The Rural Entrepreneurship Initiative

Survey Results for Holden, Missouri

Missouri Rural Development Partners

September 2004
The Rural Entrepreneurship Initiative: 
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by

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Community Policy Analysis Center
University of Missouri-Columbia

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Acknowledgements

A number of people made valuable contributions to the preparation of this report. The Community Policy Analysis Center wishes to thank the board members of the Missouri Rural Development Partners for their vision and dedication to improve the employment opportunities, incomes and well-being of rural Missourians. CPAC also wishes to thank the members of the Holden business community for providing their time and thoughtful input which makes up the results of this survey. CPAC especially appreciates the leadership of State Representative David Pearce and Jenny Sollars for their enthusiasm for this project and their work in coordinating interviews with local business people. CPAC accepts full responsibility for the research findings and any errors in this report.

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Gwen Richtermeyer – BRIDG, UMKC
Vickie Rightmyre – Community Policy Analysis Center, UMC
Frank Seibert – Small Business Development Center, Columbia
Ken Schneeberger, UMC
Cheryl Zimny – MO Valley Human Resource Community Action Agency
Executive Summary

Entrepreneurial development is gaining greater attention as its potential for generating new job growth is increasingly recognized. For rural areas who are experiencing a decrease of economic activity in traditional segments of their economy, such as agriculture, natural resources and manufacturing, entrepreneurship offers an economic development strategy that has great potential. For local leaders who are interested in supporting entrepreneurship, a better understanding of what entrepreneurs need to be successful is of value. Taken another step, local leaders need to know what they can do to foster entrepreneurial activity.

This report provides the results of a survey instrument developed to assess a community’s entrepreneurial environment. The instrument measures the perceptions of small business owners and entrepreneurs as to how they would rate ten factors that influence entrepreneurship. The survey instrument was tested in twelve communities throughout the state of Missouri, with Holden being one of the communities selected. Local leaders graciously worked with CPAC researchers in identifying business owners who had been in business for less than five years in the community. Face-to-face interviews with local business owners were conducted by CPAC researchers. A summary table provides an overview of the characteristics of businesses surveyed, as well as the mean scores for all ten factors. The results are reported in such a way as to avoid identifying individuals who responded to the survey. These results are to serve as input when making decisions regarding where to focus a community’s time and resources in strengthening the community’s entrepreneurial environment.

Key Findings

Top five community strengths:

1. Availability of high speed Internet access
2. Anyone interested in starting a business is treated fairly
3. Availability of business planning assistance
4. Availability of legal, accounting, printing and marketing services
5. Diversity among residents of this community is tolerated

Top five community weaknesses:

1. Community access to health care
2. Business owners’ ability to provide employees with access to affordable health care
3. Commercial lenders’ support
4. Willingness of city government to use public funding to meet business needs
5. Commercial lenders' use of state and federal programs
Key Concepts

*Entrepreneur:* For the purpose of this report, an entrepreneur as defined by the Global Entrepreneurship Monitor is the definition being used. This broad definition was chosen given that in the context of rural communities, what is considered innovative in less populated areas may differ from urban areas. The definition is, “Any attempt to create a new business enterprise or to expand an existing business by an individual, a team of individuals, or an established business.”

*Tangible factors:* Based on a study of factors that influence economic performance of rural areas in Europe, called the “Dynamics of Rural Areas”, five factors of influence were identified as tangible, or more easily identified. These tangible factors include the following:

**Financial Infrastructure**
- knowledge of and willingness to use financial tools available to new businesses
- access to financing
- access to materials, education and other types of support in preparing for a business loan request

**Physical Infrastructure**
- availability of building space for new businesses
- availability of high speed Internet access

**Commercial and Professional Infrastructure**
- availability of assistance in business planning
- availability of business services, including accounting, printing, marketing and legal services

**Community Environment and Design**
- natural and man-made assets
- management of natural and man-made assets
- availability of public gathering places
- level of pedestrian activity

**Human Resources**
- availability of educational opportunities for youth and adults that support business ownership
Less Tangible Factors: Based on the same study, five additional factors that influence economic performance but were less identifiable due to their less visible nature were also identified. These five less tangible factors include the following:

Government and Institutions

- city government is responsive to small business needs
- city government is willing to work with small businesses on ordinances and planning requirements
- city government uses public funding and outside funding resources to enhance the community as a place to live

Markets

- unmet needs for products and services for the community are developed as business opportunities
- new products and services are being developed and marketed outside of the community

Networking

- business people network to exchange ideas
- business people network with various parts of the business community
- networks expand beyond the community
- networks are utilized for problem-solving
- existing networks are welcoming to new members

Quality of Life

- recreational opportunities exist for all members of the community
- arts and cultural opportunities exist for all members of the community
- access to health care
- affordable housing options

Community Beliefs and Attitudes

- locally owned businesses are patronized by community members
- business failure is not seen as a reason not to attempt another business venture
- diversity is tolerated
- regardless of gender, ethnic origin, sexual orientation or religion, people are treated fairly
- there is a can-do attitude to meet challenges
About the Rural Entrepreneurship Initiative

In 1999, the Rural Entrepreneurship Initiative (REI) was created by a partnership to support locally driven research on the topic of rural entrepreneurship. The idea was to support a growing learning community that would increase knowledge related to entrepreneurship in rural America. Partners of this effort include the Kauffman Foundation, Rural Policy Research Institute, Partners for Rural America, Inc., National Rural Development Partnership and the Nebraska Community Foundation, Inc.

REI has three desired outcomes:

1. Strengthen rural America through entrepreneurship;
2. Support learning that enables rural America to build a stronger and more supportive environment for entrepreneurship; and
3. Create and support a national learning community around rural entrepreneurship.

The Rural Entrepreneurial Initiative selected four states in 2000 – Maine, Minnesota, Missouri and West Virginia – to participate in its Discovery State Academy Program. The intent was to help these states better understand rural entrepreneurship opportunities and develop programs and policies to enhance a supportive entrepreneurial environment. In 2001, Discovery State work began in Colorado and Texas as well.

In April 2003 the Missouri Rural Development Partners, with funding from USDA-Rural Development partnered with the Community Policy Analysis Center to further the initial research by refining a survey instrument developed through the Discovery State grant and testing it in twelve rural communities in Missouri. A guidebook, entitled, “Growing Entrepreneurs from the Ground Up: A Community Based Approach to Growing Your Own Business” will be available in October 2004 for rural communities that wish to assess and enhance their entrepreneurial environment.

About the Missouri Rural Development Partners

The Missouri Rural Development Partners (MRDP) was formally organized in November 1992 and is one of nearly 40 state rural development councils comprising the National Rural Development Partnership (NRDP). MRDP recently received federal designation as Missouri’s official state rural development council.

The mission of MRDP is “to improve the quality of life, enhance opportunities, and help empower citizens and rural communities of Missouri by bringing together a coalition of public and private entities.” To fulfill its mission, MRDP brings together partners who represent the Federal, State, Local and Tribal governments, as well as private sector, for-profit and not-for-profit organizations, to identify and assess rural Missouri’s developmental needs, develop strategies, and facilitate actions for solutions. MRDP works on both programs and policies that remove barriers to rural development and bring about resources that assist citizens to help themselves in providing overall quality of life for all members of their communities.
Report Outline

Findings in this report are presented in five separate sections. The first section is the summary table and presents indicators of entrepreneurial activity, business characteristics of those business owners surveyed, and the mean scores of the community’s tangible and less tangible factors. The second, third and fourth sections report the survey results in a graphical format. The data are categorized as community strengths/weaknesses and as tangible/less tangible factors. The fifth section reports the survey responses to three open-ended questions.

Using this Report

The results of this report are intended to provide communities with information that will assist in identifying elements of their small business environment that are in need of strengthening. A guidebook entitled, “Growing Entrepreneurs from the Ground Up: A Community-based Approach to Growing Your Own Businesses” will be available in October 2004 to assist communities in developing an environment in which small businesses can thrive. For more information about the guidebook, contact the Missouri Rural Development Partners by calling 816-781-8631.
## Survey Analysis

### I. Summary Table

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<th>Variables</th>
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<td>Per Capita Income, 2000</td>
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<td>Services</td>
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<td>Manufacturing</td>
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<td>Median Number of Years Living in Community</td>
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<td>Median Number of Years in Business</td>
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<td>Quality of Life</td>
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<tr>
<td>Community Beliefs and Attitudes</td>
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</tbody>
</table>

1 One full-time equivalent (FTE) equals one full-time employee or two part-time employees.

2 Survey response averages measured on a scale ranging from -3 to 3, with “-3” being strongly disagree, “0” being neutral and “3” being strongly agree.
II. Community Strengths and Weaknesses

The survey responses were measured on a scale ranging from 1 to 7, with “1” being strongly disagree, “4” being neutral and “7” being strongly agree. The mean survey responses were then converted to a scale ranging from -3 to 3, with -3.0 to -0.1 being a community weakness, “0” being neutral and 0.1 to 3.0 being a community strength.

Figure 1. Top Five Community Strengths

<table>
<thead>
<tr>
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<tr>
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<tr>
<td>2.</td>
<td>2.0</td>
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<tr>
<td>3.</td>
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</tr>
<tr>
<td>4.</td>
<td></td>
</tr>
<tr>
<td>5.</td>
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1. Availability of high speed Internet access
2. Anyone interested in starting a business is treated fairly
3. Availability of business planning assistance
4. Availability of legal, accounting, printing and marketing services
5. Diversity among residents of this community is tolerated

Figure 2. Top Five Community Weaknesses

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
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<td>-3.0</td>
</tr>
<tr>
<td>1.</td>
<td>-2.0</td>
</tr>
<tr>
<td>2.</td>
<td>-1.0</td>
</tr>
<tr>
<td>3.</td>
<td>0.0</td>
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<tr>
<td>4.</td>
<td>1.0</td>
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<tr>
<td>5.</td>
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</table>

1. Community access to health care
2. Business owners’ ability to provide employees with access to affordable health care
3. Commercial lenders’ support
4. Willingness of city government to use public funding to meet business needs
5. Commercial lenders’ use of state and federal programs
III. Tangible Factors

Figure 3. Physical Infrastructure

1. For a new business, a person can find available building space.
2. High speed Internet access in this community is adequate to meet business needs.

Figure 4. Commercial and Professional Infrastructure

1. Getting help in business planning is available within thirty miles to someone with an interest in starting a new business.
2. Accounting services, such as bookkeeping and payroll, are readily available within thirty miles for someone starting a new business.
3. Legal services are readily available within thirty miles for someone starting a new business.
4. Printing services are readily available within thirty miles for someone starting a new business.
5. Marketing services are readily available within thirty miles for someone starting a new business.
1. There are several state and federal programs, such as the Small Business Administration's Guaranteed Loan program and USDA's Business Opportunities program to reduce the risk to commercial lenders when making loans for new businesses. In your opinion, would you agree that local lenders use these programs when they have a credit-worthy business loan application?

2. There are financial resources available, other than commercial lenders, to invest in new and growing businesses.

3. Commercial lenders provide support, such as courses or materials, in preparing for a business loan request.

Figure 6. Community Environment and Design

1. The community has natural and man-made assets that make this an enjoyable place to live.

2. The community manages its assets in such a way that those living here twenty years from now will find this community as enjoyable as current residents.

3. There are places in the community where people can meet together and socialize.

4. There is a great deal of pedestrian activity in the downtown during the day.
1. There are educational opportunities available for youth to develop their ability to be innovative.
2. There are educational opportunities available for youth to develop skills needed for self-employment.
3. There are educational opportunities available for adults to develop their ability to be innovative.
4. There are educational opportunities available for adults to develop skills needed for self-employment.

IV. Less Tangible Factors

1. City government is responsive to the needs of those starting a new business.
2. City government is flexible to update ordinances and planning requirements to meet the needs of new types of businesses.
3. City government is willing to use public funding to encourage new business start-ups.
4. City government utilizes outside funding, such as Community Development Block Grants and USDA Community Facility grants to improve the community as a place to live and work.
1. Unmet needs for products and services in the community are seized upon as opportunities for new business development.
2. Local businesses are developing new products and services that are marketed outside of the community.

Figure 10. Networking

1. Whether it is a chamber of commerce meeting or getting together over coffee, people in the business community get together frequently (six times a year or more) to exchange information and ideas.
2. People from different parts of the business community get together to exchange information and ideas.
3. Business networks expand beyond the community to other parts of the world.
4. When in doubt about a business decision, there is someone that can be called upon for guidance.
5. Existing business networks are welcoming to new members.
1. There are recreational opportunities for all members of the community.
2. There are opportunities to enjoy music, dance, theatre, painting, sculpture and other various forms of arts in the community.
3. There is access to health care providers for all members of the community.
4. Business owners are able to provide employees with access to affordable health care.
5. There are affordable housing options available in the community.

1. People in this community support locally owned businesses by choosing to spend money with them whenever possible.
2. If someone fails at business the first time, people in this community will give a second business venture a chance for success.
3. Diversity comes in many forms. For example, a person can look different in some way than most others in the community. It may be that a person looks the same, but may have different religious beliefs, lifestyle choices, or interests than most others in the community. Would you agree that diversity among residents of this community is tolerated?
4. Anyone interested in starting a business is treated fairly.
5. People in this community have a can-do attitude to meet challenges.
V. Open-ended Survey Questions and Responses

*If you could identify one aspect of your community that is its greatest strength as a place to start a business in this community, what would it be?*

- A lot of people have an interest in what a new business has to offer – will buy product if there’s a need for it.
- Small town atmosphere. Low startup costs.
- Customer base. The surrounding population will provide the traffic.
- You can stay here and shop locally for what you need.
- That everyone works together and we strive for the small town atmosphere here that we are all so proud of.
- Close to KC and divided highway to KC; railroad and two main Highways.
- Local lenders’ willingness to invest in the community.
- Physical location to metro area.
- A lot of long term businesses here - shows community support for downtown.
- The location and proximity to Kansas City and its impact on being able to invest in a quality school system. Land prices are affordable in comparison to surrounding areas.
- Low taxes
- The local people do want to support local businesses.
If you could identify one aspect of your community that is its greatest weakness as a place to start a business in this community, what would it be?

- Business “mentors” willing to give time to those getting started.
- Hard to compete with larger communities in choices and not having stores because of our size.
- People are proud of their son or daughter who goes away to make money as a successful entrepreneur but if you are successful at home “you must be ripping them off”.
- Overall cosmetic appeal of community has been lacking.
- No facilities available. We really need to greatly strengthen on commercial end. I also feel that we need a large business for people to work at such as a manufacturer so that we can train our citizens. There are limited jobs here. Because of that, however, they can commute to KC area.
- City’s lack of willingness to invest time/resources to encourage business growth.
- Inability to attract people to work here. Community has become more of a bedroom community.
- Unwillingness to ever try anything different.
- Attitude of city government towards any business - Training for public officials.
- Income levels - have to leave the community for jobs. If they work outside the community, they spend it elsewhere. Education – not many business owners are expanding, growing and identifying growth opportunities. Jobs that left were not replaced - more money to support existing businesses.
- Competition from nearby alternatives especially larger communities.
- Housing availability.
What activity would you most like to see happen that would enhance this community as a place to start a business?

- Develop a city park.
- We need to be more active as a city to make Holden attractive for manufacturing and retail businesses to locate here.
- Working class housing.
- Signs that direct people to businesses outside of the downtown.
- That we continue to clean up some areas in our community. Revitalization and perhaps some new commercial areas. There just seems to not be much room for growth sometimes.
- Be able to get better loans.
- New manufacturing facility and good paying jobs - becoming a bedroom community.
- More retail space available - starting to see some of this on east end.
- Would like to see downtown remodeled and improve appearance - sidewalks, lampposts. Also zoning to enhance economic activity. Work together to create a business incubator. There are empty lots - could build incubator and lease space to new businesses.
- Develop “Rose Chemical” site into something beneficial for the community - Rodeo park/festivals location, good parking (would remove parking issues in downtown). Would attract additional dollars into local economy - Holden fall festival.
- Local businesses support - encourage residents to spend locally.
- Revitalize the downtown area.
- Open the industrial park - provide some level of services to the park to entice new manufacturing businesses.

Extra Comments:

- City has no long-range view. Will create regulations and suspend for individuals. No continuity. CoC meets regularly but has no vision. Library example of can do attitude. Library raised $300k to build a new library.
- Holden is becoming a bedroom community. We won’t have anything to draw people into this community. The only thing that ties some people to this community is the school. Country music show in Pleasant Hill is a draw. Has benefits to area businesses like restaurants and B&Bs. Odessa has remodeled downtown.
- When the economy was doing well there was talk at bringing in manufacturing however, there are many jobs available within driving distance. Sales tax revenue may be limited by this. County needs zoning - currently no zoning in Johnson Co. Downtown parking is an issue. City annexation of additional land - balanced with whether it is a financial plus to the city.
The Community Policy Analysis Center provides objective analysis and policy decision support for Missouri communities. Located at the University of Missouri-Columbia, CPAC is part of the Social Sciences Unit of MU’s College of Agriculture, Food and Natural Resources. Major funding for the Center is provided by the University of Missouri Extension.

CPAC scientists work closely with state and local government leaders, local businesses and community groups to provide research and educational programs that will inform key decisions, and assist them in understanding how policy decisions at all levels of government affect their community's quality of life.

For further information, please contact Professor Thomas G. Johnson, Ph.D. - Director, Community Policy Analysis Center- by phone (573/882-2157), fax (573/882-2504) or by mail:

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