



TPMA
Bold Solutions.
Empowered Communities.

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Thank you

Dear Perry County Commissioners:

Thank you for your time and consideration of our proposal. We have received your questions and have provided our responses below. While we have aimed for conciseness in our answers, we understand that further clarification may be necessary. We are happy to provide more detail on any of the points raised.

In addition to addressing your specific questions, we would also like to highlight a significant resource we have developed that directly relates to the needs of Perry County residents. Over the past year, we have conducted a comprehensive research project focused on understanding these very needs and priorities.

This in-depth effort, which included resident sentiment surveys, engagement summaries, and detailed data analysis, has provided us with deep insights into the region's current landscape. We are now well-versed in the areas where residents express satisfaction, as well as those where significant gaps exist. For example, while core services like education and public safety are viewed positively, we have identified opportunities for improvement in healthcare access, the availability of basic necessities, and the enhancement of community amenities.

This research has positioned us in an excellent position to continue supporting Perry County. We understand the community's specific needs and desires, including the demand for more specialized healthcare, diverse shopping and dining options, and enhanced recreational and cultural activities.

We are confident that the insights gained from this project will be invaluable as we collaborate with Perry County to develop and implement effective strategies for positive change. We believe this research directly addresses many of the underlying concerns that prompted your questions.

We look forward to discussing how we can leverage this information, in conjunction with our responses to your specific inquiries, to serve the residents of Perry County best. Thank you again for your thoughtful consideration of our potential contributions to your continued success.

Sincerely,

A handwritten signature in black ink, appearing to be "T. DeBaun".

Tom DeBaun, Senior Director

A handwritten signature in black ink, appearing to be "Zachary Rice".

Zachary Rice, Director



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Implementation

1. **Question:** Will you have a dedicated person for Perry County? What is the anticipated time to respond to a community or prospects need for information or answers?

TPMA Response: Yes, Tom DeBaun will be the dedicated liaison for the strategic plan development, and Zachary Rice will be the project lead for Perry County. Recognizing the community's expressed needs, particularly the urgency highlighted by the resident sentiment survey, TPMA will prioritize a one-business-day response time for all inquiries. This commitment ensures clear communication and demonstrates our responsiveness to resident and stakeholder concerns.

2. **Question:** If you represent other clients and an opportunity arises that could be of interest to more than one of your clients. How will you handle a potential Conflict of Interest and protect confidential information from being disseminated?

TPMA Response: TPMA maintains strict confidentiality protocols. As the engagement summary underscores, we understand the importance of "community" and "people" to Perry County. Any potential conflicts of interest will be disclosed transparently before sharing confidential information. We will prioritize ethical conduct and open communication to maintain trust and protect all stakeholders' interests.

3. **Question:** In order to keep county officials informed how often would you anticipate providing updates and what would be the manner of distribution?

Response: We will conduct bi-weekly progress meetings with your project leaders to ensure alignment and momentum. Additionally, we can schedule regular check-ins with key stakeholders as needed. These updates will provide a clear overview of tasks and milestones, focusing on how the strategic plan addresses the specific gaps and priorities identified in the resident survey, including healthcare, basic necessities, entertainment, and other critical areas. Meeting materials will be shared via email, with secure file-sharing utilized as needed for sensitive information.

4. **Question:** All of the provided proposals were based upon services for a single year, what are the anticipated cost in year two through five?

Response: The initial contract focuses on the planning phase. Recognizing the long-term nature of community development, TPMA will provide a separate, detailed fee schedule outlining potential costs for ongoing support (implementation, grant writing, technical assistance, etc.) in years two through five. Because these needs can vary significantly, we typically structure ongoing support through a retainer model, generally ranging from \$5,000 to \$10,000 per month. This approach enables the County to effectively budget for the critical follow-through necessary to maximize the strategic plan's impact.



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5. Question: When a request for information about our county, site selection vendor or an inquiry provided by the state is received, what is your procedure you will follow to assure a timely and accurate response?

Response: Our process for handling information requests (from site selectors, the state, etc.) is designed for efficiency and accuracy: 1) Prompt acknowledgment of the request. 2) Comprehensive data gathering from our internal resources and in collaboration with the County, focusing on information relevant to Perry County's strengths and the needs identified in the resident surveys. 3) Rigorous verification of accuracy before dissemination. 4) Tailoring the response to specifically highlight Perry County's assets and directly address the specific requests. 5) Timely delivery of the requested information. To further streamline this process, we will work with the County to develop standardized responses for common inquiries, particularly those related to healthcare, basic necessities, quality of life, and other key areas identified in our research.



6. Question: It is essential a relationship is established with our largest employers in order to stay abreast of their challenges and potential opportunities for expansion or to gain competitive opportunities within their market. How would you propose to accomplish this requirement?

Response: We will conduct in-depth interviews with Perry County's major employers. These conversations will focus on understanding their current challenges, exploring their future plans (including potential expansion opportunities), and identifying potential partnerships to address community needs. Critically, these discussions will also explore how employers can contribute to solutions in areas like healthcare access, support for local businesses, and workforce development, directly aligning with the findings and priorities identified in the resident sentiment survey. This collaborative approach will help ensure that economic development efforts are in sync with the overall community vision.



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Challenges

- 7. Question:** Perry County has over 60,000 acres of Hoosier National Forest which amounts to nearly 25 percent of the county acreage. The acreage is controlled by the Federal Government which creates challenges effecting infrastructure, tax revenue, usage and promotional activities. What techniques would you pursue in order to promote this area and provide additional benefits to Perry County?

Response: We will pursue a multi-faceted approach to leverage the Hoosier National Forest for the benefit of Perry County. This includes building strong partnerships with the U.S. Forest Service to collaboratively develop strategies that maximize recreational and tourism opportunities. We will explore initiatives such as sustainable trail development, targeted eco-tourism promotion that respects the natural environment, and responsible resource management strategies that benefit Perry County's economy and residents. We will also investigate ways to address the infrastructure and tax revenue challenges presented by federally owned land, seeking collaborative solutions with the Forest Service.

- 8. Question:** Tourism, consisting of trails, hiking, biking ATV, canoeing, boating and other outdoor activities, may be the best prospect for growth in Perry County. Is this a sustainable opportunity and if so, how would you suggest the county pursue this opportunity.

Response: We believe tourism, particularly centered around outdoor activities, presents a significant and sustainable growth opportunity for Perry County. To capitalize on this potential, we will develop a comprehensive tourism plan focused on sustainable practices that protect the natural beauty of the region while enhancing visitor experience. This plan will directly address the specific recreational desires expressed by residents in the survey, such as the need for more indoor recreational facilities, diverse dining options, and cultural events. We will also explore strategies to extend the tourism season beyond traditional peak times and promote unique offerings that differentiate Perry County from other destinations.

- 9. Question:** Perry County is the hilliest county in the State of Indiana. The topography creates additional obstacles and in many areas of the county potable water is unavailable along with suitable roads. The lack of infrastructure severely reduces the number of families who would consider locating in Perry County. What steps would you pursue to address this challenge.

Response: Addressing Perry County's infrastructure challenges is crucial for attracting new residents and businesses. We will work closely with the County to prioritize infrastructure improvements that directly address the gaps in basic necessities and access to goods and services highlighted in the resident survey. This includes a focus on transportation infrastructure (roads, bridges) and access to potable water. We will aggressively explore funding opportunities at the state and



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federal levels, and research innovative solutions to overcome the topographical challenges, ensuring that infrastructure development is both cost-effective and environmentally sound.

10. Question: Perry County has concentrated population along the Ohio River in the South of the County. The remainder of Perry County is rural with sparse population. How do we create a growth plan that meets the need of the entire county?

Response: Recognizing the diverse needs of Perry County's population centers, we will develop a two-tiered growth plan tailored to the specific assets and challenges of different areas. This plan will be directly informed by the data collected in the resident sentiment survey, ensuring that initiatives align with community priorities. We will focus on economic development strategies that leverage the unique assets of each area, such as promoting tourism and riverfront development in communities along the Ohio River, while simultaneously focusing on supporting access to basic necessities, local businesses, and essential services in the more sparsely populated rural areas. This balanced approach will ensure that growth benefits the entire County.

11. Question: In the past attempts have been made to encourage businesses to join our community. If records were available from these past attempts could strengths and weaknesses be discovered and a plan to resolve the weakness be established? If available, how would you propose to carry out this task?

Response: A thorough and objective analysis of past business attraction efforts is essential for future success. If records are available, we will comprehensively review these past attempts, leveraging the insights gained from the resident sentiment survey to understand how previous strategies may have aligned (or misaligned) with community needs and priorities. This analysis will identify both the strengths and weaknesses of past efforts, allowing us to build upon successes and address any shortcomings. This data-driven approach will ensure that future business attraction strategies are targeted, effective, and aligned with the overall vision for Perry County's growth.



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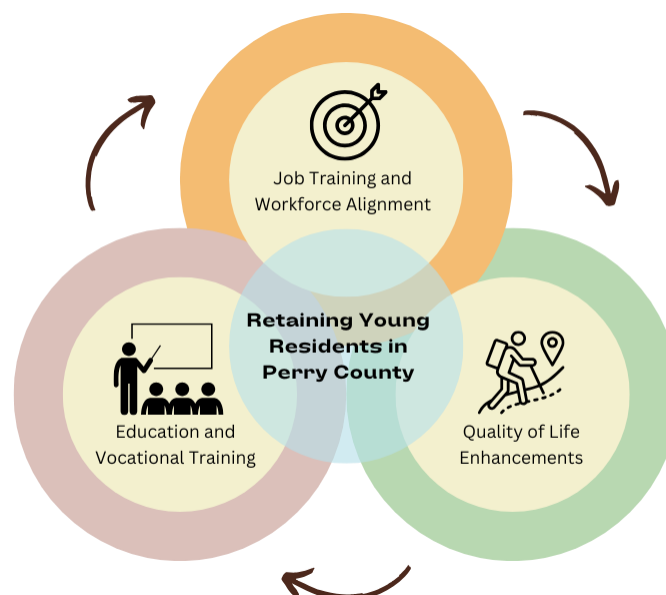
Opportunities

12. Question: Considering what you know about Perry County is there a type of business or industry or service that you would recommend we pursue to obtain growth within our county?

Response: Based on our research and the findings of the resident sentiment survey, we recommend focusing on attracting businesses that address the identified gaps in services and enhance the quality of life in Perry County. This includes prioritizing healthcare providers (especially specialized care), specialty retailers to diversify shopping options, restaurants and entertainment venues to meet resident demand, and businesses that support outdoor recreation and tourism, capitalizing on Perry County's natural assets.

13. Question: Our youth often time leave our county to pursue opportunities elsewhere, what suggestion for the county might you propose in order to deal with this migration?

Response: Addressing youth outmigration requires a comprehensive and multi-faceted approach. We propose focusing on three key areas: 1) Enhancing educational opportunities within Perry County, including vocational training programs and partnerships with higher education institutions. 2) Creating job training programs that are directly aligned with the needs of local industries, ensuring that young people have the skills necessary to secure well-paying jobs within the county. 3) Significantly enhancing the overall quality of life by addressing the gaps highlighted in the resident survey, including improved access to healthcare, more diverse basic necessities, expanded entertainment and cultural opportunities, and improved community amenities.





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14. Question: Several of our local businesses are currently struggling, how might we help now and plan for the future to ensure a strong a vibrant business community?

Response: Supporting existing local businesses is essential for a thriving economy. We will develop a comprehensive business support program that provides immediate assistance to struggling businesses while also planning for long-term growth. This program will offer technical assistance (business planning, marketing, financial management), improved access to capital (loans, grants), and readily available resources. Critically, this program will prioritize businesses that provide essential services to the community or contribute to the overall quality of life, directly aligning with the priorities identified in the resident sentiment survey.

15. Question: In the past attempts have been made to persuade businesses to join our community. If records were available from these attempts could strengths and weaknesses be discovered and a plan to resolve the weakness be determined. How would you propose to carry out this task?

Response: A thorough analysis of past business attraction efforts is crucial for future success. Our proposed process is as follows: 1) We will collaborate with Perry County to gather and organize all relevant records from past attempts (proposals, responses, meeting notes, incentive data, etc.). 2) We will analyze this data to identify both past successes and pinpoint weaknesses in previous strategies, carefully considering both internal factors (e.g., available incentives, local workforce) and external factors (e.g., economic conditions, regional competition). 3) Prioritizing the key weaknesses identified, we will work collaboratively with the County to brainstorm solutions and develop actionable strategies with clearly defined goals, stakeholders, timelines, and resource allocation. 4) These insights and strategies will be fully integrated into the overall strategic plan for Perry County's economic development. 5) Finally, we will recommend a system for tracking and evaluating future business attraction efforts to ensure continuous improvement and data-driven decision-making.





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16. Question: Currently ReadI 2 is an active program within the State of Indiana. How would you propose to ensure funds are received and utilized in a way that delivers the greatest benefits to residents of Perry County?

Response: We will work closely with Perry County officials to identify high-impact projects aligned with READI 2.0 priorities, assist in crafting competitive proposals to secure funding, and ensure project executive aligns with community priorities. This includes focusing on projects related to healthcare access, critical infrastructure improvements, and targeted business development initiatives that will have the greatest positive impact on the community. We will assist the County in developing compelling proposals that demonstrate a clear return on investment and maximize the benefit to Perry County residents.

17. Question: We have funds available from earlier projects, rental and real-estate sales. How would you propose to leverage these funds in order to promote growth?

Response: These available funds represent a valuable resource for promoting growth in Perry County. We propose to leverage these funds strategically, aligning them with the initiatives outlined in the strategic plan and directly addressing the priorities identified in the resident sentiment survey. Potential uses include attracting and retaining healthcare providers, developing and improving recreational facilities (both indoor and outdoor), and providing targeted support to local businesses that contribute to the community's overall well-being and economic vitality. We will work with the County to develop a clear and transparent process for allocating these funds to maximize their impact.

Closing

We appreciate the opportunity to respond to your questions and share our approach to supporting Perry County's growth and development. Our research-driven strategies, combined with our commitment to collaboration, position us to help the County address key challenges and capitalize on new opportunities.

We welcome the chance to discuss these proposals in more detail and explore how we can work together to implement meaningful solutions. Please let us know a convenient time to meet and continue this conversation.

Thank you for your time and consideration. We look forward to the opportunity to contribute to Perry County's success.

Sincerely,

Tom DeBaun, Senior Director

Zachary Rice, Director