSIBLE EXPANSION PLANS

?Do you have room for your existing operation?

Of those responding, 82% said that they had room for existing operations. Fifteen percent said they did not have enough space and three percent had no comment.

?If you ever wanted to expand, do you have room to expand at your present location?

Again, of those responding, 82% said they had sufficient space to expand. Fifteen said not enough space at present locale and three percent did not comment.

?Do you now have plans or do you foresee expansion or changing your location?

Thirty percent will change location or expand in the near future and 55% will not change. Twelve percent had no comment and 3% were undecided as to future plans.

?If yes, when do you plan to begin expansion investigations?

Seven firms are now in process or will begin expansion in April of 1984, one firm will begin in late summer of 1984. Two other firms will begin at a yet undetermined date. One of the firms responding had just completed a large addition which should meet their needs for the next 7 years.

?Will you be considering expanding locally?

Over half the firms responded that they will consider local expansion, 15% will not be expanding locally, with 27% having no comment.

One firm noted that because of wage competition and union problems, they will not consider expansion locally.

?What do you anticipate in additional employees?

Sixty one percent of the responding firms said they will need additional employees. By actual figures taken from the survey, 338 to 394 new jobs will be available in the future. Other firms will be hiring, but have not yet decided the actual number of employees that will be needed. Thirty-nine percent had no comment or said that they would not be hiring in the near future.

?What do you anticipate in addition square feet?

Over one-third of the firms said that they would be adding a total of 342,000 to 352,000 to area companies. One commented that they will add a 20% increase to their present location. Over fifty percent had no comment to this question.

?What do you anticipate in additional machinery and equipment investment?

Just over forty-two percent will be spending money on new machinery and equipment. By those willing to disclose figures, it appears \$10,258,000.00 will be invested. Several firms were not yet sure of the exact dollar amount to be spent, but will be purchasing in the near future. The remainder chose not to comment or said they would not be purchasing machinery or equipment.

?Will you need additional financing?

One-third of the firms will require additional financing for their expansion and/or equipment purchases. However, just over 42% will be able to supply their own funds.

?If yes, will you be considering using local financial institutions?
?If not, why not?

Thirty percent of the firms responding stated that they would use local banks to help finance their expansion plans. Negative responses came from 12%, with one comment that rates are too high.
?Will you be considering using industrial revenue bonds?

The majority (61%) of the firms said they would not consider using bonds. Only 6% responded that they would consider using industrial revenue bonds to finance future expansion. Twenty-seven percent had no comment and 6% did not know.

?Are their satellite industries you need in the local area that aren't readily available? If yes, what are they?

We had only three responses to this question. Area firms say they could use:
Precision Casting Foundry
Source of Plasma Spray
Source for Mold Making and Tooling.

?What processes or production facilities do you have that are available for new and existing industries?

The response to this question was much greater, and perhaps some of the local industries or a new company in the county will use some of these processes, products & facilities: Window Rehabilitation, Copper Plating, Zinc Die Cast, Manufacturing of Nuts, Sleeves & Filings, Computer Forms, Chemical Cleaning Products, Process Chemicals, Large Offset Printing Press, Machine Tool Capacity, Contract Maching & Fabrication, Contract Manufacturing and Metal finishing. Several firms have space to lease large enough to accomodate a manufacturing facility.

How Long Has Your Company Been in Existence?

The average time in existence for an industry, according to the survey was 29.1 years. One reporting business had been in existence for as long as 92 years and another as short as one year. More than half of the respondents had been in business at least 25 years. Seven businesses reporting have been in existence 10 or fewer years. This indicates that the area has well established industry and that it is attracting new industry as well.

On the average Kosciusko county business have been through a number of economic down turns and changes in the business environment. The average business, for the survey, having been started in 1955. Few of us live like we did in 1955 and few businesses are doing business in the style of the 50's. Business has had to change either in product lines, production process, marketing or in the way operations are financed. As change produces problems for us as individuals, change produces problems for business as well. The inability to adapt has been the downfall of many individual businesses and even industries. Industries that began in the 1950's in Kosciusko county have obviously made the necessary adaptations and changes necessary to stay in their marketing areas since businesses established over 25 years ago make up the majority of the survey respondents.

The implication for Kosciusko county is that a number of strong stable industries are located here. This fact means jobs, a strong tax base for the community, and growth. Growth can mean several different things, one; that our communities are going to increase in size, increasing the demands on public services such as roads, water supply, housing and recreational facilities.

Growth also has a more personal meaning. Our youth will be able to find jobs here in our own communities. In many areas young people must leave their home towns and counties in order to find decent incomes for themselves and their families.

Is Productivity Above or Below Expectations?

43.4% of the responding industries stated that productivity was above expectations. Several explanations were offered for the higher levels of productivity. Good general economic conditions was one of the more commonly stated explanations. Other explanations were, quality of work force, improvements in equipment and quality of management.

Productivity below expectations was reported by 20.0 % of the responding industries. It is interesting that a commonly offered explanation for productivity being below expectations was "poor economic conditions". This suggests that the county industries are diversified, not dependant on any one segment of the general economy. Diversification is a positive quality for any city, county or state. Even when the general economy is down some industries are left unaffected by the general trend, which lessens the impact of poor conditions on our community.

Productivity met expectations for 30.0% of the responding industries and .6% responded with specific internal problems that affected productivity.

Is Your Business Seasonal?

Most businesses are susceptible to cycles of high and low

activity. For example, a maker of greeting cards would have very brisk business around christmas time and slow activity during the summer, as few of us send 4th of July cards.

Some businesses are greatly effected by seasonal changes, perhaps shutting down during some months of the year. From our survey 15.0% of the county's industries are affected by seasonality, which means that 85.0% of our industries have stable year round employment. The impact on employment from the seasonal businesses accounted for only a 4.3% decrease in the number of jobs during the off season. This is a very small percentage of the total workforce compared to the number of industries affected.

Is There Adequate Work Force Available For Your Operation?

It appears from our survey that there is an adequate supply of unskilled labor available in the county. Approximatly 10.% of the responding businesses stated that semi-skilled labor was an area of shortage, no particular job title or area was specified.

Skilled labor was a problem area for 37% of those responding to the survey. Several job titles were cited as being especially in demand; one such title was that of experienced skilled machinist. Qualified maintenance people and technicians were the other job titles most often named as being in short supply.

Clerical and general office help was a problem for only 6% of the respondents. However 26% cited finding experienced management people as a problem.

Are you satisfied with the quality of local services?

37% of the responding businesses cited high utility rates as the number one area of dissatisfaction and concern. NIPSCO rates were termed "excessive and punitive".

Another area of dissatisfaction was the lack of Medical services offered in the community. Specifically the difficulty in getting to see a doctor.

Problems with the flow of traffic was an other area of concern among the respondents. Some of the suggestions were to synchronize the stop light in Warsaw. By synchronizing the stop lights the flow of traffic would be less congested.

KOSCIUSKO COUNTY LEADERSHIP/WARSAW CHAMBER OF COMMERCE
INDUSTRIAL ANALYSIS

Company Name _____

Address _____

City _____ County _____ Telephone _____

Contact Name _____ Title _____

Parent Company _____ Years in Existence _____

Number of Employees _____ Is Employment Seasonal: Y ___ N ___

Peak Month(s) _____ # Employees _____

Off Month(s) _____ # Employees _____

Produce/Services _____

Years at Current Location _____ Years at Previous Location _____

Why is your firm located at its current location? _____

Do you view yourself as a major employer in the county? Y ___ N ___

Do you contract for services from local industries? Y ___ N ___

Do you supply services to local industries? Y _____ N _____

Which do you do more, contract for services or supply services?

Is your productivity above or below expectation? _____

Please explain reasons _____

Do you use local financial institutions for any of your banking?

Y ___ N ___, If yes, please describe _____

If not, please explain _____

LOCAL SERVICES

Are you satisfied with the quality of services provided in your community?

Community Name _____

	Yes	No	If there is a no answer, please comment as to reason
Police Protection	_____	_____	_____
Fire Protection	_____	_____	_____
Medical	_____	_____	_____
Traffic Control	_____	_____	_____
Public	_____	_____	_____
Transportation	_____	_____	_____
Sewage	_____	_____	_____
Flood Control	_____	_____	_____
Water Quality and Quantity	_____	_____	_____
Utilities	_____	_____	_____
Educational System	_____	_____	_____
Recreation	_____	_____	_____

LABOR AVAILABILITY

Is there adequate work force available for your operation?

Skilled: Y ___ N ___ Semi-skilled: Y ___ N ___ Unskilled: Y ___ N ___

Clerical/Office: Y ___ N ___ Professional/Management: Y ___ N ___

Do you foresee a labor shortage? Y ___ N ___ if so, when and in what skilled areas? _____

What is your greatest labor availability problem? _____

Are you aware of possible training assistance available to your company? Y ___ N ___

Would you like information on training assistance? Y ___ N ___

Is your workforce unionized? Y ___ N ___ if yes what union _____

Number union member employees _____ Have you ever had workers strike? Y ___ N ___ When _____ For How Long _____

SHOPPING

Does the community have adequate shopping for your employees:
Y ___ N ___ If no, what additional shopping facilities are
needed? _____

AVAILABILITY OF LOCAL AND STATE ASSISTANCE

Are you aware of local and state assistance programs available to
your company such as tax abatement, financial aid for expansion
and training? Y ___ N ___

If not, would you like to be sent information? Y ___ N ___

MISCELLANEOUS SECTION

What do you view as the major economic concerns of our area:

What do you view as the major environmental concerns of our area?

POSSIBLE EXPANSION PLANS

Do you have room for your existing operation Y ___ N ___

If you ever wanted to expand, do you have room to expand at your
present location? Y ___ N ___

Do you now have plans or do you foresee expansion or changing your
location? Y ___ N ___ If yes, when do you plan to begin
expansion investigations? _____

Will you be considering expanding locally? Y ___ N ___ If
no, why not? _____

What do you anticipate in additional . . . employees _____
sq. ft. _____ and machinery and equipment investment?
\$ _____

Will you need additional financing? Y ___ N ___ . If yes, will
you be considering using local financial institutions? Y ___ N ___
If not, why not _____

Will you be considering using Industrial Revenue Bonds? Y ___ N ___



Kosciusko Leadership Academy White Papers 1984

Who makes expansion or relocation plans in your company?

Name _____ Title _____

Address _____ Telephone _____

Are there satellite industries you need in the local area that aren't readily available: Y ___ N ___ If yes, what are they?

What processes or production facilities do you have that are available for new and existing industries? _____

Do you have any local or state problems that have not been resolved with which we might be able to help? _____

Name of Person(s) filling out this form _____

Address _____ Telephone _____

PLEASE RETURN TO: KLA P.O. BOX 528 WARSAW, IN 46580

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