

# **A Survey of Business Incubators in Appalachia**

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## Appalachian Regional Commission

The Appalachian Regional Commission (ARC) is a regional economic development agency representing a unique partnership of federal, state, and local government. Established by an act of Congress in 1965, the Commission is composed of the governors of the 13 Appalachian states and a federal co-chair, who is appointed by the president. Local participation is provided through multi-county local development districts with boards made up of elected officials, businesspeople, and other local leaders. Each year Congress appropriates funds, which ARC allocates among its member states. The governors draw up annual state Appalachian strategies and select for ARC approval projects to implement them. ARC projects include a safe and efficient highway system; business development, education, job-training, and health-care programs; water and sewer systems; housing; and other essentials of comprehensive economic development.

## Appalachia

Appalachia, as defined in the legislation from which the Appalachian Regional Commission derives its authority, is a 200,000-square-mile region that follows the spine of the Appalachian Mountains from southern New York to northern Mississippi. It includes all of West Virginia and parts of 12 other states: Alabama, Georgia, Kentucky, Maryland, Mississippi, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, and Virginia.

## ARC's Vision for Appalachia

Appalachia will achieve socioeconomic parity with the nation.

## ARC's Mission

ARC's mission is to be a strategic partner and advocate for sustainable community and economic development in Appalachia.

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## **EXECUTIVE SUMMARY**

The Appalachian Regional Commission (ARC) views entrepreneurship as a critical element in the establishment of self-sustaining communities that create jobs, build local wealth, and contribute broadly to economic and community development. Support for business incubators has been a key component of ARC's multifaceted approach to help the people of Appalachia to build a better future. This survey, initiated in the summer of 2004 by Greenwood Consulting Group, Inc., complements and updates the 2001 ARC survey Business Incubation at Work.

Results from the 2004 survey provide evidence of job creation by companies that have "graduated" from incubators, thus providing strong evidence of the importance of business incubation to an Appalachian community's economic development strategy. Appalachian incubators are, in many respects, equaling or exceeding national norms. However, it appears a significant number of incubators are on unsound financial footing, and steps should be taken to address issues of long-term operation stability.

Survey data reveal that Appalachian incubators have graduated almost 1,300 businesses to date, most of them into their host communities, and have helped to create almost 38,000 jobs. Of these 38,000 jobs, 24,500 are directly attributable to current incubator tenants and graduates, and the remaining 13,500 jobs are indirectly attributable to these same firms.<sup>1</sup> These are remarkable results and suggest that incubators are important and effective economic development tools for Appalachia.

Appalachian incubators house an average of 16 tenant companies at one time, including client companies that are incubating as well as service providers, anchor tenants, and others. When nontenant companies (affiliates) served by the incubators are considered, the average Appalachian incubator serves about 30 companies at any given time. Once again, these numbers are reasonable (given national averages) and demonstrate maturity in Appalachian incubators in following modern incubator practices.

The size of an average Appalachian incubator is about 41,000 square feet, while the net leasable area is about 31,500 square feet, or 77 percent of the incubator area. Both the overall size and net leasable area averages track well with national averages. However, 30 percent of Appalachian incubators are very small, consisting of 15,000 square feet of space or less. This small size makes it difficult to achieve financial stability and to serve enough tenants and clients to maintain the desired synergy and services within the incubator.

Appalachian incubators are predominantly nonprofit (94 percent), which is consistent with industry norms. Roughly half of Appalachian incubators are tied to a university or technical/community college. The most common type of incubator in the Region is "mixed-use," meaning it caters to clients in a wide variety of industries, with technology-related incubators being the second most common.

Consistent with the definition of business incubators, Appalachian incubators provide a number of services to tenants and clients. The most common "basic office services" provided by Appalachian incubators are conference rooms, photocopiers/fax machines, and Internet access, and these services are highest in demand by their tenants and clients. Among "business assistance services," the areas of networking, accessing loans, and marketing are the most commonly provided, and they receive the heaviest use by Appalachian incubator tenants. Surprisingly, only about two-thirds of Appalachian incubators provide entrepreneurial training (although these data may be understated due to a misinterpretation of the survey question).

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<sup>1</sup> Based on an industry multiplier developed for Business Incubation Works, NBIA, 1997. Discussion of this takes place in the section titled Businesses Graduated and Jobs Created.

Appalachian incubators tend to have policies regarding when a tenant must graduate, or exit, from the incubator program. The criteria used to determine when graduation should occur are generally consistent with national guidelines. We note that a number of Appalachian incubators require a tenant to exit or graduate based on a predetermined time limit. (About 67 percent of respondents employ this criterion.) Also worthy of mention are the significant number of incubators in the region that do not offer placement or relocation assistance to graduating tenants (54 percent).

The average Appalachian incubator responding to the survey has an annual operating budget of \$219,000.<sup>2</sup> In comparison, a 2002 State of the Incubation Industry study by the National Business Incubation Association found the national average annual operating budget to be \$363,000. The apparently small budgets of Appalachian incubators are a concern, both as an indicator of financial challenges facing these incubators and as a limitation on how well incubators can finance programs, services, and staff.

About 28 percent of the respondents indicated that their incubators are financially self-sufficient, meaning their operating expenses are covered by revenues generated from incubator operations. Another 20 percent of the Appalachian incubators are self-sustaining, meaning they can cover their operating expenses through a combination of incubator-derived revenues and “reliable” external funding sources such as service contracts. The balance of the incubators surveyed, almost one-half, must depend on unreliable subsidies. Therefore, a large number of Appalachian incubators appear to be in jeopardy because they require an operating subsidy that represents more than half of their operating budget.

Most Appalachian incubators have between one and two full-time equivalent positions (FTEs). Appalachian incubator managers are well educated, with roughly half possessing advanced degrees, a figure that tracks well with national averages for incubation managers. However, as a group they are not well compensated; they are twice as likely as the national average to have a low salary and half as likely as the national average to have a high salary.<sup>3</sup>

Despite the documented success business incubators have had generating jobs and growing businesses in rural communities throughout Appalachia, many continue to face significant financial and operational challenges. The largest areas of concern for the continued success and growth of business incubators, and hence the growth of entrepreneurial businesses in Appalachia, include the following:

- More than 50 percent of Appalachian incubators require operating subsidies, with the average subsidy equaling 53 percent of an incubator’s budget, suggesting questionable financial viability for a substantial number of incubators.
- Thirty percent of Appalachian incubators are too small to achieve financial sustainability or provide the desired level of support to incubator tenants and clients.
- Fifty-seven percent of Appalachian incubators charge below-market rental rates, making it difficult to achieve financial self-sufficiency.
- Many Appalachian incubators (67 percent) rely on predetermined time limits, requiring tenants to graduate or exit their programs, while the remainder offer more flexible arrangements.
- Appalachian incubator managers earn relatively low salaries, despite high educational attainment, when compared with national averages for incubator managers.
- Fifty-four percent of Appalachian incubators offer no placement or relocation assistance to their graduating tenants.

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<sup>2</sup> A group of five incubators with unusually large budgets was excluded from this sample. When these outliers are included, the average incubator budget is \$289,000.

<sup>3</sup> High and low salaries are defined in a later section on Staffing to be \$70,000 and \$40,000, respectively.

Incubators have demonstrated that they are effective long-term business- and job-creation engines, but not if they run out of gas and are forced to close because they failed to achieve a sustainable financial position. ARC believes that many of these issues can be addressed by helping at-risk incubators identify and resolve their financial and operational challenges so they can continue to generate jobs and support entrepreneurial businesses in the Region.

## INTRODUCTION

The Appalachian Regional Commission (ARC) views entrepreneurship as a critical element in the establishment of self-sustaining communities that create jobs, build local wealth, and contribute broadly to economic and community development. A special ARC initiative has provided more than \$35 million in support to more than 370 projects to help build entrepreneurial economies across Appalachia. More than 200 projects that have been completed report the creation of more than 1,200 new businesses and the creation or retention of more than 5,000 jobs in the Region.

Support and technical assistance for new businesses via business incubation, association development, and through private sector resources is one of four important components of ARC's entrepreneurship initiative.<sup>4</sup> Communities often see business incubation as one component of an overall strategy for economic development, one that combines business attraction, retention, and expansion schemes with other entrepreneurial activities. The incubator's mission is to help firms grow to the point of viability after "graduation" from the facility, thus becoming an integral part of the local business community.

ARC's financial support for business incubation dates back to 1978 when the first award was made to Broome County, New York, for the construction of the Broome County Industrial Incubator. Since then, ARC has provided more than \$17 million in funding for business incubation in the form of 108 different grants. Those project dollars have leveraged over \$22 million in funding from other federal agencies, \$8.3 million from the 13 ARC states, and \$28 million at the local level.

Since 1997, a regional advisory committee has assisted ARC in its work to support the development of business incubators. Through the leadership of this committee, the Commission has sponsored a range of training and technical assistance activities to support emerging business incubators, and engaged the National Business Incubation Association (NBIA) to operate a mentorship program for communities interested in forming new incubators.

In 2001, ARC completed the first comprehensive survey of business incubators in the Appalachian Region. In summer 2004, ARC contracted with Greenwood Consulting Group, Inc. (GCGI), to conduct an update to the survey. The purpose of the update was to (1) collect current information on Appalachian incubators, and (2) identify any new incubators and those that had ceased operations since 2001. This information will be used for ARC planning purposes, to assist Appalachian communities considering starting incubators, and to allow operators of Appalachian incubators to compare their programs with incubator "norms" across the Region.

GCGI conducted this survey using four steps. First, the list of possible incubators in Appalachia was updated using a variety of sources, including the 2001 ARC survey list; NBIA membership listings; and personal knowledge of GCGI, ARC staff, and members of ARC's Business Incubator Advisory Committee (described below). Second, a survey form was developed, based in part on the one used in 2001, but with additional questions of interest to ARC. Some of the new questions would also allow GCGI to make comparisons with survey data from other sources, such as NBIA. Third, the survey form was disseminated to the list of existing Appalachian incubators, in both hard copy and electronic form. Fourth, results of the survey were tallied, analyzed by GCGI, and reported in this document.

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<sup>4</sup> More information about the initiative can be found at <http://www.arc.gov/entrepreneurship>.

The purpose of this report is to highlight the conclusions from the 2004 survey of Appalachian incubators. Some of the data are presented with comparisons, either with the 2001 ARC survey or with one of several earlier surveys by NBIA, where comparative data were available and useful.

Several caveats are in order. First, while every attempt was made to accurately and fairly represent the results of the 2004 survey of Appalachian incubators, there are often alternative interpretations or conclusions that can be drawn. The reader, therefore, is urged to review the individual survey results, as reported on the ARC website, [www.arc.gov/entrepreneurship](http://www.arc.gov/entrepreneurship). Second, comparisons with prior years' surveys must be couched in terms of uncontrolled variables that may affect the comparisons or the conclusions that can be drawn from them. For example, one survey may be more heavily influenced by the large number of for-profit incubators that existed around 2000, but that number has dramatically decreased since then. In addition, different surveyors and different survey instruments may result in very similar questions being interpreted differently by survey respondents or analysts. Response rates also are relevant; for example, the 2004 ARC survey achieved almost a 90-percent-response rate among Appalachian incubators, while more typical response rates are less than half that number. Seventy-six responses were received, and another nine incubators were identified but did not participate, for a total estimated pool of 85 Appalachian incubators.

Readers of this report on the 2004 ARC survey of Appalachian business incubators should consider the following additional parameters in this study:

1. Appalachian incubators are defined as those located within one of the counties in ARC's service area ([www.arc.gov/counties](http://www.arc.gov/counties)). Therefore, some incubators that readers might believe are in Appalachia are not included in this survey if those incubators are not located within an ARC county.
2. Consistent with the 2001 ARC survey, this analysis includes only incubators that have facilities; i.e., "virtual incubators" or "incubators without walls" are not included.
3. The following simple definition was used to define an incubator for purposes of this project: An incubator is a facility with on-site management where services and programs are offered to tenants and other clients that collectively increase the formation, growth, and survival of small and start-up businesses. Therefore, a multitenant facility that does not provide business assistance services is not considered an incubator in this survey.
4. Some of the survey results are presented as percentages. In these cases, the most appropriate base for each percentage was selected, whether it was the total number of survey respondents, the number of respondents answering a particular question in the survey, or some other quantity.

This report is organized into the same major sections that are found in the 2004 survey instrument. Each section includes a presentation of data, followed by conclusions drawn about those data. The information provided includes:

- Incubator Characteristics—a discussion of incubator size, client typology, and outcomes achieved by incubators.
- Incubator Services and Programs—a discussion of the range of basic office services and business assistance services provided by respondent incubators.
- Tenant Exit and Graduation—policies regarding tenant exit and graduation.
- Incubator Finances—size and source of operational revenue.
- Staffing—staff educational attainment and salary data.

ARC is indebted to the ARC Business Incubator Advisory Committee, which provided input throughout this project. Members of this committee are:

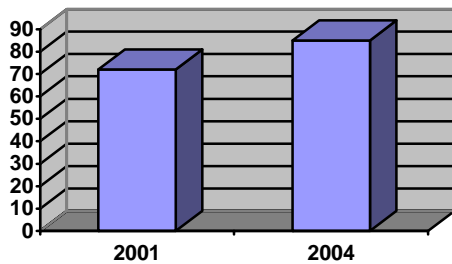


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## RESPONSES

Approximately 85 business incubators in the ARC district in 2004 were identified. Thanks to the considerable efforts by ARC, its Business Incubator Advisory Committee, and GCGI, a total of 76 incubators responded to the 2004 survey of Appalachian business incubators, and only 9 did not respond.

In contrast, approximately 72 incubators were identified in the same ARC district during the 2001 survey. Therefore, in a period of approximately three years, the number of business incubators in this area increased by about 18 percent (see Figure 1). While this is not a dramatic increase, it is notable, given the downturn in the national and many local and regional economies during that period.



**Figure 1. Number of ARC Incubators**

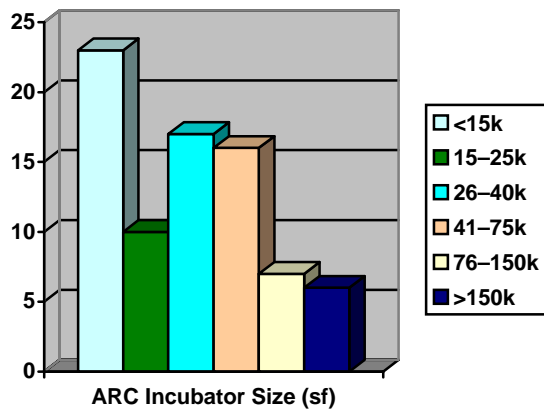
## INCUBATOR CHARACTERISTICS

This section describes incubator facility size, number and type of tenants, type of incubator, and affiliation with a university or college. This section also includes the very important parameters of business and job creation, which can be used to measure the economic impact of incubators on Appalachia.

### Incubator Size

Appalachian incubators range in size from an unusually small 2,000 square feet to an unusually large 500,000 square feet. Using data from all responses yields a mean of about 61,000 square feet. This figure, however, is heavily influenced by a relatively small group of large incubators (five, to be exact) that exceed 250,000 square feet in total size, putting them greater than two standard deviations above the mean. Removing these outliers from the data set that was used to derive the mean yields an average size of about

41,000 square feet, a figure that appears to be more consistent with the result from the NBIA 2002 State of the Incubation Industry survey of about 47,000 square feet. Figure 2 shows the number of incubators that fall into various gross size ranges across the Region.



**Figure 2. Size of ARC Incubators**

Besides the overall or gross size of the incubator facility, the 2004 ARC Survey also asked about the square footage of leasable space in the Appalachian incubators. The average amount of leasable space among all 76 responding incubators is slightly more than 42,000 square feet, or about 69 percent of the average gross incubator size of about 61,000 square feet. When we remove the five outliers from the sample, and exclude from consideration data from three other non-reporting incubators, we arrive at an average net leasable area of approximately 31,500 square feet, or about 77 percent of the average gross size of about 42,000 square feet for these 68 Appalachian incubators.

Several conclusions can be drawn from this analysis of the size of business incubators in Appalachia:

- Although the average gross size of incubator facilities in ARC's service area is considerably larger than national averages, this average is heavily influenced by a few very large Appalachian incubators. When those five very large incubator facilities are removed from the sample, the average Appalachian incubator size is about 41,000 square feet. This appears reasonable, given a national average of about 47,000 square feet.
- Considering only the subset of 2004 ARC survey respondents that excludes the five largest incubators, the net leasable portion of the ARC incubators is 77 percent. This is consistent with net leasable areas reported by national consulting organizations.
- However, the substantial number of small incubators in ARC's service area is cause for concern. As shown in Figure 2, approximately 30 percent of the surveyed incubators have 15,000 square feet of space or less. Incubators of this size can seldom be financially self-sufficient and are less likely to be self-sustaining. Therefore, almost one-third of the Appalachian incubators are so small that their long-term financial viability is questionable.<sup>5</sup>

<sup>5</sup> Some members of the ARC Business Incubation Committee feel a small incubator is of lesser concern if it is technology focused. Of the incubators in the 2004 ARC survey that consist of 15,000 square feet of space or less, only three indicated that they are exclusively technology oriented, while the majority are either mixed-use or targeted (e.g., kitchen or food, or arts and crafts incubators).

## Tenants and Clients

Table 1 indicates the types of clients and tenants of the Appalachian incubators responding to the 2004 ARC survey. Respondents were asked to indicate the number of tenants and clients in their incubator in various categories. “Incubating tenants” are the tenants for whom incubators primarily exist: the new and growing small businesses benefiting most from the shared resources and business assistance services of the incubator. As indicated in Table 1, the incubators responding to the 2004 ARC survey housed an average of 8.4 incubating tenants. This compares very favorably with the average among respondents to NBIA’s 2002 State of the Incubation Industry (SII) survey, which showed an average of 7.0 incubating tenants.

**Table 1. Types of Incubator Clients**

	<b>ARC 2004 Average</b>	<b>2002 NBIA SII Average</b>	<b>Notes</b>
Incubating Tenants	8.4	7.0	
Service Providers	3.5		39 ARC incubators house service providers (~50%)
Anchor/Key Tenants	1.6	2.0	38 ARC incubators house anchor/key tenants (~50%)
Other Tenants	2.4		
Subtotal, Tenants	15.9		
Affiliate clients	13.3	15.0	39 ARC incubators have affiliate clients (~50%)
Total tenants & clients	29.2		

Sources: ARC; NBIA

“Service providers” are a second category of tenants found in incubators. They are the companies that primarily provide business assistance and similar services to the incubating tenants. ARC respondent incubators housed an average of 3.5 service providers, as shown in Table 1. This is a higher number than expected (roughly one service provider for every 2.5 incubating tenants). Moreover, because only 39 incubators indicated that they had service provider tenants (out of 53 incubators responding to this question and used to calculate the 3.5 average), the average would be much higher if limited to only those incubators actually having service provider tenants.<sup>6</sup>

The large average number of service providers is a positive indicator in three respects. First, it indicates that Appalachian incubators are making business assistance services readily available to their tenants and clients. Second, it indicates that these incubators are relying in part on outside service providers to meet the needs of tenants and clients, which both reduces the burden on incubator staff and increases the quality of the service provided. Third, it indicates that Appalachian incubators are finding creative ways to find tenants to help fill the incubator space, which helps achieve important synergy among tenant companies and provides additional rental income for the incubator.

The third category of tenant indicated in Table 1 is “anchor or key tenant.” This category consists of tenants that are in the incubator not because they need traditional incubator services to grow and prosper, but instead are often stable businesses and organizations that locate in the incubator for other reasons. The responding incubators to the 2004 ARC survey indicated that they have an average of 1.6 anchor or key tenants, compared to the national average of 2.0 such tenants reported in the 2002 NBIA State of the Incubation

<sup>6</sup> It is possible, however, that some of the respondents mistakenly reported general service businesses in this category. This could explain, in part, the higher-than-expected number of service providers reported.

Industry study. Once again, the number of incubators that responded to this question (55) is much larger than those that actually have anchor or key tenants (38), so the 1.6 average is an understatement of how many anchor or key tenants are found in Appalachian incubators that actually have anchor or key tenants. The presence of anchor tenants in a significant percentage of 2004 ARC survey respondents is seen as a positive indicator for two reasons. First, the presence of anchor or key tenants can influence whether an incubator is financially viable. Second, anchor or key tenants can provide important services and benefits to incubating tenants, ranging from providing supplier or service-provider opportunities to acting as mentors.

The fourth category shown in Table 1 is “other tenants,” which is a catch-all category. The responding incubators to the 2004 ARC survey report an average of 2.4 other tenants in their facilities. These tenants may include, for example, academic space for a host community college or university or offices for governmental entities. Some incubators that reported having other tenants may have included a tenant that other respondents would define as an anchor or key tenant, so there may be a gray area in distinguishing these two categories in the survey. Provided that these other tenants are not detrimental to the purpose or function of the basic incubator, their presence is not a negative attribute, and again may indicate creativity on the part of Appalachian incubators and their host governments/universities by co-locating incubators with other activities. These other tenants also may be indicative of incubators that are serving other important community functions in addition to business creation and growth.

The subtotal line in Table 1 indicates that the average Appalachian incubator has almost 16 tenants. This is a reasonable number to achieve the desired level of activity and interaction in an incubator facility, provided that the incubating tenants are not dominated by the other categories of tenants. Because more than half of the tenants in the average Appalachian incubator are incubating tenants (8.4 out of 15.9), this does not appear to be a problem in most of the surveyed incubator programs.

The second-to-last line of Table 1 indicates that the responding incubators to the 2004 ARC survey have an average of more than 13 “affiliate clients.” Affiliates are defined as companies that receive services at an incubator, but are not tenants of that incubator. This average of 13 affiliate companies with the Appalachian incubators compares well with the national average of 15, as reported in the 2002 NBIA State of the Incubation Industry report. Once again, the Appalachian average may be somewhat understated because 60 survey respondents answered this question but only 39 of them actually have affiliates; therefore, the average number of affiliates among the 39 incubators that have affiliate clients is larger.

The presence of affiliate clients is an important attribute of an incubator for several reasons. First, affiliate companies are evidence that the incubator is not restricting its influence and benefits to only its tenants. Second, affiliates may become tenants at a future date. Third, affiliates are evidence that an incubator is catering to the increasing number of home-based businesses found in many communities, some of which do not have a strong need to locate in the incubator facility. Fourth, affiliate clients remind us that there is a larger entrepreneurial presence in the Region than merely the firms physically housed within an incubator.

The bottom line of Table 1 suggests that the average Appalachian incubator serves almost 30 tenants and clients. Given the number of incubators in Appalachia, this suggests that more than 2,500 entrepreneurs, small businesses, service providers, anchor tenants, and affiliates were benefiting from or contributing to business incubators in Appalachia in 2004.<sup>7</sup>

An assessment of the number of tenants and clients among the respondents to the 2004 ARC incubator survey leads to the following conclusions:

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<sup>7</sup> This is only the first indicator of the impact of incubators on Appalachia—more will be described in the next subsection.

- The average Appalachian incubator compares favorably to both NBIA national data and GCGI's own experience, in terms of the number of tenants and clients served.
- Many Appalachian incubators are taking a mature approach to incubation, as they are opening their programs to more than the traditional start-up businesses. This action also helps improve an incubator's viability by expanding its client base.
- Appalachian incubators are taking important steps to improve their effectiveness and viability, such as including service providers and anchors among their tenants.
- Many Appalachian incubators are providing services to nontenant companies, known as affiliates, suggesting they are expanding their benefits and influence far beyond the tenants that they house.

### Businesses Graduated and Jobs Created

Two important measures of the economic impact of the business incubation industry in Appalachia are the number of businesses that have graduated from incubators in the Region, and the number of jobs created by both graduates and current tenants of the incubators.<sup>8</sup>

As indicated in Table 2, almost 1,300 businesses have graduated from business incubators in Appalachia. Since portions of 12 states and West Virginia lie within the ARC service area, this represents an average of almost 100 companies per state that have left the incubators and established permanent operations.

**Table 2. Business and Job Creation by Appalachian Incubators**

	<b>Total</b>	<b>Average Per Incub</b>	<b>Average Per State</b>
Number of businesses that have graduated from ARC incubators	1,290	18.2	99
Number of jobs created by current & graduated tenants	24,449	344	1,880

Source: ARC

Additionally, survey results indicate that Appalachian incubators have created almost 25,000 jobs through their graduated tenants as well as through companies they are currently housing. This is an average of 344 jobs per incubator, or almost 1,900 jobs per state.

In addition to the jobs created by the tenants and graduates of incubators, another valuable measure of economic impact is the number of jobs created indirectly. In other words, an incubator's job impact is not only the jobs created among the tenants and graduates, but also the jobs created elsewhere in the community due to the increased need for goods and services demanded by these employees, incubator tenants, and incubator graduates. A common technique used to estimate this additional economic impact is to calculate an employment multiplier that approximates how many indirect jobs are created for each direct job created by the incubator tenants and graduates.

<sup>8</sup> Graduates are defined as incubating companies that leave the incubator when they are sufficiently mature and can no longer benefit from the services the incubator provides.

Table 3 summarizes employment multipliers for a recent NBIA analysis, in which four incubators were studied using a macroeconomic model from Regional Economic Models, Inc.<sup>9</sup> As indicated, two incubators in the sample were mixed-use incubators, and two were technology-oriented. Two incubators were in unspecified northeastern locations, and the other two were in the southern and western United States. Only the western incubator was noted as being rural; therefore, the other three are assumed to be urban or suburban.

**Table 3. Employment Multipliers for Four Business Incubators**

	<b>Incubator 1</b>	<b>Incubator 2</b>	<b>Incubator 3</b>	<b>Incubator 4</b>
Type	Mixed-use	Mixed-use	Technology	Technology
Location	Northeastern	Southern	Northeastern	Rural Western
Multiplier	1.6	1.6	1.8	1.3

Sources: NBIA; Regional Economic Models, Inc.

Based on these estimated employment multipliers, an approximation of the number of additional, indirect jobs created by the Appalachian incubators in this survey is shown in Table 4. Using the multipliers in Table 3, a weighted average was derived for the ARC Region based on the number of ARC survey respondents indicating the type of incubator they operate.<sup>10</sup> This weighted average employment multiplier of 1.55 suggests an additional 13,450 jobs have been created indirectly by the Appalachian incubators, for a total job creation of almost 38,000 jobs in the ARC Region. This translates into an average of 534 jobs created per incubator, or more than 2,900 jobs created in each state in the ARC Region. It should be noted that these are understated estimates of total job creation, as the employment multiplier considers only indirect jobs created within the immediate geographic area of the incubator, and does not include jobs created in more distant communities.

**Table 4. Total Job Creation by Appalachian Business Incubators**

	<b>Direct Jobs</b>	<b>Indirect Jobs</b>	<b>Total Jobs</b>	<b>Avg Jobs per Appalachian Incubator</b>	<b>Avg Jobs per ARC State</b>
Weighted average multiplier = 1.55	24,449	13,447	37,896	534	2,915

Source: ARC

The business and job creation results of Appalachian incubators are significant, in total numbers as well as in averages per incubator and per ARC state. It is expected that Appalachian incubators will continue to create jobs and spin-off companies, most of which will remain in the Region.<sup>11</sup> Given the high unemployment rates in many parts of Appalachia, the creation of almost 38,000 jobs by the incubators responding to the 2004 ARC survey suggests that incubators are a key engine for job creation in the Region.

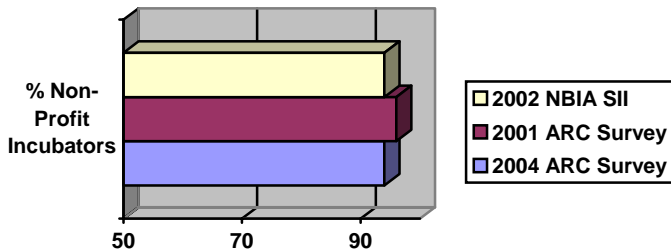
<sup>9</sup> L.A. Molnar, et al. *Business Incubation Works*, NBIA, 1997.

<sup>10</sup> Types include mixed-use, manufacturing, service, technology, targeted, and other, as explained later in this report. The weighted average assumed multipliers of 1.8 for manufacturing (because Incubator 3 in the NBIA analysis had a larger portion of manufacturing tenants/graduates), 1.3 for technology, and 1.6 for all other types.

<sup>11</sup> The 1997 NBIA study *Business Incubation Works* reported that 84 percent of companies graduating from an incubator stay in the same community. The rate was slightly lower (80%) for graduates of rural incubators.

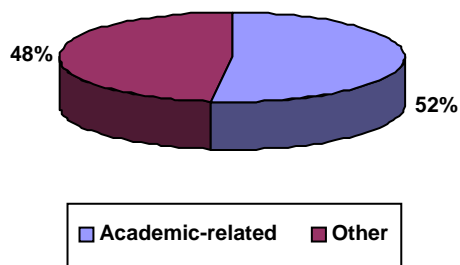
## Incubator Types and Affiliations

The incubator industry historically has been dominated by programs run by nonprofit organizations. This changed somewhat in the late nineties, when venture capitalists and other for-profit organizations started business incubators at a rate that many observers felt would lead to for-profit incubators eventually making up a major portion of the industry. However, the decline of the national economy that began in 2000 led to many for-profit incubators closing their doors. Figure 3 indicates that currently the overwhelming majority of Appalachian incubators are operated as nonprofit programs. Approximately 6 percent of Appalachian incubators operate for profit, a percentage that is consistent with national figures from NBIA’s 2002 State of the Incubation Industry study.



**Figure 3. Percentage of Incubators That Are Nonprofit**

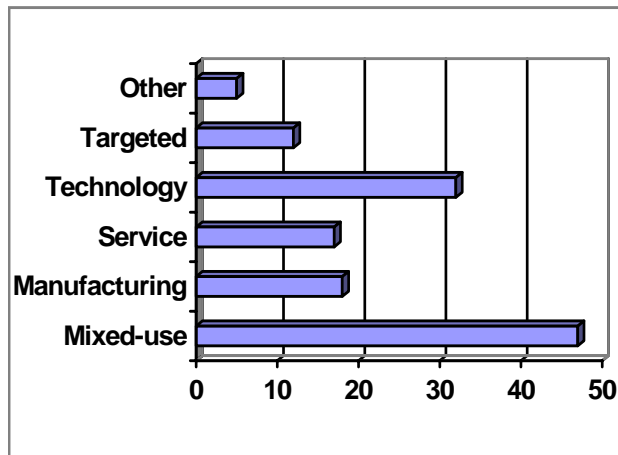
The 2004 ARC survey suggests that many Appalachian business incubators are, in some way, affiliated with an academic institution. As shown in Figure 4, slightly more than half of the incubators surveyed had such an affiliation. It appears that some Appalachian incubators are tied to major universities, while others are affiliated with community and technical colleges.



**Figure 4. Percentage of Academic-related Incubators**

In addition to their nonprofit status and university affiliation, incubators also can be characterized by the type of incubating tenant they serve. Figure 5 shows the types of incubators found in Appalachia. A “mixed-use” incubator is one that serves tenants and clients in a wide variety of industries and markets. A “manufacturing” incubator caters to small and start-up manufacturing and assembly-oriented businesses. “Service” incubators have tenants who are in the service industries, while “technology” incubators work with tenants and clients who have some high-tech component to their businesses. “Targeted” incubators are an interesting category; they are defined as incubators that focus on a particular industry, typically an industry that is the focus of local economic and business development efforts. Among the targeted

incubators in Appalachia, the most common focus on food processing (also referred to as “kitchen incubators”) and arts and crafts. Also represented are two wood industry incubators and two incubators that cater to companies in the powder metallurgy industry. Figure 5 indicates that the most common type of incubator in Appalachia is mixed-use, followed by technology. Manufacturing and service incubators are almost equally represented among Appalachian incubators, while targeted incubators make up the smallest category.



**Figure 5. Number of Appalachian Incubators, by Type**

Several conclusions can be drawn from this analysis of the types of incubators in Appalachia and their affiliations:

- Nationally, most business incubators are managed by nonprofit entities. The Appalachian incubators are following this trend.
- The percentage of incubators in Appalachia that are related to an institution of higher education appears to be higher than the national average. This is perhaps indicative of the role that academia plays in business and economic development in Appalachia. This affiliation with academic institutions undoubtedly also plays an important role in the financial underwriting of Appalachian incubators, both in the initial funding for construction as well as the long-term provision of operational subsidies.
- A strong majority of Appalachian incubators consider themselves mixed-use. This is the most inclusive and flexible category of incubator, and therefore is best suited to the small towns and rural areas of Appalachia, where it may be difficult to identify and attract enough entrepreneurs in more narrowly defined industry segments.

## **INCUBATOR SERVICES AND PROGRAMS**

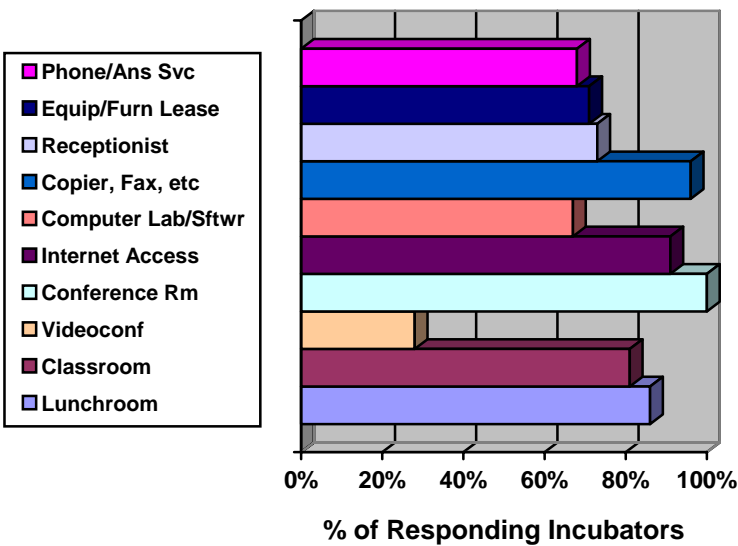
A key difference between a business incubator and a multitenant facility is the services and programs that an incubator offers to help small and start-up businesses grow and prosper. As part of the 2004 ARC survey, incubators in Appalachia were asked to indicate what programs and services they offer and how heavily they are used by tenants and other client companies. This section describes the results of that portion of the 2004 ARC survey, makes comparisons with other surveys and studies, and offers conclusions about services and programs in Appalachian incubators.



## Basic Office Services

One category of services provided by business incubators is basic office services: phone answering; access to shared conference rooms; reception areas; access to copiers, fax, and Internet services; equipment and furniture lease; lunchrooms; and classrooms.

The 2004 ARC survey asked Appalachian incubators to indicate which basic office services they offered and how heavily they were used by tenant companies. Figure 6 indicates which services are most often offered by Appalachian incubators. The most commonly offered basic office services are conference rooms (offered by 100 percent of survey respondents), photocopier/fax (96 percent), Internet access (91 percent), and lunchrooms (86 percent). The least common basic office service offered by the 2004 ARC survey respondents is videoconferencing, offered by only 28 percent of Appalachian incubators.



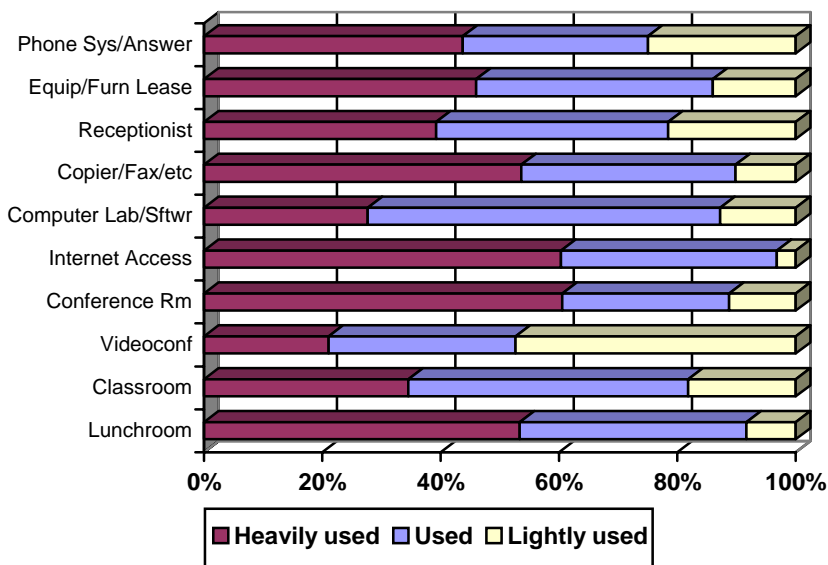
**Figure 6. Basic Office Services Offered by Appalachian Incubators**

These data suggest that Appalachian incubators provide “the basics” of incubator services, which are common areas like lunch and conference rooms and office equipment, but they also provide modern telecommunications capabilities through the Internet. The lack of videoconferencing capability is expected, given both the cost and the rapid changes in technology that may not make it realistic to provide this service. (Another factor is demand for this service, which is addressed next in this subsection.)

One surprise, however, is that phone systems, answering services, and related receptionist services are provided by only 75 percent of Appalachian incubators. A receptionist can play a very important role in helping tenants handle incoming calls, greeting and directing visitors, and facilitating the receiving and sending of packages. The only explanations we have for the lack of receptionist services are budgetary limitations or a view by some incubators that the receptionist role is expendable due to the widespread use of cell phones and voice mail in the business community.

Figure 7 takes the analysis of basic office services provided by Appalachian incubators an important step further. This figure presents how heavily the various office services are used by tenants of these incubators.

This figure does not consider how many incubators offer any particular office service (see Figure 6), but instead indicates how heavily each service is used among the incubators that do offer them.



**Figure 7. Usage Level of Basic Office Services**

The first portion of each bar indicates the percentage of incubators whose tenants heavily use the service, the middle portion indicates moderate use of the service, and the far right side represents light use. The basic office services that are most heavily used by tenants of Appalachian incubators are conference rooms and Internet access, with both being heavily used by about 60 percent of the tenants of the incubators that offer these services. The lunchroom and photocopier/fax machine services also are heavily used by more than 50 percent of the tenants of Appalachian incubators that offer these services. The least-used service is videoconferencing, with only about 25 percent of tenants heavily using this service and more than 40 percent using it only lightly, again among the incubators offering videoconferencing.

Several conclusions can be drawn from these usage levels and the availability of these services:

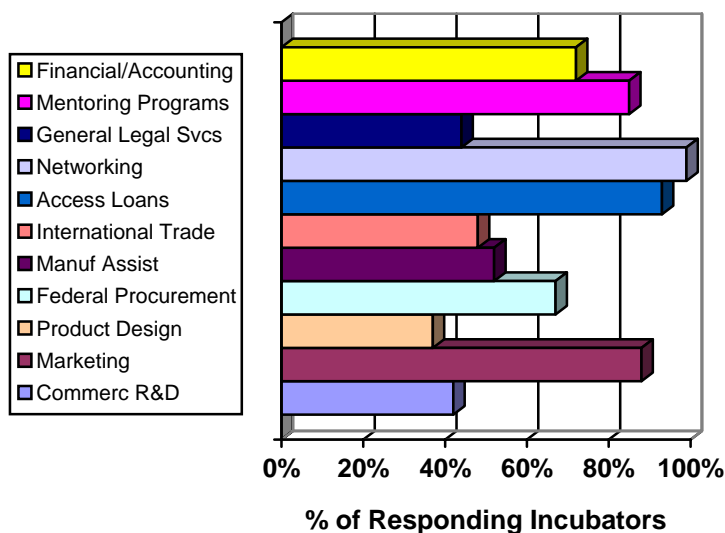
- The “basics” of conference rooms and photocopiers/fax machines not only are offered by most Appalachian incubators, but also are heavily used by their tenants. This suggests that incubator tenants heavily value the basics, and anyone who is thinking of starting an incubator should be sure to provide them.
- Internet access is not a luxury offered by few Appalachian incubators, but is an important telecommunications tool that tenants use extensively.
- Not only is videoconferencing offered by relatively few incubators in Appalachia, it is only lightly used in those incubators that do offer it. This raises the question of whether the investment in videoconferencing capability is worthwhile for most incubators, and whether the modest demand for this capability could better be met by incubator managers negotiating access for tenants at off-site videoconferencing facilities owned and operated by other entities in the community.

## Business Assistance Services

A second category of services provided by incubators is business assistance. This includes help in areas like accounting, legal issues, and international trade.

Respondents to the survey were given a list of business assistance services and asked to indicate (a) which they offer, and (b) how heavily they are used by the incubator tenants. The categories were consistent with those used in the original 2001 ARC incubator survey.

Figure 8 indicates which business assistance services are most frequently offered by Appalachian incubators. All but one of the incubators responding to this survey question said they offered networking activities and assistance, and all but five help tenants and clients access loan funds. Other services that are frequently offered are marketing assistance (88 percent of respondents to this question), and mentoring programs (85 percent).



**Figure 8. Business Assistance Services Offered by Appalachian Incubators**

In contrast, product design assistance is provided by only 37 percent of incubators responding to this question, and commercialization research and development (R&D) assistance is found in only 42 percent of the Appalachian incubators. It can be argued that the need for these two services is somewhat limited to particular types of incubators in certain markets. However, the same cannot be said for general legal services, which are provided by only 44 percent of responding incubators. It is assumed that relatively few incubators provide these services because they lack access to legal expertise through their staffs, boards of directors, or service provider networks.

Table 5 compares the number of Appalachian incubators that provide each of the business assistance categories in the original 2001 ARC survey and the latest 2004 ARC survey. In every category, there has been an increase in the number of incubators offering business assistance. Two possible interpretations of this can be offered, both of which result in positive assessments of business incubation in Appalachia. First, incubators in Appalachia are offering more business assistance services over time, which increases their value to the community and entrepreneurs. Second, while some incubators in the 2001 survey are no longer

in operation, they have been replaced by new incubators in the 2004 survey that are providing more services to their clients and tenants.

**Table 5. Comparison of Business Assistance Services Offered by Appalachian Incubators, 2001 and 2004**

	<b>2001</b>	<b>2004</b>
Financial/Accounting	67%	72%
Mentoring Programs	53	85
General Legal Services	31	44
Networking Activities/Assistance	81	99
Help with Access to Loan Funds	83	93
International Trade	33	48
Manufacturing Practices Assistance	44	52
Federal Procurement	33	67
Product Design	25	37
Marketing	67	88
Commercialization R&D	28	42

Source: ARC

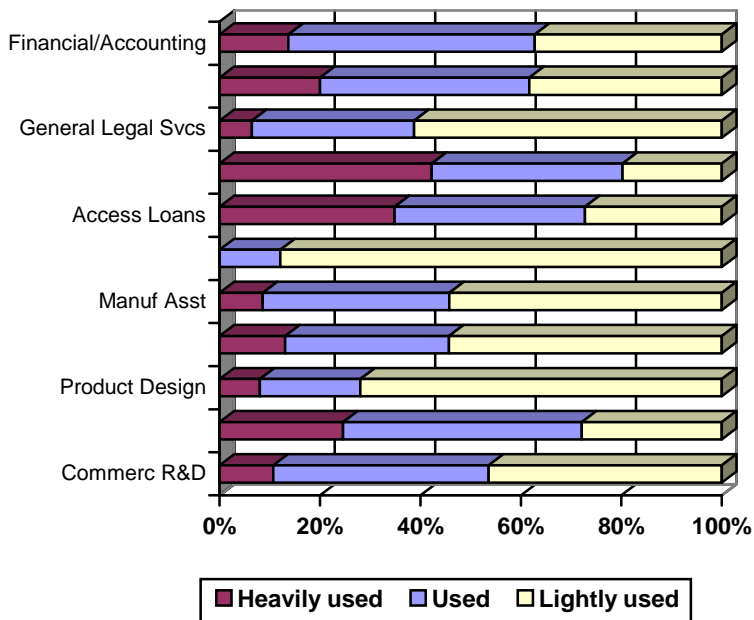
A similar comparison can be made between the percentage of respondents to the 2004 ARC survey that offer various business assistance services and the respondents to the 2002 NBIA State of the Incubation Industry study. As shown in Table 6, the Appalachian incubators tend to offer the same services as the respondents to the 2002 NBIA national study.

**Table 6. Comparison of Business Assistance Services in 2002 and 2004**

	<b>2004 ARC</b>	<b>2002 NBIA</b>
Financial/Accounting	72%	74%
Mentoring Programs	85	63
General Legal Services	44	49
Networking Activities/Assistance	99	80
Help with Access to Loan Funds	93	77
International Trade	48	49
Manufacturing Practices Assistance	52	50
Federal Procurement	67	56
Product Design	37	42
Marketing	88	80
Commercialization R&D	42	55

Sources: ARC; NBIA

Appalachian incubators were also queried about the level of use of each business assistance category by incubator tenants and clients. Figure 9 indicates three levels of use, ranging from heavily-used to lightly-used. These data suggest that the two business assistance services most often offered by Appalachian incubators (networking and accessing loans, per Figure 8) are also the two categories of services that are most heavily used by incubator tenants. The business assistance services that are only used lightly include international trade, product design, and manufacturing assistance. The other category that is lightly used is general legal services, which perhaps helps explain why relatively few Appalachian incubators offer this category of business assistance.



**Figure 9. Usage of Business Assistance Services**

One interesting conclusion that can be drawn by comparing Figure 9 with Figure 7 is that the basic office services like conference rooms and copier/fax access are in general more heavily utilized than the business assistance services like networking and assistance accessing loans. Some of this difference may be explained by the fact that basic office services may be used on a regular (even daily) basis, whereas business assistance services are more likely to be needed on an irregular basis. This does not mean that business assistance services are not as important as basic office services, but it does suggest that incubators need to provide “the basics” as well as more sophisticated business assistance services if they want to meet the needs and expectations of clients and tenants.

In conclusion,

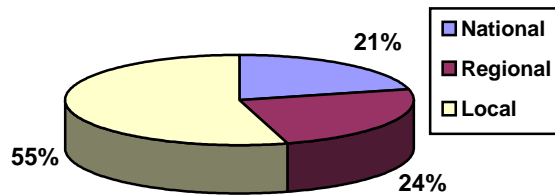
- Appalachian incubators provide a number of business assistance services to their clients and tenants, suggesting that they are fulfilling the definition of an incubator as a facility in which small businesses are co-located and have access to services and programs.
- The level of business assistance services being provided by Appalachian incubators has increased noticeably from the original 2001 ARC survey, suggesting an improved level of business assistance being made available in Appalachian incubators.
- The level of business assistance services provided by Appalachian incubators compares very well with that of incubators nationwide, according to the 2002 NBIA State of the Incubation Industry report. Therefore, Appalachian incubators are on equal footing with their peers elsewhere in offering business assistance.
- Networking and access to loan funds are the most heavily used services among respondents to the 2004 ARC incubator survey, while international trade and product design are the most lightly used.

- In general, business assistance services are more lightly used than basic office services, although the lighter level of use of business assistance services can be explained by their less frequent or irregular use. However, both are important to tenants' success, and therefore both should be provided by all Appalachian incubators.

### Entrepreneurial Training

Respondents to the survey also were asked whether they offer entrepreneurial training and, if they do, the source of the training curriculum. More than two-thirds of the respondents (68 percent) indicated that they offered entrepreneurial training.

Of those incubators offering training, more than half use courses or workshops that have been developed locally (see Figure 10). The other half use nationally recognized or regionally developed training. Of those that use national training (a total of 15 incubators), there is no single dominant source: 40 percent of these incubators use FastTrac, another 40 percent use NxLevel training, 13 percent use REAL Enterprise, and 7 percent use National Foundation for Teaching Entrepreneurship.



**Figure 10. Source of Entrepreneurial Training**

The following conclusions can be drawn from these data and analyses:

- It is surprising that only two-thirds of Appalachian incubators provide entrepreneurial training, as this is often a cornerstone of the business assistance provided by incubators. It also can be a very cost-effective way to provide basic business assistance, since it can be provided to multiple attendees simultaneously. It is possible that some respondents offer training in specific areas, but assumed this question focused exclusively on introductory entrepreneurial training.
- It also is surprising that relatively few incubators in the 2004 ARC survey use nationally-developed training like FastTrac and NxLevel. Without comparative data for incubators throughout the United States, we cannot conclude whether this is unique to Appalachia. An area for future exploration would be to determine if there is a better way for Appalachian incubators to share locally and regionally developed training programs so that each incubator does not “reinvent the wheel.” All training cannot be shared across all incubators and situations, but it is likely that there are opportunities to share training on common topics like cash flow projections and options for the legal structuring of businesses.

## TENANT EXIT AND GRADUATION

An important issue in the field of business incubation is the way in which incubators move tenants and clients through their programs. The term “graduation” is used to refer to tenants that leave the incubator with the promise of further growth and success, while “exit” is more encompassing and may include businesses that leave the incubator because they fail or close.

In the 2004 ARC incubator survey, respondents were asked if they have a policy regarding when a tenant must leave the incubator facility. Out of 73 responses to this question, about 70 percent indicated that they do have such a policy.

Respondents were then asked to describe their graduation or exit policy and were provided a list of options from the 2002 NBIA State of the Incubation Industry study. Table 7 shows the responses and compares them with the 2002 NBIA responses.

**Table 7. Graduation or Exit Criteria**

	<b>2004 ARC</b>	<b>2002 NBIA</b>
Company has outgrown space available at the incubator	74%	77%
Client has spent the maximum time allowed in the incubator	67	68
Client company has achieved agreed-upon milestones	61	63
Client has failed to meet certain benchmarks or milestones	51	54
Business assistance needs of client are beyond what incubator can provide	25	50
Client company has an experienced independent management team	20	39
Client company has had a liquidity event or attracted additional financing	18	59
Other	18	n/a

Sources: ARC; NBIA

In some categories, the responses from Appalachian incubators are very similar to national statistics. This is true in the first four categories shown in Table 7. However, Appalachian incubators less frequently used criteria from among the remaining three categories.

Respondents to the 2004 ARC survey also were asked whether they used a “graduated rent structure” as an incentive for tenants to exit the incubator. Such a structure typically calls for higher rental rates to be charged to tenants that have been in the incubator for several years, thus creating a financial incentive for an incubator tenant to seek space elsewhere. Slightly more than half (53 percent) of respondents to this question said they used such a rent structure.

Respondents also were asked if they offer placement assistance to graduating tenants. Once again, just more than half of the incubators responding to this question (54 percent) said that they provided such assistance.

The following conclusions are drawn from these data:

- Appalachian incubators demonstrate a significant level of sophistication regarding tenant graduation or exit policies and have criteria for determining when a company should exit the incubator.
- More than two-thirds of Appalachian incubators require tenants to leave the incubator after a specified time limit. The use of this criterion is consistent with national trends, however GCGI’s experience has shown that it can be a concern if there is no flexibility. Incubator tenants vary

dramatically in their growth and change and therefore in the length of time they could benefit from the use of the incubator's space, basic office services, and business assistance services.

- Appalachian incubators are less likely to utilize the last three criteria listed in Table 7 for exiting tenants. This may be because they represent situations that these incubators are less likely to experience. For example, tenants in smaller, rural incubators in Appalachia are less likely to experience a "liquidity event" than would a tenant in an urban incubator in other parts of the country. This also may be an indication that Appalachian incubators tend to work more with earlier-stage businesses than does the incubator industry nationwide.
- Many Appalachian incubators do not offer placement assistance for graduating tenants. One is inclined to believe that businesses could benefit more if a higher number of their host incubators offered such assistance. Incubators play an important role in helping create and grow small businesses; the logical next step is to ensure that these nurtured businesses stay in the community and are situated in a physical space that will support their continued growth and success.

## **INCUBATOR FINANCES**

Respondents to the 2004 ARC incubator survey were asked several questions related to the finances of their programs. One question pertained to their overall operating budget, while other questions focused on the level and source of operating subsidies.

The average (mean) annual operating budget for an Appalachian incubator is just less than \$290,000. In comparison, the average annual operating budget among respondents to NBIA's 2002 State of the Incubation Industry study was about \$365,000. The range of annual operating budgets in the 2004 ARC survey is dramatic; it goes from a low of \$15,000 to a high of \$1.7 million.

To be consistent with the exclusion of five large incubators from the earlier calculation of the average-sized Appalachian incubator, a similar analysis was prepared that excluded the operating budgets from the same set of incubators. This yielded an average Appalachian incubator annual operating budget of just less than \$273,000.

A final, and perhaps more useful, analysis was completed that excluded the responses from incubators whose annual budgets were either two standard deviations greater or less than the mean. This process removed the incubators with the five largest budgets. The resulting average operating budget came to slightly more than \$219,000 for the group, with a range of \$15,000 to \$761,000.

As illustrated in Table 8, it appears that Appalachian incubators have considerably smaller operating budgets than do incubators nationally. Some of the difference might be explained by a lower cost of living in Appalachia relative to the nation as a whole. However, it is believed that at least part of the difference indicates that Appalachian incubators are less likely to generate operating revenues to cover their operating budgets. This theory can be tested by reviewing the 2004 ARC survey responses regarding operating subsidies, below.



**Table 8. Alternative Measures of Appalachian Incubator Annual Operating Budgets and Comparison to NBIA Figures**

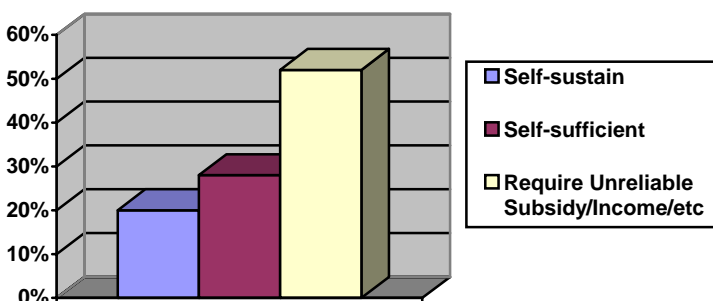
	<b>Average (mean)</b>	<b>Range</b>
2004 ARC, all respondents	\$289,000	\$15,000–\$1.7 million
2002 NBIA State of Industry	\$363,000	Not available
2004 ARC, minus 5 largest incubators	\$273,000	\$15,000–\$1.7 million
2004 ARC, minus 5 incubators with largest budgets	\$219,000	\$15,000–\$761,000

Sources: ARC; NBIA

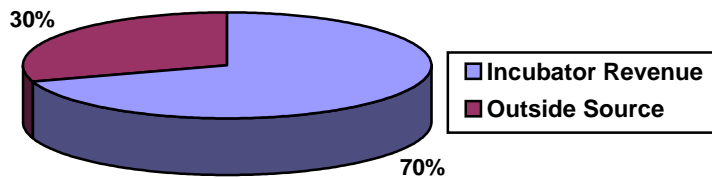
Survey respondents were asked three questions relative to subsidization of their programs:

1. They were asked if their incubator was *self-sustaining*, which was defined in the survey as “not dependent on uncertain subsidies or contracts.”
2. They were asked if their incubator was *self-sufficient*, which was defined in the survey as “not dependent on any non-incubator revenues, subsidies, or contracts.”
3. Finally, if the response to either the *self-sustainability* or *self-sufficiency* question was “no,” respondents were asked to estimate the portion of their annual operating budget that came from subsidies or non-operational revenues.

Figure 11 summarizes the responses to two subsidy-related questions. The data indicate that 28 percent of the responding incubators were *self-sufficient*—they covered their operating costs completely out of incubator-related revenues. One in five (20 percent) of the incubators in Appalachia were able to meet the less stringent test of being financially *self-sustaining*, meaning that they feel that they are “making ends meet” by relying on contracts or other sources of assistance that can be depended upon to continue. Figure 12 indicates that among the group of *self-sustaining* incubators, roughly 30 percent of their budget comes from non-incubator revenues.

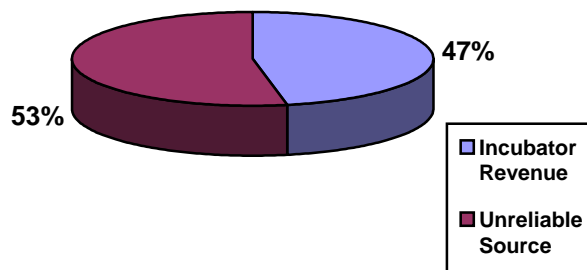


**Figure 11. Financial Status of Appalachian Incubators**



**Figure 12. Percentage of Self-Sustaining Appalachian Incubator Budgets from Outside Sources**

After eliminating those incubators that are *self-sustaining* (20 percent) and *self-sufficient* (28 percent), the remaining 52 percent of Appalachian incubators require an insecure source of funding to maintain operations. The responses of these incubators that are neither *self-sufficient* nor *self-sustaining* indicate that, on average, they receive a subsidy of 53 percent of their operating budget from unreliable external sources (see Figure 13).



**Figure 13. Percentage of Budget from Unreliable Sources in Appalachian Incubators That Are Not Self-Sufficient or Self-Sustaining**

Both good and bad news can be derived from the analysis of these results. First the good news:

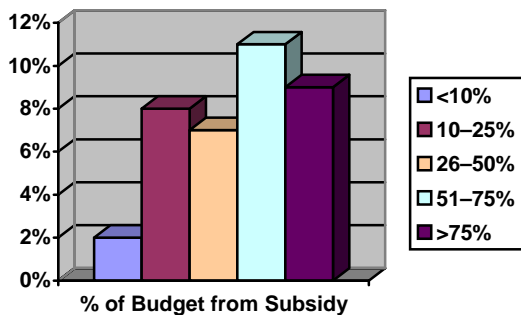
- A number of Appalachian incubators are achieving *self-sufficiency* (28 percent of respondents, or 20 incubators) or at least *self-sustainability* (20 percent, or 14 incubators). This suggests that roughly half of the Appalachian incubators are on a good financial footing.

Now the bad news:

- More than half of the incubators (52 percent) require funding from an unreliable source, which means they are in jeopardy of having inadequate operational funding.
- In addition, the average subsidy required by these *at-risk* incubators is 53 percent of their operating budget, meaning more than half of their overall budget comes from unreliable sources. If the

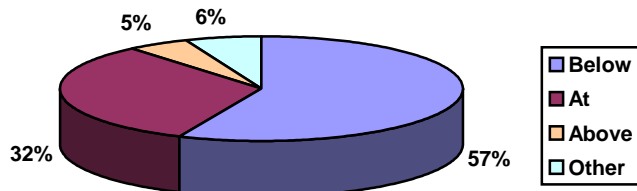
average subsidy were smaller, say 10 or 20 percent, it could be assumed that these incubators could withstand the elimination of their unreliable subsidy and still survive. However it is hard to imagine that, with the loss of 53 percent of its operating budget, an incubator could avoid closing.

Simply put, about half of Appalachian incubators are *at risk* of closure because of their heavy dependence on unreliable funding sources. While one might argue that this is an overstatement of the situation, since the 53 percent represents an average subsidy requirement of these *non-self-sustaining, non-self-sufficient* incubators, Figure 14 paints a clearer picture of the problem by showing the range of subsidies as a percentage of an incubator’s budget. The data suggest that perhaps 10 of these *at-risk* incubators are in the survivability range (requiring a subsidy of 25 percent or less), while another 27 are at greater risk, with subsidy requirements ranging from 26 percent to 100 percent of their operating budgets. It is also worth noting that anecdotal evidence suggests that incubator managers can be unrealistically optimistic about the stability and longevity of certain governmental funding sources.



**Figure 14. Percent of Budget from Subsidy**

Another potential source of the operational funding difficulties was identified when respondents provided information about the structure of their rental rates. Figure 15 shows that 57 percent of respondents said their rental rates were below market, while only 5 percent indicated that they had above-market rates. It is difficult, if not impossible, for a business incubator to achieve financial self-sustainability, much less self-sufficiency, if it does not charge at least market rate for the space that it leases.



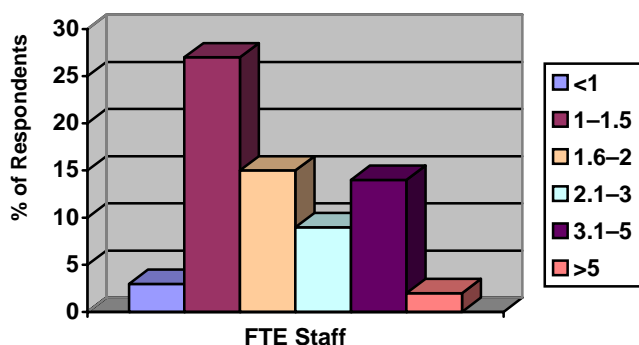
**Figure 15. Rental Rates in Appalachian Incubators**

## STAFFING

The number, qualifications, and compensation of the staff that operate Appalachian incubators also were the subject of questions in the 2004 ARC survey. This section provides summary data from the surveys, as respondents were assured that no incubator-specific data would be disclosed.

According to the 2004 ARC survey, the average Appalachian incubator has 2.4 full-time equivalent employees (FTEs).<sup>12</sup> However, the range is dramatic—from a low of no staff to a high of 12 FTEs.

Figure 16 shows the distribution across respondents. The greatest number of incubators have between 1 and 1.5 FTEs, although a substantial number have 1.6–2 FTEs or 3.1–5 FTEs. Roughly 60 percent of Appalachian incubators have between one and two FTEs.



**Figure 16. Distribution of FTE Staffing Among Incubators**

In addition to staff, the respondents to the 2004 ARC survey report having an average of 1.2 consultants or subcontractors involved in their programs. Again, the range is wide, with from zero to five consultants/subcontractors involved in these Appalachian incubators.

The 2004 ARC survey also asked respondents about the educational attainment of incubator managers. This question was asked to help assess the qualifications of the managers and to generate answers comparable to earlier studies by the NBIA.

Per the data in Table 9, Appalachian incubator managers appear to have almost equal educational attainment to incubator managers nationwide. About half of the Appalachian managers hold postgraduate degrees (master's, Ph.D, J.D., etc.).

Respondents to the 2004 ARC survey were asked to indicate whether their incubator manager is a full-time employee. Roughly 75 percent of the respondents indicated that the manager of their incubator worked full-time, with 65 percent of managers working full-time in the incubator, and the other 10 percent working full-

<sup>12</sup> Full-time equivalent is equal to either a full-time position, or multiple part-time ones that add up to the equivalent of one full-time position. For example, one half-time (0.5) and two quarter-time (0.25) positions would equal one full-time position (.50+.25+.25=1.00).

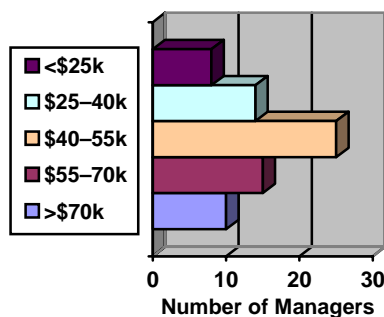
time with the parent organization of the incubator (meaning the managers have full-time positions, but spend only part of their time managing the incubator and spend the rest of their time on other responsibilities).

**Table 9. Educational Attainment of Incubator Managers**

	<b>2004 ARC Appalachian Incubators</b>	<b>2002 NBIA State of Incubator Industry</b>	<b>2000 NBIA Compensation</b>
Some college or less	11%	10%	10%
4-yr college	37	35	39
Postgraduate degree	50	55	51
Other	3	n/a	n/a

Sources: ARC; NBIA

Respondents were asked about the salaries paid to their incubator managers. Figure 17 shows the distribution of manager salaries for Appalachian incubators. The greatest number of managers earn between \$40,000 and \$55,000 annually, although there are substantial numbers who earn \$25,000–\$40,000 and \$55,000–\$70,000.



**Figure 17. Distribution of Appalachian Incubator Managers' Salaries**

Table 10 compares the salaries of full-time managers of Appalachian incubators with those reported in NBIA's 2000 Manager Compensation study. Unfortunately, the categories used in the NBIA study are not directly comparable to those in the 2004 ARC survey, and there is a four-year difference between when the two surveys were conducted; so comparisons must be made with great caution. However, two conclusions can be drawn from this comparison.

First, the number of full-time incubator managers making less than \$40,000 per year is more than twice as high for Appalachian incubators as it is for the nation as a whole. Second, the percentage of full-time incubator managers making more than \$70,000 per year is half as high for Appalachian incubators as it is for managers nationwide.<sup>13</sup>

<sup>13</sup> This actually understates this difference, as the NBIA category is >\$75k and the NBIA survey is four years older.

**Table 10. Manager Salary Comparison**

	<b>2004 ARC</b>	<b>2000 NBIA</b>
<\$40k	27%	12%
\$40–55k	37	~31 <sup>14</sup>
\$55–70k	22	~27
>\$70k	14	~30

Sources: ARC; NBIA

The following assessment can be made about the staffing of business incubators in Appalachia:

- While the average Appalachian incubator has 2.4 FTEs, this number is skewed somewhat upward because of relatively few incubators that have large numbers of staff. The most common level of staffing among Appalachian incubators is between one and two FTEs.
- Incubator managers in Appalachia are, as a whole, as well educated as their counterparts elsewhere in the nation, with half of them holding advanced degrees.
- However, the Appalachian incubator managers are not compensated as well as their counterparts elsewhere in the country. When comparing full-time managers of incubators in Appalachia with those throughout the nation, the Appalachian managers are twice as likely to make less than \$40,000 per year and half as likely to make more than \$70,000.

## CONCLUSIONS

The results of the 2004 ARC survey of Appalachian business incubators help draw a picture of a growing economic and business development initiative involving approximately 85 incubator programs found throughout the ARC region. The measurable outcomes from the incubators that participated in this survey are notable, with almost 38,000 jobs created and almost 1,300 companies spun out of the incubators into surrounding communities. With the goal of reaching socio-economic parity with the nation, these results should garner interest in and support for business incubation in Appalachia.

In a number of respects, Appalachian business incubators are following the best practices of the incubator industry, such as providing extensive basic office and business assistance services, housing non-start-up tenants, and providing services to nontenant affiliates. On average, these programs are appealing to sufficient numbers of clients and tenants to ensure a high level of interaction and vitality among these participants. Furthermore, the programs are led by well-educated managers.

However, there are several areas of concern with Appalachian incubators. The most significant concern is related to the level of subsidy required by many of these programs. Only half of the surveyed programs are achieving financial self-sufficiency or even self-sustainability, leaving dozens of Appalachian incubators at the mercy of unreliable funding sources for their operating capital. This problem is compounded, as the average required subsidy is more than 50 percent of the incubator's annual operating budget. Other major concerns include the following:

- While the average Appalachian incubator is appropriately sized, the 2004 ARC survey reveals that 30 percent of the incubators are 15,000 square feet or less in size, meaning they are marginal in terms of their ability to become financially self-sustaining or self-sufficient, and they are perhaps too small to handle growth demands by tenants.

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<sup>14</sup> Data for the NBIA survey shown with a “~” symbol indicate approximation of salary ranges.

- Appalachian incubators, as a whole, are not charging adequately for their space (and probably, by inference, their other services). As reported, 57 percent of surveyed incubators indicated that they charge below-market rental rates.
- Appalachian incubators, while having well-educated managers, do not compensate those managers adequately. Appalachian incubators were twice as likely to pay managers a low salary, and half as likely to pay them a high salary, compared to NBIA national data.
- Appalachian incubators often rely on predetermined time limits in deciding when a tenant should move out, and just one-half of the incubators surveyed provide placement assistance to the companies exiting the incubator facility.

With the possible exception of the last finding, all of the others have a common thread: Appalachian incubators are limiting themselves, financially, by their own actions and decisions. Undersized incubators charging below-market rents, for example, cannot afford to pay their managers a competitive wage and must rely on operating subsidies that may come from unreliable sources.

In conclusion, Appalachian incubators as a whole are doing a lot of things right and are generating impressive company-graduation and job-creation statistics to prove it. One area needing attention, however, is helping Appalachian incubators with uncertain sources of operating funds to evaluate how they can improve their financial stability. Incubators can be long-term business and job-creation engines, but not if they run out of gas and are forced to close because they failed to achieve a sustainable financial position.

## Survey of Business Incubators in Appalachia

### ALABAMA

**Name:** Bessemer Business Center  
**Address:** 1020 Ninth Avenue, SW  
 Bessemer AL 35022  
**Manager:** Devron A. Veasley  
**Contact:** Devron A. Veasley  
**Phone:** 205-481-2101  
**Fax:** 205-481-2100  
**E-mail:** bessemerincubator@yahoo.com  
**Web site:** www.bessemer.biz  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 43,000  
**Leasable space:** 34,400  
**Graduates:** 13  
**Jobs created:** 197  
**Tenants**  
**Incubating** 12  
**Service providers** 0  
**Anchor/Key:** 3  
**Other** 0  
**Affiliate clients** 2  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, procurement, product design, marketing  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, Internet access, conference room, videoconferencing, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Bevill State Business Development Center  
**Address:** Box 800  
 Sumiton AL 35148  
**Manager:** Loyal R. Williams  
**Contact:** Loyal R. Williams  
**Phone:** 205-648-3271  
**Fax:** 205-648-0210  
**E-mail:** [rwilliams@bscc.edu](mailto:rwilliams@bscc.edu)  
**Web site:** unknown  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 50,000  
**Leasable space:** 49,700  
**Graduates:** 5  
**Jobs created:** 30  
**Tenants**  
**Incubating** 6  
**Service providers** unknown  
**Anchor/Key:** 1  
**Other** unknown  
**Affiliate clients** 0  
**University affiliation?** y  
**Business Assistance Offered:** unknown  
**Training offered?** n  
**Office Services Provided:** copier/fax/etc, conference room, lunchroom  
**Tenant exit policy?** unknown  
**Graduated rent structure?** y  
**Graduate placement assistance?** n



## Survey of Business Incubators in Appalachia

**Name:** Business Technology Development Center, Inc.  
**Address:** 515 Sparkman Drive  
 Huntsville AL 35816  
**Manager:** Dick Reeves  
**Contact:** Dick Reeves  
**Phone:** 256-489-0103  
**Fax:** 256-704-6002  
**E-mail:** dick@biztech.org  
**Web site:** www.biztech.org  
**Status:** Non-profit  
**Type:** Technology  
**Overall size:** 21,000  
**Leasable space:** 11,000  
**Graduates:** 11  
**Jobs created:** 132  
**Tenants**  
**Incubating** 10  
**Service providers** 1  
**Anchor/Key:** 0  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, marketing, commercialize R&D  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** n

**Name:** Decatur Business Incubator  
**Address:** 1629 4th Avenue SE  
 Decatur AL 35601  
**Manager:** James L. Gregory  
**Contact:** James L. Gregory  
**Phone:** 256-351-7563  
**Fax:** 256-351-7984  
**E-mail:** dbi@decaturn-al.gov  
**Web site:** www.digitaldecaturn.com  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 40,000  
**Leasable space:** 18,000  
**Graduates:** 32  
**Jobs created:** 120  
**Tenants**  
**Incubating** unknown  
**Service providers** 8  
**Anchor/Key:** 1  
**Other** unknown  
**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, International trade, procurement, marketing, Other  
**Training offered?** n  
**Office Services Provided:** copier/fax/etc, Internet access, conference room, classroom, lunchroom, other  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** y

## Survey of Business Incubators in Appalachia

**Name:** Entrepreneurial Center  
**Address:** 110 12th Street N.  
 Birmingham AL 35203  
**Manager:** Susan Matlock  
**Contact:** Alicia Robles  
**Phone:** 205-250-8000  
**Fax:** 205-250-8013  
**E-mail:** alicia.robles@entrepreneurialctr.com  
**Web site:** www.entrepreneurialctr.com  
**Status:** Non-profit  
**Type:** Mixed-use, service, technology  
**Overall size:** 73,000  
**Leasable space:** 61,000  
**Graduates:** 39  
**Jobs created:** 2581  
**Tenants**  
   **Incubating** 25  
   **Service providers** 1  
   **Anchor/Key:** 2  
   **Other** unknown  
**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** mentoring, networking, loan access, procurement, marketing  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, Internet access, conference room, lunchroom, other  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Northeast Alabama Entrepreneurial System  
**Address:** 1400 Commerce Blvd, Suite 1  
 Anniston AL 36207  
**Manager:** Giles McDaniel  
**Contact:** Giles McDaniel  
**Phone:** 256-831-5215  
**Fax:** 256-831-8728  
**E-mail:** giles@neaes.org  
**Web site:** www.neaes.org  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 41,000  
**Leasable space:** 28,000  
**Graduates:** 14  
**Jobs created:** 300  
**Tenants**  
   **Incubating** 16  
   **Service providers** unknown  
   **Anchor/Key:** 1  
   **Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, marketing  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

## Survey of Business Incubators in Appalachia

<b>Name:</b>	Office for the Advancement of Developing Industries
<b>Address:</b>	2800 Milan Court, Suite 100 Birmingham AL 35211
<b>Manager:</b>	Susan Matlock
<b>Contact:</b>	Alicia Robles
<b>Phone:</b>	205-943-6560
<b>Fax:</b>	205-943-6563
<b>E-mail:</b>	alicia.robles@entrepreneurialctr.com
<b>Web site:</b>	www.uab.edu/oadi
<b>Status:</b>	Non-profit
<b>Type:</b>	Mixed-use, service, technology
<b>Overall size:</b>	68,500
<b>Leasable space:</b>	38,800
<b>Graduates:</b>	44
<b>Jobs created:</b>	3809
<b>Tenants</b>	
<b>Incubating</b>	18
<b>Service providers</b>	1
<b>Anchor/Key:</b>	1
<b>Other</b>	unknown
<b>Affiliate clients</b>	0
<b>University affiliation?</b>	y
<b>Business Assistance Offered:</b>	mentoring, networking, loan access, procurement, marketing
<b>Training offered?</b>	y
<b>Office Services Provided:</b>	Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom, other
<b>Tenant exit policy?</b>	y
<b>Graduated rent structure?</b>	y
<b>Graduate placement assistance?</b>	y
<b>Name:</b>	Shoals Entrepreneurial Center
<b>Address:</b>	3115 Northington Court Florence AL 35630
<b>Manager:</b>	Jerry Davis
<b>Contact:</b>	Jerry Davis
<b>Phone:</b>	256-760-9014
<b>Fax:</b>	256-740-5530
<b>E-mail:</b>	jdavis@shoalsec.com
<b>Web site:</b>	www.shoalsec.com
<b>Status:</b>	Non-profit
<b>Type:</b>	Mixed-use, manufacturing, target (food processing)
<b>Overall size:</b>	124,000
<b>Leasable space:</b>	101,300
<b>Graduates:</b>	40
<b>Jobs created:</b>	1050
<b>Tenants</b>	
<b>Incubating</b>	23
<b>Service providers</b>	11
<b>Anchor/Key:</b>	1
<b>Other</b>	4
<b>Affiliate clients</b>	3
<b>University affiliation?</b>	n
<b>Business Assistance Offered:</b>	Financial/accounting, mentoring, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D
<b>Training offered?</b>	y
<b>Office Services Provided:</b>	Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom, other
<b>Tenant exit policy?</b>	y
<b>Graduated rent structure?</b>	y
<b>Graduate placement assistance?</b>	y

## Survey of Business Incubators in Appalachia

### GEORGIA

**Name:** Coosa Valley Technical College Business Expansion Center(BEC)  
**Address:** 96 East Callahan Street  
 Rome GA 30161  
**Manager:** R. Wallace  
**Contact:** R. Wallace  
**Phone:** 706-295-6383  
**Fax:** 706-295-6384  
**E-mail:** rwallace@coosavalleytech.edu  
**Web site:** www.coosavalleytech.edu  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 38,500  
**Leasable space:** 34,000  
**Graduates:** 3  
**Jobs created:** 300  
**Tenants**  
   **Incubating** 9  
   **Service providers** unknown  
   **Anchor/Key:** unknown  
   **Other** 1  
**Affiliate clients** 6  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D, Other  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom, other  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Intelligent Systems Incubator  
**Address:** 4355 Shackleford Road  
 Norcross GA 30093  
**Manager:** Bonnie Herron  
**Contact:** Bonnie Herron  
**Phone:** 770-381-2900  
**Fax:** 770-381-2808  
**E-mail:** bherron@intelsys.com  
**Web site:** www.intelsys.com  
**Status:** For-profit  
**Type:** Mixed-use  
**Overall size:** 137,500  
**Leasable space:** 105,000  
**Graduates:** 35  
**Jobs created:** n/a  
**Tenants**  
   **Incubating** 14  
   **Service providers** 1  
   **Anchor/Key:** 2  
   **Other** 0  
**Affiliate clients** 1  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, design, marketing, Other  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, Internet access, conference room, classroom, lunchroom, other  
**Tenant exit policy?** y

## Survey of Business Incubators in Appalachia

Graduated rent structure? n  
 Graduate placement assistance? n

### KENTUCKY

**Name:** Ashland Business Center  
**Address:** P.O. Box 636  
 Catlettsburg KY 41129  
**Manager:** unknown  
**Contact:** unknown  
**Phone:** unknown  
**Fax:** unknown  
**E-mail:** fivco@ramlink.net  
**Web site:** unknown  
**Status:** unknown  
**Type:** unknown  
**Overall size:** 12,000  
**Leasable space:** unknown  
**Graduates:** unknown  
**Jobs created:** unknown  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** unknown  
**Training offered?** unknown  
**Office Services Provided:** unknown  
**Tenant exit policy?** unknown  
**Graduated rent structure?** unknown  
**Graduate placement assistance?** unknown

**Name:** Kentucky Highlands Entrepreneur Center  
**Address:** P.O. Box 1573  
 Paintsville KY 41240  
**Manager:** Tim Robinson  
**Contact:** Tim Robinson  
**Phone:** 606-789-5486  
**Fax:** 606-789-5627  
**E-mail:** tim.robinson@kyhighlands.com  
**Web site:** www.kyhighlands.com  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 45,000  
**Leasable space:** 32,000  
**Graduates:** 0  
**Jobs created:** 0  
**Tenants**  
**Incubating** 0  
**Service providers** 0  
**Anchor/Key:** 0  
**Other** 0  
**Affiliate clients** 40  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, product design, marketing, commercialize R&D, Other  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, lunchroom

## Survey of Business Incubators in Appalachia

Tenant exit policy? n  
 Graduated rent structure? y  
 Graduate placement assistance? y

**Name:** Morgan County Regional Technology Center  
**Address:** 151 University Dr.  
 West Liberty KY  
**Manager:** Porter Dailey  
**Contact:** Porter Dailey  
**Phone:** 606-743-4005  
**Fax:** 606-743-4002  
**E-mail:** porter.dailey@uky.edu  
**Web site:** www.mcrtc.com  
**Status:** Non-profit  
**Type:** Technology  
**Overall size:** 32,000  
**Leasable space:** 3,500  
**Graduates:** 0  
**Jobs created:** 2  
**Tenants**  
**Incubating** 2  
**Service providers** 1  
**Anchor/Key:** unknown  
**Other** 2  
**Affiliate clients** 0  
**University affiliation?** y  
**Business Assistance Offered:** mentoring, networking, loan access  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, lunchroom, other  
 Tenant exit policy? y  
 Graduated rent structure? y  
 Graduate placement assistance? n

### MARYLAND

**Name:** Carver Community Center  
**Address:** unknown  
 Cumberland MD  
**Manager:** unknown  
**Contact:** Vickie Swink  
**Phone:** 301-722-2773  
**Fax:** unknown  
**E-mail:** [vswink@allconet.org](mailto:vswink@allconet.org)  
**Web site:** unknown  
**Status:** unknown  
**Type:** unknown  
**Overall size:** unknown  
**Leasable space:** unknown  
**Graduates:** unknown  
**Jobs created:** unknown  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** unknown  
**Training offered?** unknown

## Survey of Business Incubators in Appalachia

Office Services Provided: unknown  
 Tenant exit policy? unknown  
 Graduated rent structure? unknown  
 Graduate placement assistance? unknown

Name: Garrett Information Enterprise Center  
 Address: 687 Mosser Rd  
 McHenry MD 21550  
 Manager: Paige Quigley  
 Contact: Paige Quigley  
 Phone: 301-387-3000  
 Fax: 301-387-3140  
 E-mail: [pquigley@garrettcollege.edu](mailto:pquigley@garrettcollege.edu)  
 Web site: <http://www.giecworks.com>  
 Status: unknown  
 Type: unknown  
 Overall size: unknown  
 Leasable space: unknown  
 Graduates: unknown  
 Jobs created: unknown  
 Tenants  
 Incubating unknown  
 Service providers unknown  
 Anchor/Key: unknown  
 Other unknown  
 Affiliate clients unknown  
 University affiliation? unknown  
 Business Assistance Offered: unknown  
 Training offered? unknown  
 Office Services Provided: unknown  
 Tenant exit policy? unknown  
 Graduated rent structure? unknown  
 Graduate placement assistance? unknown

Name: Technical Innovation Center  
 Address: 20140 Scholar Dr  
 Hagerstown MD 21742  
 Manager: Chris Marschner  
 Contact: Chris Marschner  
 Phone: 301-790-2800 x399  
 Fax: 301-733-4229  
 E-mail: [marschnerc@hagerstowncc.edu](mailto:marschnerc@hagerstowncc.edu)  
 Web site: [www.technicalinnovationcenter.com](http://www.technicalinnovationcenter.com)  
 Status: Non-profit  
 Type: Manufacturing, technology  
 Overall size: 30,000  
 Leasable space: 25,000  
 Graduates: 25  
 Jobs created: 220  
 Tenants  
 Incubating 13  
 Service providers 1  
 Anchor/Key: 2  
 Other unknown  
 Affiliate clients 3  
 University affiliation? y

## Survey of Business Incubators in Appalachia

**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D, Other  
**Training offered?** y  
**Office Services Provided:** equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, other  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

### MISSISSIPPI

**Name:** Columbus Lowndes Business Develop. Center  
**Address:** 118 South McCrary Road  
 Columbus MS 39702  
**Manager:** unknown  
**Contact:** Sylvia Freize  
**Phone:** 662-328-8369  
**Fax:** 662-327-3417  
**E-mail:** sfreize@cldlink.org  
**Web site:** www.cldlink.org  
**Status:** Non-profit  
**Type:** unknown  
**Overall size:** 10,600  
**Leasable space:** 10,600  
**Graduates:** n/a  
**Jobs created:** n/a  
**Tenants**  
**Incubating** 1  
**Service providers** 0  
**Anchor/Key:** 6  
**Other** 4  
**Affiliate clients** 0  
**University affiliation?** n  
**Business Assistance Offered:** networking, loan access, procurement, marketing  
**Training offered?** n  
**Office Services Provided:** conference room, classroom, lunchroom  
**Tenant exit policy?** n  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** Golden Triangle Enterprise Center  
**Address:** 1 Research Blvd., Suite 204  
 Starkville MS 39759  
**Manager:** David Thornell  
**Contact:** Shelby Stevenson  
**Phone:** 662-320-3990  
**Fax:** 662-323-5815  
**E-mail:** info@gtec.org  
**Web site:** www.gtec.org  
**Status:** Non-profit  
**Type:** Service, technology  
**Overall size:** 17,500  
**Leasable space:** 11,700  
**Graduates:** 0  
**Jobs created:** 30  
**Tenants**  
**Incubating** 3



## Survey of Business Incubators in Appalachia

**Service providers** unknown  
**Anchor/Key:** 1  
**Other** unknown  
**Affiliate clients** 4  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, marketing, commercialize R&D  
**Training offered?** y  
**Office Services Provided:** equipment/furniture loan, receptionist, copier/fax/etc, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** n

**Name:** Kemper County Industrial Incubator Center  
**Address:** 102 Industrial Park Drive  
 DeKalb MS 39328  
**Manager:** unknown  
**Contact:** Brian Henson  
**Phone:** 601-743-2754  
**Fax:** 601-743-2760  
**E-mail:** kceda@bellsouth.net  
**Web site:** Not Available  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 37,000  
**Leasable space:** 32,000  
**Graduates:** 1  
**Jobs created:** 92  
**Tenants**  
**Incubating** 3  
**Service providers** unknown  
**Anchor/Key:** 1  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, International trade, manufacturing assist, procurement, marketing  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, conference room, classroom, lunchroom  
**Tenant exit policy?** n  
**Graduated rent structure?** n  
**Graduate placement assistance?** y

**Name:** Northeast Mississippi Business Incubation System  
**Address:** 1828 Proper Street  
 Corinth MS 38834  
**Manager:** Ray McClellan  
**Contact:** Denise Joyner  
**Phone:** 662-287-4369  
**Fax:** 662-287-1214  
**E-mail:** nembis@dixie-net.com  
**Web site:** n/a  
**Status:** Non-profit  
**Type:** Mixed-use, manufacturing, service, technology

## Survey of Business Incubators in Appalachia

**Overall size:** 97,000  
**Leasable space:** 91,000  
**Graduates:** 35  
**Jobs created:** 382  
**Tenants**  
   **Incubating** 9  
   **Service providers** 3  
   **Anchor/Key:** 0  
   **Other** 0  
**Affiliate clients** 4  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, manufacturing assist, procurement, marketing  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** n

**Name:** Winston County Economic Development District  
**Address:** 522 Stringer Industrial Park  
   Louisville MS 39339  
**Manager:** Joel O'Briant  
**Contact:** Joel O'Briant  
**Phone:** 662-773-8719  
**Fax:** 662-773-8909  
**E-mail:** wceddjo@telapex.com  
**Web site:** www.winstoncounty.com  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 35,500  
**Leasable space:** 28,000  
**Graduates:** 2  
**Jobs created:** 27  
**Tenants**  
   **Incubating** 4  
   **Service providers** unknown  
   **Anchor/Key:** unknown  
   **Other** unknown  
**Affiliate clients** 4  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, manufacturing assist, marketing  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** y

## Survey of Business Incubators in Appalachia

### NEW YORK

**Name:** Ceramics Corridor Innovation Centers  
**Address:** 109 Canada Road  
 Painted Post NY 14870  
**Manager:** Jon Wilder  
**Contact:** Jon Wilder  
**Phone:** 607-962-6387  
**Fax:** 607-962-0645  
**E-mail:** JWilder@CeramicsCorridor.org  
**Web site:** www.ceramicscorridor.org  
**Status:** Non-profit  
**Type:** Technology  
**Overall size:** 70,000  
**Leasable space:** 44,000  
**Graduates:** 13  
**Jobs created:** 2500  
**Tenants** 6  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, marketing  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** New Enterprises, Inc.  
**Address:** 17 West Courtney Street  
 Dunkirk NY 14048  
**Manager:** Bud Woloszyn  
**Contact:** Bud Woloszyn  
**Phone:** 716-366-3333 x234  
**Fax:** 716-366-7366  
**E-mail:** unknown  
**Web site:** Not Available  
**Status:** Non-profit  
**Type:** Mixed-use, manufacturing, service  
**Overall size:** 15,000  
**Leasable space:** 12,000  
**Graduates:** 3  
**Jobs created:** 60  
**Tenants**  
**Incubating** 3  
**Service providers** 2  
**Anchor/Key:** 3  
**Other** 0  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** mentoring, networking, loan access, manufacturing assist, marketing  
**Training offered?** y  
**Office Services Provided:** receptionist, copier/fax/etc, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** n  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

## Survey of Business Incubators in Appalachia

**Name:** The James Kirkpatrick EDC  
**Address:** 1010 Wayne Street  
 Olean NY 14760  
**Manager:** unknown  
**Contact:** unknown  
**Phone:** unknown  
**Fax:** unknown  
**E-mail:** Not Available  
**Web site:** www.cooficer@oleanny.com  
**Status:** unknown  
**Type:** unknown  
**Overall size:** 19,000  
**Leasable space:** unknown  
**Graduates:** unknown  
**Jobs created:** unknown  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** unknown  
**Training offered?** unknown  
**Office Services Provided:** unknown  
**Tenant exit policy?** unknown  
**Graduated rent structure?** unknown  
**Graduate placement assistance?** unknown

### NORTH CAROLINA

**Name:** Babcock Demon Incubator  
**Address:** 3455 University Parkway  
 Winston Salem NC 27106  
**Manager:** Paul Briggs  
**Contact:** Paul Briggs  
**Phone:** 336-655-4010  
**Fax:** 336-757-1257  
**E-mail:** paul.briggs@mba.wfu.edu  
**Web site:** www.mba.wfu.edu/incubator  
**Status:** Non-profit  
**Type:** Mixed-use, technology  
**Overall size:** 2,000  
**Leasable space:** 1,200  
**Graduates:** 15  
**Jobs created:** 52  
**Tenants**  
**Incubating** 3  
**Service providers** 0  
**Anchor/Key:** 0  
**Other** 0  
**Affiliate clients** 0  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, procurement, product design, marketing, commercialize R&D  
**Training offered?** y

## Survey of Business Incubators in Appalachia

**Office Services Provided:** Phone system/answering, equipment/furniture loan, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, lunchroom

**Tenant exit policy?** y

**Graduated rent structure?** n

**Graduate placement assistance?** y

**Name:** Blue Ridge Food Ventures

**Address:** 1459 C Sand Hill Rd  
Candler NC 28715

**Manager:** Mary Lou Surgi

**Contact:** Mary Lou Surgi

**Phone:** 828-665-9464

**Fax:** 828-665-9471

**E-mail:** mlsurgi@awnc.org

**Web site:** Not Available

**Status:** Non-profit

**Type:** Targeted-food processing

**Overall size:** 12,000

**Leasable space:** unknown

**Graduates:** 0

**Jobs created:** 0

**Tenants**

**Incubating** 0

**Service providers** 0

**Anchor/Key:** 0

**Other** 0

**Affiliate clients** 0

**University affiliation?** unknown

**Business Assistance Offered:** mentoring, networking, loan access, manufacturing assist, product design, marketing

**Training offered?** y

**Office Services Provided:** equipment/furniture loan, copier/fax/etc, computer labs/software, Internet access, conference room, lunchroom

**Tenant exit policy?** n

**Graduated rent structure?** n

**Graduate placement assistance?** n

**Name:** EnergyXchange Craft Business Incubator

**Address:** 66 EnergyXchange Dr  
Burnsville NC 28714

**Manager:** Terry Woodruff

**Contact:** Terry Woodruff

**Phone:** 828-675-5541

**Fax:** 828-675-5542

**E-mail:** energy@yancey.main.nc.us

**Web site:** www.energyxchange.org

**Status:** Non-profit

**Type:** Targeted-Arts & Crafts

**Overall size:** 6,000

**Leasable space:** 3,000

**Graduates:** 5

**Jobs created:** 2

**Tenants**

**Incubating** 6

**Service providers** unknown

**Anchor/Key:** unknown

**Other** unknown

## Survey of Business Incubators in Appalachia

**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, marketing  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom, other  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** McDowell Small Business & Industry Develop. Center  
**Address:** Route 1, Box 170  
 Marion NC 28752  
**Manager:** Dean Kanipe  
**Contact:** Dean Kanipe  
**Phone:** 828-652-0634  
**Fax:** 828-652-1014  
**E-mail:** dean.kanipe@bbs.mcdowell.cc.nc.us  
**Web site:** Not Available  
**Status:** unknown  
**Type:** Manufacturing, service  
**Overall size:** 15,300  
**Leasable space:** 13,100  
**Graduates:** 25  
**Jobs created:** 193

**Tenants**  
**Incubating** 3  
**Service providers** 1  
**Anchor/Key:** 0  
**Other** unknown  
**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing  
**Training offered?** y  
**Office Services Provided:** receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** y

**Name:** Smokey Mountain Development Corporation  
**Address:** 144 Industrial Park Drive  
 Waynesville NC 28786  
**Manager:** Thomas Fouts  
**Contact:** Thomas Fouts  
**Phone:** 828-452-1967  
**Fax:** 828-452-2029  
**E-mail:** tsfouts@bellsouth.net  
**Web site:** Not Available  
**Status:** Non-profit  
**Type:** Mixed-use, manufacturing, service, technology  
**Overall size:** 17,000  
**Leasable space:** 14,000  
**Graduates:** 18  
**Jobs created:** 70

## Survey of Business Incubators in Appalachia

**Tenants**  
**Incubating** 5  
**Service providers** 0  
**Anchor/Key:** unknown  
**Other** 1  
**Affiliate clients** 0  
**University affiliation?** n  
**Business Assistance Offered:** networking, loan access, procurement  
**Training offered?** n  
**Office Services Provided:** equipment/furniture loan, copier/fax/etc, conference room, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Stecoah Valley Arts, Crafts & Educational Center, Inc.  
**Address:** 121 Schoolhouse Rd  
 Robbinsville NC 28771  
**Manager:** Lynn Shields  
**Contact:** Lynn Shields  
**Phone:** 828-479-3364  
**Fax:** 828-479-1434  
**E-mail:** info@visitSBCenter.com  
**Web site:** www.visitSVCenter.com  
**Status:** Non-profit  
**Type:** Targeted-Arts & Crafts  
**Overall size:** 16,000  
**Leasable space:** 10,000  
**Graduates:** 0  
**Jobs created:** 20  
**Tenants**  
**Incubating** 3  
**Service providers** 1  
**Anchor/Key:** unknown  
**Other** 1  
**Affiliate clients** 20  
**University affiliation?** unknown  
**Business Assistance Offered:** networking, marketing  
**Training offered?** y  
**Office Services Provided:** copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** n  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**OHIO**  
**Name:** Appalachian Ctr for Economic Networks (ACEnet) Food Ventures Incubator  
**Address:** 94 Columbus Road  
 Athens OH 45701  
**Manager:** Don Holycross  
**Contact:** Don Holycross  
**Phone:** 740-592-3854  
**Fax:** 740-593-4541  
**E-mail:** reception@acenetworks.org  
**Web site:** www.acenetworks.org  
**Status:** Non-profit  
**Type:** Mixed-use, manufacturing, technology, target-wood, food, artisans

## Survey of Business Incubators in Appalachia

**Overall size:** 22,600  
**Leasable space:** 18,800  
**Graduates:** n/a  
**Jobs created:** 500  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** 1  
**Affiliate clients** 200  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, manufacturing assist, product design, marketing, Other  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom, other  
**Tenant exit policy?** n  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** Endeavor Center  
**Address:** 1864 Shyville Rd  
 Piketon OH 45661-9749  
**Manager:** Steven L. Shepherd  
**Contact:** Steven L. Shepherd  
**Phone:** 740-289-2071  
**Fax:** 740-289-4591  
**E-mail:** shepherd.156@osu.edu  
**Web site:** www.endeavor.osu.edu  
**Status:** unknown  
**Type:** Mixed-use  
**Overall size:** 27,000  
**Leasable space:** 13,000  
**Graduates:** unknown  
**Jobs created:** unknown  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** 1  
**University affiliation?** y  
**Business Assistance Offered:** unknown  
**Training offered?** y  
**Office Services Provided:** unknown  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** unknown

**Name:** Ohio University Innovation Center (new location)  
**Address:** 340 W. State Street, Unit 7  
 Athens OH 45701  
**Manager:** Linda Clark  
**Contact:** Linda Clark  
**Phone:** 740-593-1803  
**Fax:** 740-593-0186





## Survey of Business Incubators in Appalachia

State College PA 16801  
**Manager:** David Jordan  
**Contact:** David Jordan  
**Phone:** 814-234-1829  
**Fax:** 814-234-5869  
**E-mail:** djordan@cbicc.org  
**Web site:** www.cbicc.org/start.php  
**Status:** Non-profit  
**Type:** Mixed-use, technology  
**Overall size:** 60,000  
**Leasable space:** 25,000  
**Graduates:** 61  
**Jobs created:** 525  
**Tenants**  
   **Incubating** 15  
   **Service providers** 1  
   **Anchor/Key:** unknown  
   **Other** unknown  
**Affiliate clients** 0  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D  
**Training offered?** n  
**Office Services Provided:** copier/fax/etc, Internet access, conference room, videoconferencing, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

Corry Industrial Center PA 16407  
**Address:** 1524 Enterprise Road  
 Corry  
**Manager:** Richard Novotny  
**Contact:** Richard Novotny  
**Phone:** 814-664-3884  
**Fax:** 814-664-3885  
**E-mail:** rnovo@corryidc.org  
**Web site:** www.corryidc.org  
**Status:** Non-profit  
**Type:** Mixed-use, manufacturing  
**Overall size:** 250,000  
**Leasable space:** 200,000  
**Graduates:** 24  
**Jobs created:** 400  
**Tenants**  
   **Incubating** 5  
   **Service providers** 4  
   **Anchor/Key:** 3  
   **Other** unknown  
**Affiliate clients** 2  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

## Survey of Business Incubators in Appalachia

**Name:** Devorris Center for Business Development  
**Address:** 3900 Industrial Park Dr  
 Altoona PA 16602  
**Manager:** n/a  
**Contact:** Martin J. Marasco  
**Phone:** 814-944-6113  
**Fax:** 814-946-0157  
**E-mail:** martym@abcdcorp.org  
**Web site:** www.abcdcorp.org  
**Status:** unknown  
**Type:** Mixed-use, service, technology  
**Overall size:** 38,000  
**Leasable space:** 23,600  
**Graduates:** 4  
**Jobs created:** 42  
**Tenants**  
   **Incubating** 7  
   **Service providers** 6  
   **Anchor/Key:** 1  
   **Other** 1  
**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** East Stroudsburg Univ Business Accelerator  
**Address:** 200 Prospect Street  
 East Stroudsburg PA 18301  
**Manager:** Mary Frances Postupack  
**Contact:** Mary Frances Postupack  
**Phone:** 570-422-7920  
**Fax:** 570-422-7951  
**E-mail:** mpostupack@po-box.esu.edu  
**Web site:** www.esu.edu/busaccelerator  
**Status:** Non-profit  
**Type:** Technology, target-computer security, IT, biotech  
**Overall size:** 12,000  
**Leasable space:** 9,700  
**Graduates:** 0  
**Jobs created:** 65  
**Tenants**  
   **Incubating** 50  
   **Service providers** 0  
   **Anchor/Key:** 0  
   **Other** 0  
**Affiliate clients** 0  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, procurement, marketing, commercialize R&D  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, copier/fax/etc, computer labs/

## Survey of Business Incubators in Appalachia

software, Internet access, conference room, videoconferencing, classroom, lunchroom

Tenant exit policy? y  
 Graduated rent structure? y  
 Graduate placement assistance? y

**Name:** Enterprise Develop. Center of Erie County  
**Address:** 2103 East 33rd St  
 Erie PA  
**Manager:** unknown  
**Contact:** Larry Bossolt  
**Phone:** 814-899-6022  
**Fax:** 814-899-0250  
**E-mail:** [lbossolt@edcec.org](mailto:lbossolt@edcec.org)  
**Web site:** [www.connectforsuccess.org](http://www.connectforsuccess.org)  
**Status:** unknown  
**Type:** unknown  
**Overall size:** 66,000  
**Leasable space:** unknown  
**Graduates:** unknown  
**Jobs created:** unknown  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** unknown  
**Training offered?** unknown  
**Office Services Provided:** unknown  
**Tenant exit policy?** unknown  
**Graduated rent structure?** unknown  
**Graduate placement assistance?** unknown

**Name:** Franklin Industrial Complex  
**Address:** 191 Howard Street  
 Franklin PA 16323  
**Manager:** Thomas Allen  
**Contact:** Sally Snodgrass  
**Phone:** 814-432-4476  
**Fax:** 814-432-4777  
**E-mail:** [sally@ficda.org](mailto:sally@ficda.org)  
**Web site:** [www.ficda.org](http://www.ficda.org)  
**Status:** Non-profit  
**Type:** Mixed-use, manufacturing, technology  
**Overall size:** 427,600  
**Leasable space:** 217,400  
**Graduates:** 27  
**Jobs created:** 598  
**Tenants**  
**Incubating** 5  
**Service providers** 6  
**Anchor/Key:** 3  
**Other** 3  
**Affiliate clients** unknown  
**University affiliation?** unknown

## Survey of Business Incubators in Appalachia

**Business Assistance Offered:** Financial/accounting, general legal, networking, loan access, International trade, manufacturing assist, procurement, Other  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom  
**Tenant exit policy?** n  
**Graduated rent structure?** y  
**Graduate placement assistance?** n

**Name:** Glassport Industrial Center  
**Address:** unknown  
 Glassport PA 15045  
**Manager:** unknown  
**Contact:** unknown  
**Phone:** unknown  
**Fax:** unknown  
**E-mail:** [spedd@spedd.org](mailto:spedd@spedd.org)  
**Web site:** Not Available  
**Status:** unknown  
**Type:** unknown  
**Overall size:** unknown  
**Leasable space:** unknown  
**Graduates:** unknown  
**Jobs created:** unknown  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** unknown  
**Training offered?** unknown  
**Office Services Provided:** unknown  
**Tenant exit policy?** unknown  
**Graduated rent structure?** unknown  
**Graduate placement assistance?** unknown

**Name:** Greater Hazleton Business Innovation Center  
**Address:** 103 Rotary Dr.  
 West Hazleton PA 18202  
**Manager:** Joseph Barrett  
**Contact:** Joseph Barrett  
**Phone:** 570-455-8334  
**Fax:** 570-454-7787  
**E-mail:** [jbarrett@ptd.net](mailto:jbarrett@ptd.net)  
**Web site:** [www.canbe.biz](http://www.canbe.biz)  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 14,400  
**Leasable space:** 9,612  
**Graduates:** unknown  
**Jobs created:** unknown  
**Tenants**  
**Incubating** 0  
**Service providers** 6

## Survey of Business Incubators in Appalachia

**Anchor/Key:** 0  
**Other:** 0  
**Affiliate clients:** 0  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, manufacturing assist, procurement, marketing, commercialize R&D  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** Habgood Business Development Center  
**Address:** 20 Russell Blvd., P.O. Box 490  
 Bradford PA 16701

**Manager:** Betty Cochran  
**Contact:** Betty Cochran  
**Phone:** 814-368-7170 x14  
**Fax:** 814-368-6894  
**E-mail:** bcochran@bradfordpa.org  
**Web site:** www.bradfordpa.org

**Status:** Non-profit  
**Type:** Mixed-use, manufacturing  
**Overall size:** 90,000  
**Leasable space:** 80,000  
**Graduates:** 10  
**Jobs created:** 110

**Tenants**  
**Incubating:** 7  
**Service providers:** 4  
**Anchor/Key:** 2  
**Other:** 1

**Affiliate clients:** 25  
**University affiliation?** unknown

**Business Assistance Offered:** Financial/accounting, general legal, networking, loan access, International trade, manufacturing assist, procurement, marketing

**Training offered?** n  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, Internet access, conference room, lunchroom

**Tenant exit policy?** n  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Indiana County Small Business Incubator  
**Address:** 650 S. 13th St  
 Indiana PA 15705

**Manager:** Dr. Robert J. Boldin  
**Contact:** Dr. Robert J. Boldin  
**Phone:** 724-357-2179  
**Fax:** 724-357-4514  
**E-mail:** rboldin@iup.edu  
**Web site:** www.eberly.iup.edu/incubator

**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 63,000

## Survey of Business Incubators in Appalachia

**Leasable space:** 30,000  
**Graduates:** 21  
**Jobs created:** 700  
**Tenants**  
   **Incubating** 10  
   **Service providers** unknown  
   **Anchor/Key:** unknown  
   **Other** unknown  
**Affiliate clients** 2  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, conference room, classroom, lunchroom  
**Tenant exit policy?** n  
**Graduated rent structure?** y  
**Graduate placement assistance?** n

**Name:** Innovation Center @ Wilkes-Barre  
**Address:** 7 South Main St  
           Wiles-Wilkes-Barre                   PA                   18701  
**Manager:** John L. Augustine III  
**Contact:** John L. Augustine III  
**Phone:** 570-270-GROW  
**Fax:** unknown  
**E-mail:** info@icwb.biz  
**Web site:** www.icwb.biz  
**Status:** Non-profit  
**Type:** Mixed-use, technology  
**Overall size:** 15,000  
**Leasable space:** 12,500  
**Graduates:** 0  
**Jobs created:** 30  
**Tenants**  
   **Incubating** 5  
   **Service providers** 4  
   **Anchor/Key:** unknown  
   **Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D  
**Training offered?** n  
**Office Services Provided:** equipment/furniture loan, copier/fax/etc, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** JARI Center for Business Development  
**Address:** 160 JARI Drive  
           Johnstown                           PA                   15904  
**Manager:** unknown  
**Contact:** William Blasco  
**Phone:** 814-266-3844

## Survey of Business Incubators in Appalachia

**Fax:** 814-266-7624  
**E-mail:** bblasco@jari.com  
**Web site:** www.jari.com  
**Status:** Non-profit  
**Type:** unknown  
**Overall size:** 30,000  
**Leasable space:** 24,000  
**Graduates:** 1  
**Jobs created:** 210  
**Tenants**  
**Incubating** 7  
**Service providers** 4  
**Anchor/Key:** 0  
**Other** unknown  
**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, International trade, manufacturing assist, procurement, marketing, commercialize R&D  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, receptionist, copier/fax/etc, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** McNeilly Business Center & Greenville Area Entrepr  
**Address:** 12 N. Diamond Street  
 Greenville PA 16125  
**Manager:** James L. Lowry  
**Contact:** James L. Lowry  
**Phone:** 724-588-1161  
**Fax:** 724-588-9881  
**E-mail:** jlowry@nauticom.net  
**Web site:** www.GAEDC.org  
**Status:** Non-profit  
**Type:** Mixed-use, manufacturing, technology  
**Overall size:** 56,000  
**Leasable space:** 45,000  
**Graduates:** 45  
**Jobs created:** 500  
**Tenants**  
**Incubating** 5  
**Service providers** 3  
**Anchor/Key:** 1  
**Other** unknown  
**Affiliate clients** 3  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom  
**Tenant exit policy?** n  
**Graduated rent structure?** y  
**Graduate placement assistance?** y



## Survey of Business Incubators in Appalachia

**Name:** Meadville Industrial Complex & Business Incubator  
**Address:** 628 Arch St  
 Meadville PA 16335  
**Manager:** Steve Petruso  
**Contact:** Jill Groves  
**Phone:** 814-337-8200  
**Fax:** 814-337-7257  
**E-mail:** jgroves@gremlan.org  
**Web site:** www.redevelopecmeadville.com  
**Status:** Non-profit  
**Type:** Mixed-use, manufacturing, service  
**Overall size:** 250,000  
**Leasable space:** 185,000  
**Graduates:** 69  
**Jobs created:** 1037  
**Tenants**  
   **Incubating** 16  
   **Service providers** 5  
   **Anchor/Key:** 5  
   **Other** 3  
**Affiliate clients** unknown  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, International trade, manufacturing assist, marketing  
**Training offered?** y  
**Office Services Provided:** equipment/furniture loan, copier/fax/etc, conference room, lunchroom, other  
**Tenant exit policy?** n  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Model Works Industrial Commons Incubator  
**Address:** 227 Hathaway Street East  
 Girard PA 16427  
**Manager:** Damon P. Homich  
**Contact:** Damon P. Homich  
**Phone:** 814-774-9339  
**Fax:** 814-774-9235  
**E-mail:** damonh@team.org  
**Web site:** Not Available  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 330,000  
**Leasable space:** 300,000  
**Graduates:** 40  
**Jobs created:** 1040  
**Tenants**  
   **Incubating** unknown  
   **Service providers** unknown  
   **Anchor/Key:** unknown  
   **Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** unknown  
**Training offered?** n  
**Office Services Provided:** unknown  
**Tenant exit policy?** n  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

## Survey of Business Incubators in Appalachia

**Name:** Moshannon Valley Enterprise Center  
**Address:** 200 Shady Lane  
 Phillipsburg PA 16866  
**Manager:** Stan LaFuria  
**Contact:** Stan LaFuria  
**Phone:** 814-342-2260  
**Fax:** 814-342-2878  
**E-mail:** slafuria@netphd.net  
**Web site:** www.mvedp.org  
**Status:** Non-profit  
**Type:** Mixed-use, manufacturing, service, technology  
**Overall size:** 210,000  
**Leasable space:** 187,000  
**Graduates:** 22  
**Jobs created:** 225  
**Tenants**  
   **Incubating** 1  
   **Service providers** 4  
   **Anchor/Key:** 5  
   **Other** 1  
**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, manufacturing assist, procurement, marketing, commercialize R&D  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** n  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Pottsville Schuylkill Technology Incubator  
**Address:** 1 South 2nd Street  
 Pottsville PA 17901  
**Manager:** Amy Burkhart  
**Contact:** Amy Burkhart  
**Phone:** 570-628-3385  
**Fax:** 570-628-2860  
**E-mail:** aburkhart@incubator-tech.com  
**Web site:** www.incubator-tech.com  
**Status:** Non-profit  
**Type:** unknown  
**Overall size:** 38,000  
**Leasable space:** 25,000  
**Graduates:** 2  
**Jobs created:** 3  
**Tenants**  
   **Incubating** 6  
   **Service providers** 1  
   **Anchor/Key:** 1  
   **Other** unknown  
**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, procurement, marketing, commercialize R&D  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer

## Survey of Business Incubators in Appalachia

labs/software, Internet access, conference room, lunchroom

Tenant exit policy? y  
 Graduated rent structure? y  
 Graduate placement assistance? y

**Name:** Progress Center for Business  
**Address:** 2750 Constitution Blvd.  
 Beaver Falls PA 15010  
**Manager:** Mike Devich  
**Contact:** Mike Devich  
**Phone:** 724-847-6440  
**Fax:** 724-847-6444  
**E-mail:** mike.devich@bc-coop.org  
**Web site:** www.bc-coop.org  
**Status:** Non-profit  
**Type:** Manufacturing, technology  
**Overall size:** 31,500  
**Leasable space:** 28,500  
**Graduates:** 12  
**Jobs created:** 230  
**Tenants**  
**Incubating** 9  
**Service providers** 0  
**Anchor/Key:** 3  
**Other** 6  
**Affiliate clients** 92  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D, Other  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, other  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Riverside Center for Innovation  
**Address:** 700 River Avenue  
 Pittsburgh PA 15212  
**Manager:** unknown  
**Contact:** Juan Garrett  
**Phone:** 412-322-3523  
**Fax:** 412-322-3513  
**E-mail:** jg@riversidecenterforinnovation.com  
**Web site:** www.riversidecenterforinnovation.com  
**Status:** unknown  
**Type:** Mixed-use  
**Overall size:** 65,000  
**Leasable space:** 50,800  
**Graduates:** 39  
**Jobs created:** 463  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown

## Survey of Business Incubators in Appalachia

**Affiliate clients** 4  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, procurement, product design, marketing  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, lunchroom  
**Tenant exit policy?** n  
**Graduated rent structure?** n  
**Graduate placement assistance?** y

**Name:** Ridgway Multi-Tenant  
**Address:** River Rd  
 Ridgway PA 15853  
**Manager:** Dave Puncheon  
**Contact:** Donald Masisak  
**Phone:** 814-773-3162 x3044  
**Fax:** 814-772-7045  
**E-mail:** dmasiak@ncentral.com  
**Web site:** n/a  
**Status:** Non-profit  
**Type:** Manufacturing, target-powder metallurgy  
**Overall size:** 150,000  
**Leasable space:** 150,000  
**Graduates:** 4  
**Jobs created:** 120  
**Tenants**  
**Incubating** 7  
**Service providers** unknown  
**Anchor/Key:** 1  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** n  
**Business Assistance Offered:** networking, loan access, International trade, manufacturing assist, procurement, product design  
**Training offered?** y  
**Office Services Provided:** Internet access, conference room, videoconferencing, classroom  
**Tenant exit policy?** unknown  
**Graduated rent structure?** unknown  
**Graduate placement assistance?** unknown

**Name:** Scranton Enterprise Center  
**Address:** 201 Lackawanna Ave  
 Scranton PA 18503  
**Manager:** Kristine French  
**Contact:** Kristine French  
**Phone:** 570-342-7711  
**Fax:** 570-347-6262  
**E-mail:** kfrench@scrantonchamber.com  
**Web site:** www.scrantonenterprisecenter.com  
**Status:** unknown  
**Type:** unknown  
**Overall size:** 12,300  
**Leasable space:** 7,400  
**Graduates:** 1  
**Jobs created:** 60

## Survey of Business Incubators in Appalachia

**Tenants**  
**Incubating** 11  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, marketing  
**Training offered?** n  
**Office Services Provided:** equipment/furniture loan, receptionist, copier/fax/etc, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** y

**Name:** Sill Business Incubator  
**Address:** 419 14th St  
 Huntingdon PA 16652  
**Manager:** Juniata College  
**Contact:** Dr. Michael Lehman  
**Phone:** 814-641-3733  
**Fax:** 814-506-1283  
**E-mail:** lehmanm@juniata.edu  
**Web site:** www.jcel.biz  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 5,000  
**Leasable space:** 2,000  
**Graduates:** 0  
**Jobs created:** 2  
**Tenants**  
**Incubating** 2  
**Service providers** 3  
**Anchor/Key:** 0  
**Other** unknown  
**Affiliate clients** 25  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, commercialize R&D  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** y

**Name:** SPEDD INC  
**Address:** 1 Williamsburg Place  
 Warrendale PA 15086  
**Manager:** unknown  
**Contact:** Mary Jo Stanic  
**Phone:** 724-935-6122 x3  
**Fax:** 724-935-6888  
**E-mail:** [spedd@spedd.org](mailto:spedd@spedd.org)  
**Web site:** Not Available  
**Status:** unknown

## Survey of Business Incubators in Appalachia

**Type:** unknown  
**Overall size:** unknown  
**Leasable space:** unknown  
**Graduates:** unknown  
**Jobs created:** unknown  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** unknown  
**Training offered?** unknown  
**Office Services Provided:** unknown  
**Tenant exit policy?** unknown  
**Graduated rent structure?** unknown  
**Graduate placement assistance?** unknown

**Name:** Stackpole Industrial Complex  
**Address:** 201 Stackpole Street  
 St. Marys PA 15857  
**Manager:** Dave Puncheon  
**Contact:** Donald Masisak  
**Phone:** 814-773-3162 x3044  
**Fax:** 814-772-7045  
**E-mail:** dmasiak@ncentral.com  
**Web site:** n/a  
**Status:** Non-profit  
**Type:** Manufacturing, Service, Target-powder metallurgy  
**Overall size:** 500,000  
**Leasable space:** unknown  
**Graduates:** 5  
**Jobs created:** 320  
**Tenants**  
**Incubating** 19  
**Service providers** 4  
**Anchor/Key:** 4  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** n  
**Business Assistance Offered:** networking, loan access, International trade, manufacturing assist, procurement, product design  
**Training offered?** y  
**Office Services Provided:** Internet access, conference room, videoconferencing, classroom  
**Tenant exit policy?** unknown  
**Graduated rent structure?** unknown  
**Graduate placement assistance?** unknown

**Name:** The Enterprise Center  
**Address:** 703 South Elmer Avenue  
 Sayre PA 18840  
**Manager:** Timothy M. Phinney  
**Contact:** Timothy M. Phinney  
**Phone:** 570-882-9324  
**Fax:** 570-882-9324



## Survey of Business Incubators in Appalachia

### SOUTH CAROLINA

**Name:** Clemson Center for Applied Technology  
**Address:** 511 Westinghouse Road  
Pendleton SC 29670  
**Manager:** Vincie Albritton  
**Contact:** Vincie Albritton  
**Phone:** 864-656-5708  
**Fax:** 864-656-0474  
**E-mail:** valbrit@clemson.edu  
**Web site:** www.clemson.edu/curf  
**Status:** Non-profit  
**Type:** Technology  
**Overall size:** 30,000  
**Leasable space:** 20,000  
**Graduates:** 5  
**Jobs created:** 70  
**Tenants**  
**Incubating** 0  
**Service providers** unknown  
**Anchor/Key:** 2  
**Other** unknown  
**Affiliate clients** 1  
**University affiliation?** y  
**Business Assistance Offered:** mentoring, networking, procurement, marketing  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, lunchroom  
**Tenant exit policy?** n  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

### TENNESSEE

**Name:** Chattanooga-Hamilton County Business Develop. Center  
**Address:** 100 Cherokee Blvd., Suite 100  
Chattanooga TN 37405  
**Manager:** Angela Glover  
**Contact:** Angela Glover  
**Phone:** 423-752-4301  
**Fax:** 423-752-1700  
**E-mail:** aglover@chattanooga-chamber.com  
**Web site:** www.chattanooga-chamber.com  
**Status:** Non-profit  
**Type:** unknown  
**Overall size:** 125,000  
**Leasable space:** 80,000  
**Graduates:** 323  
**Jobs created:** 2519  
**Tenants**  
**Incubating** 59  
**Service providers** 35  
**Anchor/Key:** 4  
**Other** 20  
**Affiliate clients** 7  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, general legal, networking, loan access, International trade, manufacturing assist, procurement, product design, marketing, commercialize R&D, Other  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, other



## Survey of Business Incubators in Appalachia

Tenant exit policy? y  
 Graduated rent structure? y  
 Graduate placement assistance? n

**Name:** Cleveland/Bradley Business Incubator  
**Address:** 3505 Adkisson Drive, Suite 152  
 Cleveland TN 37312  
**Manager:** Don M. Geren  
**Contact:** Hurley Buff  
**Phone:** 423-478-6476  
**Fax:** 423-478-6475  
**E-mail:** hurleyb@cbbi.net  
**Web site:** www.cbbi.net  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 33,500  
**Leasable space:** 30,100  
**Graduates:** 35  
**Jobs created:** 175  
**Tenants**  
**Incubating** unknown  
**Service providers** 21  
**Anchor/Key:** 4  
**Other** unknown  
**Affiliate clients** 3  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, general legal, networking, loan access, manufacturing assist, marketing  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, lunchroom  
 Tenant exit policy? y  
 Graduated rent structure? y  
 Graduate placement assistance? n

**Name:** East Tennessee State Univ. Innovation Laboratory  
**Address:** 2109 W. Market Street  
 Johnson City TN 37604  
**Manager:** Dave Lawrence  
**Contact:** Dave Lawrence  
**Phone:** 423-439-8535  
**Fax:** 423-439-8520  
**E-mail:** lawrencd@etsu.edu  
**Web site:** www.etsu.edu/innovationlab/  
**Status:** Non-profit  
**Type:** Technology  
**Overall size:** 14,400  
**Leasable space:** 5,800  
**Graduates:** 0  
**Jobs created:** 29  
**Tenants**  
**Incubating** 6  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** 1  
**Affiliate clients** 0

## Survey of Business Incubators in Appalachia

**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, networking, loan access, International trade, procurement, marketing, commercialize R&D  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Fairview Technology Center  
**Address:** 11020 Solway School Rd  
 Knoxville TN 37931  
**Manager:** Geoff Robson  
**Contact:** Geoff Robson  
**Phone:** 865-220-2020  
**Fax:** 865-220-2030  
**E-mail:** robson@tech2020.org  
**Web site:** www.knoxdevelopment.org/fairview.html  
**Status:** Non-profit  
**Type:** unknown  
**Overall size:** 12,000  
**Leasable space:** 10,200  
**Graduates:** 29  
**Jobs created:** 152  
**Tenants**  
**Incubating** 7  
**Service providers** 0  
**Anchor/Key:** 0  
**Other** 0  
**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, procurement, marketing, commercialize R&D  
**Training offered?** y  
**Office Services Provided:** copier/fax/etc, conference room  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** n

**Name:** Holston Business Development Center  
**Address:** 2005 Venture Park  
 Kingsport TN 37660  
**Manager:** Jim Anderson  
**Contact:** Cathy Dean  
**Phone:** 423-578-6235  
**Fax:** 423-578-6500  
**E-mail:** Cathy.dean@hbdc.org  
**Web site:** www.holstonbusinesscenter.com  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 13,000  
**Leasable space:** 9,400  
**Graduates:** 1  
**Jobs created:** 35  
**Tenants**

## Survey of Business Incubators in Appalachia

**Incubating** 9  
**Service providers** 1  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** 10  
**University affiliation?** n  
**Business Assistance Offered:** mentoring, networking, loan access, procurement, marketing  
**Training offered?** n  
**Office Services Provided:** equipment/furniture loan, receptionist, copier/fax/etc, Internet access, conference room, videoconferencing, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Jubilee Business Incubator/Clinch-Powell Common Kitchen  
**Address:** 123 N. Jockey Street, P.O. Box 657  
 Sneedville TN 37869  
**Manager:** Steve Hodges  
**Contact:** Steve Hodges  
**Phone:** 423-733-4195  
**Fax:** 423-733-1626  
**E-mail:** steveh@overhome.net  
**Web site:** www.clinchkitchens.org  
**Status:** Non-profit  
**Type:** Target-Food processing  
**Overall size:** 13,000  
**Leasable space:** 9,600  
**Graduates:** 13  
**Jobs created:** 73  
**Tenants**  
**Incubating** 49  
**Service providers** 0  
**Anchor/Key:** 0  
**Other** 0  
**Affiliate clients** 0  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, manufacturing assist, procurement, product design, marketing  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** Regional Business Technology Center  
**Address:** Box 5103  
 Cookeville TN 38505  
**Manager:** unknown  
**Contact:** unknown  
**Phone:** unknown  
**Fax:** unknown  
**E-mail:** kliska@tntech.edu  
**Web site:** www.techincubator.com  
**Status:** unknown  
**Type:** unknown

## Survey of Business Incubators in Appalachia

**Overall size:** unknown  
**Leasable space:** unknown  
**Graduates:** unknown  
**Jobs created:** unknown  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** unknown  
**Business Assistance Offered:** unknown  
**Training offered?** unknown  
**Office Services Provided:** unknown  
**Tenant exit policy?** unknown  
**Graduated rent structure?** unknown  
**Graduate placement assistance?** unknown

**Name:** Technology 20/20  
**Address:** 1020 Commerce Park Drive, Suite 100  
 Oak Ridge TN 37830  
**Manager:** Bob Wilson  
**Contact:** Bob Wilson  
**Phone:** 865-220-2020  
**Fax:** 865-220-2030  
**E-mail:** wilson@tech2020.org  
**Web site:** www.tech2020.org  
**Status:** Non-profit  
**Type:** Mixed-use, manufacturing, service, technology  
**Overall size:** 27,000  
**Leasable space:** 14,100  
**Graduates:** 3  
**Jobs created:** 167  
**Tenants**  
**Incubating** 10  
**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** 10  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, procurement, marketing, commercialize R&D, Other  
**Training offered?** y  
**Office Services Provided:** receptionist, copier/fax/etc, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** n

### VIRGINIA

**Name:** The Highland Center  
**Address:** P.O. Box 556, Spruce Street  
 Monterey VA 24465  
**Manager:** Betty M. Mitchell  
**Contact:** Betty M. Mitchell  
**Phone:** 540-468-1922  
**Fax:** 540-468-2551



## Survey of Business Incubators in Appalachia

**Manager:** Wayne Carpenter  
**Contact:** Wayne Carpenter  
**Phone:** 540-633-6730  
**Fax:** 540-633-6768  
**E-mail:** wayne@nrvc.org  
**Web site:** www.nrvc.org/nrvcc.html  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 54,000  
**Leasable space:** 35,200  
**Graduates:** 8  
**Jobs created:** 312  
**Tenants**  
    **Incubating** 12  
    **Service providers** 0  
    **Anchor/Key:** 5  
    **Other** 0  
**Affiliate clients** 0  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, marketing, Other  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** y

**Name:** Pioneer Center for Business Opportunity  
**Address:** P.O. Box 408  
 Duffield VA 24244  
**Manager:** Kathie Noe  
**Contact:** Kathie Noe  
**Phone:** 276-431-7226  
**Fax:** 276-431-7329  
**E-mail:** kathie@pcbo.org  
**Web site:** www.pcbo.org  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 51,500  
**Leasable space:** 24,400  
**Graduates:** 5  
**Jobs created:** 65  
**Tenants**  
    **Incubating** 10  
    **Service providers** 3  
    **Anchor/Key:** 1  
    **Other** unknown  
**Affiliate clients** 4  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, manufacturing assist, procurement, product design, marketing  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

## Survey of Business Incubators in Appalachia

**Name:** Richlands Business Incubator  
**Address:** 1928 Front Street  
 Richlands VA 24641  
**Manager:** Dreama Shreve  
**Contact:** Dreama Shreve  
**Phone:** 276-963-2660  
**Fax:** 276-963-2670  
**E-mail:** dreama@richbizinc.org  
**Web site:** www.richbizinc.org  
**Status:** Non-profit  
**Type:** Mixed-use, service, technology  
**Overall size:** 10,000  
**Leasable space:** 5,900  
**Graduates:** 1  
**Jobs created:** 124  
**Tenants**  
   **Incubating** 6  
   **Service providers** 6  
   **Anchor/Key:** 0  
   **Other** 0  
**Affiliate clients** 0  
**University affiliation?** n  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, marketing  
**Training offered?** y  
**Office Services Provided:** equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, videoconferencing, classroom, lunchroom  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** y

**Name:** Southwest Regional Enterprise Center (SREC)  
**Address:** 966 E.Stuart Drive  
 Galax VA 24333  
**Manager:** Dallas Garrett  
**Contact:** Dallas Garrett  
**Phone:** 276-236-2888  
**Fax:** 276-236-7876  
**E-mail:** srec10@earthlink.net  
**Web site:** www.crossroadsva.org  
**Status:** Non-profit  
**Type:** Mixed-use  
**Overall size:** 25,000  
**Leasable space:** 20,000  
**Graduates:** n/a  
**Jobs created:** n/a  
**Tenants**  
   **Incubating** 1  
   **Service providers** unknown  
   **Anchor/Key:** unknown  
   **Other** unknown  
**Affiliate clients** unknown  
**University affiliation?** y  
**Business Assistance Offered:** unknown  
**Training offered?** y  
**Office Services Provided:** unknown  
**Tenant exit policy?** y  
**Graduated rent structure?** n  
**Graduate placement assistance?** y

## Survey of Business Incubators in Appalachia

**Name:** Virginia Highlands Small Business Incubator  
**Address:** 810 French Moore, Jr. Blvd  
 Abingdon VA 24212  
**Manager:** James E. Doss  
**Contact:** James E. Doss  
**Phone:** 276-619-4393 (temp)  
**Fax:** n/a  
**E-mail:** jdoss@swcenter.edu  
**Web site:** n/a  
**Status:** Non-profit  
**Type:** Manufacturing, technology  
**Overall size:** 40,000  
**Leasable space:** 32,000  
**Graduates:** n/a  
**Jobs created:** n/a  
**Tenants**  
**Incubating** n/a  
**Service providers** n/a  
**Anchor/Key:** n/a  
**Other** n/a  
**Affiliate clients** n/a  
**University affiliation?** y  
**Business Assistance Offered:** unknown  
**Training offered?** y  
**Office Services Provided:** unknown  
**Tenant exit policy?** n  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** VTKnowledgeWorks  
**Address:** 1872 Pratt Dr, Suite 1865  
 Blacksburg VA 24060  
**Manager:** Jim Flowers  
**Contact:** Jim Flowers  
**Phone:** 540-443-9100  
**Fax:**  
**E-mail:** jim.flowers@vtknowledgeworks.com  
**Web site:** www.vtknowledgeworks.com  
**Status:** For-profit  
**Type:** Technology  
**Overall size:** 45,000  
**Leasable space:** 37,000  
**Graduates:** 0  
**Jobs created:** 0  
**Tenants**  
**Incubating** 0  
**Service providers** 0  
**Anchor/Key:** 0  
**Other** 0  
**Affiliate clients** 0  
**University affiliation?** y  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access  
**Training offered?** n  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room



## Survey of Business Incubators in Appalachia

Tenant exit policy? y  
 Graduated rent structure? n  
 Graduate placement assistance? n

### WEST VIRGINIA

**Name:** BizTech the Business & Technology Community Center of Jefferson County  
**Address:** 150 E. Burr Blvd.  
 Kearneysville WV 25430  
**Manager:** Nieltje Gedney  
**Contact:** Nieltje Gedney  
**Phone:** 304-728-3051  
**Fax:** 304-728-3068  
**E-mail:** ng@jctc.org  
**Web site:** www.biztech.bz  
**Status:** Non-profit  
**Type:** Mixed-use, service, technology  
**Overall size:** 6,000  
**Leasable space:** 5,500  
**Graduates:** 0  
**Jobs created:** 6  
**Tenants**  
 Incubating 2  
 Service providers 2  
 Anchor/Key: 1  
 Other 16  
**Affiliate clients** 2  
**University affiliation?** y  
**Business Assistance Offered:** mentoring, networking, procurement  
**Training offered?** y  
**Office Services Provided:** Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, lunchroom  
 Tenant exit policy? n  
 Graduated rent structure? n  
 Graduate placement assistance? y

**Name:** Boone County Business Development Center  
**Address:** One Avenue C  
 Madison WV 25130  
**Manager:** Larry V. Lodato  
**Contact:** Larry V. Lodato  
**Phone:** 304-369-9118  
**Fax:** 304-369-9130  
**E-mail:** boonedevcorp@yahoo.com  
**Web site:** www.boonecountywv.org  
**Status:** For-, non-profit  
**Type:** Service  
**Overall size:** 5,000  
**Leasable space:** 3,200  
**Graduates:** 2  
**Jobs created:** 15  
**Tenants**  
 Incubating 4  
 Service providers 3  
 Anchor/Key: 2  
 Other unknown  
**Affiliate clients** 6

## Survey of Business Incubators in Appalachia

**University affiliation?** unknown  
**Business Assistance Offered:** mentoring, networking, loan access, procurement, marketing  
**Training offered?** n  
 equipment/furniture loan, copier/fax/etc, computer labs/software, conference room, lunchroom  
**Office Services Provided:**  
**Tenant exit policy?** n  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** Charleston Enterprise Center (CEC)  
**Address:** 1116 Smith Street  
 Charleston WV 25301  
**Manager:** Patricia Green & Mike Aeiker  
**Contact:** Patricia Green  
**Phone:** 304-340-4250  
**Fax:** 304-340-4275  
**E-mail:** pagreen@charleston-wv.com  
**Web site:** www.charleston-wv.com  
**Status:** Non-profit  
**Type:** Mixed-use, service, technology  
**Overall size:** 70,000  
**Leasable space:** 38,500  
**Graduates:** 45  
**Jobs created:** 244

**Tenants**  
**Incubating** 18  
**Service providers** 18  
**Anchor/Key:** 1  
**Other** unknown  
**Affiliate clients** 1  
**University affiliation?** unknown  
**Business Assistance Offered:** mentoring, networking, International trade, procurement  
**Training offered?** y  
**Office Services Provided:** equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Innovator  
**Address:** 1000 Technology Drive, Suite 1000  
 Fairmont WV 26554  
**Manager:** Vanessa Schoetz  
**Contact:** Vanessa Schoetz  
**Phone:** 304-366-2577 x245  
**Fax:** 304-366-2699  
**E-mail:** Not Available  
**Web site:** www.wvhtf.org  
**Status:** Non-profit  
**Type:** Technology  
**Overall size:** unknown  
**Leasable space:** unknown  
**Graduates:** 15  
**Jobs created:** 50  
**Tenants**  
**Incubating** 7

## Survey of Business Incubators in Appalachia

**Service providers** unknown  
**Anchor/Key:** unknown  
**Other** unknown  
**Affiliate clients** 200  
**University affiliation?** n  
**Business Assistance Offered:** networking, loan access, International trade, procurement, marketing, commercialize R&D  
**Training offered?** y  
 equipment/furniture loan, copier/fax/etc, computer labs/software, Internet access, conference room, lunchroom, other  
**Office Services Provided:**  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** y

**Name:** Unlimited Future Inc.  
**Address:** 1650 Eight Avenue  
 Huntington WV 25703  
**Manager:** Larry Perry  
**Contact:** Larry Perry  
**Phone:** 304-697-3007  
**Fax:** 304-522-0367  
**E-mail:** larry@unlimitedfuture.org  
**Web site:** www.unlimitedfuture.org  
**Status:** Non-profit  
**Type:** unknown  
**Overall size:** 6,500  
**Leasable space:** 3,200  
**Graduates:** 12  
**Jobs created:** 85  
**Tenants**  
**Incubating** unknown  
**Service providers** unknown  
**Anchor/Key:** 6  
**Other** unknown  
**Affiliate clients** 5  
**University affiliation?** unknown  
**Business Assistance Offered:** Financial/accounting, mentoring, networking, loan access, marketing  
**Training offered?** y  
 Phone system/answering, equipment/furniture loan, receptionist, copier/fax/etc, computer labs/software, Internet access, conference room, classroom, lunchroom  
**Office Services Provided:**  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** n

**Name:** Upshur Business Development Center  
**Address:** P.O. Box 109  
 Buckhannon WV 26201  
**Manager:** S.E. Foster  
**Contact:** Melodie Stemple  
**Phone:** 304-472-1757  
**Fax:** 304-472-4998  
**E-mail:** info@upshurda.com  
**Web site:** www.upshurda.com  
**Status:** For-, non-profit  
**Type:** Mixed-use, technology  
**Overall size:** 23,000  
**Leasable space:** 18,000

## Survey of Business Incubators in Appalachia

**Graduates:** 0  
**Jobs created:** 0  
**Tenants**  
   **Incubating** 0  
   **Service providers** 0  
   **Anchor/Key:** 0  
   **Other** 0  
**Affiliate clients** 0  
**University affiliation?** unknown  
**Business Assistance Offered:** mentoring, networking, loan access, marketing  
**Training offered?** n  
   Phone system/answering, equipment/furniture loan, copier/fax/etc, Internet access,  
**Office Services Provided:** conference room, classroom, other  
**Tenant exit policy?** n  
**Graduated rent structure?** n  
**Graduate placement assistance?** n

**Name:** West Virginia Wood Technology Center  
**Address:** 10 Eleventh Street  
   Elkins WV 26241  
**Manager:** Jennifer Giovannitti  
**Contact:** Jennifer Giovannitti  
**Phone:** 304-637-0803  
**Fax:** 304-637-4902  
**E-mail:** jen@rcdawv.org  
**Web site:** www.wvwoodtech.com  
**Status:** unknown  
**Type:** Mixed-use, technology, target-wood products  
**Overall size:** 25,000  
**Leasable space:** 15,000  
**Graduates:** 5  
**Jobs created:** 80  
**Tenants**  
   **Incubating** 1  
   **Service providers** 0  
   **Anchor/Key:** 1  
   **Other** 10  
**Affiliate clients** 65  
**University affiliation?** y  
**Business Assistance Offered:** mentoring, loan access, Other  
**Training offered?** y  
   Phone system/answering, receptionist, copier/fax/etc, computer labs/software, Internet  
**Office Services Provided:** access, conference room, videoconferencing, classroom  
**Tenant exit policy?** y  
**Graduated rent structure?** y  
**Graduate placement assistance?** n

**Name:** WVU Business Incubator  
**Address:** 886 Chestnut Ridge Road, Suite 201  
   Morgantown WV 26506  
**Manager:** Bill Pollock  
**Contact:** Bill Pollock  
**Phone:** 304-685-1147  
**Fax:** 304-293-7498  
**E-mail:** Bill.Pollock@mail.wvu.edu  
**Web site:** www.wvu.edu/~research/incubator.htm

