

Environment, Recreation and Employee Recruitment in Iowa

Gina M. McAndrews

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A report for

The Iowa Policy Project

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Introduction

Much of Iowa's economy is connected to its work force. An Iowa Policy Project report, *The State of Working Iowa 2001*, states that by 2010, Iowa's labor force is estimated to be 91,000 to 154,000 people short of the number that will be needed to fill Iowa jobs.¹ As a result, Iowa is likely to need in-migration for the state's economy to stabilize and grow. In response to this projection, this report examines whether factors related to the environment and recreational opportunities affect whether people move to Iowa for employment.

Recruitment and retention of key personnel are critical for the success of a business. A growing body of research suggests that people's choices of where to pursue their careers are increasingly linked to characteristics of regions and places.² This study was conducted to assess whether Iowa's outdoor recreation opportunities and environmental quality affect the ability of firms to recruit new employees to Iowa. Human resource professionals from the Ames, Des Moines, Cedar Rapids and Iowa City areas were asked to respond to questions on these environmentally related topics.

For this report, a questionnaire (Appendix 1) was sent to 522 human resource (HR) managers who work in the Des Moines and Ames area, asking them to indicate the importance of various topics to the people whom they interview for middle to top management positions.³ Factors included in the survey were representative of environmental quality, such as air and water quality, and outdoor recreational opportunities, such as parks, trails and wildlife diversity. Additional questions asked HR representatives to identify environmentally related factors in Iowa that may affect their recruitment success. Of 522 questionnaires sent, 86 human resource managers responded, or 17 percent. In addition, HR managers were gathered for a luncheon meeting, and were asked to give their perspective on various questions related to the environment and their recruitment and interviewing of potential employees. One luncheon was held in the Ames-Des Moines area and another in the Cedar Rapids-Iowa City area, in September 2002 and November 2002, respectively. It is important to point out that this is not meant to be a rigorous, scientific sampling of opinion of human resource professionals in Iowa companies. Rather, it offers an anecdotal look at the kinds of issues that are discussed in employment interviews as companies seek new employees, and as employees consider whether they and their families have a future in Iowa.

¹ The State of Working Iowa, 2001 (May 2001), Peter Fisher and Colin Gordon, for the Iowa Policy Project, p. 16.

² Power, Thomas Michael and Richard N. Barrett. 2001. *Post-Cowboy Economics: Pay and Prosperity in the New American West*. Washington, D.C.: Island Press.

³ The names and addresses of the HR managers to whom the surveys were sent were purchased from the Iowa Society of Human Resource Managers. Because of restrictions on organization address mailing label use, no follow-up contact was implemented.

Gina M. McAndrews is a post-doctorate researcher in the Agronomy Department of Iowa State University. This project was conducted privately for The Iowa Policy Project and should not be construed as an Iowa State University or a State of Iowa study.

Results and Discussion

Not surprisingly, HR managers ranked “business compensation” and “employment benefits” as the categories of highest importance to potential employees, receiving 92 percent and 88 percent, respectively (Table 1). At the Des Moines meeting, one of the HR representatives stated, “Most of the candidates we recruit are more concerned with job responsibility, salary, employee benefits and job opportunities. Outdoor recreation opportunities would be a plus, but it’s not what makes the candidates accept or decline.”

Besides discussing issues with the recruiter, prospective employees generally refer to packets of information from the Chamber of Commerce and other local facilities, as well as web sites, to investigate topics of interest to them. One HR representative said, “The recruit just goes with the information provided by the local Chamber of Commerce or web sites,” and another added, “We (HR managers) don’t always have a list of resources to draw from for such.” This is one area in which it may be advantageous to the state of Iowa to expand the development of publicity and informational materials.

Environmental Quality

Sixty-three percent of the HR managers who responded to the survey reported that “clean air” was somewhat or very important to the people they have interviewed for positions, while 65 percent indicated that “water quality” is somewhat or very important to potential employees (Table 1). These two environmental quality factors followed business compensation and employment benefits in ranking as being very important.

Table 1. Importance of Selected Issues to Employment Recruits*

Characteristic for ranking	Not important (1)	Percent of responses	Slightly important (2)	Percent of responses	Somewhat important (3)	Percent of responses	Very important (4)	Percent of responses	Left blank	Percent returned not answered
Clean air	10	12.5	20	25.0	24	30.0	26	32.5	6	7.5
Diversity of wildlife	32	40.0	30	37.5	17	21.3	1	1.3	6	7.5
Iowa’s tax structure	3	3.8	9	11.3	28	35.0	40	50.0	6	7.5
Parks, trails and preserves	10	12.7	17	21.5	39	49.4	13	16.5	7	8.9
Employment benefits	0	0.0	0	0.0	10	12.0	73	88.0	3	3.6
Diversity of landscapes	20	25.0	25	31.3	30	37.5	5	6.3	6	7.5
Water quality	11	13.9	17	21.5	22	27.8	29	36.7	7	8.9
Hunting and fishing opportunities	28	35.0	32	40.0	15	18.8	5	6.3	6	7.5
County or city recycling programs	25	31.3	34	42.5	19	23.8	2	2.5	6	7.5
Business compensation (such as wages)	0	0.0	0	0.0	7	8.3	77	91.7	2	2.4
Public transit availability	22	26.8	27	32.9	24	29.3	9	11.0	4	4.9
Bicycle and multi-use trails	18	22.2	24	29.6	31	38.3	8	9.9	5	6.2

* Summary of responses to survey asking HR managers to rank importance of each category to the people they recruit for positions.

When asked approximately what proportion of prospective employees interviewed have mentioned or asked about environmental quality issues, 49 percent of the human resource

managers that responded to the survey indicated that prospective employees did not ask about environmental quality issues, while 18 percent of the managers estimated that 10 percent or fewer of the employee prospects mentioned environmental quality issues (Table 2). According to these responses, HR managers claim that water and air quality are somewhat to very important to the people interviewed, yet potential employees seldom ask about these quality issues. It may be that potential employees assume Iowa air and water are clean, as those interviewed observed that potential employees generally perceived Iowa as having those attributes.

Table 2. Employment Recruits' Mention of Environmental Quality Issues*

	No answer	None or 0%	5% or less	10% or less	25% or less	More than 50%
Of 77 responses	9	38	15	14	9	1
Percent		49	20	18	12	1

* Responses to survey question that asked HR managers the proportion of prospective employees interviewed that have mentioned or asked about environmental quality issues.

During the meetings, there was a general consensus among HR representatives that potential employees generally perceived Iowa as having clean air and water, partially due to the state's rural image and that the fact that Iowa has a less dense population compared to larger cities. One person stated, "Clean air and water are expected because of our rural image" while another person commented, "In general, not many people think of the quality of the water; they think of it mostly just for recreation opportunities unless they have a special need for water. People take clean water for granted and assume everywhere has water treatment plants and such."

One HR manager who had moved to Iowa from Chicago three years ago said that Iowa "seems cleaner than other heavily populated states. I noticed the paint on my car and house lasts longer than in big urban areas." An HR representative originally from St Louis said, "There's no ozone warnings here." Three HR reps mentioned that while Iowa may be perceived as having clean air and water, Iowa residents have concern about pesticides and large concentrated swine facilities polluting ground and surface water. One person said, "I think people think of Iowa as being rural and having clean air and water, but those of us who live here know the truth; the high nitrates in water is a problem." Another added, "We have hog lots that seem to pollute every body of water near them."

Outdoor Recreational Opportunities

Outdoor recreation encompasses a variety of activities, including wildlife watching, fishing, hunting, bicycling, jogging and visiting parks and other public or private recreation areas. Thirty-three percent of the HR managers who responded to the survey indicated that over 50 percent of the people interviewed for employment asked about outdoor recreational opportunities in Iowa, while 75 percent of the HR representatives responding said that recreational opportunities were mentioned by at least some of the prospective employees (Table 3). During one focus meeting, an HR representative said, "I had a person here a couple weeks ago interviewing from Lubbock, Texas, and he asked a lot of questions about trails and places to go hunting and fishing. He has a boat. He said he really loved all of the open space here, and the green." A colleague added, "And the closer public areas are to where people live, the better."

Table 3. Employment Recruits’ Mention of Recreational Opportunities*

	None or 0%	5% or less	15% or less	20% to 40%	50% to 60%	70% or 80%	90% to 100%	Left blank
Number answered	19	12	6	14	14	7	5	9
Percent of 77 responses	25	16	8	18	18	9	6	

* Survey response to a question asking HR managers the proportion of prospective employees that have mentioned or asked about recreational opportunities.

Table 4. Employee Recruiters’ View of Recreational Opportunities*

Question		No	Yes	No answer
Is there a lack of outdoor recreation opportunities in Iowa that limits employee recruitment success?	69 responses Percent	48 70	21 30	17
Are there outdoor recreation opportunities in Iowa that increase employee recruitment success?	65 responses Percent	36 55	29 45	21

* HR manager responses to the two survey questions listed in the table.

Thirty percent of the HR managers who responded to the survey thought that there is a lack of outdoor recreation opportunities in Iowa that limits their employee recruitment success (Table 4). “Clean lakes, streams and ground water” and “mountains and oceans” were the most frequently mentioned recreational opportunities that are thought to limit employee recruitment (Table 5). On the other end, “parks and trails,” “bike trails” and “lakes and rivers” in Iowa received the most recognition as contributing to successful employee recruitment (Table 6). Water sources (lakes streams and rivers) received the most comment as limiting HR manager recruitment success as well as increasing recruitment success; the difference noted, however, is the cleanliness of water as the limiting factor.

Table 5. Employee Recruiters’ View of Recreational Deficiencies in Iowa*

Outdoor recreation opportunities seen lacking in Iowa	Times mentioned (number)
Clean lakes, streams and ground water	6
Mountains and oceans	5
Professional sport team	2
State support for hunting and fishing	2
Number of lakes	2
Lack of bike trails	2
Recreation areas	2
Downhill ski areas	2
Rock climbing areas	1

* Outdoor recreation opportunities that HR managers mentioned that are lacking in Iowa and limit employee recruitment.

Wildlife and Hunting / Fishing opportunities

“Landscape diversity” was mentioned as being either slightly important (31 percent) or somewhat important (38 percent) to potential recruits, according to the responses of HR managers (Table 1). When interviewing potential employees, HR managers who responded to the survey thought that of the categories listed in the survey “diversity of wildlife” (40

Table 6. Employee Recruiters' View of Recreational Assets in Iowa*

Outdoor recreation opportunities seen as increasing recruitment success	Times mentioned (number)
Lakes and rivers	14
Bike trails	14
Parks and trails	11
Hunting and fishing opportunities	6
Camping	5
Open space	2
Golf	1
Fairs	1

* Outdoor recreational opportunities in Iowa that HR managers mentioned in the survey as increasing their employee recruitment success.

percent) and “hunting and fishing opportunities” (35 percent) are the categories of least importance to potential employees (Table 1).

During one meeting, two HR managers opined that there are presently fewer people who spend time outdoors hunting and fishing than there were historically and that people with interest in these activities are willing to travel to pursue their sport. One person said, “I think there are fewer outdoor folks than there used to be when I was growing up. But people interested in hunting, fishing and skiing and stuff are more willing to travel, so it doesn’t have to be in their back yard.” Data from the National Survey of Fishing, Hunting and Wildlife-Associated Recreation indicate that in Iowa over the past decade, the number of participants’ hunting has declined, while the number of people fishing has fluctuated and the number of wildlife-watching participants has increased (Table 7). Therefore, the data confirm the HR managers’ views that there are fewer people hunting in Iowa; however, the number of participants in one aspect of outdoor recreation, wildlife watching, has increased. Moreover, participants spent \$691,000 in Iowa on these three recreational activities in 2001, according to the National Survey of Fishing, Hunting and Wildlife-Associated Recreation, 2001.

Table 7. Participation in Wildlife-Related Activities in Iowa

Year	Number of Participants in Iowa			
	Sportspersons*		Wildlife Watching Participants*	
	Fishing	Hunting	Residential#	Non-residential#
1991	556,000	328,000	341,000	85,000
1996	497,000	368,000	334,000	166,000
2001	542,000	243,000	939,000	310,000

Source: National Survey of Fishing, Hunting and Wildlife-Associated Recreation, 1991, 1996 and 2001.

*Population 16 years and older. Numbers in thousands

#“Nonresidential” is greater than one mile from home residence and “Residential” is within one mile from home.

Parks and multi-use trails

The human resource representatives who responded to the survey indicated that “parks, trails and preserves” are somewhat (49 percent) or very important (17 percent) to the people interviewed for employment in Iowa (Table 1). HR managers stated that most

people appreciate having parks and trails nearby. During one meeting, a person from Des Moines Water Works said that the firm employs 218 people, mostly from Iowa and surrounding areas, and that their employees seem to appreciate the parks and trails surrounding the firm. This person said, “I think environment is important. We work in a park setting; we have trails and concerts in parks where we are at. It is a big recruiting tool; we are trying to recruit a younger work force, and at least one moved here for the opportunity.” Some managers thought that Iowans could do more to promote the parks and trails that the state has. On the survey, a representative wrote, “Parks and natural areas aren’t touted (by Iowa) as loudly as they should be.”

HR managers stated that “bicycle and multi-use trails” were somewhat (38 percent) to very important (10 percent) to the potential employees that they interview for recruitment (Table 1). During one of the meetings, there was a general consensus among HR managers that it is best to develop parks and trails, including bike trails, near residences. One representative said, “It is good to have parks, trails and hunting areas within a five- to 10-mile radius.” Another commented, “For bike trails and walking trails, people want them within walking distance.” One HR manager thought that Iowa has the potential to develop more bike and multi-use trails across the state, which, in turn, would provide economic benefits to several Iowa communities. This person stated, “This state is missing a tremendous opportunity to buy or develop abandoned railroad rights of way to become the bicycle trail capital of the world, and for less than the Vision Iowa grant to the Des Moines [Events] Center ... the entire state would have a tourist attraction, bringing economic development to every town on a trail.”

Table 8. Environmental and Recreation Funding: Too Much or Too Little?*

	About right amount of funding	Not sure or no opinion	Need more funding
Number answered	33	20	33
Percent of total	38	23	38

* Survey responses to whether HR managers think that Iowa is spending too much, too little, or about the right amount of money on outdoor recreation and environmental protection.

When considering the long-term work force needs of their organization, 38 percent of the HR managers thought that the state of Iowa needs to spend more money on outdoor recreation and environmental protection, while the same number indicated that the state government is appropriating about the right amount of money on these issues (Table 8). During the focus meetings, few HR representatives realized that in Iowa over the past three years environmental conservation spending was cut by 42 percent. The HR managers agreed that maintaining support for environmental conservation and recreational programs is important; however, one person emphasized that investment is different for attracting tourism than it is for attracting people and business. The Iowa City representative said, “There’s a difference between promoting tourism and getting people and businesses to move here. We’ve a lot of growth around here because the interstate is nearby, and most growth is along that (corridor). More trails in rural small towns aren’t going to help the Iowa economy.”

As noted above, HR managers differed on whether developing bike and multi-use trails near rural communities would benefit Iowa’s economy. The Minnesota Department of Natural Resources (2000) conducted a study to investigate overall trail use and to gain a better understanding of trail users on the state’s multi-use trails. One result reported in the study

is that users of the Heartland and Paul Bunyan trails, located in central Minnesota, and the Root River Trail, in the southeastern corner of Minnesota, annually spent \$3.8 million in local communities for goods and services between Memorial Day and Labor Day 1996 to 1998. People who use trails contribute to the economic health of towns along the way.

Environmental Conditions in Iowa

Of the HR managers who responded, 83 percent stated that they knew of no environmental conditions in Iowa that limit their success in recruiting employees while 17 percent said there were conditions that limited their recruitment success (Table 9). The environmental conditions the respondents listed that tend to curb recruitment include: cold winters (mentioned 7 times), air and water pollution from large hog facilities (5), lack of outdoor recreational activities (3) and lack of mountains and ocean (2). In Iowa, two of these limitations are not likely to be altered; however, the other two conditions may be changed and received additional comments. On the survey, one HR manager wrote, “We are fortunate to have the environmental quality of life we have in Iowa with the exception of the unbridled growth of hog confinements and the Legislature’s failure to deal with it...” while another person commented, “We need to draw the young people back to the state, so we need to have recreational opportunities to lure them back.”

Table 9. Recruiters’ Views of Impact of Iowa Environmental Conditions on Hiring*

Question		No	Yes	No answer
Are there environmental conditions in Iowa that limit success in recruiting employees?	78 responses Percent	65 83	13 17	8
Are there environmental conditions in Iowa that increase success in recruiting employees?	70 responses Percent	34 49	36 51	16

* HR managers’ responses to survey questions listed in the table.

Of the 36 HR managers (51 percent) who indicated that there are environmental conditions in Iowa that increase their success in recruiting employees, clean air, general quality of life, wide open green spaces, and parks and trails were the most frequently mentioned conditions (Table 10). HR managers considered environmental quality and outdoor recreational opportunities an essential component of Iowa’s quality of life. During focus meeting discussion, a representative stated, “Environmental issues are part of the entire package, the trails, parks and general quality of life.” Some managers thought that Iowa’s quality of life may seem a unique asset to people familiar with living in large cities, but that some Iowa residents may take it for granted. One HR manager stated, “Iowa’s good environment is almost intuitive when moving from a large city.” Another person added, “Sometimes I think we need to sell to communities that total quality of life matters.”

Income and employee benefits rank higher in importance than environmental conditions and recreation; however, the latter two aspects are generally considered in the list of important factors for overall quality of living. During meeting discussion, a HR representative said, “I believe quality of living is important to recruits; however compensation and benefits continue to be the primary draw from an employer’s perspective. Housing costs, schools and then outdoor recreational and environmental conditions come into play from my experience.”

HR managers stated that quality of life is frequently an important consideration for people

Table 10. Conditions that Increase Recruitment Success

Environmental conditions mentioned to increase recruitment success	Times mentioned (number)
Clean air	17
General quality of life	8
Wide open green spaces	8
Parks and trails	8
Clean water	4
Good schools	4
Healthy and safe place to live	4
Few traffic problems	3
Lakes	3
Season change	2
General environment	2

with families, but that younger “recruits” place greater emphasis on entertainment, recreation opportunities and places to socialize. On the survey, a HR manager wrote, “Families are more and more interested in recreation opportunities, and in quality time,” while another stated, “I would say those that come here look more at the quality of life for their family.” At the meeting, a person said, “The quality of life issue is most difficult with young recruits.” On the survey, a respondent summarized these issues:

“We have recruited employees to Iowa for the quality of life Iowa provides, such as low cost of living, short commutes, clean and safe communities, friendly people and great school systems. People who have families are dying to move back to Iowa and work for us, but we have trouble attracting young single people even if we can offer more money, because most single people don’t value the above as much as they value entertainment and recreational opportunities, and choices to meet new people.”

Additional comments on the survey that listed components of Iowa’s quality of life were “cleanliness,” “nice people,” “safe,” “short commutes” and “good education.” At the meetings, there were many positive comments about Iowa’s good educational system, and one HR manager went so far as to say, “Education is our top ‘quality of life’ selling point.” During the meetings, education was frequently emphasized as an important aspect for recruiting people to Iowa; however, on the surveys, education (good schools) was only mentioned four times as a condition that increased recruitment success. The reason for this difference may be that HR managers did not consider education as an “environmental” condition (Table 10). During a meeting, a representative said that for people with families, “The quality of education is asked for more often than environment or recreational activities.”

Reasons that Affect Decisions to Stay or Come to Iowa for Employment

When asked whether, during exit interviews, employees mentioned environmental or recreational concerns that were related to their decision to leave the place of employment, 16 percent of the HR managers who responded to the survey said yes (Table 11). As can be noted, some of the reasons listed are not necessarily “environmental” concerns (Table 12).

At the end of the survey, HR managers were asked for additional comments that they thought would be useful. Diversity and taxes were mentioned as factors that limit HR managers’ employee recruitment success. On the survey, one HR representative wrote, “People

Table 11. Outgoing Employees Citing Environmental or Recreational Concerns in Decision to Leave*

	No	Yes	No answer
Number	62	12	12
Percent of 74 responses	84	16	

*Responses from HR managers to whether, in exit interviews, employees mentioned environmental or recreational concerns that were related to their decision to leave a job.

Table 12. Outgoing Employees' Reasons Cited for Leaving*

Reasons people gave for leaving Iowa job	Times mentioned (number)
Lack of things to do	4
Lack of mountains/ocean	3
Undesirable weather conditions	3
Desire to live in a larger city	1
Higher pay	1
Work promotion to position elsewhere	1
Inability to ride bike to work	1

* Reasons people gave for leaving the HR manager's firm.

will move where there are 'more people like me' regarding diversity (which Iowa is lacking).” Another person wrote,

“If Iowa wants more diversity in recruiting, then they need to offer more multi-cultural opportunities. This is a good environment for people who are family oriented and desire the Midwest environment. Individuals who are single and from diverse cultures are not as happy here because of the limited opportunities for them.”

During one meeting, an HR manager who had lived in other cities stated, “Property tax and real estate issues are real problems, unless people are coming from the coast. On average, larger Midwest cities are cheaper than Des Moines, but the cost of gas often makes up for real estate problems.” In response to the survey, one person wrote:

“I hear our employees and interview candidates commenting that housing and taxes in Iowa are equal to larger cities in surrounding states. This is more concerning to employers! Iowa does a good job at preserving our landscape, water and air quality. To ensure the future of our workforce, we need to continue increasing our salaries, offer our employees various housing options with reasonable taxes, a safe transportation system, low crime, and excellent public education.”

Besides the educational, environmental and general quality of life, an advantage respondents mentioned about living in Iowa was that people can live in rural areas and have a reasonably short, easy drive to their place of employment. One person stated, “Another selling point is that many people like to live in rural areas and people don't mind traveling 20-30 minutes to work, so people can live in the country and have a short drive to work.”

During one of the focus meeting discussions, an Iowa City HR manager said he had recently met a journalist who works for the American Association for Retired Persons. The journalist was traveling throughout the United States, spending days in various areas to

investigate the best places for retirees to live. After spending a few days in the Iowa City area, the journalist told the HR manager, “You folks don’t promote what you have enough; good cultural events and medical care, clean air and great recreational facilities. Retired folks like walking trails and stuff. You have the weather against you but it’s an inexpensive place to live.”

Conclusion

Environmental quality and outdoor recreational opportunities do not surpass business compensation and employee benefits as categories of importance for recruiting employees to Iowa. However, there is evidence that these environmental topics are considered an integral part of Iowa’s quality of life, which itself is an important factor in an HR manager’s ability to recruit people to Iowa. HR representatives ranked air and water quality next in importance for prospective employees after business compensation, benefits and taxes. During one of the focus groups, a HR representative said, “The environment may not be cited as No. 1, but it’s on the list of importance for what we try to emphasize. Commute, the work/life balance, availability of biking trails and parks are all things we capitalize on.”

Many representatives mentioned that they emphasize quality of life aspects, including environmental quality and outdoor recreational opportunities, when recruiting employees but that they do not always have the specific information available or know where to get it. In turn, prospective employees may not perceive the HR manager as a person to ask for information about environmentally related issues, which may affect the HR manager’s perception of the recruit’s degree of interest in the environment.

While Iowa does not have oceans and mountains, or all of the opportunities of larger cities, many HR representatives emphasized that there are many positive features that Iowa does have to offer. During a meeting, one person said, “We can’t compete with large cities in some ways so we should use nature and environment as an attraction.”

Environmental quality and outdoor recreational opportunities positively affect HR managers’ employee recruitment success, and participants in activities such as hunting, wildlife watching, fishing, biking and hiking spend millions of dollars on these activities, all of which contribute to building a stronger Iowa economy. Therefore, money spent on improving environmental quality and outdoor recreational opportunities, as well as literature promoting these issues, may prove a beneficial investment for Iowans.

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Environmental quality and outdoor recreational opportunities positively affect these HR managers’ employee recruitment success, and participants in activities such as hunting, wildlife watching, fishing, biking and hiking spend millions of dollars on these activities, all of which contribute to building a stronger Iowa economy. Therefore, money spent on improving environmental quality and outdoor recreational opportunities, as well as literature promoting these issues, may prove a beneficial investment for Iowans.

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Appendix 1. Questionnaire

Recruitment and retention of key personnel are critical for the success of a firm. There is a growing body of research that suggests that people’s career choices are increasingly linked to the characteristics of regions and places. Please rank how important the following items are to the people you recruit for middle to top management positions. Rank the items from 1 to 4, with 1 = not important, 2 = slightly important, 3 = somewhat important, 4 = very important.

	Not important	Slightly important	Somewhat important	Very important
1. Clean air	1	2	3	4
2. Diversity of wildlife	1	2	3	4
3. Iowa’s tax structure	1	2	3	4
4. Parks, trails and preserves	1	2	3	4
5. Employment benefits	1	2	3	4
6. Diversity of landscapes	1	2	3	4
7. Water quality	1	2	3	4
8. Hunting and fishing opportunities	1	2	3	4
9. County or city recycling programs	1	2	3	4
10. Business compensation (such as wages)	1	2	3	4
11. Public transit availability	1	2	3	4
12. Bicycle and multi-use trails	1	2	3	4

13. In interviews that you have conducted, approximately what proportion of prospective employees have mentioned or asked about environmental quality issues?

14. In interviews that you have conducted, approximately what proportion of prospective employees mentioned or asked about recreational opportunities?

15. Considering the long-term work force needs of your organization, do you think the state of Iowa is spending too much, too little, or about the right amount on outdoor recreation and environmental protection?

16. Are there environmental conditions in Iowa that limit your success in recruiting employees? Yes/ No _____

If yes, please identify: _____

17. Are there environmental conditions in Iowa that increase your success in recruiting employees?

If yes, please identify: _____

18. Is there a lack of outdoor recreation opportunities in Iowa that limits your employee recruitment success? _____

If yes, please identify: _____

19. Are there outdoor recreation opportunities in Iowa that increases your employee recruitment success? _____

If yes, please identify: _____

20. In exit interviews, have employees ever mentioned environmental or recreational concerns that were related to their decision to leave your firm? If yes, how would you summarize those concerns?

21. Feel free to add any additional comments that you think would be useful.
