



 **Radius**
INDIANA
ECONOMIC DEVELOPMENT IN SOUTHERN INDIANA



Business Guide
Resource Guide for New and Existing Businesses



About Radius Indiana:

Formed in 2009, Radius Indiana is a regional partnership representing eight counties in south central Indiana: Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Orange and Washington. The partnership also serves as a primary point of contact in Indiana for the Naval Surface Warfare Center (NSWC) Crane Division.

The mission of Radius Indiana is to lead regional collaboration by leveraging the diverse assets of South Central Indiana to drive attraction, retention and expansion of business, thereby increasing employment and investment opportunities and quality of life within the region.

To learn more about Radius, visit www.radiusindiana.com.



About ISBDC:

The Indiana Small Business Development Center (ISBDC) supports the formation, growth and sustainability of Indiana's small businesses by providing entrepreneurs expert guidance and access to a network of resources at little or no cost to clients. The ISBDC is funded in part through a Cooperative Agreement with the U.S. Small Business Administration. Statewide, the ISBDC is hosted by the Indiana Economic Development Corporation.

The Indiana Small Business Development Center was created to have a positive and measurable impact on the small businesses in Indiana, and to help Hoosier Entrepreneurs start stronger, grow faster and work smarter.

To learn more about the ISBDC and become a client:

Terri Brown, Business Advisor | 812-345-1141 | tbrown@isbdc.org

or visit www.isbdc.org/locations/south-central-isbdc/

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This guide has been prepared in an effort to assist you in the process of starting and operating a business. It is designed to acquaint you with the problems, responsibilities and opportunities that are involved in operating a business. The guide can be used as a reference tool for performing research and a checklist for things to do.

Although we have tried to make the contents of this guide as accurate as possible, laws and rules change. Always check the current status of any rule, law or regulation as it applies to any particular situation. In addition, all information presented is based on the requirements in Indiana and may not apply to other states. The comments and contents of this guide are not intended to replace the advice of competent paid professionals.

SHOULD I START THIS BUSINESS?

The ultimate goal in the process of making the leap into business ownership is to answer the question "Should I start this business?". It is a question that only you can answer and the correct answer depends on your individual circumstances. Consider the following:

1. Do you like to make your own decisions?
2. Do you have will power and self-discipline?
3. Do you plan ahead?
4. Do you get things done on time?
5. Can you take advice from others?
6. Are you adaptable to changing conditions?
7. Do you understand that owning your own business may entail working 12 to 16 hours a day, probably six days a week, and maybe on holidays?
8. Do you have the emotional strength to withstand the strain?
9. Are you prepared to do the work of a "no-show" employee in addition to your own?
10. Are you prepared to lower your standard of living for several months or years?
11. Are you prepared to lose your savings?
12. Do you know which skills and areas of expertise are critical to the success of your project? Do you have these skills?
13. Does your idea effectively utilize your own skills and abilities?
14. Can you find personnel that have the expertise you lack?
15. Do you know why you are considering this project? Will your project effectively meet your career aspirations?

WILL MY IDEA WORK?

Once you have decided that you are personally ready to start a company, you need to know if your business idea will actually work. The process of determining the degree to which a business idea will succeed in the marketplace is called a feasibility study. To complete a feasibility study, consider the following:

1. Briefly describe the business you want to start.
2. List the products and/or services you want to sell.
3. Describe who will use your products/services.
4. Why would someone buy your product/service over your competitors' products/services?
5. What kind of location do you need in terms of type of neighborhood, traffic counts, nearby firms, etc.?
6. List your product/service suppliers.
7. List your major competitors - those who sell or provide like products/services.

To determine whether your idea meets the basic requirements for a successful new project, you must be able to answer at least one of the following questions with a "yes":

1. Does the product/service/business serve a presently unserved need?
2. Does the product/service/business serve an existing market in which demands exceeds supply?
3. Can the product/service/business successfully compete with existing competition because of an "advantageous situation", such as a better price, location, etc.?

A "yes" response to questions such as the following would indicate that the idea has little chance for success:

1. Are there are causes (i.e. restrictions, monopolies, shortages) that make any of the required factors of production unavailable (i.e. unreasonable cost, scarce, skills, energy, material, equipment, process, technology or personnel)?
2. Is adequate financing hard to obtain?

BUSINESS PLAN CONTENTS

The following outline provides a good structure for a business plan and is based on the contents presented in this booklet. As you work through the elements of the plan, refer to the specific chapters presented here to help you write comprehensive, detailed and clear explanations of each topic.

1. Business Description/Executive Summary

Take this opportunity to introduce your company. Why does it exist? What is its name? Tell the story of how your business was formed, how it came to be, and how it impacts the industry. Briefly introduce the core strategies that will make your company a success in the marketplace. Include the following:

- Purpose of the Plan
- Business Name
- Type of Business
- History of the Business
- Industry Trends
- Key Success Factors
- Goals and Objectives

2. Products and Services

Clearly defining your company's offerings is crucial to defining what your company represents. Specifically, identify exactly what your company will be offering to the marketplace and how you will set the pricing. Will you charge by item, hour or service? How much profit margin will each product or service generate?

Include the following:

- Product Description
- Service Description
- Pricing Strategy
- Pricing Objectives
- Product Costs and Margins
- Packaging
- Shipping Issues

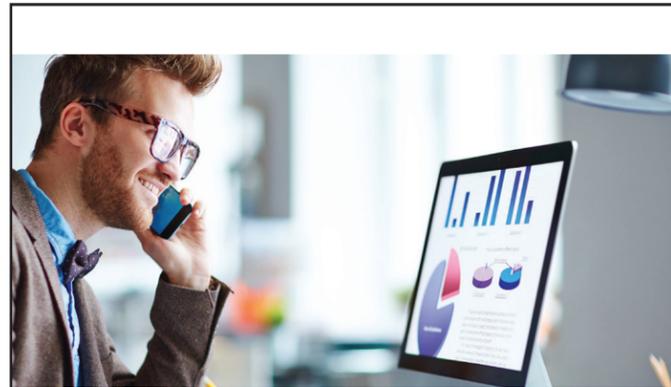
3. Manufacturing Process (if applicable)

Describe the facilities, location, space and equipment and labor force that will be included for your company.

Describe your production plans.

Include the following:

- Materials
- Source of Supply
- Production Method



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4. Marketing Analysis and Strategy

This section should represent enough facts to convince the investor/lender that your product has a substantial and growing market. Who do you believe will be your primary customers (demographically) and why? What is the current size of the market for the product?

Include the following:

- Target Market
- Customer Type & Geographic Location
- Demographic Profile
- Total Market Size
- Analysis of Competition (SWOT Analysis)
- Advertising Strategies and Methods
- Public Relations
- Sales Promotions
- Location

5. Management Plan

It is important for you to outline the strengths and weaknesses of each principal partner/owner/shareholder and to show that all necessary and critical skills/expertise and knowledge of the business has been covered. It is a good idea to include a complete resume for each of the key members of the management team.

Include the following:

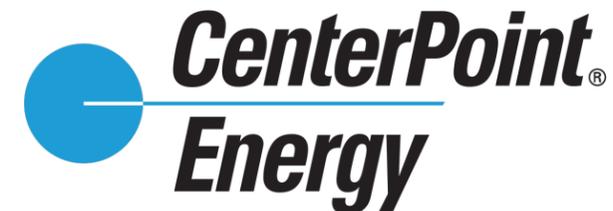
- Management Team
- Key Managers
- Board of Directors
- Advisory Board
- Professional Service Providers (Accounting & Legal)
- Legal Structure
- Insurance & Risk Management

6. Financial Data

Essential in evaluating the financial feasibility of a business, your financial data should reflect your most realistic estimate of future operations. Include profit/loss forecasts for three years, cash projections for three years and a sample balance sheet at startup and end of subsequent years.

Include the following:

- Financial History
- 3-year financial projections (per month basis)
- Profit and Loss Statements
- Balance Sheet
- Cash flow Statement
- Start-up costs
- Monthly Operating Expenses
- Ratios and Analysis
- Explanation of Projections



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MARKET ANALYSIS

After you have determined that your idea is feasible, the next step in the process is to conduct a thorough and comprehensive market analysis. This process will help you understand your customers and competition, and predict the degree of success your company will enjoy. These basic questions should be considered in drafting your marketing strategy. Your responses will provide valuable information and insights into areas needing additional attention.

Product Lines

1. What specific products and/or services will your company offer?
2. How will customers use your company's product and/or services?
3. What is the value of your products and/or services to your customers?
4. Are you aware of your customers' basic buying considerations with regard to:
 - Price
 - Availability
 - Quality
 - Credit terms
 - Service
5. Do there appear to be new uses for the products, or the ways of providing the services?
6. Are there related products or industry segments your company is not currently serving?
7. Have you looked into the warranty terms that are customarily offered, and their cost?

Markets

1. Is the demand for your product or service:
 - a. **Basic** - it is already there, and customers are already buying the product or fulfilling the need with a related or unrelated service?
 - b. **Created** - they are currently not buying, and you will have to educate them as to why they need the product or service?
2. What type(s) of customer will buy these products?
 - a. Individuals
 - b. Retailers
 - c. Service Businesses
 - d. Commercial or financial businesses
 - e. Federal, State, or Local Governments
 - f. Wholesalers
 - g. Industrial companies
 - h. Non-profit/social service

3. Which of the following factors will affect the demand for your products or services, and how?
 - a. General business conditions
 - b. Population changes
 - c. New products/product changes
 - d. Advertising or promotional pressure
 - e. Government factors (i.e. fiscal policy, import-export controls, defense activity)
 - f. Customer growth
 - g. Energy availability
 - h. Environmental considerations

4. Can the market be expanded by efforts of your company? If so, how?

5. Is the market segmented by:
- | | |
|------------------------|----------------------------|
| a. Type of customer | d. Channel of distribution |
| b. Geographic location | e. Pricing policy |
| c. Product | f. Customer/brand loyalty |

6. How will your company respond to market segmentation?

7. Are there any seasonal sales patterns or anticipated shifts in patterns? If so, how will you counteract the seasonability of your sales?

8. Do you have a record of product sales performance? Indicate the date the product was/will be introduced and note any significant modifications. Relate possible trends to both external factors and company actions. Note the stages in the products' life cycles.

9. Do you have a forecast of sales expectations and estimated share of market? Compare it to industry projections.

10. What impact will sales backlog, accounts receivable, sales correspondence and customer continuity have on your company?

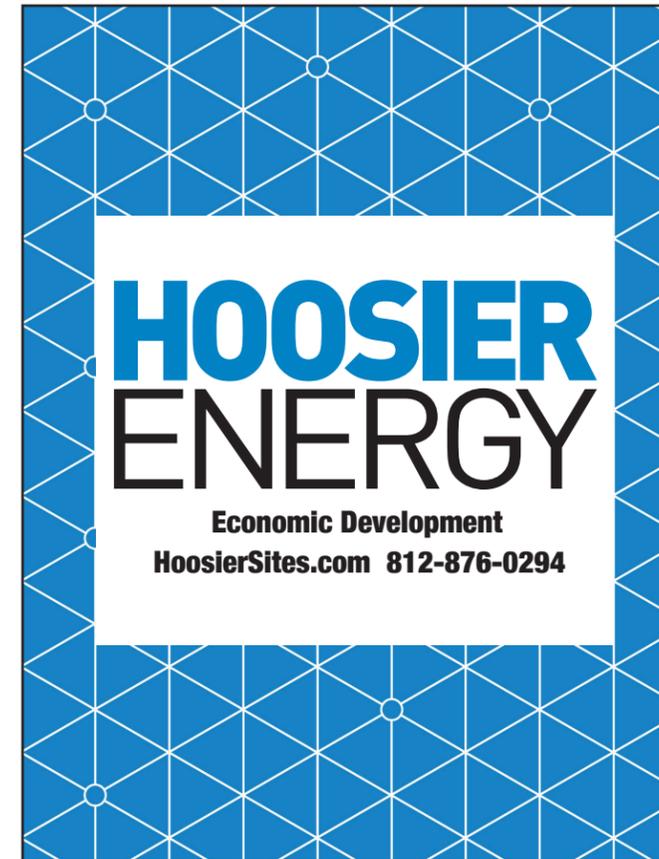
11. Review principal competitors (direct vs. indirect and competitive practices using Dunn & Bradstreet reports, financial statements, industry sources, market research and knowledge of management) and specifically identify the strengths and weaknesses of each competitor. How will you take advantage of the strengths and weaknesses of each competitor?

How will you take advantage of their strengths and apply them to your own company? How will you do things differently that you consider weaknesses of your competition?

12. Analyze pricing policies for the product/service lines, considering:
 - a. The sensitivity of both the industry and your company to price changes
 - b. Whether there is a price leader
 - c. Whether there is a good price discipline or industry practices
 - d. Any excess capacity in the industry that might tend to depress prices
 - e. Whether the company will be able to pass along cost increases to customers

13. Analyze potential domestic and export customers, including:
 - a. The total number and major types of customers and the percentage of sales to each type
 - b. Geographical locations and percentage of sales by location
 - c. Names of potential customers, annual volumes of sales and buying habits
 - d. Any proposed contractual relationships with customers
 - e. The extent of government contracting subject to cost regulations or price predetermination
 - f. A summary of special discounts and credit terms to be offered to significant customers

14. What are the methods the companies within the industry use to distribute and sell, including:
 - a. The channels of distribution and their relative importance
 - b. If your company will not sell directly to end-users, what are the conditions in the end consumer market?
 - c. The nature, importance and role of the field sales effort
 - d. The manner of compensating sales personnel
 - e. Advertising and sales promotion practices in the industry
 - f. Any changing patterns or anticipated changes within the distribution process
 - g. Any trend among major customers toward integration, purchasing substitute products or otherwise deviating from existing purchasing habits



15. Consider advertising appeals, media and other sales promotion programs for cost and effectiveness.
16. Analyze distribution and selling costs. Describe any unusual marketing methods relating to foreign sales, including licensing arrangements and joint ventures.
17. Review the major elements of marketing, including:
 - a. Industry & Market forecasts and analyses (Market Research)
 - b. Departmental costs
 - c. Sales and expenses per salesperson
 - d. Customer service costs
 - e. Order processing costs
 - f. Discount pattern by customer groupings
 - g. Developing and executing a marketing plan/ budget
18. Develop the Marketing Strategies:
 - a. **Market Scope** - search and identify new products and markets
 - b. Select and measure target markets
 - c. Design and implement **marketing mix** - product, price, place, promotion, packaging, positioning and people (relationships)
 - d. Develop strategies based on the marketing mix

19. **Target markets** - defined demographic profiles of end-consumers, businesses and organizations. Each target market can then be broken down to total market, market segments and market niches. The following is a list of the general markets:

| | |
|---|---------------|
| a. Consumer | e. Industrial |
| b. Commercial | f. Government |
| c. International and Global | |
| d. Strategically targeted segmented markets | |

SELECTING THE LEGAL BUSINESS STRUCTURE

The type of business you wish to start will play a role in determining the legal structure of your business. Answers to the following questions will help guide you to the right structure.

The following nine questions need to be answered when choosing a legal entity:

1. What is the size of the risk? That is: what is the amount of the investors' liability for debts and taxes?
2. What would be the continuity of the firm if something happened to the principal(s)?
3. What legal structure would insure the greatest adaptability of administration for the firm?
4. What is the influence of applicable laws?
5. What are the possibilities of attracting additional capital?
6. What are the costs and procedures in starting?
7. What is the ultimate goal and purpose of the enterprise?
8. What is the amount of liability in the industry? How are your competitors typically structured?
9. Do you want to be personally separated from the business? That is: do you want the business to have its own identity?

To help you answer these questions, refer to the following description of each legal structure.

Sole Proprietorship

This is a popular structure of business as it allows for one single person to run and own the business. When your business is organized as a sole proprietorship, the business entity and your affairs (personal and business) are merged together. This means that you and your business are practically one in the same. The popularity for this type of structure results from its simplicity and flexibility. A sole proprietorship can be established, modified, bought, sold or terminated very quickly. No business planning or organizational arrangements (bylaws, organizational charter, etc.) are required when a sole proprietorship is established; an approach that often works to the proprietors' detriment.

PROS:

- Low startup costs
- Owner is in the direct control of the company
- No business taxes are paid (taxes are included in personal taxes)
- All profits go to the owner
- Simplest form of business
- Flexibility to change quickly to match market fluctuations



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CONS:

- Unlimited liability
- Difficult to raise capital due to relative financial limitations to the owner
- No tax-free fringe benefits
- Management decisions are based on the limited knowledge of the owner
- Unstable future due to forced dissolution if the owner dies

Partnership

A partnership is an association of two or more persons formed to carry on a business for profit. As such, it is a special form of business entity separate from the individuals and is owned by two or more persons each of whom has a specified ownership interest. There are two forms of partnership: the **general partnership** and the **limited partnership**. Most businesses are organized as general partnerships. A general partnership means that all partners have unlimited liability and innocent partners can be held responsible for another partners' actions. Some partnerships are also formed as limited partnerships. A limited partnership is where the partnership includes general partners, who have management powers but has limited liability. Limited liability means that the limited partner can only lose what they have invested in the partnership, not their personal assets.

PROS:

- Multiple owners provide additional capital
- Business entity itself pays no taxes
- Relative ease of formation (Uniform Partnership Act)
- Partners can be active or inactive
- Potential tax benefits among the partners

CONS:

- Unlimited liability for partners
- Potential conflict between partners
- Partners are 100 percent liable for actions of all partners
- More record keeping than that of a sole proprietorship

Corporation

There are two types of corporations: C or S corporations. A **'C Corporation'** is a tax-paying entity where you must pay taxes on its taxable income before paying dividends to stockholders. It is allowed to have more than one type of stock and can have any number of stockholders. Like an 'S Corporation' the corporate charter includes information on the purpose of the corporation.

An **'S Corporation'** is one that elects to be taxed under Subchapter S of the Internal Revenue Code. The 'S Corporation' is very similar to the 'C Corporation', but the two types of corporate entities are subject to differing federal and state tax treatment. 'S Corporation' status is based on compliance with IRS Regulations regarding the number and characteristics of stockholders, type of stock issued and other characteristics. For both types bylaws of the corporation are the rules for conducting organizational life of the corporation. Public notice of the formation of the corporation must be filed with the Secretary of State's Office.

PROS:

- Limited individual liability
- Ownership is easily transferred
- Company is a legal entity
- Relative ease in raising capital
- Owners enjoy tax-free fringe benefits
- 'S Corporations' gain tax benefits

CONS:

- Double taxation for 'C Corporations'
- Losses sustained by company cannot be passed to owners
- May be subject to Gross Income Taxes ('C Corporation')
- Must comply with extensive government regulations

Limited Liability Company

The LLC is a legal entity separate and distinct from the personal affairs and other business involvement of its owners. A LLC has some characteristics of a limited partnership and some of a corporation-like business. One or more persons may form a LLC by filing duplicate copies of Articles of Organization with the Indiana Secretary of State. The Articles must provide a comprehensive description of the LLC's name, the purpose of the LLC, its principal place of business and registered agent, the cash and property to be invested in it, rights and requirements, and the identity and addresses of managers.

PROS:

- Simplified tax structure
- Can have any number of members and classes of members
- Limited liability of members
- All members help in management
- Can be formed by one person
- Can be owned by businesses and there are no restrictions on transfer of ownership

CONS:

- Never limited liability for personally guaranteed debt
- Usually requires attorney to form
- Recognized in most, but not all, states

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B Corporation

A benefit corporation is a for-profit business that provides a positive impact on the community like a non-profit corporation. 'B Corporations' are different than 'C Corporations' in purpose, accountability and transparency, but not in taxation. The main purpose of the B Corporation is to create general public benefit by maximizing positive externalities and minimizing negative externalities. To form a 'B Corporation' you must pass the B Impact Ratings System with a score of at least 80/200. You also have to be certified by a B-Lab.

PROS:

- For-profit structure
- Can receive donations
- Positive image in the society

CONS:

- Same tax structure as a 'C Corporation'
- Not all profits are kept for the business

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MISSION STATEMENT

The Mission Statement is a crucial element in the strategic planning of a business organization. Creating a mission is one of the first actions an organization should take. This can be a building block for an overall strategy and development of more specific functional strategies. By defining a mission, an organization is making a statement of organizational purpose.

Defining a mission statement is the first step. There are several ways that mission statements are defined. Some people get a vision statement confused with a mission statement. A vision statement pushes the association toward some future goal or achievement, while a mission statement guides current, critical, and strategic decision making.

There are some basic elements that should be incorporated into a mission statement. To begin with, the target audience is important. It needs to be established whom the mission statement will be directed to. Some groups that may be considered are employees, stockholders, customers, and the community. The mission statement can be targeted at a combination of these groups or just one of them.

Next, the length of the mission statement needs to be considered. Some companies' mission statements are only a single sentence and others are very long, including visions, philosophies, objectives, plans and strategies. All that is necessary is that the mission should be long enough to reach the target audience. In addition, the tone is also important. It is important to use appropriate language that is directed to the target audience and reflects the makeup of the organization. Establishing the correct tone involves a process of intentional word selection. If you make the language too flowery and cumbersome, a great mission statement may not be taken seriously. A mission statement should be written to encourage commitment and to energize all employees toward fulfilling the mission.

Endurance should also be considered. Mission statements should serve to guide and inspire the organization for many years. They should be able to withstand time and ultimately have a meaning in the long-term standings of the organization. In the same respect, the mission statement should also remain current. A mission statement created years ago may no longer be effective. When the competitive environment changes, the mission should be revised.

Finally, it should consist of an element of uniqueness. An organization's mission statement should be unique to the organization.

An example of a mission statement:

Greenpeace seeks to:

- Protect biodiversity in all its forms;
- Prevent pollution and abuse of the earth's oceans, lands and freshwater;
- End all nuclear threats; and
- Promote peace, global disarmament and nonviolence.

CHOOSING YOUR LOCATION

The location you select for your business will be one of the most critical of all your decisions you will make. A well planned location can be the deciding factor in making your company a success. First of all, you must decide whether you want to rent, lease, buy, or build. This decision will depend largely on your plans for the future and the amount of money you have to invest in your facility. At the same time, you should consider the physical needs of your business:

- How much parking will you need? (Remember to include accessible parking)
- How much signage will you need?
- Will you need loading docks, overhead doors or other types of truck access? How much storage will you need?
- How much square footage will you need? Will you want to expand in the future?
- What type of building construction do you want?
- Will you need broadband internet access and, if so, is it readily available?
- Is the infrastructure of the building adequate to support your needs?
- Will there be adequate access to water and sewer lines for your needs?

You should consult with a licensed real estate agent, preferably one who specializes in business listings. These professionals are well-trained to help you with your property needs. Although your contractor will probably handle this detail, you should know that if you are planning to build or remodel a facility, you must apply for an Improvement Location Permit and a building permit before work can begin.

Building Permit and Improvement Permits:

Crawford County Clerk

715 Judicial Plaza Dr.
English, IN 47118
(812) 338 - 3113

Daviess County Clerk's Office

200 E. Walnut St.
Washington, IN 47501
(812) 254 - 8864

Dubois County Assessor's Office

1 Courthouse Square
Jasper, IN 47546
(812) 481 - 7010

Greene County Clerk's Office

1 E. Main St.
Bloomfield, IN 47424
(812) 384 - 8532

Lawrence County Circuit Court

916 15th St.
Bedford, IN 47421
(812) 275 - 2421

Martin County Circuit Court

129 Main St.
Shoals, IN 47581
(812) 247 - 3651

Orange County Circuit Court

1 E. Court St.
Paoli, IN 47454
(812) 723 - 2411

Washington County Superior Court

801 Jackson St.
Salem, IN 47167
(812) 883 - 4949

If you are constructing a new business site, you must meet Indiana's building code. You must submit three sets of blueprints to:

Indiana Fire and Building Services

Indiana Government Center South
402 W. Washington St., Room E241
Indianapolis, IN 46204
(317) 232 - 1407

Non-Profit Corporation

A non-profit corporation is a business that has a main mission in which to serve the community. Non-profits have a similar purpose as a 'B Corporation' but is different in taxation. A non-profit does not have to pay taxes, but profits of the business have to go to fulfilling the mission of the company. Non-profits are not in business to make money but to fulfill their mission, and because of that they receive donations to use as extra income to fulfill that mission.

PROS:

- Tax exempt
- Receives donations as extra income
- Positive image from the public

CONS:

- Profits must go to fulfilling the mission and not for personal use
- Must comply with extensive regulations
- Must continue to serve mission, or you may be subject to losing the non-profit status

A fee is required when submitting blueprints; the fee varies with the type and size of building. You can expect to receive approval within 15 days. If you are opening a restaurant or food store, one copy of the blueprints is automatically forwarded to the State Department for approval.

Additionally, a copy of your blueprints should be sent to:

Crawford County - Leavenworth Fire Department

645 East St.
Leavenworth, IN 47137
(812) 739 - 4850

Daviess County - Washington Fire Department

200 Harned Ave.
Washington, IN 47501
(812) 254 - 8240

Dubois County - Jasper Fire Department

309 E. 6th St.
Jasper, IN 47546
(812) 482 - 1741

Greene County - Center Township Fire Department

11216 East SR 54
Bloomfield, IN 47424
(812) 825 - 2799

Lawrence County - Bedford Fire Department

1900 H St.
Bedford, IN 47421
(812) 275 - 4544

Martin County - Loogootee Fire Department

401 N. John F Kennedy Ave.
Loogootee, IN 47553
(812) 295 - 2323

Orange County - Orange County Rural Fire Rescue

401 W. Carolyn St.
Orleans, IN 47452
(812) 865 - 2203

Washington County - Blue River Fire Station

5279 W. Becks Mill Rd.
Salem, IN 47167
(812) 620 - 6170

MANDATORY REQUIREMENTS

Federal regulations require all employers to post, in conspicuous locations easily accessible by all employees, certain posters that explain to employees their rights under federal labor laws. Effective October 1, 2000, criminal penalties and civil liability actions, including

assessments up to \$10,000, may be assessed if an employer is found in violation of posting up-to-date labor posters. The specific requirements vary by state and are changed periodically, but currently include the following:

MINIMUM WAGE:

Federal: Family and Medical Leave Act and Minimum Wage Act posters are mandatory. Your rights under the Fair Labor Standards Act poster are only required in certain instances. Contact the Indiana Department of Labor office to determine if these posters are required in your place of business.

State: Indiana Minimum Wage Law poster is needed by anyone not covered by Federal Minimum Wage and having two or more employees during any work week.

EQUAL EMPLOYMENT OPPORTUNITY/AGE DISCRIMINATION AND DISABILITY ACT:

Federal: The Law Poster is needed by private employers, state and local governments, and educational institutions; anyone holding federal contracts/subcontracts; or anyone receiving federal financial assistance.

State: Equal Opportunity in the Law poster is needed by state, political, or civil subdivision; anyone employing six or more persons; labor organizations; or employment agencies.

OCCUPATIONAL SAFETY AND HEALTH:

Federal: Occupational Safety and Health Act poster.

State: Safety and Health on the Job poster.

CHOKING POSTER:

While the American Red Cross First Aid poster is not required, it is a worthy poster for any food service business or employers with a cafeteria on site.

CHILD LABOR:

State: Notice of Minor Aged Employee (Form 158) must be posted with names and ages of minor employees (needed by employers of minors ages 14-18 years of age).

UNEMPLOYMENT COMPENSATION:

State: Indiana Employment and Training Services Act poster is needed by anyone with one or more employees in 20 different weeks or who paid \$1,500 or more in one quarter; employers of 10 or more people in agricultural labor for 20 or more weeks in the year, or who paid \$20,000 or more in one quarterly employers of domestic labor who paid cash wages of \$1,000 or more in one quarter; and state and political subdivision and private schools.

WORKERS' COMPENSATION:

State: Workers' Compensation Notice. For more information, or to obtain the necessary posters, contact:

Indiana Department of Labor

Wage and Hour Division
402 W. Washington St., Rm. W195
Indianapolis, IN 46204
(317) 232 - 2655 or www.in.gov/dol/wagehour

U.S. Department of Labor

(866) 487 - 2365 | www.dol.gov

YOUR ORGANIZATION AND EMPLOYEES:

Once your business begins to grow, you will most likely need to hire employees to help you conduct your business. Qualified employees that can represent your business in a professional manner are difficult to hire. Some potential sources of these employees are as follows:

Indiana Department of Workforce Development

www.in.gov/dwd/

Crawford County

WorkOne (English)
Government Annex Center | 743 E. State Rd. 64
English, IN 47118
(812) 620 - 6892

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Vincennes University - Jasper Campus
850 College Ave., Admin Building Room 226
Jasper, IN 47546
(812) 634 - 1599

Greene County

WorkOne (Linton)
1600 N.E. A St., Ste 4
Linton, IN 47441
(812) 847 - 4479

Lawrence County

WorkOne (Bedford)
2405 Mitchell Road
Bedford, IN 47421
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Paoli, IN 47454
(812) 723 - 2359

Washington County

WorkOne (Salem)
St. Vincent Salem Hospital | Lower Level
911 N. Shelby Street
Salem, IN 47167
(812) 620 - 6780

LICENSING YOUR BUSINESS

The licenses that your business will require vary by the type of business and specific locality. However, the following are good references to use in researching the specific requirements that you will need to fulfill.

Contact your local Chamber of Commerce for information on:

- Zoning Information
- Retail Permits
- Sign Inspection, Building Permits, Inspectors
- Property and Local Taxes
- Registration of Assumed Business Name/DBA

CRAWFORD COUNTY

Crawford County Chamber of Commerce
6225 E. Industrial Lane
Leavenworth, IN 47137
(812) 739 - 2246

DAVISS COUNTY

Daviess County Chamber of Commerce
One Train Depot St.
Washington, IN 47501
(812) 254 - 5262 | www.daviesscountychamber.com

DUBOIS COUNTY

Hungtingburg Chamber of Commerce
327 E. 4th St.
Huntingburg, IN 47542
(812) 683 - 5699

Jasper Chamber of Commerce

302 W. 6th St.
Jasper, IN 47547
(812) 482 - 6866 | www.jasperin.org

GREENE COUNTY

Bloomfield Chamber of Commerce
PO Box 144
Bloomfield, IN 47424
(812) 384 - 7250

Linton-Stockton Chamber of Commerce

159 1st St. NW
Linton, IN 47441
(812) 847 - 4846 | www.lintonchamber.org

LAWRENCE COUNTY

Bedford Chamber of Commerce
1116 16th St.
Bedford, IN 47421
(812) 275 - 4493 | www.bedfordchamber.com

Mitchell Chamber of Commerce

533 W. Main St.
Mitchell, IN 47446
(812) 849 - 4441 | www.mitchellchamberofcommerce.org

MARTIN COUNTY

Martin County Chamber of Commerce
210 N. Line St. | PO Box 257
Loogootee, IN 47553
(812) 295 - 40931 | www.martincountychamberofcommerce.org

ORANGE COUNTY

Orleans Chamber of Commerce
P.O. Box 9
Orleans, IN 47452
(812) 865 - 9930 | www.historicorleans.com

Paoli Chamber of Commerce

210 W. Court St.
Paoli, IN 47454
(812) 723 - 4769 | www.paolichamberofcommerce.com

WASHINGTON COUNTY

Washington County Chamber of Commerce
99 Public Square 201
Salem, IN 47167
(812) 883 - 4303 | www.washingtoncountychamber.org

Connect with your local Chamber of Commerce for the opportunity to connect with other business owners in your area and obtain names of associations serving your industry by reviewing reference at the library. The Small Business Development Center (www.isbdc.com) offers a variety of workshops geared toward new business owners.

SOURCES OF BUSINESS ASSISTANCE

Radius Indiana : Formed in 2009, Radius Indiana is a regional partnership representing eight counties in South Central Indiana: Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Orange and Washington. The partnership also serves as a primary point of contact in Indiana for the Naval Surface Warfare Center (NSWC) Crane Division. Radius Indiana serves as a regional catalyst for government, business & academic collaboration to market and promote the area as a highly competitive, vibrant region with an increasingly attractive quality of life. Community & business leaders have worked collaboratively with the Radius region to establish an economic development partnership at work for our region to ignite prosperity in the heart of Southern Indiana.

Radius Indiana

1504 I Street
Bedford, IN 47421
(812) 277 - 9778 | www.radiusindiana.com

Indiana Small Business Development Center : The Indiana Small Business Development Center (Indiana SBDC) was created to have a positive and measurable impact on the formation, growth, and sustainability of small businesses in Indiana, and to help Hoosier Entrepreneurs start stronger, grow faster, and work smarter. The Indiana SBDC creates a positive and measurable impact on Indiana's small businesses by providing entrepreneurs expert guidance and a comprehensive network of resources.

South Central Indiana SBDC

Ivy Tech Community College - Bloomington
Gayle & Bill Cook Center for Entrepreneurship
Indiana Center for Life Sciences
501 North Profile Parkway
Bloomington, IN 47404
(812) 345 - 1141 | www.isbdc.org

APPENDIX

For more information on the following topics, please visit the Radius Indiana Resource page on its website.

- Regulations and Your Business
- Navigating Through the Tax Maze
- Regulatory Requirements for Operating a Business in Indiana
- Importance of an Attorney
- Selecting and Using an Accountant
- Financing Your Business
- Understanding Cash flow
- Buying a Business
- Finance or Lease
- Buying a Franchised Business

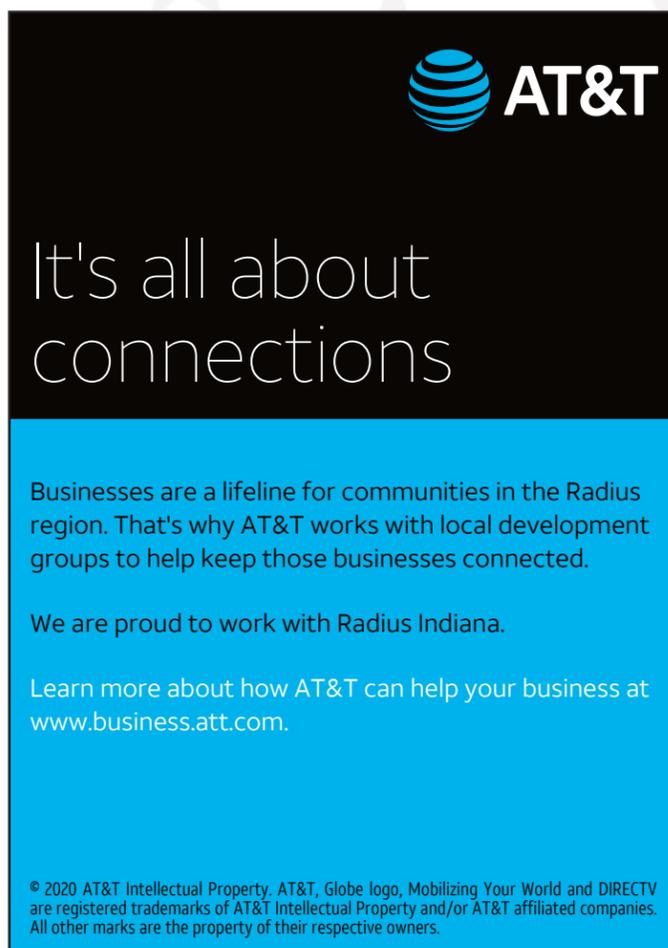


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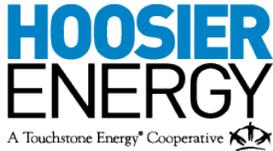
Businesses are a lifeline for communities in the Radius region. That's why AT&T works with local development groups to help keep those businesses connected.

We are proud to work with Radius Indiana.

Learn more about how AT&T can help your business at www.business.att.com.

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