Comprehensive Economic Development Strategy

2018

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Contents

Indiana 15 Region Executive Summary

In 1973, Crawford, Dubois and Orange Counties sought to join together to form an organization to help plan and encourage economic development for the Patoka Lake area. They, along with the State of Indiana, formed the Patoka Lake Regional Planning Commission.

The counties of Perry and Spencer joined the commission by resolution in 1974 and Pike County followed in 1993. The name was changed in 1978 to the Indiana 15 Regional Planning Commission.

The Indiana 15 region has been established not only through State of Indiana Statute, but also as an economic development district by designation of the US Department of Commerce – Economic Development Administration.

Indiana 15 Regional Planning Commission assembles a Comprehensive Economic Development Strategy (CEDS) that compiles a list of projects needed by each county in the six-county region as well as the region. Indiana 15 and the individual counties use this document to track and prioritize projects. The commission utilized the economic cluster and demographic data developed for the CEDS document.

The Indiana 15 region's economy is rich with forest and wood product business at ten times more concentration than the national average. Other strong clusters in the region are agribusiness and advanced materials-including primary metals and transportation equipment that support the regional supply chain.

The Indiana 15 region also has mature industries in the computer and electronic manufacturing and tourism and visitor clusters, transforming energy industry and technology and telecom clusters. The clusters identified in this section show opportunity for growth, have a presence in some regional counties, have regional impact and were used to dive deeper into the regional data. The needs of the strong clusters were used to develop the goals of this report.

This CEDS will serve as a roadmap for future economic development efforts of the Indiana 15 Region. Key regional stakeholders embrace a spirit of regionalism to support this initiative. Implementing the action items described within this document will strengthen the ability of the Indiana 15 Region to secure its economic future and position it as a competitive region. This plan reflects a planning process with active participation and foundational investment from business, civic, and community leaders. Significant research and discussions have led to the development of this plan.

Introduction

Regional Collaboration

Community Forum – October 29, 2015

The CEDS was supported by several key decision makers in the region whose input was invaluable throughout the Stronger Economies Together (SET) process. Those active in developing this plan were representatives from Indiana 15 Regional Planning Commission staff and Board members, State, County, City and Town elected officials, business owners, youth organizations, Purdue Extension, Community Foundations, local utilities, United States Department of Agriculture (USDA), Chambers of Commerce, disadvantaged organizations, farming, transportation, Economic Development, manufacturing, education, Indiana Office of Community and Rural Affairs (OCRA), Indiana Association of Regional Councils (IARC), recreation and local residents. The list of the Indiana 15 Region – CEDS and SET Team is in Appendix A.

A draft of the CEDS was mailed specifically to Local Economic Development Officials for input. The CEDS was also made available on the Indiana 15 RPC website and news articles were placed in newspapers throughout the six-county region for the 30-day comment period.

The CEDS was also presented to the Board of Directors at the April 24, 2018 Board meeting. The CEDS will also be presented at a dinner meeting in October of 2018 to representatives from all six counties and input will be gathered.

Evidence Basis for Plan

Regional Demographic Data

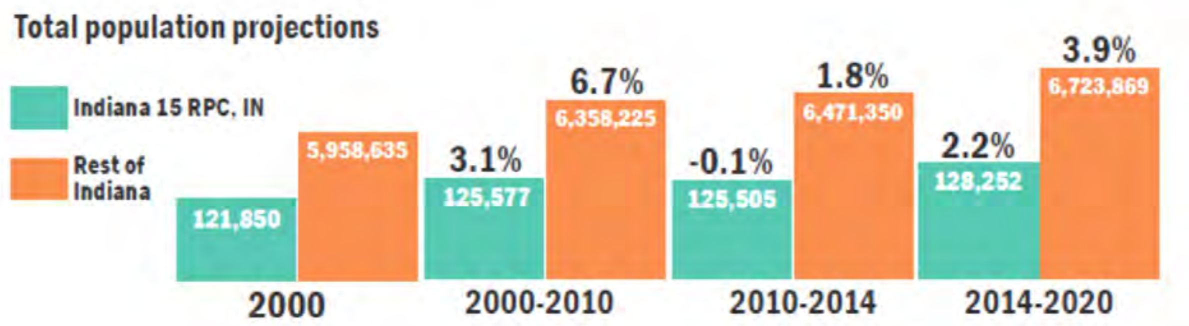
The 2010 census shows the population of the Indiana 15 Region is 125,577 reflective of a 3.1% increase since the 2000 census.

The region has an aging population. The age distribution of the 2000 population was very close to the state average in each age category except 20-29 year olds in which the region lagged. The 2014 data, shows the region equivalent to the state average in the 40-49 age category, less than the state average in all younger categories and over the state average in all older categories.

The region also doubled the Hispanic population from 1.5% in 2000 to 3.4% in 2014.

The median household income decreased $4,700 from 2003-2013. During the same timeframe, the total population in poverty increased by 3.8% to a total of 12.4% and minors (age 0-17) in poverty increased by 6% to a total of 17.4%. The percentage with some or no high school is 2% higher in the region than in the rest of the state of Indiana. The state has 11% more population with higher than a high school diploma than the region. There was discussion that the decrease in household income, increase in poverty and less than the state average in education could be linked.

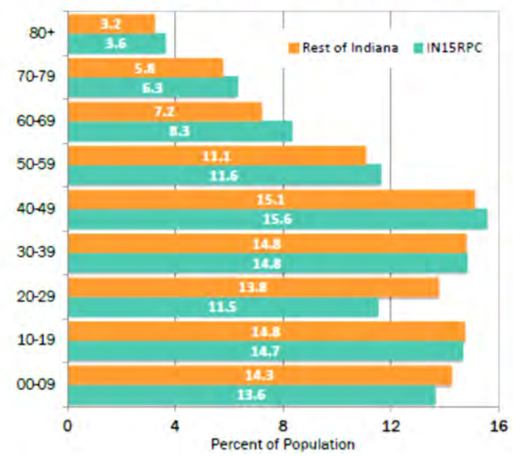
Population change



Graphic by Purdue Center for Research Development

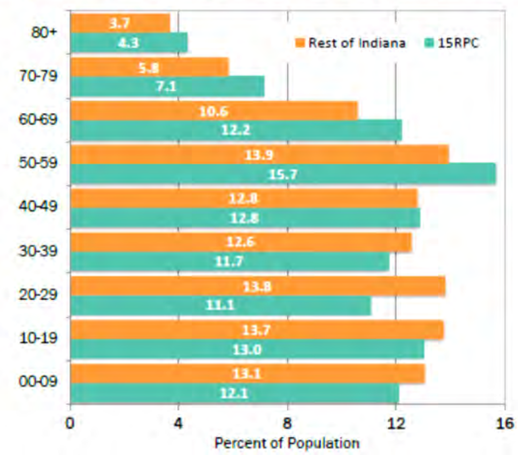
Population Age Structure, 2000

A visual presentation of the age distribution of the population (in percent)



Population Age Structure, 2014

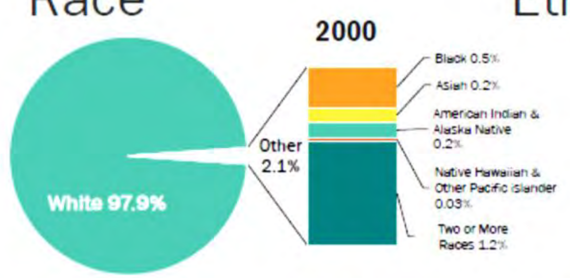
A visual presentation of the age distribution of the population (in percent)

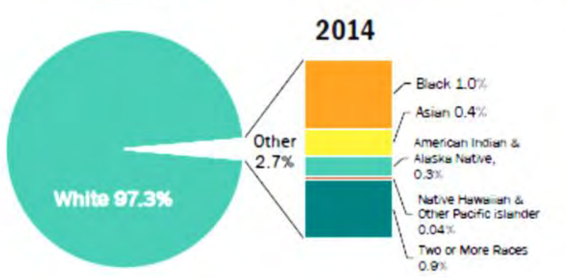


Graphic by Purdue Center for Research Development

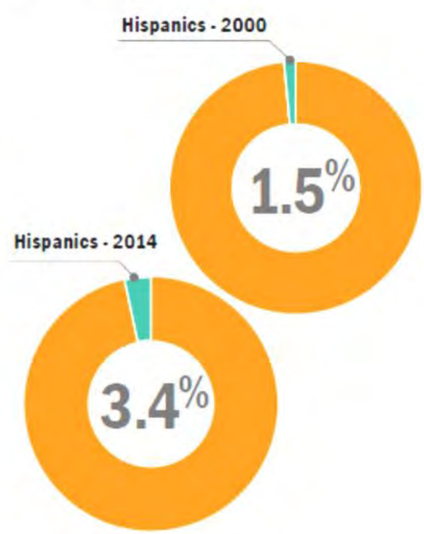
Demography

Race





Ethnicity

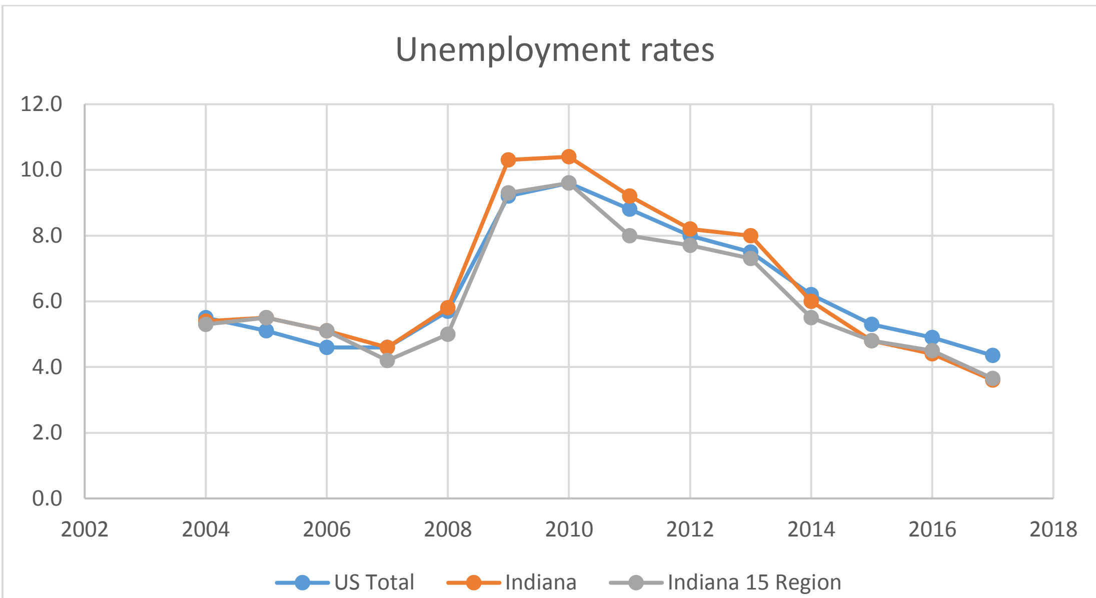


Graphic by Purdue Center for Research Development

Regional Economic Data

Unemployment in the Indiana 15 region was equal to the Indiana state average from 2004-2006. In 2007-2017 unemployment was lower in the Indiana 15 region than in the rest of the state. In 2018, the US, state and regional unemployment rates are setting new series lows, with the region (3.9%) narrowly above the state (3.6%) The low unemployment rate only tells part of the story.

Discussion throughout the plan development process included hearing from manufacturing firms about jobs that go unfilled and about the difficulty in finding and keeping workers. Manufacturers have increased the recruitment area, incentives and benefits and made changes to rehiring policies in an effort to alleviate the need for workers.



Graphic by Purdue Center for Research Development

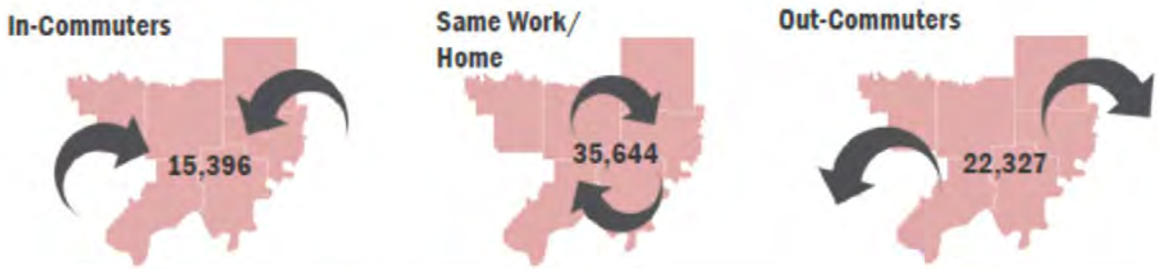
Income and poverty

	2003	2008	2013
Total Population in Poverty	8.6%	11.0%	12.4%
Minors (Age 0-17) in Poverty	11.4%	14.8%	17.4%
Real Median Household Income* ($ 2013)	$52,934	$52,322	$48,217

Graphic by Purdue Center for Research Development

There are 73,327 workers in the Indiana 15 region. 35,644 workers – representing 48.6% of the total - live and work in the region. 15,356 labor shed workers - commute into, but live outside the region. 22,327 commute shed workers - live in but commute outside the region to work. This leaves the net commute workers at a negative 6,971 workers. The commute shed workers are employed in the surrounding counties as well as the Evansville, Indianapolis and Louisville metropolitan areas.

Journey to Work



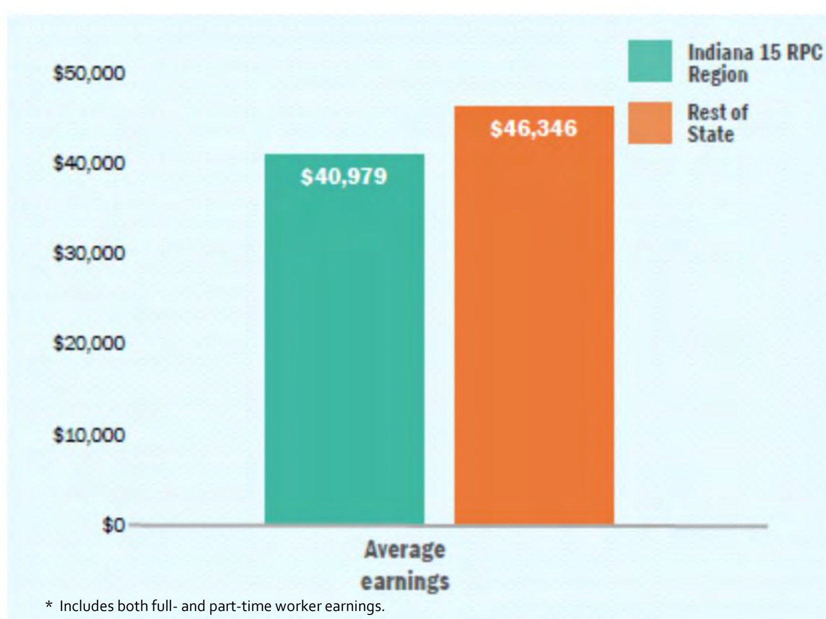
Population	2013 Jobs	Proportion
Employed in Region	51,040	100.0%
Employed in Region but Living Outside	15,396	30.2%
Employed and Living in Region	35,644	69.8%

Population	2013 Jobs	Proportion
Region Residents	57,971	100.0%
Employed Outside Region but Living in Region	22,327	38.5%
Employed and Living in Region	35,644	61.5%

Graphic by Purdue Center for Research Development

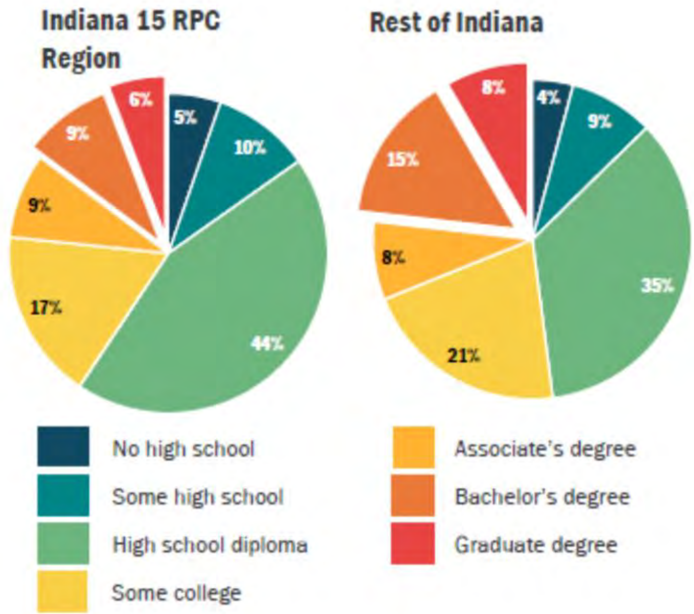
Workers in the Indiana 15 region also make $5,367 less annually than workers in the rest of the state. Possible reasons for the difference could be the lower education rate, under-employment and the number of entry level/lower wage positions of the region.

Earnings per worker, 2014



Graphic by Purdue Center for Research Development

Educational attainment, 2013



There were 8,126 establishments launched in the Indiana 15 region from 2000-2011. During the same time period, 5,054 establishments closed. There was also a net migration of 38 establishments moving into minus moving out of the region leaving a total gain of 3,110 establishments. The increase in establishments took place in the self-employed to nine employees category, so the total number of jobs only increased by 912 or .9%. Total sales for the same time period decreased by nearly $2M.

Regional Assets

Our six-county region is comprised of beautiful, natural and historic resources that include forestry, agricultural, farmland, rivers, manufacturing, and various points-of-interest for tourism. It is well-known as one of the most breathtaking areas in the state of Indiana.

One of our greatest assets is the accessibility to outdoor recreation. The region contains over 60,000 acres of Hoosier National Forest that is complimented with state parks and lakes, hiking trails, and many historic features.

With several job opportunities available, we have significant auto-machinery, aerospace, and forestry-product major manufacturing sectors nestled in pockets throughout the six counties. Our region boasts a manufacturing supercluster at three times the national rate.

The region has a long history of woodworking that dates back to the early settlers. These settlers brought skills from their homeland that started our furniture manufacturing businesses. The transportation related manufacturers are inter-related by creating a raw product, further refining or retooling that product and all being part of the same supply chain. The availability of land in close proximity of these manufacturers was a draw for them to locate here.

Major road infrastructure links these sectors, as well as schools, and points of interest horizontally and vertically. This allows residents and visitors ease of access throughout the region to work, live and play. These are all pivotal areas for quality of life in our rural communities.

A region with strong community involvement, the Indiana 15 Region offers multi-cultural festivities, local attractions, music, artisans, wineries, sporting events, theater and historical landmarks to attract future visitors, but also the assets that envelope current residents in our society's roots. The region's canvas is far from blank, yet it has much more opportunity to grow and explore.

Potential Barriers and Related Strategies

During the strategy sessions, the top five challenges to the strategic plan were identified. The first barrier in the region is the lack of affordable housing. Housing stock is aging quickly in most areas of the region and there is a strong need for quality affordable housing to attract new residents. Specifically, workforce housing needs to be addressed. A large number of employees commute to their work place because of the lack of acceptable housing located near their employer.

While the work ethic is strong, the region is in need of a more skilled workforce. The region plan needs to address the job skills training and education elements to support the region's employers. The region also has not been successful in retaining post high school students (age 20-29) to remain in, return to or move to the region for employment after they complete their education.

Substance abuse and mental health continue to be a concern in the communities. The region lacks the adequate amount of support needed to deal with the substance abuse and mental health issues. Alcohol abuse among minors and the increased use of methamphetamines are the biggest abuses facing the region. In 2015, 49 clandestine meth labs were seized by law enforcement in the region. This issue could also contribute to the lack of qualified workers, due to failed drug tests or lack of good role models at home.

The state's property tax caps that were issued on tax bills due in 2012 have resulted in declining tax revenues for local governments. Local governments have not been able to invest in the needed infrastructure and have had to cut services to their residents as a result of the decrease in revenue. While the quality of education is good, a few schools have faced closure because of the operating deficits due to decreases in funding.

The manufacturers and businesses in the region have positions that go unfilled because of issues raised above and the inability to keep workers. If these businesses do not fill open positions, they will find ways to operate without them such as replacement with robotics, or move to areas with willing workers.

An overarching challenge for the region is to actively work regionally. It is easy to come up with projects for individual counties, but more focus needs to be put on projects that enhance the region to become more competitive.

Regional Economic Goals

The team identified strengths, weaknesses, opportunities and threats (SWOT) of the region. The team then utilized its resources to identify four regional economic goals.

Goal 1:
Help Businesses Succeed

Goal 2:
Enhanced Regional Connectivity

Goal 3:
Enhance Quality of Life

Goal 4:
Attract Tourists and Enhance Arts

Goal 1: Help Businesses Succeed

Promote the development of an economy that enhances the success of Forest and Wood Product businesses, Agri-Business operations and Advanced Materials manufacturers that creates and sustains jobs in order to maintain a quality standard of living.

Regional Economic Benefits

This goal recognizes that the region has to provide information on qualifications needed for open positions and employment opportunities for potential community workforce; improve the flow; strengthen connectivity; create a regional strategy of business attraction; and expand exporting capacity of existing businesses throughout the region to succeed in continuing economic growth.

Actions/Activities	Key Contacts	Timeline	Status	Responsible Party	Measurements
Objective A: Reduce the number of unfilled positions in existing businesses within the Indiana 15 region.					
1) Implement workforce training with IVY Tech to develop business skills, soft skills and workforce education	Businesses, schools, Local companies, LEDOs, WorkOne	2016-2018	In progress	Tell City IVY Tech director	Number of certificates issued (17 certificates issued)
2) Host one business job fair	Businesses, media, schools, LEDOs, WorkOne	Ongoing	In progress	WorkOne	Number of businesses attending and jobs filled
3) Encourage vocational training in regional high schools	School counselors, businesses, state	Ongoing	In progress	High School Counselors	Number of students in career technical classes (newspaper spotlight)
4) Create internships and externships	Schools, businesses	Ongoing	In progress	School Counselors	Host job fair
5) Create a mentoring program for young workers	SBDC, schools, SCORE, WorkOne	Ongoing	In progress	School Counselors	Ten internships in first year
Objective B: Promote the effective flow of people and materials within the Indiana 15 region.					
1) Enhance traffic flow within the region	INDOT, municipalities, LTAP, IN15	2018	Completed	INDOT Vincennes District	Attend INDOT Road Asset Management Training training
2) Enhance traffic flow from the region to other economies	Businesses, INDOT, municipalities	2030	Long-term	INDOT Vincennes District	Mid-States corridor (formed RDA, planning meetings ongoing with INDOT)
3) Improve transportation infrastructure that facilitates the expansion of existing businesses and attracts new, higher-wage industry sectors	Businesses, LEDOs, Ports, INDOT, SWIDC, municipalities	2023	Planning	INDOT Vincennes District	Expand two businesses and attract two new businesses (expansions occuring in three counties and prepared three Community Crossings applications)
4) Promote ride-share programs	Businesses, local government	2020	Development	Business HR	Creation of park & ride opportunities

Objective C: Strengthen the synergy and connectivity among existing businesses.					
1) Host industry sector summits	Chambers, LEDOs, Purdue Extension	2018-2019	Planning	LEDOs	Host one summit in 2019
2) Facilitate access to business assistance resources	Chambers, LEDOs, Purdue Extension, SBDC	2018-2019	Planning	Chamber directors	Host one panel discussion and/or facilitate two individual consultations
Objective D: Creating a regional strategy of attracting businesses.					
1) Enhance cooperation among regional LEDO/Chambers	LEDOs, Chambers, SWIDC	Ongoing	In progress	SWIDC Board	One regional project per three-year period (Entrepreneurship study underway)
2) Recruit businesses to fill leakages (see chart-Appendix D)	LEDOs, Chambers	Ongoing	Development	LEDOs	One business leakage firm lead contacted per year
3) Create a "Business Information Packet" for the Indiana 15 region that includes an inventory of resources and a survey for feedback	LEDOs, Chambers, SWIDC, Radius	2020	Planning	SWIDC Board	Packet created representing the entire six-county region
4) Engage local leaders on programs that support business development	LEDOs, Chambers	2020	Development	Chamber directors	Host one panel discussion
Objective E: Expand exporting capacity of existing businesses.					
1) Educate existing businesses on export fundamentals	IEDC, PCRD	2023	Development	IEDC Director	Host one workshop by 2023
2) Educate existing businesses on export opportunities	Chambers, LEDOs, IEDC	2023	Development	LEDOs	Host one workshop by 2023

Key Partners:

- Crawford County – Chamber, Economic Development, schools
- Dubois County – Dubois Strong, Ferdinand Chamber, Jasper Chamber, Huntingburg Chamber, schools
- Orange County – Economic Development, schools
- Perry County – Chamber, Development Corporation, schools
- Pike County – Economic Growth Council, Chamber, schools
- Spencer County – Lincolnland Economic Development, Regional Chamber, schools
- Ivy Tech, SWIDC, INDOT, IEDC, Radius, SBDC, WorkOne, Purdue, Ball State

Target Outcomes:

- Reduce the number of unfilled positions by 25% by December 2010 within the Indiana 15 region.
- Steady workforce with little turnover measured by the qualitative information shared by LEDOs.
- Each of the Indiana 15 counties updating their asset management plan of roads, streets and bridges by July 2018.
- Prepare at least one Community Crossings road assistance applications in 2018.
- Increase business connections by 20% by 2019.
- Reduce business leakages by 10% by 2025.
- One business with added export activity by 2019.

Short Term:

- Visit business leaders to discuss needs (workforce, export, transportation, connectivity)
- Attend regional transportation asset management workshop
- Engage county LEDOs and chambers to host an industry sector summit

Intermediate:

- Increase soft skills in potential workforce
- Information on types of education/skills needed (Newspaper business spotlight)
- Host industry sector summit

Long Term:

- Provide qualified workforce
- Strengthen the synergy and connectivity among existing businesses

Awards Received:

- National Association of Development Organizations – Tell City Regional Workforce Development Project
- Indiana Association of Regional Councils – Community Crossings Transportation Award

Goal 2: Enhance Regional Connectivity

Ensure efficient utilities and infrastructure to support regional growth of Forest and Wood Product businesses, Agri-Business operations and Advanced Materials manufacturers and their employees.

Regional Economic Benefits

This goal will provide improvements and affordability to utilities; telecommunications; promote energy efficient heating and cooling options; and market the strengths of regional collaboration that will allow residents and business to grow.

Actions/Activities	Key Contacts	Timeline	Status	Responsible Party	Measurements
Objective A: Ensure that residents and businesses within the Indiana 15 region have access to affordable water, efficient wastewater treatment and stormwater drainage.					
1) Inventory utility needs of the region	Indiana 15 RPC, cities, towns, county's, utility providers	2018-2019	Ongoing	Indiana 15 RPC	Annual & Five year CEDS
2) Document future infrastructure needs of the region	Indiana 15 RPC, cities, towns, county's, utility providers	2018-2019	Draft in progress	Indiana 15 RPC	Annual & Five year CEDS (Updated with 2018 CEDS-see Appendix E)
3) Seek funding to support infrastructure enhancements	Indiana 15 RPC, USDA, SRF, OCRA, EDA	2018-2021	Planning	Indiana 15 RPC	Six infrastructure improvement projects in 2018 (One in 2016 and three in 2017)
Objective B: Ensure that residents and businesses within the Indiana 15 region have access to efficient telecommunications.					
1) Take inventory of needs/wants and system options/limitations/ availability of telecom systems	Indiana 15 RPC, cities, towns, county's, telephone/internet providers	2019	Planning	State telecommunications task force	Inventory report
2) Meet with providers to seek resolution to documented needs/wants/limitations	Indiana 15 RPC, cities, towns, county's, telephone/internet providers	2019	Ongoing	Indiana 15 RPC	One new extension of service (All 6 counties continue to show improvement)
Objective C: Ensure that residents and businesses within the Indiana 15 region have efficient heating and cooling options.					
1) Educate and inform residents and businesses on energy efficient heating and cooling choices.	Utilities, Rural Electric Coops, AMP, LHDC, Tri-Cap	2019	Development	Utilities marketing	Energy efficiency for one community (Several communities have installed energy efficient lighting)
Objective D: Promote and market the strengths of regional collaboration.					
1) Promote Indiana 15 RPC's historical and current plans for regional collaboration.	Indiana 15 RPC	2018	Planning	Indiana 15 RPC	Host regional meeting
2) Report on current projects through a regional newsletter	Indiana 15 RPC	Annually	Ongoing	Indiana 15 RPC	Increase electronic distibution (2017 newsletter complete, 2018 in development)

3) Enhance the regional website to include links to regional information	Indiana 15 RPC	2016	Complete	Indiana 15 RPC	Feedback and number of hits (Website update complete, quarterly tracking of hits shows increased traffic)
4) Connect leaders to discuss and learn about opportunities to partner on multi-jurisdictional needs	Indiana 15 RPC, county's, cities, towns, leadership academies	Ongoing	In progress	Indiana 15 RPC	Participation in CEDS Infrastructure Planning underway and promoting Regional Stellar program)

Key Partners:

- Crawford County – Cities and Towns and utilities
- Dubois County – Cities and Towns and utilities
- Orange County – Cities and Towns and utilities
- Perry County – Cities and Towns and utilities
- Pike County – Cities and Towns and utilities
- Spencer County – Cities and Towns and utilities
- Indiana 15 RPC, NADO, IARC, IUPUI, State Telecommunications Task Force, EDA, telecommunication companies

Target Outcomes:

- Improve two community's infrastructure (water, wastewater, stormwater) per year.
- Increase regional internet service by 5% by 2019.
- Improve energy efficiency in one community by 2019.
- Increase target audience by marketing regional success stories by fall of 2018.

Short Term:

- Update regional infrastructure needs with IUPUI.
- Inform public of deployment progress of high-speed options as they become available in the area
- Inform public of energy efficiency options in the region
- Enhance Indiana 15 RPC regional website - ***Complete***

Intermediate:

- Engage local officials, prioritize and share information on infrastructure needs throughout the region

Long Term:

- Seek resources to fill infrastructure needs
- Provide high-speed, robust internet in the region
- Improve energy efficiency throughout the region

Goal 3: Enhance Quality of Life

Promote an increased general well-being of individuals in the Indiana 15 region to aid in recruitment, retention and overall enjoyment and stability of residents within Forest and Wood Product businesses, Agri-Business operations and Advanced Materials manufacturers.

Regional Economic Benefits

This goal seeks increased quality of life and entices people to live in the region by increasing safe and affordable housing; access to health care; access to recreation areas; and promoting regional assets thereby reducing the commutershed footprint.

Actions/Activities	Key Contacts	Timeline	Status	Responsible Party	Measurements
Objective A: Increase safe and affordable housing for all ages.					
1) Utilize information gained from the Purdue Housing Pilot Project to identify the housing needs within the region	Tri-Cap, LHDC, Hoosier Uplands, Purdue Extension, IHCDA	2017	Complete	Purdue University	Presentation early 2017 by IEDC
2) Ensure regional communities have adequate policies for safe housing	USDA RD, Tri-Cap, LHDC, Hoosier Uplands, Local Govt.	Ongoing	Ongoing	Tri-Cap, LHDC, Hoosier Uplands	Adopt and enforce unsafe building ordinances
3) Collaborate with community housing development organizations	Tri-Cap, LHDC, Hoosier Uplands, IHCDA, SIDC	Ongoing	Ongoing	Tri-Cap, LHDC, Hoosier Uplands, SIDC	Decrease the number of substandard housing units
4) Investigate successful best approach for addressing the affordable housing issue.	Tri-Cap, LHDC, Hoosier Uplands, Purdue Extension, IHCDA, OCRA	2016	Complete	Purdue University	Report outlining best practices
Objective B: Increased accessibility to rural health care.					
1) Aggregate information on available health care, mental health care and substance abuse agencies	Area hospitals, Southern Hills, Healthcare agencies, IRHA	2018-2021	Planning	County Health Departments	Available via website and social media
2) Convene mental health care agencies to discuss needs	Southern Hills, Healthcare agencies, County Judges	Meet bi-annually	Planning	Southern Hills, Tri-Cap	Greater understanding of mental health & substance abuse needs.
3) Collaborate to ensure that EMA staffing and ambulatory needs are met-especially in rural areas.	EMA, counties	Ongoing	Plan implementation in progress	EMA directors	Decrease response times by 10% by 2018 (3 counties have expanded ambulatory services)
Objective C: Increased access and amenities at parks, trails and recreation areas.					
1) Mapping existing parks, trails, and public water access sites	Indiana 15 RPC, Park Boards, Army Corp, DNR, HNF	2019	Planning	Indiana 15 RPC	Complete map of existing and proposed regional parks

2) Increased connectivity of trails within communities and the region	Indiana 15 RPC, Park Boards, IDNR, trail groups	2020	Planning	Park Boards, County Highway, City & Town Street Departments	Add one mile of trail in 2019 and one mile in 2020 in the Indiana 15 region (2018-Added 3 miles of trail in region)
3) Promote ride bicycles to work opportunities	Indiana 15 RPC, Park Boards, Cities/Towns	2020	Planning	Park Boards	Map of bike paths for commuters (8 communities are performing improvements)
4) Establish a regional trails focus group to include representatives from each county	Indiana 15 RPC, Park Boards, trail groups	2023	Development	Park Boards	Development of Regional Trails group and regular meeting schedule
5) Promote youth activities	YMCA, Youth Organizations, Mentors for Youth	2018-2021	Development	YMCA Marketing	Schedule of youth year-round events
Objective D: Promoting regional assets.					
1) Create an asset marketing packet (education, work ethic, low crime, job availability, etc)	Purdue, CVBs, Chambers, OCRA HCI	2020	Ongoing	Purdue University	A marketing packet with all listed information
2) Enhance Indiana 15 RPC website to be used as a regional resource	Indiana 15 RPC, counties	2017	Complete	Indiana 15 RPC	Update website with community information and local ordinances

Key Partners:

- Crawford County – Local governments, EMA, Park Boards, medical providers and County Judge
- Dubois County – Local governments, EMA, Park Boards, medical providers and County Judge
- Orange County – Local governments, EMA, Park Boards, medical providers and County Judge
- Perry County – Local governments, EMA, Park Boards, medical providers and County Judge
- Pike County – Local governments, EMA, Park Boards, medical providers, SIDC and County Judge
- Spencer County – Local governments, EMA, Park Boards, medical providers and County Judge
- Indiana 15 RPC, YMCA, Tri-Cap, Lincoln Hills Development, Hoosier Uplands, Purdue, OCRA, Indiana Housing and Community Development Authority, Indiana Department of Natural Resources, trail groups

Target Outcomes:

- Eliminate four blighted housing structures within the Indiana 15 region by 2018.
- Reduce the emergency response time in one county by 2020.
- Develop one new or enhanced public access site per year.
- Market the region through an enhanced website with a 10% increase in hits by 2018.
- Increase the Indiana Office of Community and Rural Affairs Hometown Collaboration Initiative community participants by one in 2019. (2016 participants included: Perry, Orange and Spencer Counties; 2017 included: Crawford County)

Short Term:

- Review results of OCRA funded housing study - ***Complete***
- Engage communities on specific housing policies
- Inventory existing health care resources
- Assist with FEMA AFG applications for emergency vehicles, equipment and training (assisted with three applications in 2018 and one in 2017)
- Prepare project application for new or enhanced public access site funding (5 applications were completed in 2017-2018) - ***Complete***

Intermediate:

- Assist in projects that provide affordable housing within the Indiana 15 region. (Ferdinand-Benet Hall, Huntingburg-Stork Place, Jasper Cabinet, Huntingburg Wagon Works) (one application planned for 2019)
- Seek funding for emergency vehicles and equipment

Long Term:

- Place Indiana 15 as a "Resource Center" for the region's public and stake holders.
- Promote the creation endowments to facilitate expenses to carry out projects.

Goal 4: Attract Tourists and Enhance Arts

Promote a well-balanced utilization of the regions natural, historic and physical resources to preserve and protect the environment while maximizing its economic potential of Forest and Wood Product businesses, Agri-Business operations and Advanced Materials manufacturers.

Regional Economic Benefits

A regional marketing effort and filling tourism workforce needs will help increase the number of tourists and events. This will increase the economic benefit to local entrepreneurs and therefore our local economy.

Actions/Activities	Key Contacts	Timeline	Status	Responsible Party	Measurements
Objective A: Increase regional marketing efforts with a unified approach.					
1) Research existing regional tourism marketing efforts	CVBs, state and regional tourism marketing groups, Radius	2018-2021	In progress	Indiana Office of Tourism Development	Formation of regional organization and regular meetings
2) Convene and develop a regional hospitality training program	Ivy Tech, VUJC, hospitality businesses, CVBs, Radius	2018-2021	Development	Regional CVB directors	Longer stays and increased tourism
3) Form discussion groups for tourism, arts and entertainment topics	CVBs, chambers, arts associations, IDNR, NextAct	2018-2021	Development	Regional CVB directors	Formation and regular meeting of discussion groups
4) Identify regional tourist attractions	CVBs, chambers, Arts Associations, regional tourism groups	2020	Planning	Indiana 15 RPC	Regional map of tourism by 2017
5) Develop an interactive regional website to attract tourists	CVBs, chambers, regional tourism groups, state tourism, web developer	2020	Planning	Regional CVB directors	Web traffic to increase tourism by 20%
6) Market tourism opportunities to regional residents	CVBs, chambers, regional tourism groups	Ongoing	Planning	CVB/Chamber directors	Increase tourism by 20%
7) Create regional tourism packages	CVBs, chambers, regional tourism groups	2018-2021	Development	Regional CVB directors	One regional package promoted annually (2018 regional antique shop brochure prepared)
8) Develop a regional tourism brand	CVBs, regional tourism groups, Radius	2018-2021	Development	Regional CVB directors	Regional brand used in promotion
9) Develop and market trails – bike, hike, horseriding, motorcycle, jeeps	CVBs, regional tourism groups	Ongoing	Development	Regional CVB directors	Promotion of trails to each group mentioned
Objective B: Investigate tourism workforce needs within the Indiana 15 region.					
1) Recruit businesses to fill leakages	CVBs, chambers, EDC	Ongoing	Development	CVB/Chamber directors, LEDOs	One business leakage firm lead contacted per year
2) Inventory workforce needs in tourism industry	CVBs, chambers, WorkOne	2018-2021	Development	CVB/Chamber directors, LEDOs	List of workforce needs

Key Partners:

- Crawford County – CVB and Chamber
- Dubois County – CVB and Chamber, NextAct
- Orange County – CVB and Chamber, West Baden CVB
- Perry County – CVB and Chamber
- Pike County – Tourism and Chamber
- Spencer County – CVB and Chamber, Holiday World marketing
- WorkOne, Radius, arts groups, IDNR, VUJC, regional and state tourism groups

Target Outcomes:

- Increase regional tourism income by 10% by 2019.
- Activate a unified regional CVB group by 2020.

Short Term:

- Engage CVBs to discuss a regionally unified strategic approach to increase tourism income
- Inventory regional tourism assets for use in marketing materials
- Work with Indiana 15 counties to duplicate Perry County's unified website approach (Chamber, Economic Development, Tourism, Government, Education, etc).

Intermediate:

- Implement the regional hospitality training program via stakeholder engagement

Long Term:

- Develop a regional brand and unified marketing strategy.

Evaluation Plan

Feedback from Public Comment Period:

The CEDS was advertised for public comment from March 28-April 28, 2018. The following modifications were made based on feedback:

- Comments received from the Mayor of Rockport on additional projects were added to the plan.
- Comments received from the Town of Alton on additions and changes were incorporated.
- A comment was received fromn Jeff Quyle with Radius stating they had initiated a regional marketing plan for Crawford Dubois and Orange County tourism. This information is noted in Goal 3.
- Comments received from Perry County LEDO stating three items pertaining to the Perry County Port are funded and underway. Also clarifications on Can-Clay site, brownfield needs, interchange needs, potable water needs and the Annex building. He also added two additional planning items for development. These comments were incorporated into the project list in the appendix.
- Comments received from an Indiana 15 Board member clarified listings on the Orange County Project list for the French Lick airport and on the Perry County list for the community center need.

Key Measures and Strategies to Track Progress:

The implementation status of this Comprehensive Economic Development Strategy will be an agenda item on the Indiana 15 Regional Planning Commission Board of Directors quarterly meeting. The goals, objectives and outcomes are included in part of the Comprehensive Economic Development Strategy reported to the Economic Development Administration.

Appendix

Appendix A – CEDS and SET Members

Crawford County – Bill Byrd – Retired Business owner/Indiana 15 RPC Board/Utility
Crawford County – Randy Gilmore – Past County Commissioner/Former Indiana 15 RPC Board
Crawford County – Linda Gilmore – Resident
Crawford County – Stephen Bartels – Business Owner/County Council/Indiana 15 RPC Board/State Legislator
Crawford County – Morton Dale – County Commissioner/Community Organization
Crawford County – Bill Breeding – County Council/Business/Agriculture/The Aged
Crawford County – Patricia Hahus – Alton Town Council/Community Organization/Women
Crawford County – Michael Haverstock – Marengo Town Council/Utility/Community Organization
Dubois County – Ashlee Sudbury – Purdue
Dubois County – Beverly Schulthise – Former Ferdinand Clerk-Treasurer/Indiana 15 RPC Board
Dubois County – Charmian Klem – County Council/Indiana 15 RPC Board/Education/Women
Dubois County – Courtney Knies – Youth/Current Blend Entrepreneurship Center
Dubois County – Dave Wylam – Resident
Dubois County – Debbie Johnson – Ferdinand Town Council
Dubois County – Doug Merkel – Utility
Dubois County – Drew Englert – Resident
Dubois County – Jan Dougan – Purdue
Dubois County – Gary Dougan – Resident
Dubois County – Larry Vollmer – Past County Commissioner/Former Indiana 15 RPC Board
Dubois County – Kenneth Eck – Purdue
Dubois County – Nancy Eckerle – Chamber of Commerce/Jasper City Council/Not-for-Profit
Dubois County – Nick Hostetter – County Commissioner/Indiana 15 RPC Board/Business
Dubois County – Paul Lorey – Indiana 15 RPC Board/Business/Finance/Agriculture
Dubois County – Mike Ellis – Indiana 15 RPC Board/Professions/Public Health
Dubois County – Neil Elkins – Disadvantaged
Dubois County – Phil Ahrens – Resident/Realtor
Dubois County – Terry Seitz – Mayor Jasper
Dubois County – Travis McQueen – Transportation
Orange County – Don Brewer – County Commissioner
Orange County – Imojean Dedrick – Community Foundation
Orange County – Cathy Hardin – Community Foundation
Orange County – Rudy Freeman – Indiana 15 RPC Board/County Highway Supervisor/Farmer
Orange County – Matt Henderson – Indiana 15 RPC Board/Business/Professions/Utilities
Orange County – John Harrison – Indiana 15 RPC Board
Orange County – Tanya Hall – Purdue
Perry County – Alvin Evans – Economic Development
Perry County – Erin Emerson – Economic Development/Not-for-Profit
Perry County – Jeff Rogers – Manufacturing
Perry County – Jody French – Education/County Council
Perry County – Larry James – County Commissioner
Perry County – Lee Chestnut – Economic Development
Perry County – Mary Snyder – Mayor Cannelton
Perry County – Mary Roberson – Education/Youth
Perry County – Tara Damin – Women
Perry County – Thomas Hauser – Perry County Council/Indiana 15 RPC Board/Agriculture/Public Health
Pike County – Ashley Willis – Economic Development
Pike County – Jon Craig – Business/Pike County Progress Partners/Indiana 15 RPC Board
Spencer County – Al Logsdon – County Commissioner/Indiana 15 RPC Board/Education
Spencer County – Gay Ann Harney – Mayor of Rockport/Indiana 15 RPC Board/Community Organizations
Spencer County – Jack Kroeger – County Council
Spencer County – Jeff Lindsey – Business Owner
Spencer County – John Bowen – Recreation/Santa Claus Town Council
Spencer County – Mason Seay – Chrisney Town Council/Indiana 15 RPC Board/Finance
Spencer County – Don Wertman – Dale Town Council/Indiana 15 RPC Board
Spencer County – Angie Fischer – Grandview Town Council/Indiana 15 RPC Board/Community Organizations

Spencer County – Michael Johannes – Santa Claus Town Council/Indiana 15 RPC Board/Business
Spencer County – Nick Held – Purdue
Spencer County – Todd Ruxer – County Council/Indiana 15 RPC Board/Community Organizations
Spencer County – Tom Utter – Economic Development
Crawford/Dubois/Orange/Perry/Pike/Spencer – Lisa Gehlhausen – Indiana 15 RPC
Crawford/Dubois/Orange/Perry/Pike/Spencer – Nathan Held – Indiana 15 RPC
Crawford/Dubois/Orange/Perry/Pike/Spencer – Cheri Taylor – Indiana 15 RPC
Crawford/Dubois/Orange/Perry/Pike/Spencer – Terri Weyer – USDA
Crawford/Dubois/Orange/Perry/Pike/Spencer – Craig McGowan – USDA
Crawford/Dubois/Orange/Perry/Pike/Spencer – Deb Boudreau – USDA
Crawford/Dubois/Orange/Perry/Pike/Spencer – Wayne Dubble – USDA
Crawford/Dubois/Orange/Perry/Pike/Spencer – Mark Beckman – USDA
Crawford/Dubois/Orange/Perry/Pike/Spencer – Jim Heck – WorkOne
Crawford/Dubois/Orange/Perry/Pike/Spencer – Tony Goben – Senator Donnelly's office
Crawford/Dubois/Orange/Perry/Pike/Spencer – Larry Ordner – Congressman Bucshon's office
Crawford/Dubois/Orange/Perry/Pike/Spencer – Mike Strahl – USDA
Dubois/Pike/Spencer – Mark Messmer – Former State Senator
Crawford/Dubois/Orange/Perry/Pike/Spencer – Terri Weyer – USDA
Crawford/Dubois/Orange/Perry/Pike/Spencer – Theresa Chriss-Hartwig – IARC
Heather Strohm – Purdue
Bo Beaulieu – Purdue

Appendix B – Regional Data

Table 1: 2010 Population in Indiana 15 Region, by County

	Crawford	Dubois	Orange	Perry	Pike	Spencer
1990 Census	9,914	36,616	18,409	19,107	12,509	19,490
2000 Census	10,743	39,674	19,306	18,899	12,837	20,391
2010 Census	10,713	41,889	19,840	19,338	12,845	20,952
% of Change 1990-2010	7.46%	12.59%	7.21%	1.19%	2.62%	6.98%
Regional % of Change 1990-2010	**7.59%**					
Indiana % of Change 1990-2010	**14.49%**					
United States % of Change 1990-2010	**19.44%**					

- US Census Bureau (Decennial Census and American Community Survey)

Table 1: Population in Indiana 15 Region, by County

	Crawford		Dubois		Orange		Perry		Pike		Spencer	
	Count	**%**	**Count**	**%**	**Count**	**%**	**Count**	**%**	**Count**	**%**	**Count**	**%**
Under Age 5	652	6.1	2,745	6.6	1,222	6.2	1,152	6.0	768	6.0	1,229	5.9
5 to 9 Years	686	6.4	2,906	6.9	1,302	6.6	1,157	6.0	769	6.0	1,387	6.6
10 to 14 Years	719	6.7	3,138	7.5	1,460	7.4	1,120	5.8	825	6.4	1,451	6.9
15 to 19 Years	718	6.7	2,779	6.6	1,404	7.1	1,163	6.0	821	6.4	1,490	7.1
20 to 24 Years	573	5.3	2,021	4.8	1,001	5.0	1,125	5.8	625	4.9	923	4.4
25 to 29 Years	517	4.8	2,445	5.8	1,045	5.3	1,303	6.7	680	5.3	1,090	5.2
30 to 34 Years	583	5.4	2,450	5.8	1,135	5.7	1,297	6.7	694	5.4	1,184	5.7
35 to 39 Years	681	6.4	2,512	6.0	1,168	5.9	1,248	6.5	790	6.2	1,239	5.9
40 to 44 Years	661	6.2	2,912	7.0	1,338	6.7	1,220	6.3	814	6.3	1,365	6.5
45 to 49 Years	869	8.1	3,399	8.1	1,445	7.3	1,515	7.8	1,041	8.1	1,751	8.4
50 to 54 Years	869	8.1	3,348	8.0	1,578	8.0	1,547	8.0	1,059	8.2	1,743	8.3
55 to 59 Years	825	7.7	2,843	6.8	1,339	6.7	1,339	6.9	956	7.4	1,567	7.5
60 to 64 Years	752	7.0	2,312	5.5	1,271	6.4	1,217	6.3	828	6.4	1,388	6.6
65 to 69 Years	555	5.2	1,704	4.1	985	5.0	836	4.3	666	5.2	1,003	4.8
70 to 74 Years	416	3.9	1,481	3.5	770	3.9	633	3.3	551	4.3	773	3.7
75 to 79 Years	278	2.6	1,082	2.6	589	3.0	557	2.9	422	3.3	575	2.7
80 to 84 Years	199	1.9	928	2.2	432	2.2	466	2.4	291	2.3	437	2.1
85 Years +	160	1.5	884	2.1	356	1.8	443	2.3	245	1.9	357	1.7
Total Population	**10,713**		**41,889**		**19,840**		**19,338**		**12,845**		**20,952**	
% of Population Age 25 to 64 Years	**53.7 %**		**53.0 %**		**52.0 %**		**55.3 %**		**53.4 %**		**54.1 %**	
% of Population Age 65 Years +	**15.0 %**		**14.5 %**		**15.8 %**		**15.2 %**		**16.9 %**		**15.0 %**	
	Indiana: 13.0 %						**United States: 13.0 %**					
% of Population Age 65 Years + (2000 Census)	**12.8 %**		**12.9 %**		**14.8 %**		**14.9 %**		**15.3 %**		**12.9 %**	
	Indiana: 12.4 %						**United States: 12.4 %**					

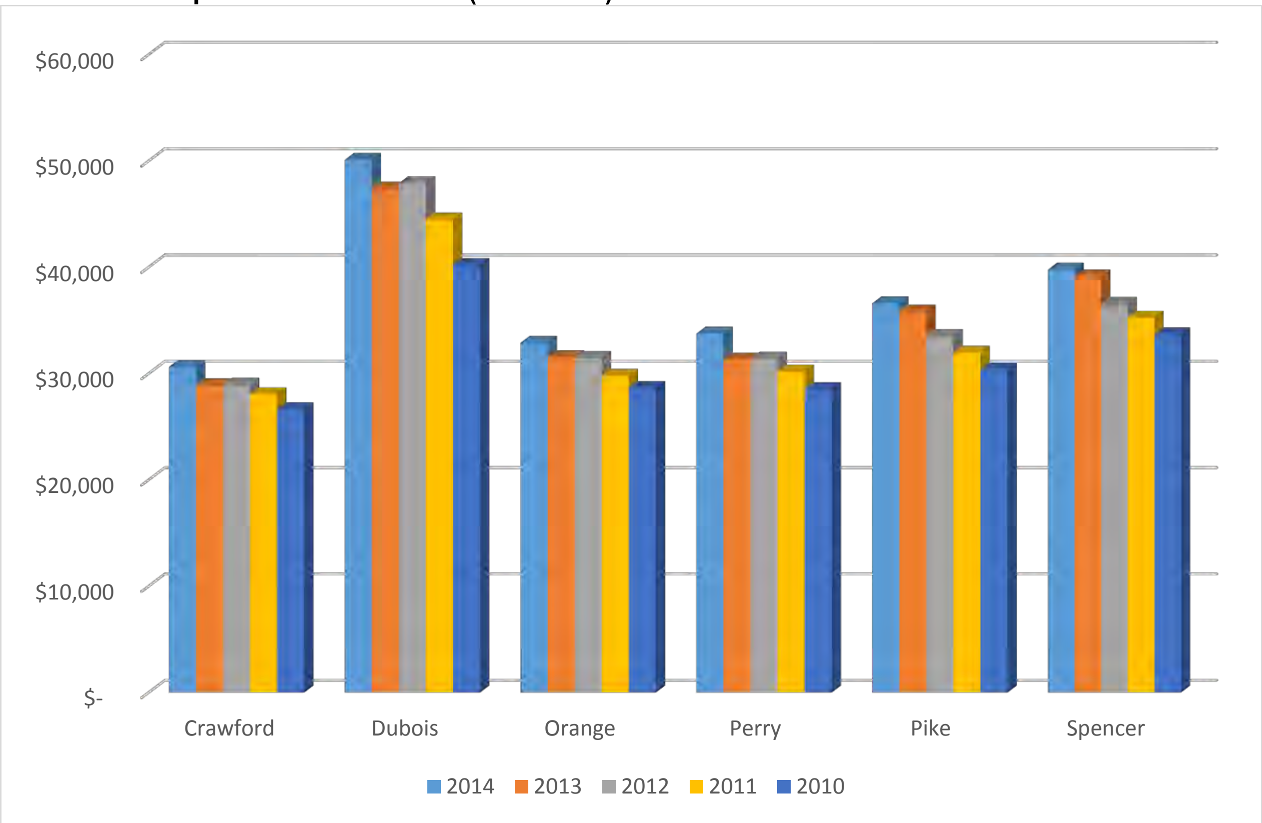
- US Census Bureau (Decennial Census and American Community Survey)

Table 1: Population in Indiana 15 Region, by Age and Sex (2010)

	Crawford		Dubois		Orange		Perry		Pike		Spencer	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Under Age 5	321	331	1,388	1,357	638	584	588	564	408	360	606	623
5 to 9 years	356	330	1,477	1,429	658	644	574	583	386	383	730	657
10 to 14 years	390	329	1,542	1,596	747	713	602	518	403	422	728	723
15 to 19 years	350	368	1,363	1,416	722	682	633	530	421	400	776	714
20 to 24 years	291	282	1,042	979	531	470	673	452	339	286	477	446
25 to 29 years	262	255	1,250	1,195	516	529	785	518	350	330	577	513
30 to 34 years	297	286	1,281	1,169	554	581	786	511	344	350	591	593
35 to 39 years	340	341	1,284	1,228	598	570	709	539	400	390	616	623
40 to 44 years	355	306	1,481	1,431	670	668	696	524	441	373	709	656
45 to 49 years	436	433	1,733	1,666	736	709	820	695	519	522	880	871
50 to 54 years	453	416	1,716	1,632	787	791	802	745	540	519	889	854
55 to 59 years	434	391	1,426	1,417	697	642	701	638	490	466	813	754
60 to 64 years	389	363	1,146	1,166	603	668	627	590	412	416	708	680
65 to 69 years	283	272	770	934	478	507	398	438	329	337	487	516
70 to 74 years	219	197	687	794	380	390	307	326	258	293	383	690
75 to 79 years	117	161	441	641	266	323	237	320	195	227	262	313
80 to 84 years	84	115	339	589	163	269	175	291	120	171	170	267
85+ years	59	101	259	625	117	239	136	307	64	181	140	217
Total	**5,436**	**5,277**	**20,625**	**21,264**	**9,861**	**9,979**	**10,249**	**9,089**	**6,419**	**6,426**	**10,542**	**10,710**
	50.7%	**49.3%**	**49.2%**	**50.8%**	**49.7%**	**50.3%**	**53.0%**	**47.0%**	**50.0%**	**50.0%**	**49.6%**	**50.4%**

- US Census Bureau (Decennial Census and American Community Survey)

Chart 1: Per Capita Personal Income (2010-2014)

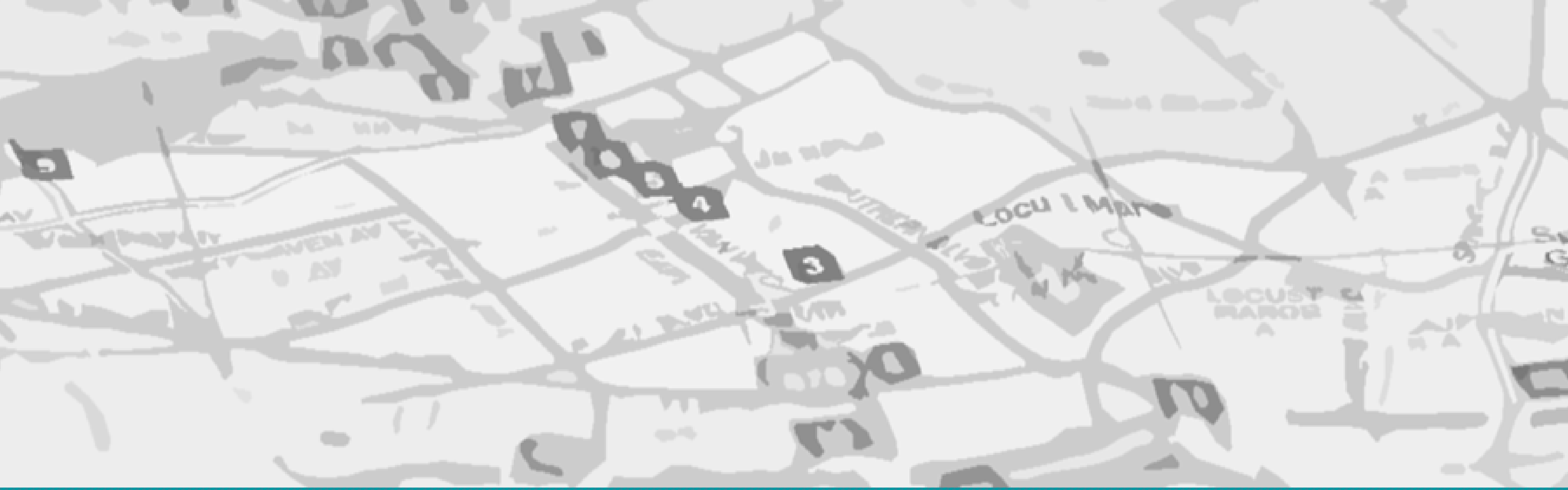


- stats.indiana.edu

Appendix C – Industry Cluster Data

Group	2009 Jobs	2014 Jobs	Jobs Rank (2014)	% Change Jobs	Earnings	Earnings Rank	Earnings Per Worker	Establishments	Earning Per Estab	Earning Per Estab Rank	Job Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2009 LQ	2014 LQ	Percent Change LQ
Purdue: Forest And Wood Products	9,182	9,425	1	3%	$472,195,639	1	$50,103	136	$3,472,027	7	243	(715)	590	(125)	367	8.92	9.53	7%
Purdue: Primary Metal Mfg	1,045	1,294	13	24%	$95,261,970	9	$73,634	5	$19,052,394	2	249	23	67	90	159	7.26	8.50	17%
Purdue: Transportation Equipment Mfg	1,448	1,937	9	34%	$112,223,370	8	$57,950	10	$11,222,337	3	489	119	93	212	277	2.73	3.27	20%
Purdue: Apparel And Textiles	1,039	1,338	12	29%	$63,799,117	14	$47,672	15	$4,399,939	5	300	(60)	67	6	293	2.01	2.65	32%
Purdue: Agribusiness, Food Processing And Technology	4,920	5,212	2	6%	$204,314,449	4	$39,198	121	$1,692,045	15	292	(138)	316	178	114	2.44	2.56	5%
Purdue: Glass And Ceramics	81	279	21	242%	$14,762,300	21	$52,999	4	$3,690,575	6	197	(1)	5	5	192	0.76	2.51	230%
Purdue: Chemicals	1,038	1,491	10	44%	$68,090,814	12	$45,678	25	$2,723,633	8	452	(35)	67	32	421	1.28	1.83	43%
Purdue: Advanced Materials	2,866	3,632	6	27%	$224,661,079	3	$61,855	38	$5,873,492	4	766	(58)	184	126	639	1.45	1.81	25%
Purdue: Mining	326	374	19	15%	$22,564,334	19	$60,281	10	$2,201,398	11	48	46	21	67	(19)	1.84	1.80	(2%)
Purdue: Computer & Electronic Product Mfg	725	552	17	(24%)	$40,690,477	15	$73,678	1	$40,690,477	1	(173)	(100)	47	(54)	(119)	1.63	1.38	(15%)
Purdue: Arts, Entertainment, Recreation And Visitor Industries	3,749	3,797	4	1%	$90,256,781	10	$23,768	88	$1,022,740	19	48	111	241	352	(304)	1.43	1.36	(5%)
Purdue: Transportation And Logistics	2,320	2,497	8	8%	$147,175,955	7	$58,932	141	$1,047,516	18	177	82	149	232	(54)	1.17	1.17	0%
Purdue: Fabricated Metal Product Mfg	349	569	16	63%	$29,517,261	16	$51,878	22	$1,372,896	16	220	17	22	40	180	0.69	1.03	49%
Purdue: Energy (Fossil And Renewable)	4,128	3,702	5	(10%)	$241,365,033	2	$65,195	226	$1,069,170	17	(426)	144	265	410	(836)	1.19	1.00	(16%)
Purdue: Machinery Mfg	371	361	20	(3%)	$23,205,314	18	$64,221	9	$2,578,368	10	(10)	11	24	35	(45)	0.90	0.82	(9%)
Purdue: Biomedical/Biotechnical (Life Sciences)	4,419	4,067	3	(8%)	$196,234,676	5	$48,245	102	$1,923,869	13	(352)	35	284	319	(671)	0.87	0.77	(11%)
Purdue: Printing And Publishing	718	678	15	(5%)	$27,569,225	17	$40,639	30	$918,974	20	(39)	(39)	46	7	(47)	0.61	0.58	(5%)
Purdue: Defense And Security	1,518	1,403	11	(8%)	$66,057,658	13	$47,086	32	$2,064,302	12	(115)	7	98	104	(220)	0.55	0.49	(11%)
Purdue: Information Technology And Telecommunications	1,398	1,213	14	(13%)	$88,225,134	11	$72,747	51	$1,721,466	14	(186)	(11)	90	79	(265)	0.54	0.45	(17%)
Purdue: Business And Financial Services	3,426	3,347	7	(2%)	$173,855,441	6	$51,950	268	$649,927	22	(79)	52	220	272	(351)	0.42	0.39	(7%)
Purdue: Education And Knowledge Creation	515	481	18	(7%)	$17,762,311	20	$36,964	20	$899,357	21	(35)	0	33	33	(68)	0.35	0.31	(11%)
Purdue: Electrical Equip, Appliance & Component Mfg	3	33	22	1012%	$2,640,646	22	$80,838	1	$2,640,646	9	30	(0)	0	0	30	0.02	0.22	1000%
NOTE: Orange denotes clusters under consideration by IN15																		
KEY	**Top 10**	**Top 10**	**Top 10**	**+ Change**	**Above Median**	**Top 11**	**Above Median**	**Above Median**	**Above Median**	**Top 11**	**+ Change**				**+ Change**	**Above 1.2**	**Above 1.2**	**+ Change**
Average	2,072	2,167			$ 110,110,408		$ 54,796	62	$ 5,133,070									
Median	1,222	1,371			$ 78,157,974		$ 52,475	28	$ 2,132,850									

Appendix D – Regional Snapshot



Regional Data Snapshot

Target Industry Clusters

SET Session 2

Indiana 15 Regional Planning Commission Region, Indiana

Purdue University

Center for Regional Development
Advancing Collaboration : Energizing Regions

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01
overview

Indiana 15 RPC Region, Indiana

Overview

Indiana 15 RPC Region

The Indiana 15 Regional Planning Commission Region is comprised of six Indiana counties. I-64 passes through the central part of the region connecting to I-55 to the west and I-65 to the east.

- Crawford
- Dubois
- Orange
- Perry
- Pike
- Spencer

02 target industry clusters

Forest and Wood Products

Primary Metal Manufacturing

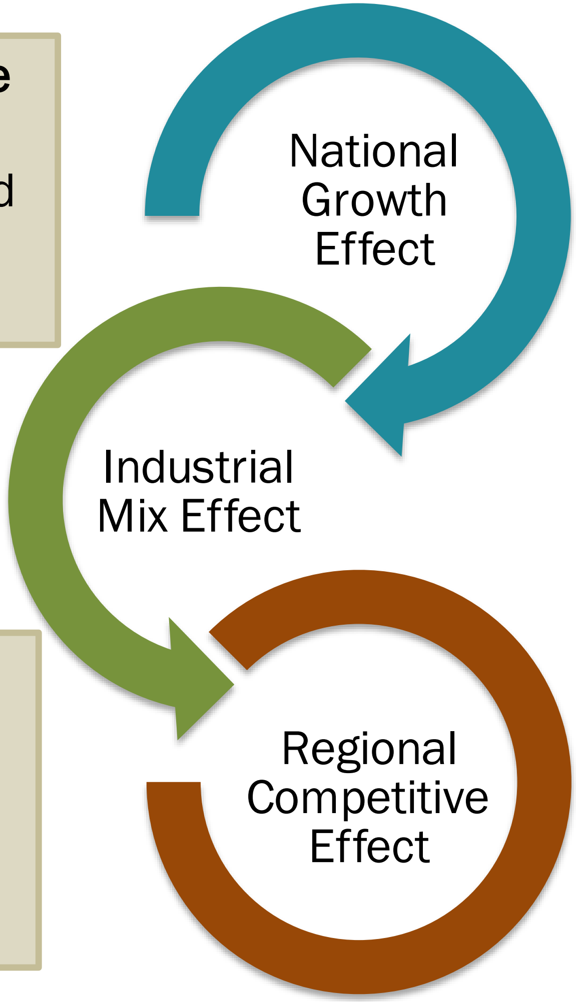
Transportation Equipment Manufacturing

Agribusiness, Food Processing and Technology

Advanced Materials

Regional Job Growth:
Three Key Components of the Shift-Share Analysis

Expected Change
The sum of the industrial mix and the national growth effects



Explains how much of the regional industry's growth is explained by the overall growth of the national economy

Share of regional industry growth explained by the growth of the specific industry sector at the national level

Explains how much of the change in a given industry is due to some unique competitive advantage that the region possesses

Note:
The calculations ensure no double counting of job change effects from national to regional levels

Source: EMSI website: http://www.economicmodeling.com/2011/12/05/understanding-shift-share-2/

Shift-Share Analysis (Regional Performance) by Top Industry Sectors

Forest and Wood Products

Industries	Jobs 2014	National Trend, 2009-2014	Industry Trend, 2009-2014	Cumulative Expected Growth	Actual Job Growth, 2009-2014	Regional Performance, 2009-2014
		A	B	C=A+B	D	D-C
Wood Office Furniture Manufacturing	2,990	177	-292	-115	234	↑ **349**
Wood Kitchen Cabinet and Countertop Manufacturing	2,496	144	-250	-106	260	↑ **366**
Upholstered Household Furniture Manufacturing	1,075	60	-5	55	140	↑ **85**
Showcase, Partition, Shelving, and Locker Manufacturing	460	37	-65	-28	-119	-91
Institutional Furniture Manufacturing	392	16	-27	-11	145	↑ **156**
Nonupholstered Wood Household Furniture Manufacturing	355	40	-113	-73	-266	-193
Furniture Merchant Wholesalers	327	24	6	30	-41	-71
Sawmills	239	12	2	14	45	↑ **31**
Logging	162	12	22	34	-30	-64
Sawmill, Woodworking, and Paper Machinery Manufacturing	128	11	-7	4	-50	-54
Corrugated and Solid Fiber Box Manufacturing	108	8	-14	-6	-20	-14
Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	99	7	-11	-4	-12	-8
Finish Carpentry Contractors	88	7	-9	-2	-15	-13
Cut Stock, Resawing Lumber, and Planing	83	5	1	6	8	↑ **2**
Roofing Contractors	72	5	-2	3	-5	-8

Note: Upward arrow (↑) indicates regional competitiveness.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Regional Performance: Forest and Wood Products

Industries that Outperformed

- Wood Office Furniture Manufacturing
- Wood Kitchen Cabinet and Countertop Manufacturing
- Upholstered Household Furniture Manufacturing
- Institutional Furniture Manufacturing
- Sawmills
- Cut Stock, Resawing Lumber, and Planing

Industries that Underperformed

- Showcase, Partition, Shelving, and Locker Manufacturing
- Nonupholstered Wood Household Furniture Manufacturing
- Furniture Merchant Wholesalers
- Logging
- Sawmill, Woodworking, and Paper Machinery Manufacturing
- Corrugated and Solid Fiber Box Manufacturing
- Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers
- Finish Carpentry Contractors
- Roofing Contractors

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Forest and Wood Products

Industries	Exports 2013 ($ Millions)	Jobs 2013	Export per job 2013 ($)	LQ 2014
Wood Office Furniture Manufacturing	$571.8	3,032	$188,593	435.0
Wood Kitchen Cabinet and Countertop Manufacturing	$348.7	2,235	$156,048	53.8
Upholstered Household Furniture Manufacturing	$200.5	1,024	$195,701	49.5
Showcase, Partition, Shelving, and Locker Manufacturing	$54.6	495	$110,285	26.2
Institutional Furniture Manufacturing	$75.3	415	$181,240	45.8
Nonupholstered Wood Household Furniture Manufacturing	$52.2	422	$123,719	21.7
Furniture Merchant Wholesalers	$53.0	298	$178,291	16.4
Sawmills	$20.7	248	$83,187	7.0
Logging	$11.8	166	$71,272	3.5
Sawmill, Woodworking, and Paper Machinery Manufacturing	$24.8	136	$182,664	22.8
Corrugated and Solid Fiber Box Manufacturing	$24.3	107	$226,809	3.2
Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	$5.4	81	$65,999	2.6
Finish Carpentry Contractors	$1.3	81	$15,748	0.6
Cut Stock, Resawing Lumber, and Planing	$9.2	80	$115,462	13.6
Roofing Contractors	$2.9	70	$41,435	0.8

Note: Sorted similarly as the shift-share analysis slide.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Forest and Wood Products

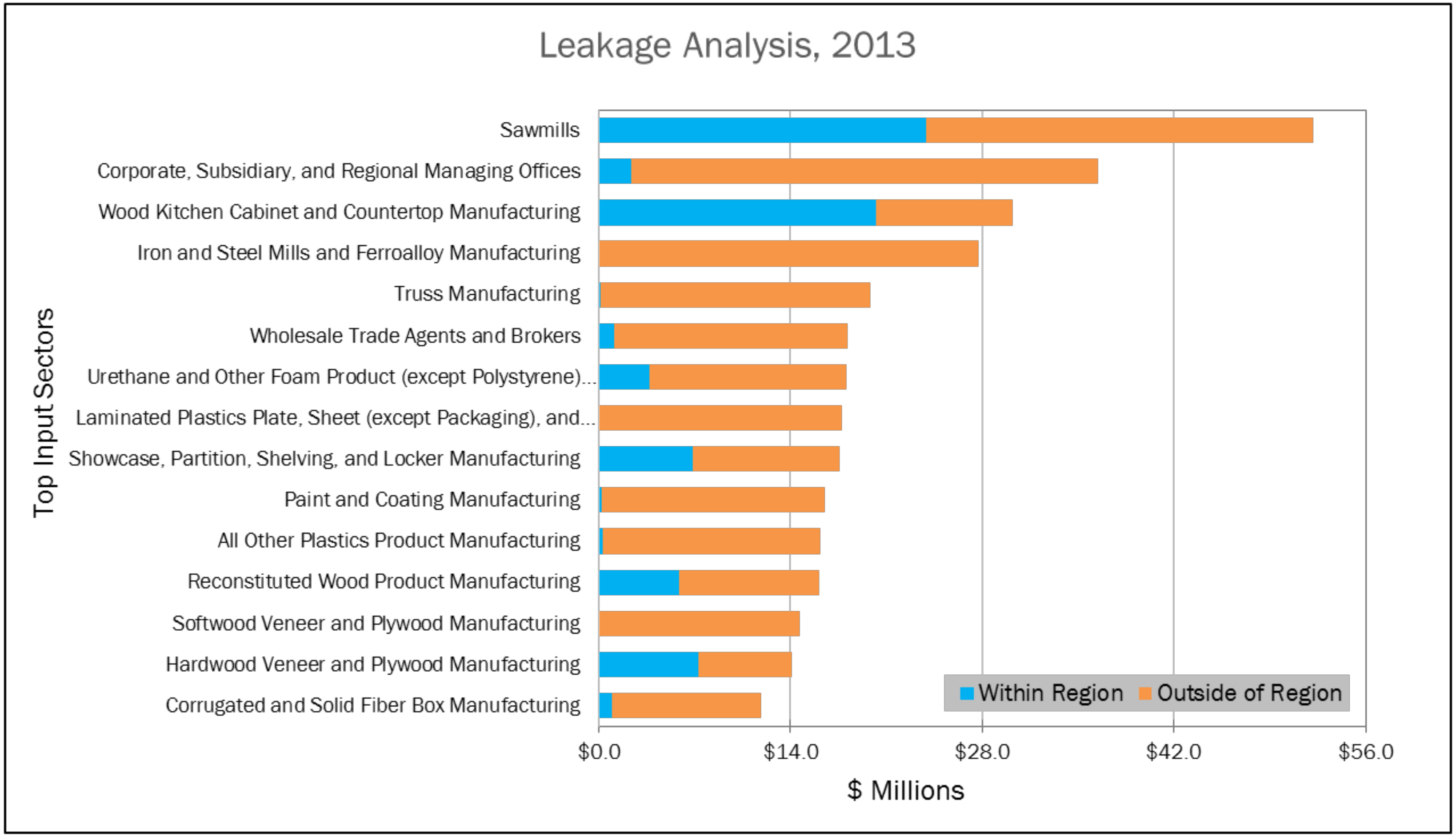
Industries	Estimated Input ($ Millions), 2013	% In-Region	% Out of Region
Sawmills	$52.16	46%	54%
Corporate, Subsidiary, and Regional Managing Offices	$36.45	7%	93%
Wood Kitchen Cabinet and Countertop Manufacturing	$30.24	67%	33%
Iron and Steel Mills and Ferroalloy Manufacturing	$27.72	0%	100%
Truss Manufacturing	$19.81	1%	99%
Wholesale Trade Agents and Brokers	$18.20	6%	94%
Urethane and Other Foam Product (except Polystyrene) Manufacturing	$18.05	21%	79%
Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing **	$17.71	0%	100%
Showcase, Partition, Shelving, and Locker Manufacturing	$17.62	39%	61%
Paint and Coating Manufacturing	$16.46	1%	99%
All Other Plastics Product Manufacturing	$16.16	2%	98%
Reconstituted Wood Product Manufacturing	$16.08	37%	63%
Softwood Veneer and Plywood Manufacturing **	$14.65	0%	100%
Hardwood Veneer and Plywood Manufacturing	$14.11	52%	48%
Corrugated and Solid Fiber Box Manufacturing	$11.81	8%	92%

Note: ** industry sector is not present in the region.
EMSI shows <10 jobs in iron and steel mills and ferroalloy manufacturing.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Forest and Wood Products



section 02

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Occupations

Forest and Wood Products

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings	Entry Level Education
Cabinetmakers and Bench Carpenters	1,037	6%	$13.5	High school diploma or equivalent
Team Assemblers	959	2%	$12.0	High school diploma or equivalent
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	951	6%	$13.4	High school diploma or equivalent
Furniture Finishers	498	8%	$13.5	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	328	3%	$23.7	Postsecondary non-degree award
Laborers and Freight, Stock, and Material Movers, Hand	293	3%	$13.2	Less than high school
Carpenters	259	3%	$14.1	High school diploma or equivalent
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	234	-4%	$21.3	High school diploma or equivalent
Helpers–Production Workers	190	4%	$12.8	Less than high school
Sawing Machine Setters, Operators, and Tenders, Wood	181	11%	$13.9	High school diploma or equivalent
Upholsterers	174	2%	$13.6	High school diploma or equivalent
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	169	-1%	$12.8	High school diploma or equivalent
Welders, Cutters, Solderers, and Brazers	161	0%	$15.9	High school diploma or equivalent
Industrial Truck and Tractor Operators	151	1%	$15.2	Less than high school
General and Operations Managers	151	2%	$31.6	Bachelor's degree

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014. Extended proprietors include estimates for underreported self employment, proprietorships, trusts, partnerships and cooperatives.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Shift-Share Analysis (Regional Performance) by Top Industry Sectors

Primary Metal Manufacturing

Industries	Jobs 2014	National Trend, 2009-2014	Industry Trend, 2009-2014	Cumulative Expected Growth	Actual Job Growth, 2009-2014	Regional Performance, 2009-2014
		A	B	C=A+B	D	D-C
Iron Foundries	947	45	-23	22	246	↑ 224
Rolled Steel Shape Manufacturing	277	19	4	23	-19	-42
Aluminum Foundries (except Die-Casting)	67	3	1	4	19	↑ 15

Note: Upward arrow (↑) indicates regional competitiveness. EMSI does not show any jobs for the following sectors: Iron and Steel Mills and Ferroalloy Manufacturing (<10); Secondary Smelting, Refining, and Alloying of Nonferrous Metal (except Copper and Aluminum); Steel Investment Foundries; Nonferrous Metal Die-Casting Foundries; Other Nonferrous Metal Foundries (except Die-Casting); Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding Steel Foundries (except Investment); Nonferrous Metal (except Aluminum) Smelting and Refining; Steel Wire Drawing; Iron and Steel Pipe and Tube Manufacturing from Purchased Steel; Alumina Refining and Primary Aluminum Production; and Secondary Smelting and Alloying of Aluminum.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Shift-Share Analysis

Regional Performance: Primary Metal Manufacturing

Industries that Outperformed

- Iron Foundries
- Aluminum Foundries (except Die-Casting)

Industries that Underperformed

- Rolled Steel Shape Manufacturing

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Top Industry Sectors

Primary Metal Manufacturing

Industries	Exports 2013 ($ Millions)	Jobs 2013	Export per job 2013 ($)	LQ 2014
Iron Foundries	$258.1	846	$305,191	61.3
Rolled Steel Shape Manufacturing	$165.4	287	$576,229	34.4
Aluminum Foundries (except Die-Casting)	$13.2	59	$225,702	10.1

Note: Sorted similarly as the shift-share analysis slide.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Primary Metal Manufacturing

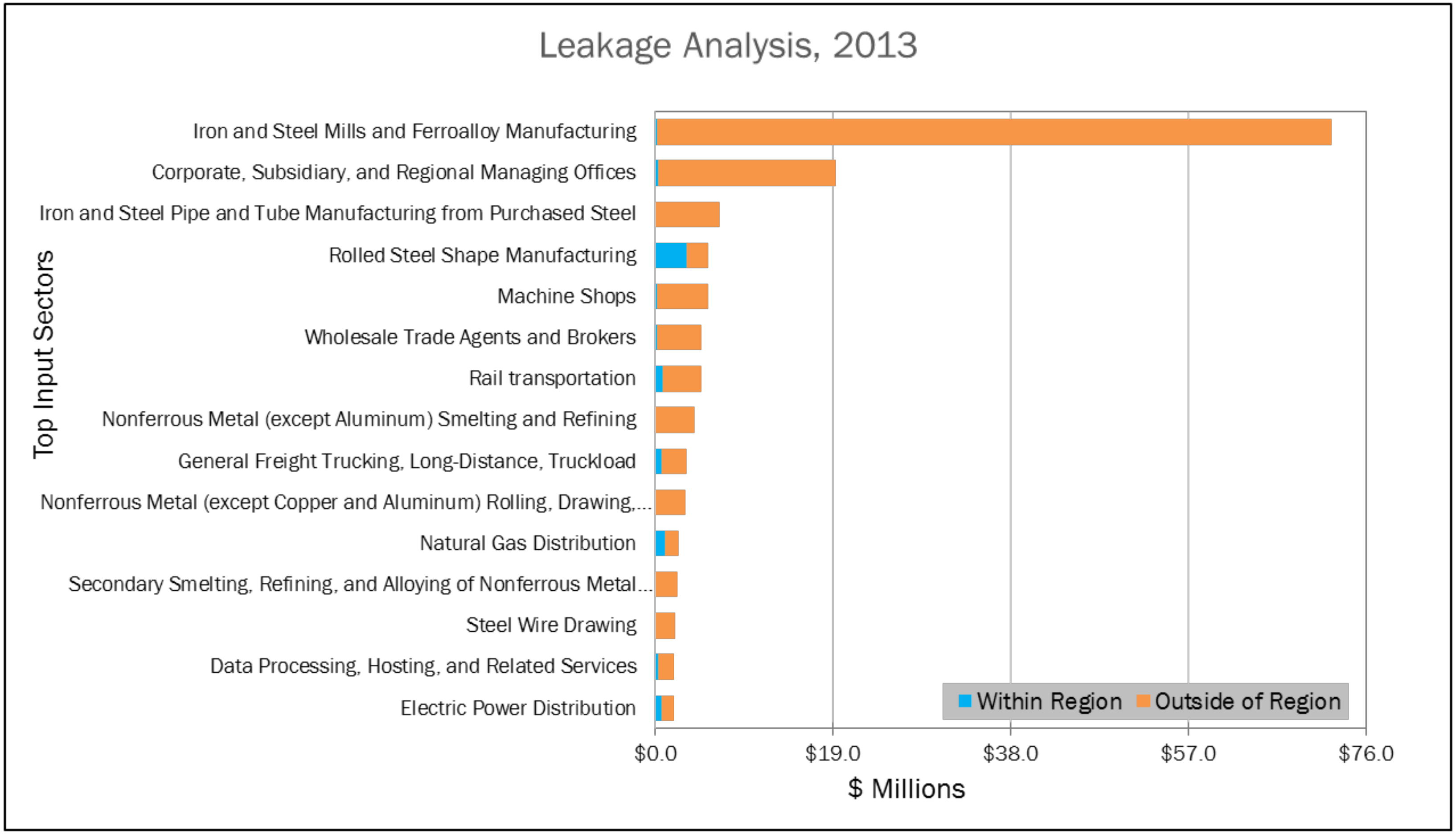
Industries	Estimated Input ($ Millions), 2013	% In-Region	% Out of Region
Iron and Steel Mills and Ferroalloy Manufacturing	$72.27	0%	100%
Corporate, Subsidiary, and Regional Managing Offices	$19.34	1%	99%
Iron and Steel Pipe and Tube Manufacturing from Purchased Steel **	$6.90	0%	100%
Rolled Steel Shape Manufacturing	$5.70	60%	40%
Machine Shops	$5.64	4%	96%
Wholesale Trade Agents and Brokers	$4.94	4%	96%
Rail transportation	$4.89	16%	84%
Nonferrous Metal (except Aluminum) Smelting and Refining **	$4.26	0%	100%
General Freight Trucking, Long-Distance, Truckload	$3.32	19%	81%
Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding **	$3.17	0%	100%
Natural Gas Distribution	$2.54	41%	59%
Secondary Smelting, Refining, and Alloying of Nonferrous Metal (except Copper and Aluminum) **	$2.41	0%	100%
Steel Wire Drawing **	$2.14	0%	100%
Data Processing, Hosting, and Related Services	$2.02	12%	88%
Electric Power Distribution	$1.99	32%	68%

Note: ** industry sector is not present in the region.
EMSI shows <10 jobs in iron and steel mills and ferroalloy manufacturing.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Primary Metal Manufacturing



Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Occupations

Primary Metal Manufacturing

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings	Entry Level Education
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	79	27%	$16.8	High school diploma or equivalent
Team Assemblers	71	37%	$12.0	High school diploma or equivalent
Inspectors, Testers, Sorters, Samplers, and Weighers	63	29%	$16.0	High school diploma or equivalent
Grinding and Polishing Workers, Hand	53	43%	$12.6	Less than high school
First-Line Supervisors of Production and Operating Workers	53	26%	$23.7	Postsecondary non-degree award
Welders, Cutters, Solderers, and Brazers	52	21%	$15.9	High school diploma or equivalent
Industrial Machinery Mechanics	50	43%	$20.6	High school diploma or equivalent
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	47	24%	$13.8	High school diploma or equivalent
Foundry Mold and Coremakers	47	21%	$13.3	High school diploma or equivalent
Machinists	40	29%	$17.6	High school diploma or equivalent
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	38	9%	$12.8	High school diploma or equivalent
Maintenance and Repair Workers, General	36	29%	$17.5	High school diploma or equivalent
Computer-Controlled Machine Tool Operators, Metal and Plastic	34	42%	$14.5	High school diploma or equivalent
Industrial Truck and Tractor Operators	33	22%	$15.2	Less than high school
Helpers–Production Workers	31	19%	$12.8	Less than high school

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014. Extended proprietors include estimates for underreported self employment, proprietorships, trusts, partnerships and cooperatives.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Shift-Share Analysis (Regional Performance) by Top Industry Sectors

Transportation Equipment Manufacturing

Industries	Jobs 2014	National Trend, 2009-2014	Industry Trend, 2009-2014	Cumulative Expected Growth	Actual Job Growth, 2009-2014	Regional Performance, 2009-2014
		A	B	C=A+B	D	D-C
Motor Vehicle Transmission and Power Train Parts Manufacturing	1,176	50	282	332	401	⬆ 69
Motor Vehicle Brake System Manufacturing	598	30	-29	1	137	⬆ 136
Ship Building and Repairing	127	13	-10	3	-74	-77
Other Motor Vehicle Parts Manufacturing	28	0	1	1	24	⬆ 23

Note: Upward arrow (⬆) indicates regional competitiveness. EMSI shows <10 jobs for the following sectors: Travel Trailer and Camper Manufacturing; Motor Vehicle Electrical and Electronic Equipment Manufacturing; Motor Vehicle Gasoline Engine and Engine Parts Manufacturing; All Other Transportation Equipment Manufacturing. EMSI does not show any jobs for the following sectors: Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing; Guided Missile and Space Vehicle Manufacturing; Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing; Military Armored Vehicle, Tank, and Tank Component Manufacturing; Boat Building; Railroad Rolling Stock Manufacturing; and Motorcycle, Bicycle, and Parts Manufacturing.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Regional Performance: Transportation Equipment Mfg.

Industries that Outperformed

- Motor Vehicle Transmission and Power Train Parts Manufacturing
- Motor Vehicle Brake System Manufacturing
- Other Motor Vehicle Parts Manufacturing

Industries that Underperformed

- Ship Building and Repairing

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Transportation Equipment Manufacturing

Industries	Exports 2013 ($ Millions)	Jobs 2013	Export per job 2013 ($)	LQ 2014
Motor Vehicle Transmission and Power Train Parts Manufacturing	$379.9	1,099	$345,803	40.7
Motor Vehicle Brake System Manufacturing	$209.9	544	$385,832	64.2
Ship Building and Repairing	$40.6	194	$208,983	3.2
Other Motor Vehicle Parts Manufacturing	$3.9	-	-	0.5

Note: Sorted similarly as the shift-share analysis slide. EMSI does not include detailed job information for Other Motor Vehicle Parts Manufacturing in 2013.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Transportation Equipment Manufacturing

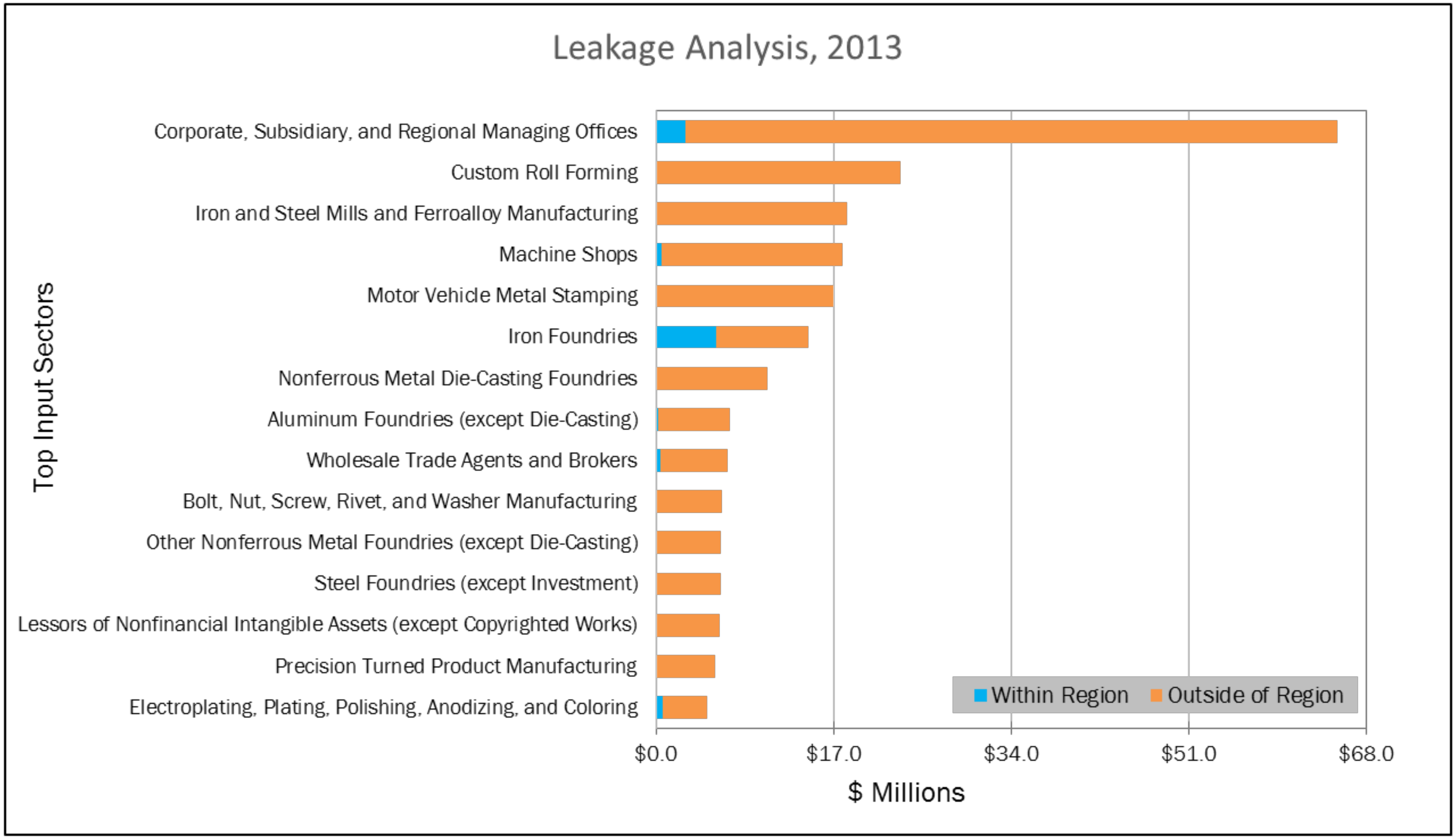
Industries	Estimated Input ($ Millions), 2013	% In-Region	% Out of Region
Corporate, Subsidiary, and Regional Managing Offices	$65.16	4%	96%
Custom Roll Forming **	$23.35	0%	100%
Iron and Steel Mills and Ferroalloy Manufacturing	$18.25	0%	100%
Machine Shops	$17.81	3%	97%
Motor Vehicle Metal Stamping **	$16.96	0%	100%
Iron Foundries	$14.59	39%	61%
Nonferrous Metal Die-Casting Foundries **	$10.68	0%	100%
Aluminum Foundries (except Die-Casting)	$7.09	3%	97%
Wholesale Trade Agents and Brokers	$6.86	5%	95%
Bolt, Nut, Screw, Rivet, and Washer Manufacturing **	$6.24	0%	100%
Other Nonferrous Metal Foundries (except Die-Casting) **	$6.23	0%	100%
Steel Foundries (except Investment) **	$6.17	0%	100%
Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) **	$6.09	0%	100%
Precision Turned Product Manufacturing	$5.58	0%	100%
Electroplating, Plating, Polishing, Anodizing, and Coloring	$4.88	12%	88%

Note: ** industry sector is not present in the region.
EMSI shows <10 jobs for Iron and Steel Mills and Ferroalloy and Precision Turned Product Manufacturing.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Transportation Equipment Manufacturing



Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Occupations

Transportation Equipment Manufacturing

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings	Entry Level Education
Team Assemblers	425	49%	$12.0	High school diploma or equivalent
Electrical and Electronic Equipment Assemblers	100	64%	$11.1	High school diploma or equivalent
Engine and Other Machine Assemblers	94	65%	$13.5	High school diploma or equivalent
Welders, Cutters, Solderers, and Brazers	67	5%	$15.9	High school diploma or equivalent
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	64	36%	$12.8	High school diploma or equivalent
Computer-Controlled Machine Tool Operators, Metal and Plastic	56	51%	$14.5	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	56	22%	$23.7	Postsecondary non-degree award
Inspectors, Testers, Sorters, Samplers, and Weighers	55	38%	$16.0	High school diploma or equivalent
Machinists	55	34%	$17.6	High school diploma or equivalent
Mechanical Engineers	48	30%	$37.0	Bachelor's degree
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	48	55%	$15.9	High school diploma or equivalent
Tool and Die Makers	41	41%	$22.6	High school diploma or equivalent
Laborers and Freight, Stock, and Material Movers, Hand	37	28%	$13.2	Less than high school
Industrial Truck and Tractor Operators	37	42%	$15.2	Less than high school
Industrial Engineers	36	33%	$29.7	Bachelor's degree

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014. Extended proprietors include estimates for underreported self employment, proprietorships, trusts, partnerships and cooperatives.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Shift-Share Analysis (Regional Performance) by Top Industry Sectors

Agribusiness, Food Processing and Technology

Industries	Jobs 2014	National Trend, 2009-2014	Industry Trend, 2009-2014	Cumulative Expected Growth	Actual Job Growth, 2009-2014	Regional Performance, 2009-2014
		A	B	C=A+B	D	D-C
Animal Production and Aquaculture	2,165	129	-184	-55	161	↑ **216**
Poultry Processing	911	49	-68	-19	146	↑ **165**
Crop Production	888	62	-46	16	-73	-89
Farm and Garden Machinery and Equipment Merchant Wholesalers	515	26	-3	23	111	↑ **88**
Fluid Milk Manufacturing	156	10	-14	-4	4	↑ **8**
Farm Supplies Merchant Wholesalers	94	10	0	10	-53	-63
Other Animal Food Manufacturing	85	4	-1	3	28	↑ **25**
Farm Labor Contractors and Crew Leaders	81	6	4	10	-4	-14
Meat Processed from Carcasses	69	6	-1	5	-32	-37
Wineries	65	3	11	14	18	↑ **4**
Soil Preparation, Planting, and Cultivating	38	2	1	3	7	↑ **4**
All Other Miscellaneous Food Manufacturing	37	6	17	23	-62	-85
Cheese Manufacturing	25	0	0	0	25	↑ **25**
Dog and Cat Food Manufacturing	11	0	0	0	11	↑ **11**
Ice Manufacturing	11	1	-1	0	2	↑ **2**

Note: Upward arrow (↑) indicates regional competitiveness.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Regional Performance: Agribusiness, Food Proc. and Tech.

Industries that Outperformed

- Animal Production and Aquaculture
- Poultry Processing
- Farm and Garden Machinery and Equipment Merchant Wholesalers
- Fluid Milk Manufacturing
- Other Animal Food Manufacturing
- Wineries
- Soil Preparation, Planting, and Cultivating
- Cheese Manufacturing
- Dog and Cat Food Manufacturing
- Ice Manufacturing

Industries that Underperformed

- Crop Production
- Farm Supplies Merchant Wholesalers
- Farm Labor Contractors and Crew Leaders
- Meat Processed from Carcasses
- All Other Miscellaneous Food Manufacturing

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Industry Sectors

Agribusiness, Food Processing and Technology

Industries	Exports 2013 ($ Millions)	Jobs 2013	Export per job 2013 ($)	LQ 2014
Animal Production and Aquaculture	$349.7	2,127	$164,433	5.0
Poultry Processing	$202.5	837	$242,058	10.9
Crop Production	$106.3	876	$121,364	1.6
Farm and Garden Machinery and Equipment Merchant Wholesalers	$86.8	513	$169,436	12.8
Fluid Milk Manufacturing	$112.3	131	$859,511	7.8
Farm Supplies Merchant Wholesalers	$11.4	102	$111,881	2.1
Other Animal Food Manufacturing	$69.3	68	$1,013,587	6.6
Farm Labor Contractors and Crew Leaders	$0.2	81	$2,290	0.7
Meat Processed from Carcasses	$56.9	101	$561,878	1.6
Wineries	$9.6	65	$148,255	2.7
Soil Preparation, Planting, and Cultivating	$0.5	37	$12,446	1.4
All Other Miscellaneous Food Manufacturing	$22.3	82	$273,977	2.8
Cheese Manufacturing	$0.9	-	-	1.5
Dog and Cat Food Manufacturing	$11.4	-	-	1.3
Ice Manufacturing	$2.2	12	$185,149	3.6

Note: Sorted similarly as the shift-share analysis slide. EMSI does not include detailed job information for Cheese Manufacturing and Dong and Cat Food Manufacturing in 2013.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Agribusiness, Food Processing and Technology

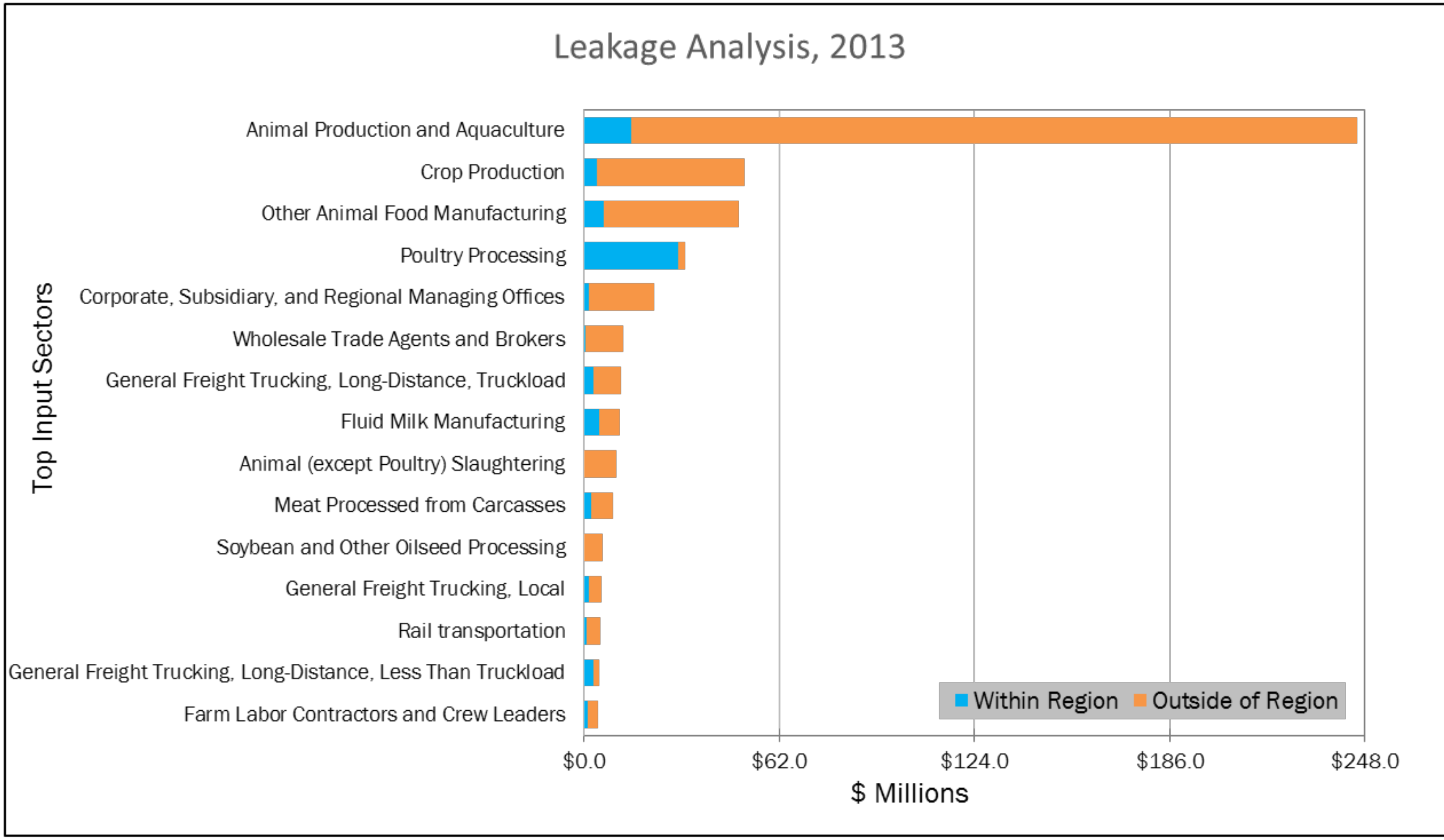
Industries	Estimated Input ($ Millions), 2013	% In-Region	% Out of Region
Animal Production and Aquaculture	$245.69	6%	94%
Crop Production	$50.97	8%	92%
Other Animal Food Manufacturing	$49.25	13%	87%
Poultry Processing	$32.11	94%	6%
Corporate, Subsidiary, and Regional Managing Offices	$22.24	7%	93%
Wholesale Trade Agents and Brokers	$12.38	6%	94%
General Freight Trucking, Long-Distance, Truckload	$11.63	26%	74%
Fluid Milk Manufacturing	$11.36	44%	56%
Animal (except Poultry) Slaughtering	$10.37	2%	98%
Meat Processed from Carcasses	$9.28	23%	77%
Soybean and Other Oilseed Processing **	$5.99	0%	100%
General Freight Trucking, Local	$5.45	28%	72%
Rail transportation	$5.27	19%	81%
General Freight Trucking, Long-Distance, Less Than Truckload	$4.91	60%	40%
Farm Labor Contractors and Crew Leaders	$4.53	26%	74%

Note: ** industry sector is not present in the region.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Agribusiness, Food Processing and Technology



section 02

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Occupations

Agribusiness, Food Processing and Technology

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings	Entry Level Education
Farmers, Ranchers, and Other Agricultural Managers	2,321	-5%	$13.1	High school diploma or equivalent
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	424	40%	$10.2	Less than high school
Meat, Poultry, and Fish Cutters and Trimmers	277	14%	$12.8	Less than high school
Packaging and Filling Machine Operators and Tenders	123	15%	$12.2	High school diploma or equivalent
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	119	14%	$21.3	High school diploma or equivalent
Packers and Packagers, Hand	108	9%	$9.0	Less than high school
Laborers and Freight, Stock, and Material Movers, Hand	98	7%	$13.2	Less than high school
Farm Equipment Mechanics and Service Technicians	75	17%	$18.8	High school diploma or equivalent
Industrial Truck and Tractor Operators	56	12%	$15.2	Less than high school
Industrial Machinery Mechanics	54	32%	$20.6	High school diploma or equivalent
Heavy and Tractor-Trailer Truck Drivers	53	15%	$17.2	Postsecondary non-degree award
Maintenance and Repair Workers, General	52	18%	$17.5	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	47	12%	$23.7	Postsecondary non-degree award
Helpers–Production Workers	47	12%	$12.8	Less than high school
Bookkeeping, Accounting, and Auditing Clerks	47	7%	$15.7	High school diploma or equivalent

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014. Extended proprietors include estimates for underreported self employment, proprietorships, trusts, partnerships and cooperatives.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Shift-Share Analysis (Regional Performance) by Top Industry Sectors

Advanced Materials

Industries	Jobs 2014	National Trend, 2009-2014	Industry Trend, 2009-2014	Cumulative Expected Growth	Actual Job Growth, 2009-2014	Regional Performance, 2009-2014
		A	B	C=A+B	D	D-C
Iron Foundries	947	45	-23	22	246	**224**
Rubber Product Manufacturing for Mechanical Use	830	33	70	103	323	**220**
Printed Circuit Assembly (Electronic Assembly) Manufacturing	552	47	11	58	-172	-230
Rolled Steel Shape Manufacturing	277	19	4	23	-19	-42
Electroplating, Plating, Polishing, Anodizing, and Coloring	231	0	0	0	231	**231**
All Other Plastics Product Manufacturing	135	6	2	8	37	**29**
Machine Shops	122	6	13	19	37	**18**
Cutting Tool and Machine Tool Accessory Manufacturing	96	5	13	18	26	**8**
All Other Miscellaneous Fabricated Metal Product Manufacturing	94	2	1	3	57	**54**
Urethane and Other Foam Product (except Polystyrene) Manufacturing	87	3	2	5	35	**30**
Aluminum Foundries (except Die-Casting)	67	3	1	4	19	**15**
Plate Work Manufacturing	49	4	3	7	-17	-24
Clay Building Material and Refractories Manufacturing	36	2	-3	(1)	4	**5**
Other Motor Vehicle Parts Manufacturing	28	0	1	1	24	**23**

section 02

Note: Upward arrow ( ) indicates regional competitiveness.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Regional Performance: Advanced Materials

Industries that Outperformed

- Iron Foundries
- Rubber Product Manufacturing for Mechanical Use
- Electroplating, Plating, Polishing, Anodizing, and Coloring
- All Other Plastics Product Manufacturing
- Machine Shops
- Cutting Tool and Machine Tool Accessory Manufacturing
- All Other Miscellaneous Fabricated Metal Product Manufacturing
- Urethane and Other Foam Product (except Polystyrene) Manufacturing
- Aluminum Foundries (except Die-Casting)
- Clay Building Material and Refractories Manufacturing
- Other Motor Vehicle Parts Manufacturing

Industries that Underperformed

- Printed Circuit Assembly (Electronic Assembly) Manufacturing
- Rolled Steel Shape Manufacturing
- Plate Work Manufacturing

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Top Industry Sectors

Advanced Materials

Industries	Exports 2013 ($ Millions)	Jobs 2013	Export per job 2013 ($)	LQ 2014
Iron Foundries	$258.1	846	$305,191	61.3
Rubber Product Manufacturing for Mechanical Use	$141.7	722	$196,216	74.2
Printed Circuit Assembly (Electronic Assembly) Manufacturing	$229.6	621	$369,596	27.3
Rolled Steel Shape Manufacturing	$165.4	287	$576,229	34.4
Electroplating, Plating, Polishing, Anodizing, and Coloring	$26.9	207	$129,725	9.5
All Other Plastics Product Manufacturing	$48.7	119	$407,960	1.3
Machine Shops	$14.2	107	$133,502	1.0
Cutting Tool and Machine Tool Accessory Manufacturing	$16.0	75	$212,327	8.4
All Other Miscellaneous Fabricated Metal Product Manufacturing	$15.2	91	$166,018	3.1
Urethane and Other Foam Product (except Polystyrene) Manufacturing	$25.8	77	$335,560	7.0
Aluminum Foundries (except Die-Casting)	$13.2	59	$225,702	10.1
Plate Work Manufacturing	$14.8	61	$242,644	2.6
Clay Building Material and Refractories Manufacturing	$4.1	24	$174,149	3.7
Other Motor Vehicle Parts Manufacturing	$3.9	0	-	0.5

Note: Sorted similarly as the shift-share analysis slide.

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Advanced Materials

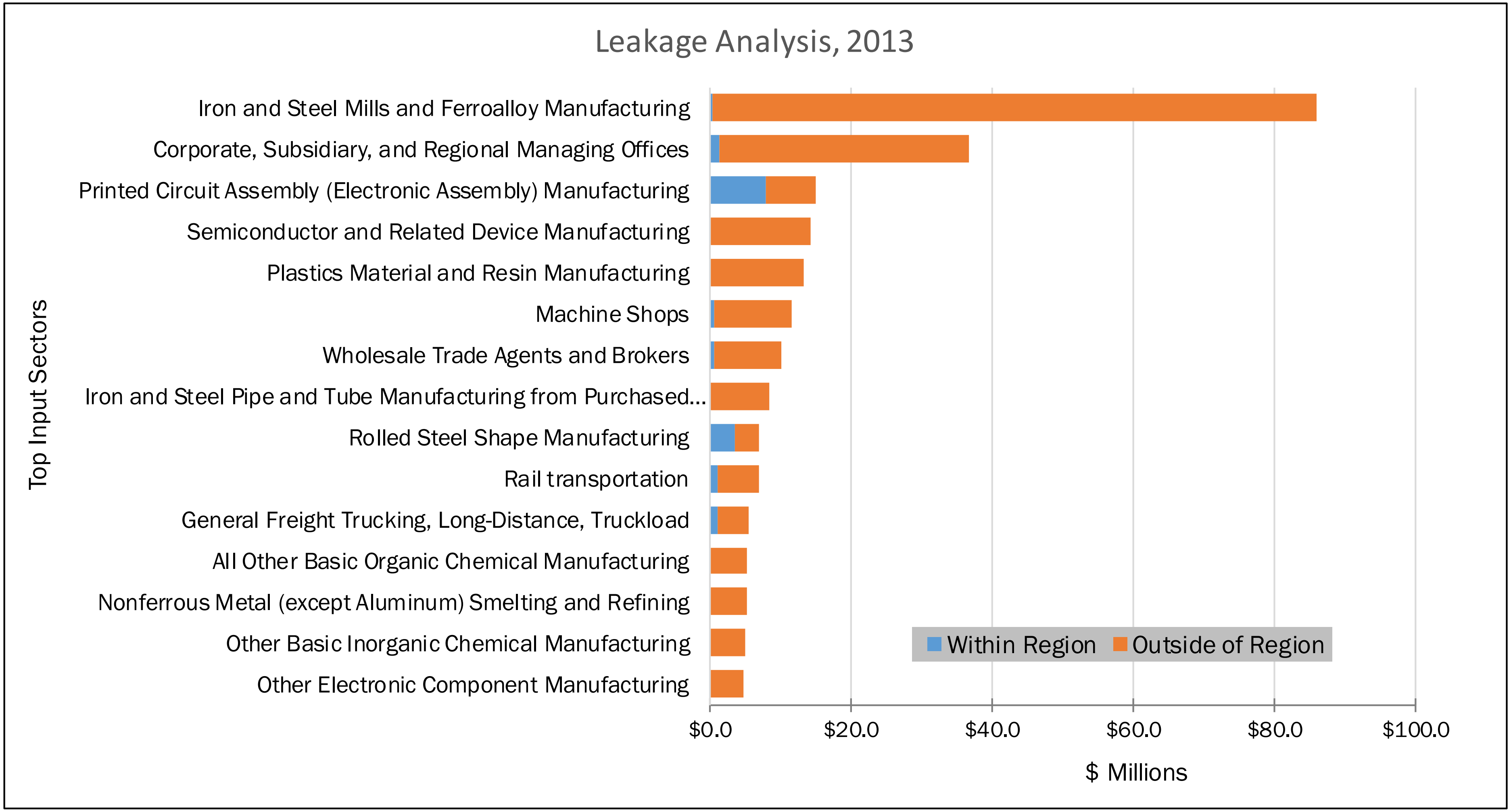
Industries	Estimated Input ($ Millions), 2013	% In-Region	% Out of Region
Iron and Steel Mills and Ferroalloy Manufacturing	$85.97	0%	100%
Corporate, Subsidiary, and Regional Managing Offices	$36.68	3%	97%
Printed Circuit Assembly (Electronic Assembly) Manufacturing	$14.99	52%	48%
Semiconductor and Related Device Manufacturing**	$14.19	0%	100%
Plastics Material and Resin Manufacturing**	$13.22	0%	100%
Machine Shops	$11.66	4%	96%
Wholesale Trade Agents and Brokers	$10.15	5%	95%
Iron and Steel Pipe and Tube Manufacturing from Purchased Steel**	$8.49	0%	100%
Rolled Steel Shape Manufacturing	$7.01	51%	49%
Rail transportation	$6.87	16%	84%
General Freight Trucking, Long-Distance, Truckload	$5.49	21%	79%
All Other Basic Organic Chemical Manufacturing**	$5.27	0%	100%
Nonferrous Metal (except Aluminum) Smelting and Refining**	$5.14	0%	100%
Other Basic Inorganic Chemical Manufacturing**	$5.10	0%	100%
Other Electronic Component Manufacturing**	$4.65	0%	100%

Note: ** industry sector is not present in the region.
EMSI shows <10 jobs in iron and steel mills and ferroalloy manufacturing.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

Top 15 Inputs by Dollars

Advanced Materials



section 02

Source: EMSI Class of Worker 2015.4 (QCEW, nonQCEW, self-employed and extended proprietors).

Top Occupations

Advanced Materials

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings	Entry Level Education
Team Assemblers	273	45%	$12.0	High school diploma or equivalent
Inspectors, Testers, Sorters, Samplers, and Weighers	155	37%	$16.0	High school diploma or equivalent
Electrical and Electronic Equipment Assemblers	154	-19%	$11.1	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	133	36%	$23.7	Postsecondary non-degree award
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	121	33%	$16.8	High school diploma or equivalent
Tire Builders	114	65%	$18.5	High school diploma or equivalent
Machinists	114	34%	$17.6	High school diploma or equivalent
Industrial Machinery Mechanics	102	52%	$20.6	High school diploma or equivalent
Welders, Cutters, Solderers, and Brazers	94	15%	$15.9	High school diploma or equivalent
Electrical and Electronics Engineering Technicians	86	-14%	$35.9	Associate's degree
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	83	24%	$12.8	High school diploma or equivalent
Maintenance and Repair Workers, General	80	40%	$17.5	High school diploma or equivalent
Helpers--Production Workers	71	39%	$12.8	Less than high school
Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	71	48%	$20.3	High school diploma or equivalent
Computer-Controlled Machine Tool Operators, Metal and Plastic	67	40%	$14.5	High school diploma or equivalent

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014. Extended proprietors include estimates for underreported self employment, proprietorships, trusts, partnerships and cooperatives.

Source: EMSI Class of Worker 2015.4 (QCEW, non-QCEW, self-employed and extended proprietors).

03 Cluster Comparisons

Forest and Wood Products

Primary Metal Manufacturing

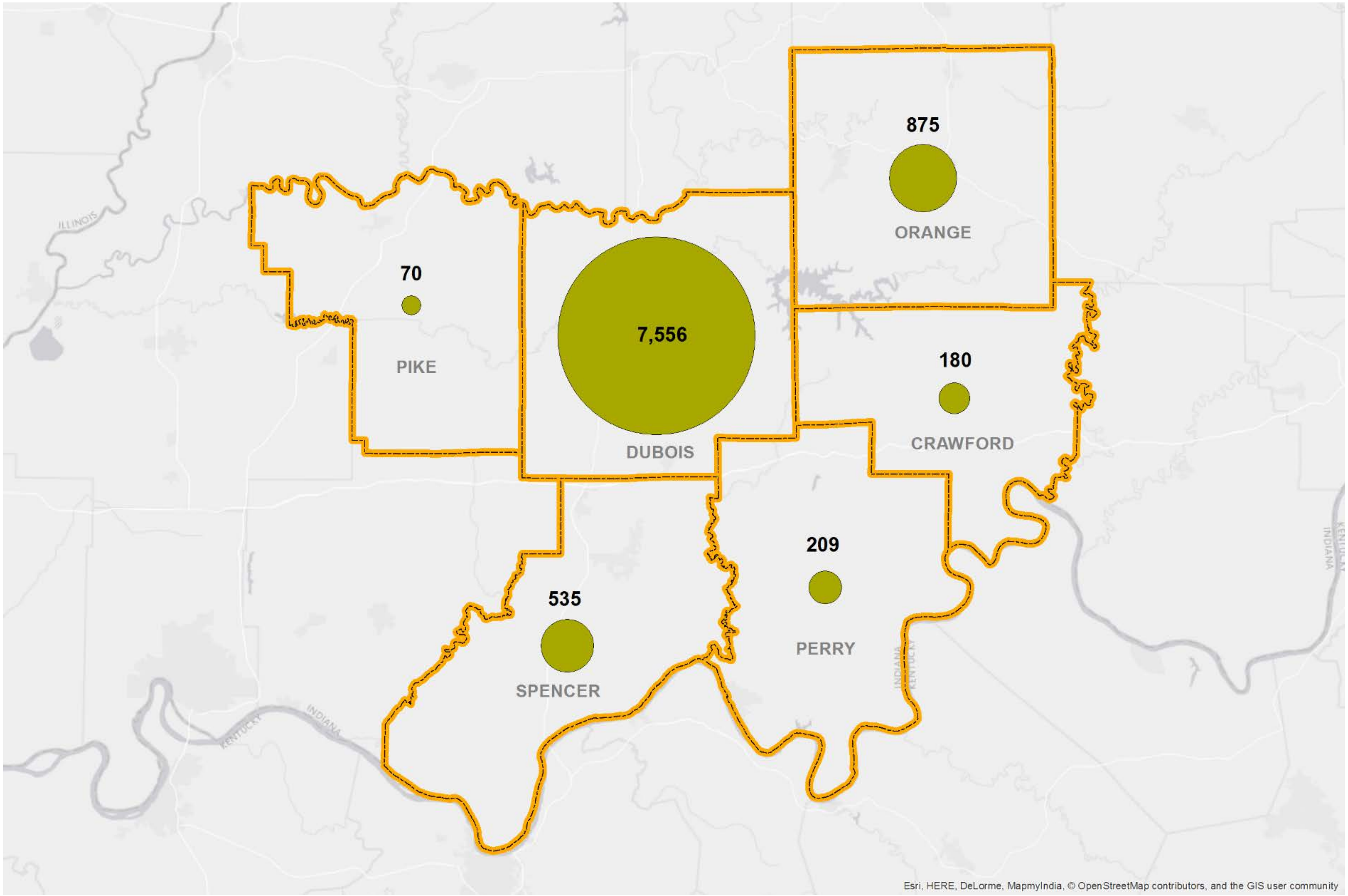
Transportation Equipment Manufacturing

Agribusiness, Food Processing and Technology

Advanced Materials

Arts and Recreation

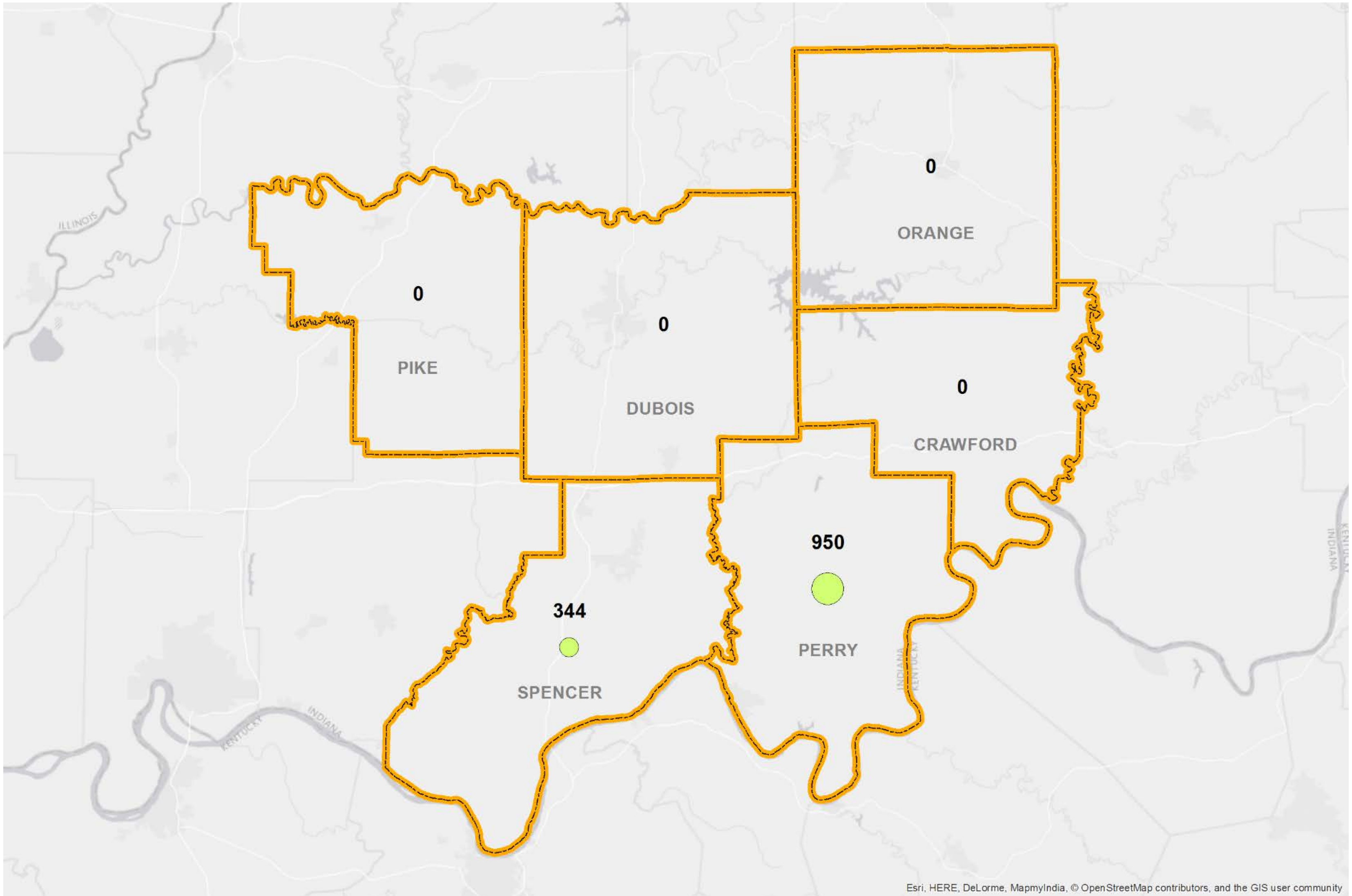
Forest and Wood Product: Contribution by Counties (Jobs 2014)



section 03

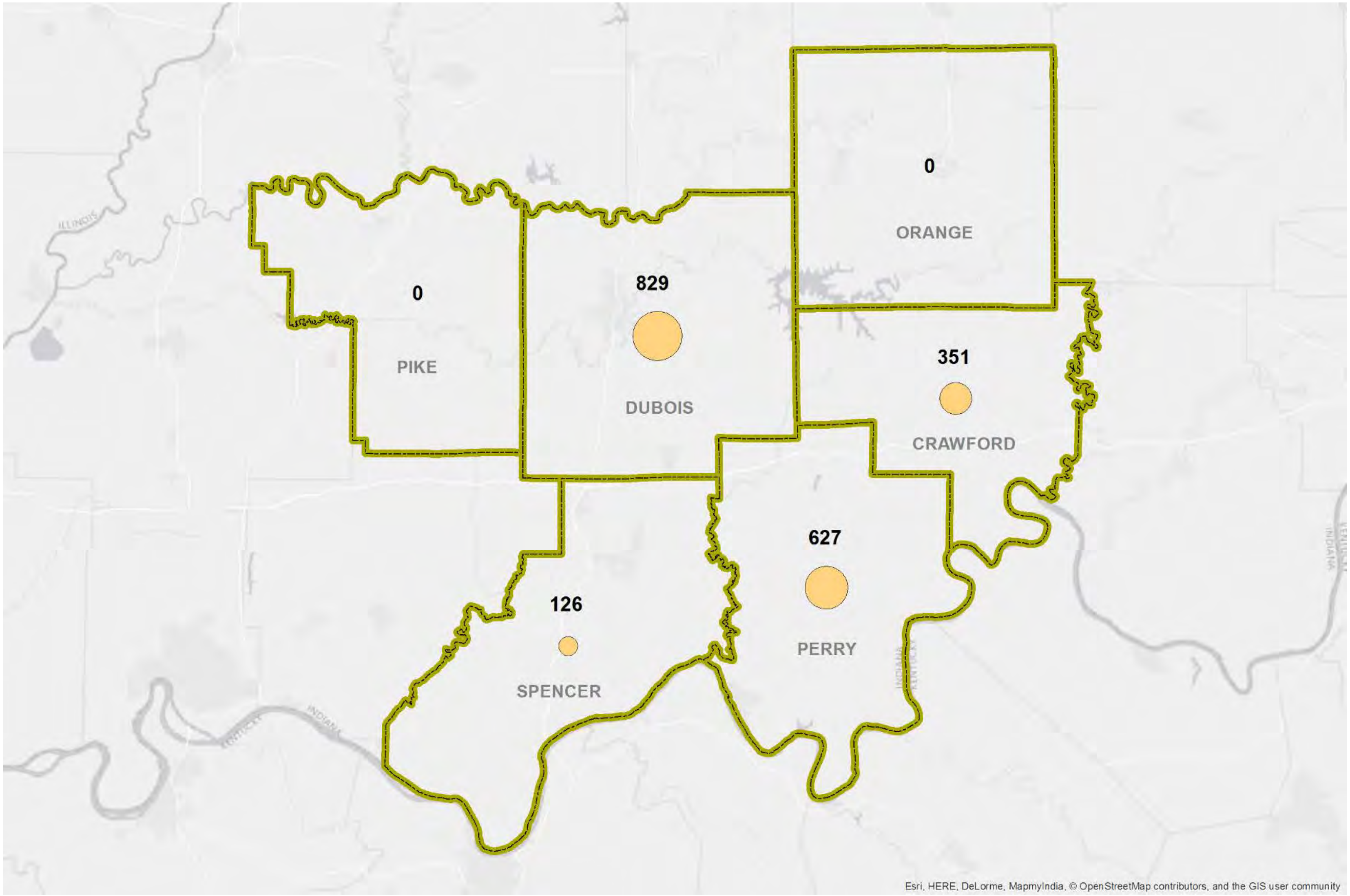
Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Primary Metal Manufacturing: Contribution by Counties (Jobs 2014)



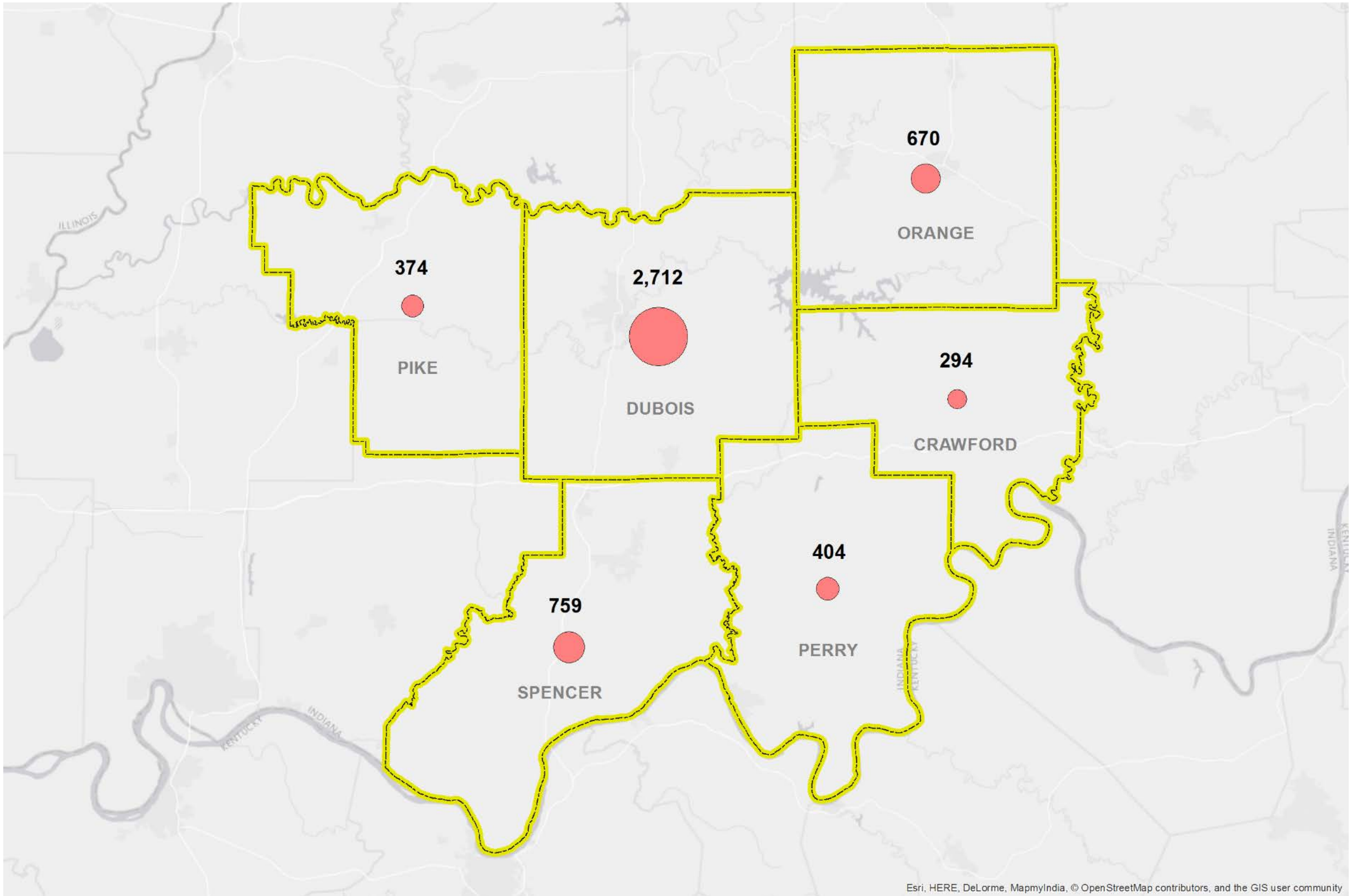
Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Transportation Equipment Manufacturing: Contribution by Counties (Jobs 2014)



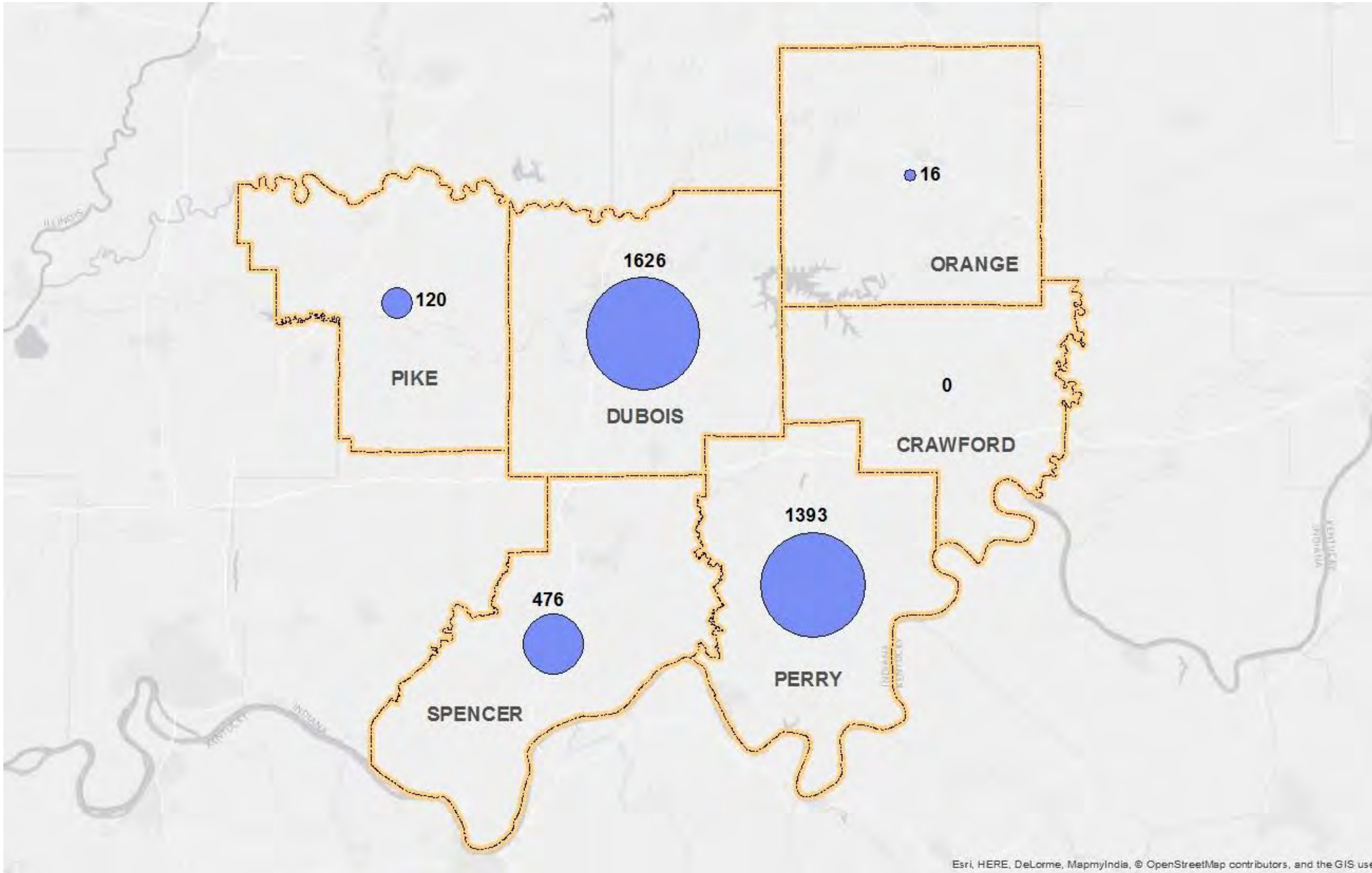
Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Agribusiness & Food Processing: Contribution by Counties (Jobs 2014)



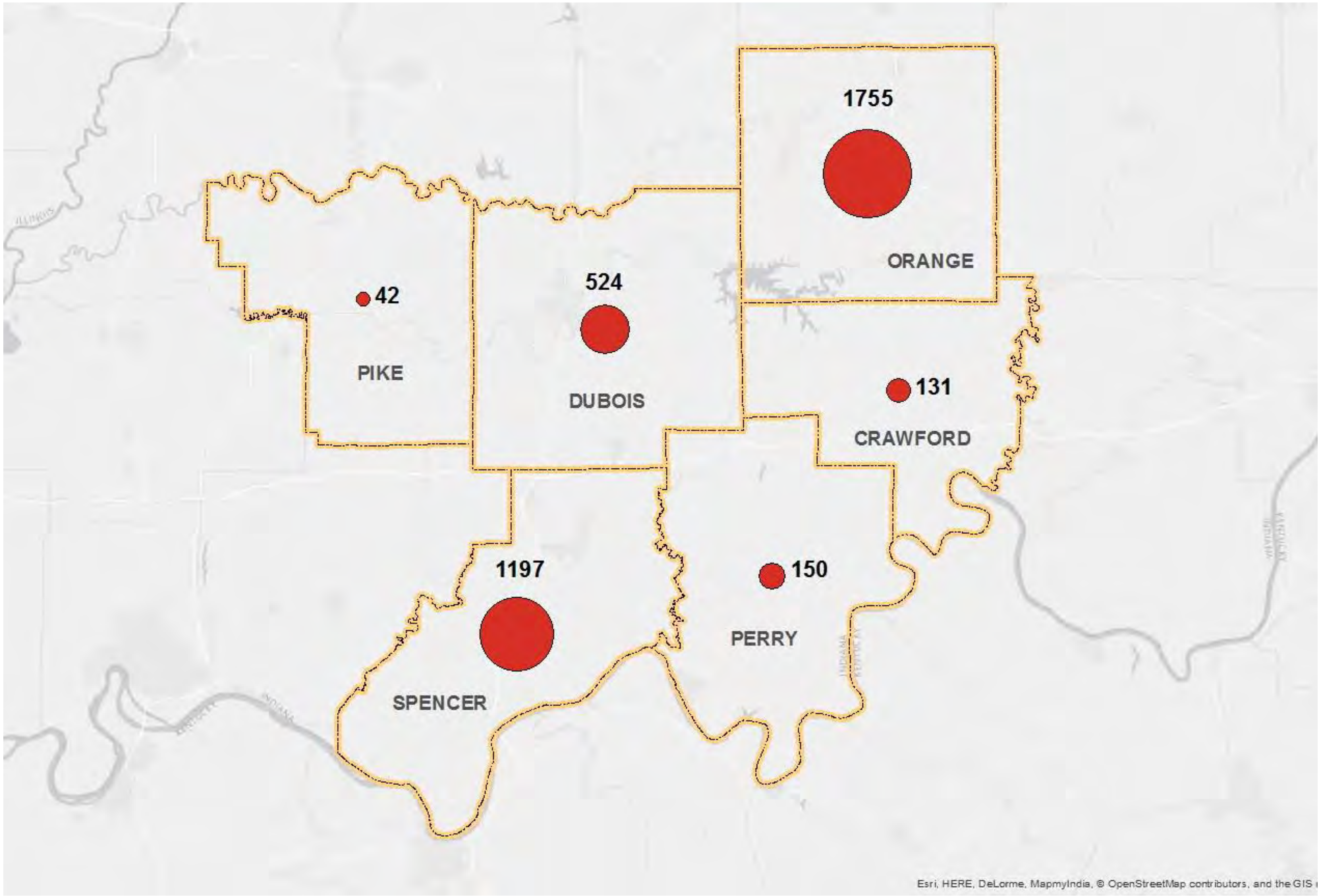
Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Advanced Materials: Contribution by Counties (Jobs 2014)



Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Arts and Recreation: Contribution by Counties (Jobs 2014)



Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Industry Clusters: Components to Assess

	Forest and Wood Products	Primary Metal Mfg.	Transportation Equipment Mfg.	Agribusiness, Food Proc. & Tech.
Regional Performance, 2009-2014 (Shift-share analysis)	+367 (positive value)	+159 (positive value)	+277 (positive value)	+114 (positive value)
Export value, 2013	$1,489,303,758	$440,013,847	$639,432,033	$1,052,242,226
Leakage, 2013	$680,068,730	$231,485,311	$376,643,365	$630,743,703
Number of establishments, 2015	136	5	10	121
Contribution by counties	6	2	4	6
Business input	Seek input from businesses on how they can strengthen their connections to the key clusters, especially providing products and services now being imported from outside the region.			
Resident's value	Review Civic Forum Input from Residents			

Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Industry Clusters: Components to Assess

	Advanced Materials	Arts and Recreation
Regional Performance, 2009-2014 (Shift-share analysis)	+639 (positive value)	-304 (negative value)
Export value, 2013	$1,008,852,568	$213,908,269
Leakage, 2013	$474,642,720	$81,357,073
Number of establishments, 2015	38	88
Contribution by counties	5	6
Business input	Seek input from businesses on how they can strengthen their connections to the key clusters, especially providing products and services now being imported from outside the region.	
Resident's value	Review Civic Forum Input from Residents	

Source: EMSI 2015.4 (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors); Industry cluster definitions by PCRD

Appendix E – Prioritized County and Regional Projects

PROJECT PRIORITIZATION FOR 2018
CRAWFORD COUNTY, INDIANA

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development											
CC promote revolving loan fund to businesses	5	4	3	5	6	3	5	4	4	4	43
CC spec building in Industrial Park	5	4	3	5	5	4	5	3	4	1	39
CC Entrepreneurship near I64 exit 92	5	4	3	5	5	4	5	1	1	1	34
Marengo quarry warehouse access improvements	5	4	3	5	5	3	5	1	1	1	33
English brownfield project	5	4	3	5	4	3	5	1	1	1	32
Marengo Industrial Park cleanup	5	4	3	5	4	3	5	1	1	1	32
Alton broadband	5	4	3	5	4	3	5	1	1	1	32
CC economic strategy for IN37 corridor	5	4	3	5	2	4	5	1	1	1	31
Infrastructure											
Patoka Water Company storage tank	5	4	3	5	2	2	5	4	4	4	38
Milltown stormwater	5	4	3	5	2	1	5	2	4	4	35
Leavenworth stormwater improvements	5	4	3	5	2	1	5	1	4	4	34
CC water utility improvements	5	4	3	5	2	3	5	2	3	1	33
Milltown wastewater	5	4	3	5	2	1	5	2	4	2	33
English sewer improvements project	5	4	3	5	2	1	5	2	3	1	31
Marengo wastewater backup clarifier	5	4	3	5	2	1	5	2	1	1	29
Leavenworth water improvements (generators)	5	4	3	5	2	1	5	1	1	1	28
Transportation											
Alton bridge improvements	5	4	3	5	1	3	5	1	4	1	32
Alton road improvements	5	4	3	5	1	3	5	1	4	1	32
Marengo road from SR66 to warehouse/bridge	5	4	3	5	1	3	5	1	1	1	29
Marengo SR 66/Union Street bridge replacement	5	4	3	5	1	3	5	1	1	1	29
Marengo Road Asset Management Plan	5	4	3	5	1	3	5	1	4	1	32
Leavenworth to OBannon Woods Trails	5	4	3	5	1	4	2	1	1	1	27
Planning											
Marengo former bank clearance	5	4	3	5	1	1	4	4	4	4	35
CC watershed planning	5	4	3	5	1	3	4	1	1	4	31
Leavenworth Annexation Study	5	4	3	5	1	2	4	1	1	4	30
Storage of historic county records (microfilming)	5	4	3	5	1	3	1	1	1	4	28
Leavenworth stabilization of Ohio River banks	5	4	3	5	1	2	4	1	1	1	27
Marengo Downtown Revitalization Project	5	4	3	5	1	1	4	1	1	1	26
Milltown Downtown Revitalization Project	5	4	3	5	1	1	4	1	1	1	26
Crawford County Mitigation Plan	5	4	3	5	1	1	4	1	1	1	26

PROJECT PRIORITIZATION FOR 2018
CRAWFORD COUNTY, INDIANA

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Community Facilities											
CC Medical Health Care Facility	5	4	3	5	5	4	4	4	4	4	42
CC housing rehabilitation	5	4	3	5	2	3	3	1	1	1	28
Proctor House historic preservation	5	4	3	5	1	3	2	3	1	1	28
Marengo sidewalks	5	4	3	5	1	1	2	1	4	1	27
Leavenworth Fire Station	5	4	3	5	1	2	3	1	1	1	26
Milltown Community Center	5	4	3	5	1	1	3	1	1	1	25
English Park improvements	5	4	3	5	1	1	2	1	1	1	24
Fredonia first courthouse historic preservation	5	4	3	5	1	1	2	1	1	1	24
Milltown mini park on east Main Street	5	4	3	5	1	1	2	1	1	1	24
Public Safety											
English Police Vehicle	5	4	3	5	1	2	5	3	4	4	36
NIMS Training	5	4	3	5	1	3	5	1	4	4	35
Accessibilty improvements to public buildings	5	4	3	5	1	4	5	3	1	1	32
Adequate tie-down requirements for mobile homes	5	4	3	5	1	3	5	1	1	4	32
CC communication enhancements and central dispatch	5	4	3	5	1	3	5	1	1	4	32
CC emergency showers for HAZMAT	5	4	3	5	1	3	5	1	1	4	32
Generators at each school	5	4	3	5	1	3	5	1	1	4	32
Reverse 911	5	4	3	5	1	3	5	1	1	4	32
Critical facility improvements (hardened)	5	4	3	5	1	3	5	3	1	1	31
Voluntary acquisition of buildings in hazard areas	5	4	3	5	1	2	5	1	1	4	31
Upgrade and add safety sirens	5	4	3	5	1	4	5	1	1	1	30
Debris removal in streams	5	4	3	5	1	3	5	1	1	1	29
Harden existing fire stations and EMS building	5	4	3	5	1	3	5	1	1	1	29
Fire Station to serve northwest part of county	5	4	3	5	1	2	5	1	1	1	28
Remove low water dam Blue River- Milltown	5	4	3	5	1	2	5	1	1	1	28
Wildridge/Patoka Lake safe shelter	5	4	3	5	1	2	5	1	1	1	28
Wildridge addresses and signage of streets	5	4	3	5	1	1	5	1	1	1	27

PROJECT PRIORITIZATION FOR 2018
DUBOIS COUNTY, INDIANA

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development											
Entrepreneurship facilitation (Current Blend)	1	1	2	4	7	4	5	4	4	4	36
Dubois County Business Loan Program and promotion	1	1	2	4	7	3	5	4	4	4	35
Intermodal facility study (Conexus)	1	1	2	4	6	4	5	4	4	4	35
Dubois County value added agri-business opportunities	1	1	2	4	6	3	5	4	4	4	34
Huntingburg Hospital redevelopment	1	1	2	4	6	4	4	4	4	4	34
Jasper Smithville fiber buildout	1	1	2	4	7	2	5	4	4	4	34
Huntingburg fiber optics	1	1	2	4	7	2	5	4	3	3	32
Jasper Cabinet Company redevelopment (River Centre)	1	1	2	4	4	4	5	4	3	3	31
Jasper Downtown Revitalization project	1	1	2	4	6	4	4	3	3	2	30
Jasper Technology Oriented Business Park	1	1	2	4	7	2	5	1	1	1	25
Dubois fiber optics	1	1	2	4	6	2	5	1	1	1	24
Huntingburg former service station brownfield assessment	1	1	2	4	3	1	5	3	1	1	22
Infrastructure											
Patoka Lake Regional Water & Sewer plant security fence	1	1	2	4	7	4	5	2	4	4	34
Huntingburg water project-PLRWSD trunk line	1	1	2	4	6	2	5	2	4	4	31
Holland water improvement project	1	1	2	4	2	2	5	4	4	4	29
Jasper US231 waterline improvements	1	1	2	4	6	4	5	2	1	1	27
Holland fire hydrant replacements	1	1	2	4	2	1	5	2	4	4	26
Jasper Square waterline improvements	1	1	2	4	6	2	5	3	1	1	26
Ireland water improvements	1	1	2	4	4	1	5	1	1	1	21
Jasper power plant clearance/reuse	1	1	2	4	1	1	5	2	1	3	21
Birdseye sanitary sewer	1	1	2	4	1	1	5	2	1	1	19
Huntingburg Lake dredging	1	1	2	4	1	2	5	1	1	1	19
Ireland stormwater improvements	1	1	2	4	2	1	5	1	1	1	19
Ferdinand E. 5th Street storm water and street improvements	1	1	2	4	1	1	5	1	1	1	18
Ferdinand water main from 5th Street to Monte Casino Road	1	1	2	4	1	1	5	1	1	1	18
Haysville sanitary sewer project	1	1	2	4	1	1	5	1	1	1	18
Ferdinand E 3rd Street water line	1	1	2	4	1	1	5	1	1	1	18
Huntingburg Stormwater Utility	1	1	2	4	1	1	5	1	1	1	18

PROJECT PRIORITIZATION FOR 2018
DUBOIS COUNTY, INDIANA

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Transportation											
Dubois County Airport runway ext., hangar, technology park	1	1	2	4	7	4	5	4	4	4	36
Huntingburg Rail Overpass (9th St and 14th St Improvements)	1	1	2	4	4	4	5	4	4	4	33
Resurface US231 through Huntingburg and Jasper	1	1	2	4	6	4	5	2	2	2	29
Mid-State Corridor	1	1	2	4	7	4	5	2	1	1	28
Rail improvements for Spirit of Jasper	1	1	2	4	4	4	4	1	2	4	27
Jasper Port Authority consideration	1	1	2	4	4	3	5	1	1	1	23
Jasper second pedestrian bridge over the Patoka River	1	1	2	4	2	3	5	1	1	1	21
Jasper-Extend Cherry Street to Meridian Road	1	1	2	4	2	3	4	1	1	1	20
Intersection improvements on primary county roads	1	1	2	4	1	3	4	1	1	1	19
Holland Street Improvements	1	1	2	4	2	1	4	1	1	1	18
Holland maintenance building for Street Department	1	1	2	4	1	1	4	1	1	1	17
Planning											
Ferdinand Sidewalk and Lighting Project on Main Street	1	1	2	4	2	1	4	2	4	2	23
Microfilm historic records	1	1	2	4	1	3	1	1	4	4	22
Community Facilities											
Huntingburg Market Street Park	1	1	2	4	5	4	4	3	4	4	32
Jasper Cultural Center with library and arts	1	1	2	4	6	3	3	3	4	4	31
Jasper courthouse square improvements	1	1	2	4	6	3	4	4	2	2	29
Historic Preservation of Astra Theater in downtown Jasper	1	1	2	4	4	3	2	3	4	3	27
Huntingburg Heritage Trail	1	1	2	4	4	2	2	4	4	3	27
Jasper multi-use trail extension (N St. Charles to E 15th trailhead)	1	1	2	4	2	2	2	4	4	4	26
Jasper "The Parklands" development	1	1	2	4	4	2	2	3	4	2	25
Birdseye Library Expansion	1	1	2	4	3	1	3	2	4	1	22
Dubois County Museum accessibility improvements	1	1	2	4	1	3	2	2	3	3	22
Jasper Arts Center accessibility improvements	1	1	2	4	2	4	3	1	2	2	22

PROJECT PRIORITIZATION FOR 2018
DUBOIS COUNTY, INDIANA

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Community Facilities - Continued											
Holland Downtown Revitalization	1	1	2	4	4	1	4	1	1	1	20
Huntingburg Gateway	1	1	2	4	1	1	2	3	4	1	20
Birdseye Park improvements	1	1	2	4	1	1	2	3	2	2	19
Huntingburg Northside Park	1	1	2	4	1	1	2	1	2	4	19
Ferdinand Lake Trail, shelter house & restrooms	1	1	2	4	1	1	2	2	3	2	19
Holland housing rehabilitation	1	1	2	4	2	1	3	1	1	1	17
Holland pathway connectivity throughout town	1	1	2	4	2	1	2	1	1	1	16
Haysville Park improvements (including drainage)	1	1	2	4	1	1	2	1	1	1	15
Dubois County Park trail expansion	1	1	2	4	1	1	2	1	1	1	15
Holland new Town Hall	1	1	2	4	1	1	2	1	1	1	15
Jasper ROJAC one-room school house presentation	1	1	2	4	1	1	2	1	1	1	15
Holland park improvements	1	1	2	4	1	1	2	1	1	1	15
Huntingburg playground, parking and boat dock at City Lake	1	1	2	4	1	1	2	1	1	1	15
Public Safety											
Ferdinand Fire Aerial Truck	1	1	2	4	4	1	5	3	4	4	29
Haysville Fire Truck	1	1	2	4	4	1	5	1	4	4	27
Holland police vehicle	1	1	2	4	4	1	5	1	4	4	27
Huntingburg Police Station	1	1	2	4	4	1	5	4	1	1	24
Huntingburg Relocation of Street Department	1	1	2	4	2	3	5	2	1	1	22
Storm shelter near camping and mobile home areas	1	1	2	4	2	4	5	1	1	1	22
Holland Fire Station and fire equipment	1	1	2	4	4	1	5	1	1	1	21
Birdseye Fire Station	1	1	2	4	2	4	5	1	1	1	22
Dubois County Mitigation Plan	1	1	2	4	4	1	5	1	1	1	21

PROJECT PRIORITIZATION FOR 2018
ORANGE COUNTY, INDIANA

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development											
Promote French Lick RLF to businesses	6	3	2	5	7	4	5	2	4	2	40
French Lick airport sewer improvements	6	3	2	5	7	4	5	2	4	2	40
French Lick airport private development	6	3	2	5	7	4	5	2	4	2	40
Orange County business attraction sites/buildings	6	3	2	5	7	3	5	1	1	1	34
Paoli brownfield redevelopment	6	3	2	5	4	1	5	2	1	1	30
Infrastructure											
French Lick Stormwater	6	3	2	5	1	1	5	4	4	4	35
French Lick generator	6	3	2	5	3	1	5	1	4	4	34
Prospect sanitary sewer expansion	6	3	2	5	2	2	5	1	1	1	28
Orange County stormwater (south of French Lick)	6	3	2	5	1	2	5	1	1	1	27
Paoli sanitary sewer CSO elimination	6	3	2	5	1	1	5	2	1	1	27
Paoli Stormwater	6	3	2	5	1	3	3	1	1	1	26
Orleans Water improvements	6	3	2	5	1	1	1	1	1	1	22
Paoli water plant demolition	6	3	2	5	1	1	5	1	1	1	26
Transportation											
French Lick railroad and depot improvements	6	3	2	5	5	3	5	1	1	1	32
Orange County CSX rail improvements	6	3	2	5	5	3	5	1	1	1	32
Orleans signs reflectivity inventory & replacement	6	3	2	5	1	1	5	4	1	4	32
Planning											
Orange County Housing Study	6	3	2	5	6	3	4	1	4	4	38
Orange County Mitigation Plan	6	3	2	5	2	3	5	1	4	4	35
French Lick Comprehensive Plan	6	3	2	5	1	2	4	1	4	4	32
Orleans Zoning Ordinance and zoning map	6	3	2	5	1	1	4	1	4	4	31
Paoli Zoning Ordinance and zoning map	6	3	2	5	1	1	4	1	4	4	31
French Lick codification	6	3	2	5	1	1	2	1	4	4	29
West Baden Springs codification	6	3	2	5	1	1	2	1	4	4	29
Orange County 4-H site analysis	6	3	2	5	1	3	3	1	1	1	26
Orleans Tree City designation	6	3	2	5	1	1	1	1	1	1	22

PROJECT PRIORITIZATION FOR 2018
ORANGE COUNTY, INDIANA
PAGE 2 OF 2

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Community Facilities											
Orange County First Chance Center Improvements	6	3	2	5	5	4	4	3	4	2	38
Orleans Gateway Project	6	3	2	5	2	2	1	1	1	1	24
Orleans Town Hall/Community Room	6	3	2	5	2	1	2	1	1	1	24
Paoli walking bridge and paths	6	3	2	5	2	1	2	1	1	1	24
Public Safety											
Orleans Fire Station	6	3	2	5	2	1	5	2	4	4	34
Orange County Sheriff vehicle	6	3	2	5	2	3	5	1	1	4	32
Orleans Ladder Truck	6	3	2	5	4	1	5	1	1	4	32
Paoli police equipment (2 speed monitor trailers)	6	3	2	5	2	1	5	1	1	4	30
Paoli Police Vehicle	6	3	2	5	2	1	5	1	1	4	30
Orleans Lake and drainage improvements	6	3	2	5	2	2	5	1	1	1	28
French Lick emergency sirens	6	3	2	5	2	1	5	1	1	1	27
French Lick Fire Truck	6	3	2	5	1	1	5	1	1	1	26
Orleans flood acquisition project	6	3	2	5	1	1	5	1	1	1	26

PROJECT PRIORITIZATION FOR 2018
PERRY COUNTY, INDIANA

Projects	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development											
Industrial Park Riverview development along Switzer Road	4	3	3	5	7	4	5	4	3	3	41
Perry County Innovation Center	4	3	3	5	7	3	5	1	4	3	38
Brownfield Assessments	4	3	3	5	2	3	5	3	4	4	36
Industrial Park North development at I64 and SR37	4	3	3	5	7	4	5	1	1	1	34
Industrial development at I64 and SR145	4	3	3	5	7	4	5	1	1	1	34
Cannelton Schwab Safe factory sale	4	3	3	5	7	2	5	1	1	1	32
Brownfield Remediation, Can-Clay and other sites	4	3	3	5	2	3	5	1	1	1	28
Infrastructure											
Cannelton CSO improvements	4	3	3	5	1	2	5	4	4	4	35
Tell City Water and Fire flow improvements, Pump Station, 12" Main	4	3	3	5	5	2	5	3	4	1	35
Troy sewer improvements (lift station complete)	4	3	3	5	1	2	5	2	4	4	33
Tell City stormwater rate and improvement study/flood pumps	4	3	3	5	1	2	5	1	4	4	32
Cannelton stormwater improvements	4	3	3	5	1	2	5	1	4	1	29
Transportation											
Tell City River Port improvements for access to SR66	4	3	3	5	7	4	5	1	4	3	39
Cannelton to Hatfield-widen SR66 to four lanes	4	3	3	5	7	4	5	1	2	3	37
Perry County Airport runway extension	4	3	3	5	7	4	5	1	1	1	34
Perry County sign inventory and replacement project	4	3	3	5	1	4	5	3	1	4	33
Squirrel Road reconstruction from SR66 to Troy Ridge Road	4	3	3	5	7	3	5	1	1	1	33
Cannelton Perry County entryway signage	4	3	3	5	4	3	5	1	1	1	30
Anderson River rail bridge replace/rehabilitation	4	3	3	5	2	3	5	1	1	1	28
Branchville Cemetery retaining wall	4	3	3	5	1	3	5	1	1	1	27
Access road to 4-H facility	4	3	3	5	2	3	3	1	1	1	26
Tell City connector road to Spring Road	4	3	3	5	2	3	3	1	1	1	26

PROJECT PRIORITIZATION FOR 2018
PERRY COUNTY, INDIANA

Projects	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Planning											
Perry County Solid Waste recycling program	4	3	3	5	1	3	4	4	4	3	34
I64/SR37 interchange Commercial and Land Usage study/planning	4	3	3	5	7	4	5	1	1	1	34
I64/SR145 interchange Commercial and Land Usage study/planning	4	3	3	5	7	4	5	1	1	1	34
Troy Zoning Ordinance update to include newly annexed area	4	3	3	5	2	2	4	1	4	4	32
Potable water to unserved areas of Perry County, Tobin Township & others	4	3	3	5	3	3	5	1	1	1	29
Greenway trail connecting Cannelton, Tell City, Troy to Lincoln Ferry Park	4	3	3	5	4	4	2	1	1	1	28
Perry County Park and Recreation Master Plan	4	3	3	5	1	3	2	1	1	4	27
Tell City South Main and 9th Streets neighborhood development plan	4	3	3	5	1	1	4	1	1	1	24
Perry County Port Authority former Manufacturing Facility Multi-use Plan	4	3	3	5	1	1	4	1	1	1	24
Troy Downtown Revitalization	4	3	3	5	1	1	4	1	1	1	24
Community Facilities											
Tell City Downtown revitalization extension/gateways	4	3	3	5	6	1	4	1	4	1	32
Perry County Museum Historic Preservation	4	3	3	5	4	3	2	2	4	1	31
Cannelton downtown revitalization	4	3	3	5	6	2	4	1	1	1	30
Tell City façade program	4	3	3	5	6	2	4	1	1	1	30
Perry County Community Center	4	3	3	5	1	3	3	1	1	1	25
Tell City Boat Ramp	4	3	3	5	1	4	2	1	1	1	25
Tell City sports complex	4	3	3	5	3	2	2	1	1	1	25
Rickenbaugh House Historic Preservation HNF	4	3	3	5	1	3	2	1	1	1	24
Tell City Riverfront entertainment area	4	3	3	5	1	3	2	1	1	1	24
Rome Courthouse/Community Bldg Historic Preservation	4	3	3	5	1	3	2	1	1	1	24
Tell City splash park	4	3	3	5	3	1	2	1	1	1	24
Perry County Annex at Cannelton demolition, site enhancement	4	3	3	5	2	2	5	1	1	1	27
Perry County Port Authority former Manufacturing Facility façade renovation	4	3	3	5	2	2	5	1	1	1	27
Cannelton Community Center	4	3	3	5	1	1	3	1	1	1	23
Cannelton Splash Park	4	3	3	5	1	1	2	1	1	1	22
Public Safety											
Perry County Port Authority perimeter fence	4	3	3	5	5	4	5	3	2	2	36
Central Perry Fire Dept pumper fire truck	4	3	3	5	2	3	3	4	4	4	35
Tell City generators near the floodwall	4	3	3	5	2	2	5	3	4	3	34
Perry County ambulance north	4	3	3	5	2	3	5	1	1	4	31
Troy generator	4	3	3	5	2	1	5	1	1	4	29
Troy new fire hydrants	4	3	3	5	4	1	5	1	1	1	28
Tell City/Troy Twp. Fire Station	4	3	3	5	2	2	5	1	1	1	27

PROJECT PRIORITIZATION FOR 2018
PIKE COUNTY, INDIANA

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development											
PC Entrepreneurship & technology center construction	3	3	3	5	7	4	5	3	1	4	38
Pike County industrial park development	3	3	3	5	5	4	5	2	3	1	34
Petersburg water project to support Solar Sources	3	3	3	5	7	4	5	2	1	1	34
Infrastructure											
Stendal water improvements (Holland water)	3	3	3	5	2	2	5	4	4	4	35
Spurgeon sanitary sewer project	3	3	3	5	4	2	5	2	3	1	31
Pike County expansion of water to rural areas	3	3	3	5	4	3	5	1	1	1	29
Winslow sewer improvements project and generator	3	3	3	5	4	1	5	2	1	1	28
Winslow stormwater	3	3	3	5	4	1	5	2	1	1	28
Transportation											
Rail access to industrial park	3	3	3	5	5	4	5	1	1	1	31
Winslow Safe Routes to Schools sidewalks	3	3	3	5	1	1	5	1	1	1	24
Planning											
Pike County housing plan	3	3	3	5	6	3	3	1	1	4	32
Petersburg comprehensive plan	3	3	3	5	4	1	5	1	1	4	30
Petersburg water plan	3	3	3	5	4	1	5	1	1	4	30
Petersburg sewer plan	3	3	3	5	4	1	5	1	1	4	30
Pike County zoning ordinance	3	3	3	5	1	3	4	1	1	4	28
Winslow Downtown Revitalization	3	3	3	5	4	1	4	1	1	1	26
Petersburg park plan	3	3	3	5	1	1	2	1	1	4	24
Winslow annexation	3	3	3	5	1	1	4	1	1	1	23
Community Facilities											
Petersburg Façade/Revitalization Program	3	3	3	5	6	1	4	1	1	1	28
Winslow health care facility	3	3	3	5	3	1	4	1	1	1	25
Petersburg housing improvements	3	3	3	5	2	1	3	1	1	1	23
Petersburg Senior/ Community Center	3	3	3	5	1	1	3	1	1	1	22
Petersburg clearance project	3	3	3	5	2	1	2	1	1	1	22
Spurgeon sidewalk project	3	3	3	5	2	1	2	1	1	1	22
Winslow senior housing	3	3	3	5	1	1	3	1	1	1	22
Spurgeon Park and Recreation improvements	3	3	3	5	1	1	2	1	1	1	21

PROJECT PRIORITIZATION FOR 2018
PIKE COUNTY, INDIANA

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Public Safety											
Pike County MHMP update	3	3	3	5	2	3	5	1	1	4	30
Pike County additional sheriff deputy	3	3	3	5	2	3	5	1	1	4	30
Pike County Ambulance	3	3	3	5	2	3	5	1	1	4	30
Petersburg ladder truck-AFG	3	3	3	5	2	2	5	1	1	4	29
Lockhart Fire Truck	3	3	3	5	1	2	5	1	1	4	28
North Patoka Fire Truck	3	3	3	5	1	2	5	1	1	4	28
Jefferson Twp Fire Station	3	3	3	5	2	2	5	2	1	1	27
North Patoka Fire Station	3	3	3	5	2	2	5	1	1	1	26
Spurgeon Fire Station	3	3	3	5	2	1	5	1	1	1	25

PROJECT PRIORITIZATION FOR 2018
SPENCER COUNTY, INDIANA
PAGE 1 OF 2

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Economic Development											
Dale Industrial Park infrastructure improvements	2	2	3	4	7	3	5	1	1	1	29
LEDC Commerce Park infrastructure Development	2	2	3	4	7	3	5	1	1	1	29
Spencer County port development	2	2	3	4	6	4	5	1	1	1	29
Rockport broadband/fiber installation	2	2	3	4	7	2	5	1	1	1	28
Rockport Downtown Revitalization	2	2	3	4	6	2	4	2	2	1	28
Evanston site remediation	2	2	3	4	4	3	5	1	1	1	26
Rockport Barmet site remediation	2	2	3	4	5	2	5	1	1	1	26
Chrisney Downtown Redevelopment	2	2	3	4	6	1	4	1	1	1	25
Construct replica of Lincoln City Depot	2	2	3	4	4	3	2	1	1	1	23
Infrastructure											
Santa Claus double capacity of water plant	2	2	3	4	4	3	5	1	1	1	26
Dale / Santa Claus water connection	2	2	3	4	4	2	5	1	1	1	25
Richland stormwater	2	2	3	4	2	1	5	1	4	1	25
Dale sanitary sewer planning grant and improvements	2	2	3	4	4	1	5	1	1	1	24
Dale stormwater improvements	2	2	3	4	4	1	5	1	1	1	24
Grandview drill new water well	2	2	3	4	4	1	5	1	1	1	24
Rockport sewer	2	2	3	4	4	1	5	1	1	1	24
Rockport water	2	2	3	4	4	1	5	1	1	1	24
Chrisney water improvements	2	2	3	4	4	1	5	1	1	1	24
Chrisney sewer improvements	2	2	3	4	4	1	5	1	1	1	24
Santa Claus upgrade sewer lift stations	2	2	3	4	4	1	5	1	1	1	24
Dale former water plant demolition	2	2	3	4	4	3	5	1	1	1	26
Rockport stormwater	2	2	3	4	2	1	5	1	1	1	22
Transportation											
Rockport Lincoln Avenue sidewalk/street improvements	2	2	3	4	4	4	5	4	4	4	36
Rockport Washington Street sidewalk/street improvements	2	2	3	4	4	1	5	4	4	4	33
Hoosier Southern Railroad spur near Santa Claus Industrial Park	2	2	3	4	4	4	5	4	3	1	32
Interstate 64 Corridor Plan	2	2	3	4	6	4	4	1	1	4	31
Highway 66 four-lane (from Cannelton to Hatfield)	2	2	3	4	7	4	5	1	1	1	30
Fulda Shortcut - widen road	2	2	3	4	4	4	5	1	1	1	27
Mid-State Corridor	2	2	3	4	7	1	5	1	1	1	27
Spencer County RR overpass central part of county	2	2	3	4	4	4	5	1	1	1	27
Richland street improvements	2	2	3	4	4	1	5	1	1	1	24
Slide correction of SR66 east of Grandview/west of Troy	2	2	3	4	2	1	5	1	1	1	22
Rockport Main Street street/sidewalk improvements	2	2	3	4	2	1	5	1	1	1	22

PROJECT PRIORITIZATION FOR 2018
SPENCER COUNTY, INDIANA

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
Planning											
County-wide Stormwater Project implementation	2	2	3	4	2	3	5	1	1	1	24
Santa Claus Eastside trail	2	2	3	4	4	3	2	3	3	2	28
Spencer County Comprehensive Plan	2	2	3	4	4	3	4	1	1	4	28
Spencer County Housing Plan	2	2	3	4	4	3	4	1	1	4	28
Chrisney water	2	2	3	4	4	1	5	1	1	1	24
Chrisney sewer	2	2	3	4	4	1	5	1	1	1	24
Spencer County Park & Recreation Master Plan	2	2	3	4	1	3	4	1	1	4	25
Santa Claus/Ferdinand trail connection	2	2	3	4	4	4	2	1	1	1	24
Dale Comprehensive Plan	2	2	3	4	2	2	4	1	1	1	22
Rockport 5 year Comprehensive Plan	2	2	3	4	2	2	4	1	1	1	22
Rockport Park 5 year Comprehensive Plan	2	2	3	4	2	2	4	1	1	1	22
Rockport Blight Elimination Plan	2	2	3	4	2	2	4	1	1	1	22
Community Facilities											
Discovery Trail-Lincoln City to Santa Claus	2	2	3	4	4	4	2	3	4	3	31
Rockport Downtown Park	2	2	3	4	4	2	2	4	4	1	28
Lincoln Pioneer Village Museum enhancements	2	2	3	4	4	4	2	2	2	1	26
Spencer County Health Clinic	2	2	3	4	4	4	4	1	1	1	26
Dale Lake dredging, boat ramp, fishing pier and access	2	2	3	4	1	2	2	1	4	4	25
Dale Community Center-energy efficiency	2	2	3	4	1	1	3	2	3	3	24
St. Meinrad Park improvements	2	2	3	4	4	1	2	2	1	1	22
Rockport Housing	2	2	3	4	3	1	3	1	1	1	21
Richland Park improvements	2	2	3	4	1	1	2	1	3	1	20
Chrisney street and sidewalk improvements	2	2	3	4	2	1	2	1	1	1	19
Chrisney Youth Center	2	2	3	4	1	1	3	1	1	1	19
Rockport Park Walking Paths/Splash Park	2	2	3	4	1	2	2	1	1	1	19
Chrisney Lake fishing enhancements	2	2	3	4	1	1	2	1	1	1	18
Rockport drainage improvements at City Park	2	2	3	4	1	1	2	1	1	1	18
Rockport blight elimination	2	2	3	4	1	1	2	1	1	1	18
Rockport downtown façade grant	2	2	3	4	1	1	2	1	1	1	18
Public Safety											
Santa Claus Fire Ladder Truck	2	2	3	4	4	3	5	4	4	4	35
Grandview Fire Dept. First Responder Vehicle	2	2	3	4	2	2	5	1	1	4	26
Spencer County Coroner mobility vehicle	2	2	3	4	1	3	5	1	1	4	26
Juvenile Detention Education and Intervention	2	2	3	4	2	2	5	1	1	1	23
Gentryville/Jackson Township Fire Station	2	2	3	4	2	2	5	1	1	1	23
Grandview storm sirens	2	2	3	4	2	2	5	1	1	1	23
Santa Claus siren project	2	2	3	4	2	2	5	1	1	1	23

PROJECT PRIORITIZATION FOR 2018
REGION

Project	Un-Employment	Median Income	Commuting Patterns	Population Growth	Goals	Spatial Impact	Project Category	Matching Funds	PER	ER	TOTAL
ADA Transition Planning											0
Airport Improvements											0
Business Revolving Loan Fund											0
Cannelton to Hatfield-widen SR66 to four lanes											0
CEDS Strategic Planning											0
Clean-up of Brownfields											0
Energy Efficiency											0
Expansion of Telecommunication and Broadband Infrastructure											0
Ferdinand to Santa Claus trail connection											0
Hazard Mitigation											0
Identification of Brownfields											0
Infrastructure Improvements											0
Manufacturing Analysis and Advancement											0
Mid-State Corridor											0
Patoka Lake Regional Water and Sewer District Expansions											0
Promote Tourism											0
Rail Improvements											0
Retention and Creation of Jobs											0
Storm Shelters and Sirens											0
Tell City Depot/Lincoln City Hoosier Southern rail spur											0
Transportation Infrastructure Improvements											0
Transportation Planning and Asset Management											0
Transportation Safety Improvements											0
Help businesses succeed											
Enhance regional connectivity											
Enhance regional quality of life											
Attract tourists & enhance arts											
Promotion of regional Stellar program											

Appendix F – 2017 Newsletter: Year in Review

INDIANA 15 REGIONAL PLANNING COMMISSION
221 E First Street
Ferdinand, IN 47532
812-367-8455 Fax: 812-367-8171
staff@ind15rpc.org

2017

Indiana 15 Board Members for 2017

Crawford County

Mr. Morton Dale, County	812-739-2415
Mr. Bill Breeding, County	812-633-4493
Ms. Patricia Hahus, Alton	812-719-9245
Mr. Michael Benham, English	812-338-2800
Mr. Whitney Timberlake, **Chair**, L'Worth*	812-739-4528
Mr. Michael Haverstock, Marengo	812-365-2121
Mr. Bill Byrd, Milltown*	812-633-4494

Orange County

Mr. Don Brewer, County	812-936-4491
Mr. Rudy Freeman, County*	812-936-2249
Mr. Matt Henderson, County	812-723-0010
Mr. Jim Springer, French Lick	812-936-4101
Mr. Mike H. Fields, Orleans	812-865-2547
Mr. Gary Barnett, Paoli	812-723-2491
Ms. Ann Pinto, West Baden Springs	812-401-0473

Pike County

Mr. Brian Davis, County	812-354-3760
Mr. Edwin Boyd, County	812-354-8893
Mr. Mike Goodpaster	812-354-6584
Mr. Todd Meadors, County	812-354-7650
Ms. Fran Lewis, Petersburg*	812-354-9791
Mr. Ronald Beadles, Spurgeon	812-789-3054
Mr. Jeff Bolin, Winslow	812-789-2160

Governor's Appointee

Stephen Bartels, Indiana*	812-446-1326

Dubois County

Mr. Nick Hostetter, County	812-661-7397
Ms. Charmian Klem, County	812-683-4265
Ms. Timothy Lehr, Huntingburg	812-827-3105
Mr. Greg Schnarr, Jasper	812-630-8744
Mr. Clyde Huff, Birdseye	812-389-2419
Ms. Beverly Schulthise, **Treasurer**, Ferdinand*	812-367-1470
Mr. Michael V. Ellis, Holland*	812-536-5800

Perry County

Mr. Larry James, County	812-719-8447
Mr. Calvin Cash III, County	812-836-4709
Mr. Thomas Hauser, County*	812-836-2312
Ms. Tara Damin, **Secretary**, County*	812-608-0617
Mr. Joe Hermann, Cannelton	812-547-5503
Mr. Chris Cail, Tell City	812-547-3109
Mr. Bernard Linne, Troy	812-772-2746

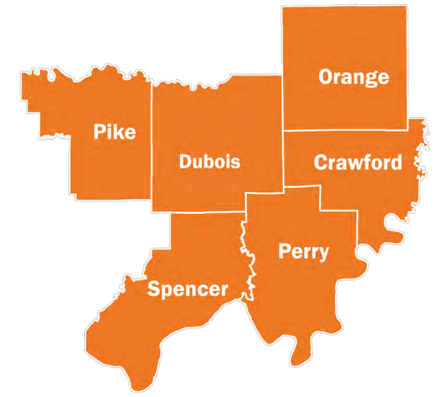
Spencer County

Mr. Al Logsdon, **Vice-Chair**, County*	812-544-2898
Mr. Todd Ruxer, County	812-357-2650
Ms. Gay Ann Harney, Rockport*	812-649-2242
Mr. Mason Seay, Chrisney	812-686-3797
Mr. Don Wertman, Dale	812-937-2613
Mr. Angie Fischer, Grandview	812-686-1403
Mr. Michael Johannes, Santa Claus	812-544-2127

*Executive Board Member

STAFF MEMBERS

Lisa Gehlhausen	Executive Director	lisa@ind15rpc.org
Nathan Held	Senior Project Administrator	nathan@ind15rpc.org
Cheri Taylor	Project Assistant	ctaylor@ind15rpc.org
Sarah Kinder	Financial Administrator	sarah@ind15rpc.org
Nick Goodwin	Technical Services Specialist	ngoodwin@ind15rpc.org



INDIANA 15 REGIONAL PLANNING COMMISSION NEWS

2017 Year In Review

In this Issue

Executive Director's Notes

Thank you to those who have made 2017 a success!

The Indiana 15 Regional Planning Commission strives to strengthen local governments and communities related to community and economic development. This newsletter reviews some of the projects we partnered on during the past year. None of this would be possible without the cooperation among the local units of government, our Board of Directors and you.

A sincere thank you to all our Board of Directors and especially Whitney Timberlake, appointed by the Town of Leavenworth, for serving as Indiana 15 Regional Planning Commission's Chairperson for 2017.

The Board of Directors is made up of 43 members appointed by units of local government in the counties of Crawford, Dubois, Orange, Perry, Pike, and Spencer Counties. (The 2017 Board of Directors are listed on the back page of this newsletter). Members are certified annually with the terms expiring December 31 of each year. The majority of the board is local elected officials.

We want to recognize the Board of Directors' unique commitments to helping Indiana 15 and their respective communities. We see many reasons to be hopeful about the future of this region and look forward to serving you in 2018.

Everyone at the Commission wishes you a happy and prosperous new year!

Lisa Gehlhausen
Executive Director

New Employee

The Indiana 15 Regional Planning Commission has a new Technical Services Specialist. Nick Goodwin joined Indiana 15 RPC in March.

Nick is responsible for performing traffic counts and preparing/ updating base and zone maps of communities within the region utilizing our in-house GIS software. He also performs administrative and financial management duties relative to the transportation grants.

Prior to his arrival at Indiana 15, Nick worked as a GIS Analyst. He graduated from Illinois State University in Normal, Illinois with a Bachelor of Science degree, majoring in Geography.

Nick is a life-long St. Louis Cardinals fan. Welcome to the team Nick!

2017 College Intern

Cameron Mendel, from Jasper, attends Indiana University in Bloomington. He is majoring in Human Resource Management through the School of Public and Environmental Affairs.

Cameron completed a 2017 summer internship with Indiana 15 RPC. During his internship, he drafted an update to the Indiana 15 Personnel Manual. He also assisted with the Orleans Code Book project.

Cameron also helped with traffic counts and gathering traffic data for Indiana 15.

CEDS

The Comprehensive Economic Development Strategy (CEDS) is prepared by Indiana 15 RPC to analyze the economy of the region. This strategy is used to define goals and objectives of our communities. The CEDS is designed to develop a regional plan of action by integrating the region's human and physical capital planning in the service of economic development. This planning provides the flexibility to utilize regional unique advantages to maximize economic opportunity for residents.

A CEDS must be the result of a continuing economic development planning process developed with diverse public and private sector participation, and must set forth goals and objectives necessary to solve economic development problems of the region and clearly define the metrics of success. Indiana 15 will be appointing a CEDS Strategy Committee to represent the main economic interests of the Region soon. Private sector, public officials, community leaders, workforce development, higher education, minority and labor groups, and private individuals are being sought to represent the Region. Please give us a call if you are willing to serve on the CEDS Strategy Committee.

Various funding agencies look at the CEDS for a prioritization process of regional needs. The CEDS is used to assess where the region is economically, where we want to be, and how we get there.

The 2018 Annual CEDS Performance Report is due April 30, 2018. Each community is being requested to submit prioritized projects before February 14, 2018.

Crawford County Revolving Loan Fund

The Crawford County Revolving Loan Fund (RLF) has assisted 24 loan clients in creating or saving an estimated 92 jobs within Crawford County. Since the RLF was founded in 1999, the fund has loaned out more than $1,118,500 and has leveraged over $2 million in private investment.

The RLF exists to help entrepreneurs start, expand, or retain businesses in Crawford County. RLF loan recipients are expected to increase investment and disposable revenue in the county and further enhance possibilities for related industry and job opportunities. All RLF loan recipients are required to produce or retain at least one job for each $10,000 to $20,000 of RLF investment.

The RLF usually provides the "gap" financing needed to induce local financial institutions to complete a financing package. RLF clients must contribute at least 10% equity, and working capital loans are limited to 50% of total project cost. RLF financing is in the form of a direct loan to an individual or business at variable rates.

The Crawford County Board of Commissioners works with Indiana 15 Regional Planning Commission to administer and provide technical assistance to the fund. More information about the program can be found at:
www.selectcrawfordcounty.com/business/incentives

Ferdinand Old Town Lake Trail

Indiana 15 RPC assisted the Ferdinand Park Board in securing $200,000 in grant funds from the Land and Water Conservation Fund program. The Park Board is also providing a $200,000 match.

The Ferdinand Park and Recreation Board will construct a one-mile walking path around the Ferdinand Old Town Lake, add new restroom facilities, a shelter and parking area. The Old Town Lake is located at East 14th Street.

CDBG Training

Indiana 15 Regional Planning Commission has three Community Development Block Grant certified grant administrators on staff—Lisa Gehlhausen, Nathan Held, and Cheri Taylor. Our continued accreditation ensures proper implementation and administration of the Office of Community & Rural Affairs' federally-funded CDBG program and benefits the six-county region.

Leavenworth Police Car

The Town of Leavenworth received $50,000 in funding from the United States Department of Agriculture—Rural Development for a new police car. The grant funds were matched with $17,482.47 in local funds and $1,275 in Department of Justice grant funds. The new car replaces a 2003 car that had high mileage and steering issues, and had also been used by two previous police departments before coming to Leavenworth.

Community Crossings

The six-counties that make up the Indiana 15 RPC region were awarded nearly $7.8 million in Community Crossings funds. The total funds received for use on roads and bridges are:

Chrisney—$139,464
Dale—$15,483
Dubois Co.—$631,347
Ferdinand—$445,440
French Lick—$670,000
Gentryville—$76,061
Grandview—$65,481
Huntingburg—$396,198
Jasper—$1,000,000
Leavenworth—$86,527
Orange Co.—$477,962
Orleans—$387,534
Paoli—$229,898
Perry Co.—$572,893
Pike Co.—$566,318
Richland—$188,332
Rockport—$410,380
Santa Claus—$130,556
Spencer Co.—$670,000
Tell City—$693,242
Troy—$126,282

Pictured are: Joe McGuinness-INDOT Commissioner, Jim Seiler-Spencer County Commissioner, Governor Eric Holcomb and Al Logsdon-Spencer County Commissioner

System Award Management

SAM numbers are __FREE__ and extremely important!

Applications for grant funds require communities to have a System for Award Management (SAM) number. SAM.gov is the official ***free***, government-operated website to obtain this number. **There is __NO__ charge to register your entity on SAM.gov.**

If your community already has a SAM number, it needs to be updated annually. Please check the status of your number well in advance of the grant application submission deadline.

Not sure if your community has a SAM number? A search engine is available on the official website - **https://www.sam.gov**. Please have your DUNS number readily available before you start the registration process.

For help registering for a SAM number, please contact the Federal Service Desk at https://www.fsd.gov/ or call 866-606-8220, or call our office.

Code Book Updates

Cannelton, Jasper, Orleans, Petersburg and Spurgeon received updates to their respective code books by Indiana 15 in 2017.

If your community would like a quote on Indiana 15 RPC updating your Code Book, please call Lisa Gehlhausen at 812-367-8455.

Income Surveys

Income surveys by various communities are used to determine eligibility for CDBG Grant Funding. If you have received an income survey, please complete and return to our office for tabulation. These surveys are very important!

Indiana 15 Regional Planning Commission prepared income surveys for the communities of Birdseye/Jefferson Township, Chrisney, Grandview, and Tell City in 2017.

Rockport Historic Preservation

The City of Rockport was awarded $500,000 to historically preserve the former auto parts building located along it's Main Street. The building was constructed in 1870 as a grocery during the time of the emerging interurban railroad. Rockport matched the funds with $53,719 in local funds and $2,781 from the Spencer County Community Foundation.

The City of Rockport has watched four buildings torn down within two blocks of this building since the fall of 2015 due to the threat of public safety. They had a feasibility project to investigate whether this building was salvageable and was so excited to find out that it could be saved.

The building has always held a retail establishment where the community gathered and the City wants to give an entrepreneur the opportunity to bring it to life again.

Pictured are: Lt. Governor Suzanne Crouch, Connie Hargis-Rockport Council President, Gay Ann Harney-Mayor, Cheri Taylor-Indiana 15 RPC, Jodi Golden-Executive Director-OCRA

Paoli Wastewater

The Town of Paoli was awarded $500,000 to rehabilitate a main sewer line connecting the collection system to the treatment plant. The Town of Paoli will use Cured-in-Place Pipe liner for 4,250 linear feet of pipe, replace two manholes to grade, rehabilitate another manhole, raise two manholes to grade and inspect problem areas with CCTV.

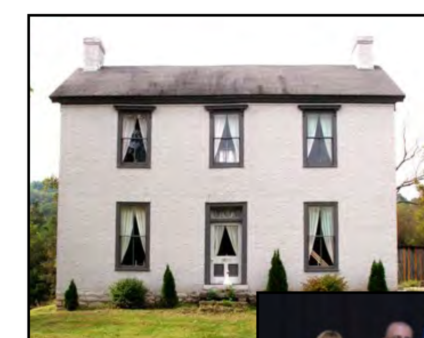
This project will allow the Town to remain on course with an agreed order with Indiana Department of Environmental Management concerning Combined Sewer Overflows.

Proctor House Preservation

Crawford County and the Crawford County Historical and Genealogical Society was awarded $324,000 to historically preserve the Proctor House in Marengo. The Proctor House is the only building in Crawford County on the National Register and is in need of preserving. The Historical Society matched the funds with $16,000 from the Crawford County Community Foundation and $20,000 from fundraising.

The Federal-style house was built in the 1830's. The limestone and log timber floor joists used for the house were harvested from the property. Clay bricks were also fired on-site for the house. William Proctor (one of the families) also operated a post office, Leavenworth-Indianapolis stage coach stop and a store business out of the house throughout the years. The house sits along the New Albany-Vincennes Trace, the most popular travel route at the time it was built.

Once the house is restored, the Historical Society plans to stage it as it would have been in the 1800's and operate it as a museum for tours.



Pictured are: Lt. Governor Suzanne Crouch, Bill Piper Crawford County Historical & Genealogical Society-President, Carol Tomlinson-CCHGS-Secretary Cheri Taylor-Indiana 15 RPC, Jodi Golden-Executive Director-OCRA

IARC Award

Indiana 15 RPC was awarded the 2017 Improving the Quality of Public Infrastructure Award at the Indiana Association of Regional Council's (IARC) Annual Conference. Indiana 15 RPC was recognized for their efforts in assisting the Town of Paoli with their infrastructure needs. The Town of Paoli worked with Indiana 15 RPC and Commonwealth Engineers to identify and prioritize the needed improvements for all three town utilities.

Indiana 15 RPC also assisted the town to secure funding to pay for all the needed improvements. Since 2009, the Town has undertaken almost $3 million in utility projects and has multiple projects planned through 2019. Indiana 15 RPC realizes that the individual projects in Paoli are no different than any other small community in Indiana; however the cumulative impact is significant.

Region wide, Indiana 15 RPC can lift the Town of Paoli up as an example of community momentum and how knowing the needs, prioritizing those needs and staying focused will allow a community to accomplish a great deal in a short amount of time.

EDA Planning Grant

Indiana 15 Regional Planning Commission receives $192,628 in planning funds from EDA for a three-year period ($64,209 annually). This must be matched dollar for dollar by the District. The per capita fees collected by each county are used to match the EDA award. These funds are used to prepare the Comprehensive Economic Development Strategy (CEDS), write grant applications for our member governments, pay mileage to board meetings, training, and other economic and community planning activities.

The citizens and their officials in the region realize the quality and long-term benefits of regional planning.

Pictured are: Greg Jones-Chairman of IARC; Nathan Held-Sr. Project Administrator-Indiana 15 RPC; Eric Parsley-Commonwealth Engineers; Mike Harkness-Town of Paoli; Jeanette Tamayo-Chicago Regional Director-Economic Development Administration; Amy Morris-Paoli Clerk-Treasurer; and Lisa Gehlhausen-Executive Director-Indiana 15 RPC.

Huntingburg Market Street Park

The Huntingburg Market Street Park Steller Project held a groundbreaking on September 26, 2017. Construction is set to be completed by July, 2018.

Pictured are: Ted Seger; John Mundy; Cory Menke; Clayton Boyles; Mayor Denny Spinner; Jodi Golden; and Rachel Steckler.

GIS User Group Hosted

Indiana 15 hosted the Southwest Indiana GIS User Group on August 22, 2017. Twenty-six people attended the meeting which centered around drones and how they relate to Geographic Information Systems (GIS). Live demonstrations were given outside the building. Presentations included persons from: Epic Imagery, Precision Capture, Frontier Geospatial and Vanderburgh County EMA.

Kent Park with Woolpert, also gave an update on the progress of the statewide imagery and Lidar across the State of Indiana.

Traffic Counts

The Commission partnered with the Indiana Department of Transportation to provide traffic count data on the non-state-owned federal aid route stations. This year, 19 counts were completed in Pike County and 32 counts were completed in Dubois County. This was the final year of this 3-year contract.

The vehicle volume and classification data is used for state planning and other activities. All our traffic count data can now be viewed on the interactive map at:

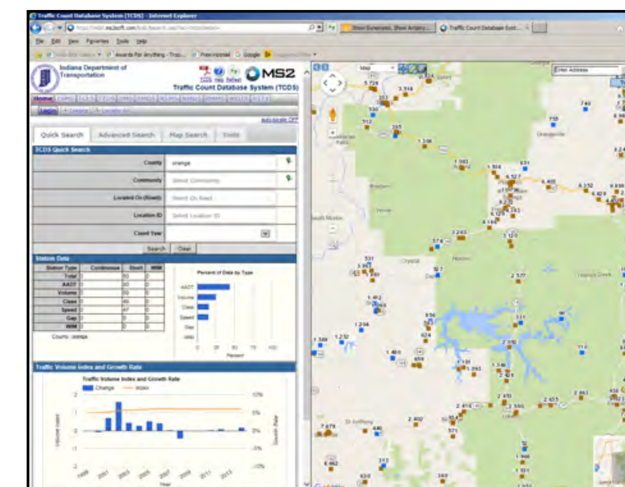
http://indot.ms2soft.com/tcds/

INDOT Transportation Planning

In the spring of 2017, Nick Goodwin with the assistance of fellow staff, conducted 29 traffic counts on locally maintained roads on the functional classification system in Pike County. Also, 31 at-grade railroad crossings received a railroad inventory, a collection of data about the safety features of the rail. Twenty of the 31 railroad crossings also received a traffic count.

The traffic counts are part of a grant from the Indiana Department of Transportation's Small Urban and Rural Transportation Planning Grant. Counts are underway in Dubois County for the 2017-2018 grant.

In addition to traffic counts, planning support to local governments as well as a base map of the Town of Milltown is included with the 2017-2018 grant.



Rockport Art Park

The City of Rockport was awarded a $50,000 Place Based Investment Fund grant to construct a park in their downtown. The park will include a gazebo, sidewalks, benches, public art installations, a water feature, lighting and electrical.

The City and the Association for a Better Rockport worked with an artist on a mural last year that serves as a backdrop for the park. Upon completion, the Art Park will be a go-to place for hosting community events, parties and celebrations. With these improvements, the City is hoping to create a stronger social connection to increase and lengthen downtown visitation which will positively impact the local economy and enhance the historic area where Rockport began.

The City is matching the grant funds with $62,579.30 cash match and $25,000 in-kind.

Dale Wastewater Plan

The Town of Dale received a $35,000 grant to study their entire wastewater collection system. The study will evaluate the current system and processes, offer alternatives along with cost estimates, and give a recommended course of action for the Town.

The wastewater plant was built in 1989 with some upgrades in 2003. The system has old clay pipes installed in 1964 that are broken allowing ground water to intrude during rain events. The Town is seeking solutions through this study.

The Town contributed $5,000 to the study.

Cannelton Stormwater

The City of Cannelton was awarded a $35,000 grant to perform a Stormwater Utility Study. The study will focus on areas that experience regular flooding.

Areas of the city are experiencing flooded roads and yards and collapsed drainage tiles.

The study will detail the existing facilities and their condition, health and safety concerns, the current system operation and management and any future growth concerns. After studying current issues, the plan will detail alternatives along with costs estimates of each alternative.

The City of Cannelton contributed $5,000 local match to the project.

Parklands of Jasper

The Jasper City Park and Recreation Board received a Indiana Department of Natural Resources Land and Water Conservation Fund Program grant in the amount of $200,000. The funds will be used to construct multi-use pedestrian and bicycling paths.

This project is a priority in the five-year Park and Recreation Master Plan. The City of Jasper contributed a local match of $200,000 for this project.

Pike County Entrepreneurship and Technology Center

The Pike County Progress Partners, Inc. was awarded $787,500 from the Economic Development Administration to construct a new 9,400 (approximately) square foot Entrepreneurship and Technology Center. The center will include co-working space, makers space, and training space with offices and a conference room. Construction will also include storm sewer, water main, sanitary sewer improvements, parking lot, access roadways and related appurtenances.

The center will be used for start-up companies, transition employment and entrepreneurship. Progress Partners, Inc. is also contributing $537,500 in local funds to this project.

2017 RETURN ON INVESTMENT

County Investment		State/Fed Funds Awarded
$4,821	Crawford	$506,624
$18,850	Dubois	$3,053,408
$8,928	Orange	$518,950
$8,702	Perry	$2,090,950
$5,780	Pike	$806,450
$9,428	Spencer	$1,262,284
$56,509	**Total**	**$8,238,666**

Marengo Study

The Town of Marengo was awarded $30,000 for a study on the wastewater utility. The treatment plant was built in 1983, with additions in 1996 and improvements in 2000. The collection system was also installed in 1983.

The engineers gathered residential input during two public meetings and studied the entire wastewater system.

The study resulted in the recommendation of five alternatives to be considered. The Town is proceeding with an application to make improvements to the treatment plant and one of the pump stations.

Perry County Port & Rail Efficiency Capacity & Efficiency Project

The Perry County Port Authority was awarded $2,037,600 from the Economic Development Administration to make improvements to Hoosier Southern Railway Lamar Industrial spur; remove and reconstruction of the Santa Claus Industrial Lead; replace two spur tracks near Waupaca Foundry; installation of a "Y" at the Santa Claus interchange; construction of a new Pestalozzi Street spur; construct additional length of track to the Tell City Industrial Park; construct rail near the Tell City River Port; construct a new 600' spur at the Tell City River Port; and the reconnection and resurfacing of 4.5 miles of the main Hoosier Southern Railway at the new spur improvement locations.

This EDA project also includes water supply improvements and a rail transload facility. Tell City River Port unloading/loading and storage enhancements are also proposed. These improvements will enable the economic climate to continue to strengthen and grow in Perry and Spencer Counties. The Perry County Port Authority is contributing $2,037,600 in local matching funds to this project.