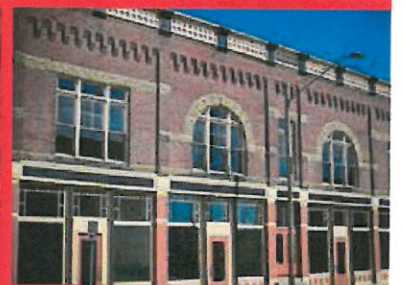
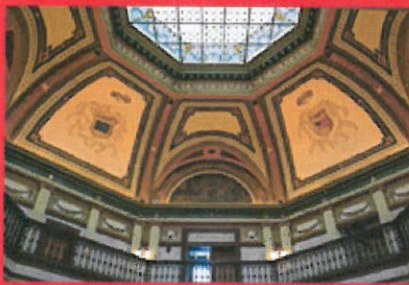


Jay County

Economic Development Plan



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Introduction

Jay County, IN — population 21,046 (in 2016)—was built on the core values of hard work and a strong commitment to community. For more than 75 years, Jay County has boasted a rich heritage in manufacturing, where 65 percent of all U.S. markets are no more than a 24-hour drive away. Residents enjoy a low cost of living, low crime rate, and small town feel close to major cities. Jay County offers several local community centers with activities for all ages, an exhilarating arts community, and access to public schools with some of Indiana’s highest test scores.

Although Jay County residents benefit from the assets mentioned above, there are deficits that need to be addressed and improved. For instance, the county’s population decreased from 21,806 in 2000 to 21,046 in 2016 (a 3.5 percent decrease) primarily due to domestic migration (people moving out of the county to other parts of Indiana or the United States). Another concern is the county’s low educational attainment rate, with 64 percent of residents holding only a high school diploma.

With both the pros and the cons firmly in mind, Jay County Development Corporation (JCDC)’s Board of Directors and Executive Director struck out in mid-2017 to set strategic priorities for the next five years. JCDC, launched in 1985, exists to support the community and economic vitality of the county. In some cases, this may mean helping out in the area of industrial recruitment. In other cases, the JCDC will assist with business retention and expansion. (See *Understanding Community Development: Some Theoretical & Practical Perspectives*, Appendix A). Since its inception, Jay County Community Development (JCCD), JCDC’s partner agency, has successfully secured over \$18 million dollars in grant funding for workforce development initiatives, regional planning, transportation, and health and safety projects. These dollars directly benefit county residents.

In 2011, Jay County joined the East Central Regional Planning Partnership. This organization has elevated the county’s thinking to the regional level, added a mixture of tools to the kit, and provided additional partners with whom to collaborate. While Jay County is located between different regions, it was determined that East Central Regional Planning Partnership may be the best fit, based on Jay County’s commuting patterns and its top five industry clusters (manufacturing, 28 percent; government, 14 percent; agriculture, forestry, fishing and hunting, 10 percent; retail trade eight percent; and construction, seven percent). The Purdue Center for Regional Development (PCRD) provided technical assistance in helping JCDC determine—based on high-quality data—which region best aligns with our county (see Appendix F for the Regional Dashboards).

The primary reason JCDC opted to pursue strategic planning with Purdue Center for Regional Development was due to the attention it gives to a step-by-step, asset-based, capacity-building process:

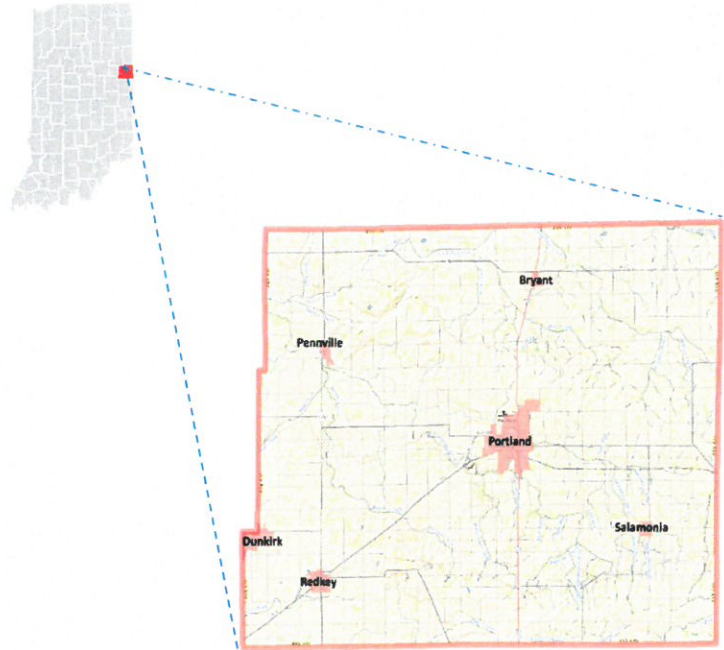
1. Building collaboration between communities within the county,
2. Providing economic data analysis tailored to help inform the county of its current or emerging clusters and comparative economic advantages, and
3. Accessing technical assistance made available by the state’s land-grant university system.

This resulting plan is intended to help board members, organizational stakeholders, and local community leaders steer the organization towards its best course for future success.



JCDC Executive Summary

The Jay County Development Corporation (JCDC) Community and Economic Development Strategic Plan is the result of a collaborative effort of elected officials, community and economic development organizations, and local business leaders. Throughout this strategic plan, these stakeholders have demonstrated their dedication and commitment to building a stronger economy and community in Jay County.



This 2019-2023 plan is intended to serve as the new five-year plan for the county, giving JCDC Board Members and Director an action plan against which to check progress at each meeting. This new plan is the culmination of a year-long effort to re-evaluate the JCDC and encourage stronger engagement by community leaders. The strategic plan identified these four goals as key focus areas to grow, diversify and strengthen the county:

- community/economic development;
- housing;
- physical infrastructure; and,
- workforce development.

The following SMART objectives (delineated under each of the four goals) are supported by sound data analysis and are designed to build on county assets and address potential barriers:

1. Complete downtown revitalization planning and initiate/expand the Main Street program;
2. Create a supportive system for nurturing and growing entrepreneurial activities;
3. Enhance the targeted business retention and expansion program in the county;
4. Examine and pursue value-added agricultural opportunities in the county and/or region;
5. Develop a detailed profile of Jay County's housing characteristics;
6. Develop plan to expand the diversity of market rate housing that aligns with resident needs;
7. Work with a coalition of key individuals and organizations to improve, expand, and attract housing;
8. Complete existing infrastructure projects that have been approved and funded;
9. Plan for new funding to address existing infrastructure needs in the county;
10. Explore the feasibility of addressing specialized infrastructure needs;
11. Profile the industry and occupational make-up of Jay County;
12. Determine the workforce development-related needs of priority employers in Jay County;
13. Provide workforce development training for youth and adults of targeted employers.

JCDC and its partners will use this action plan to further support the competitiveness of the county by guiding its future investments of time and financial resources in its economic future.



Local Collaboration

The Process

The entire process of strategizing for the future activities of the Jay County Development Corporation (JCDC) had four elements:

1. Three speakers from different parts of Indiana visited to discuss future community and economic development options to consider;
2. Four focus group sessions were conducted with community leaders;
3. Ninety-one Jay County residents responded to a survey about their attitudes toward and knowledge of local economic and community development efforts; and
4. The Board of Directors guided the development of an action plan based on these inputs.

Speaker Series

It was the purpose of this segment to listen to expert voices in the state of Indiana regarding economic and community development. The series started with Dan Zuerner of the Garmong Corporation (Terre Haute, Indiana). Dan presented a traditional view of economic development recruiting, retention and expansion. He discussed the core activities a company looks at in a community and how they relate to the decision-making process for a company.

Dr. Michael Hicks of Ball State University offered an innovative and informative view of economic and community development. Dr. Hicks discussed talent attraction and the importance of the amenities of a community. He emphasized the thought that many more jobs will be replaced by automation rather than off-shoring. His focus on “Primacy of Place” emphasizes the importance of human capital in order to compete for high value-added economic development.

Finally, the former Dean of Economics from Indiana University, Dr. Morton Marcus, visited Portland. Morton talked about the importance of involving younger people in the process of making decisions about their community. His message was clear: “Take care of what you have rather than trying to find something new.” Retention and expansion were emphasized.

All of the speakers had a different “spin” on the craft of economic development, which broadened the Board’s perspective.

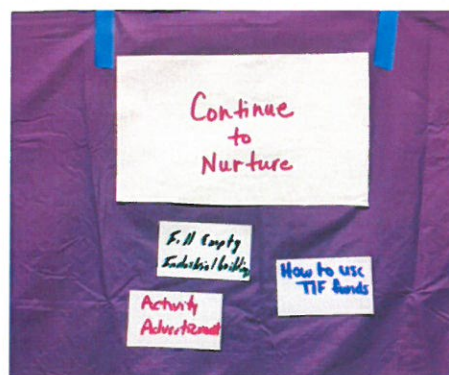
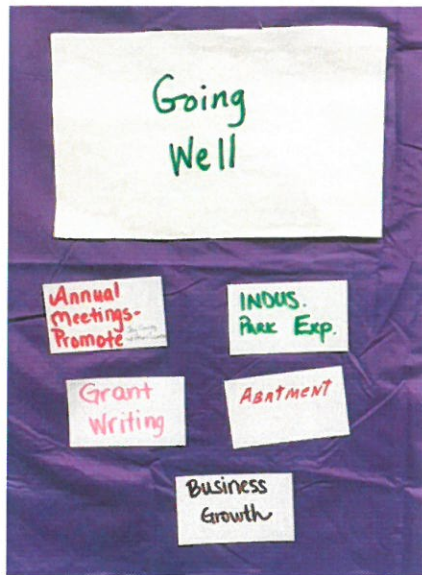
Survey Monkey Tool

A survey tool to measure attitudes about economic and community development was developed with 14 questions and subsequently e-mailed or mailed to about 250 people. A total of 91 responses were received with answers to the various questions and written comments. A majority of responses tended to be in the middle on various questions, with a few on both extremes. Essential to the process was the feedback on thoughts and ideas regarding the future activities of the JCDC. The results of the survey are summarized in Appendix D of this document.



Focus Groups

It is the desire of leadership to hear as many diverse voices as possible in the community and listen to them regarding their goals and aspirations for economic and community development. We scheduled, under the leadership of the Purdue Center for Regional Development, four groups of people in the community: business leadership, political leadership, industrial leadership and a cohort of those under 40 years of age. Each session was about 1 ½ to two hours in duration. A total of 61 participants contributed feedback during the four sessions. Below is the young adult focus group's ranking of priorities for the JCDC in terms of what areas are "going well," what areas JCDC needs to "continue to nurture," and what areas "need improvement:"



*Generated by the group having a diverse set of thoughts and opinions, which are summarized in Appendix B (Focus Group Survey Highlights).

Development of the Plan

The Board met in three planning sessions. The Purdue Center for Regional Development led the group in an examination of the county. Demographic trends were presented to the group along with general future trends. The group studied the responses from the focus group sessions and the survey, along with the comments from the three speakers. A plan of action took shape as a product of this process.

Elected officials, industry leaders, business owners, and young adults county-wide contributed extensive input (Appendix C: Priorities Matrix), as did 91 survey respondents (Appendix D: Survey Monkey Results). The JCDC Board of Directors (listed below) explicitly agreed to support the plan's implementation upon approval at some point in mid-to-late 2018.



JCDC Board of Directors (2018-2019):

PRESIDENT

Duane Sautbine
First Merchants Bank
dsautbine@firstmerchants.com

VICE PRESIDENT

Keith Muhlenkamp
First Merchants Bank
kmuhlenkamp@firstmerchants.com

SECRETARY

Mr. Lee Bone
Town of Pennville

PAST PRESIDENT

Ms. Barbara Street
Bstreet608@gmail.com

PAST PRESIDENT

Mr. Doug Stanley
Town of Redkey
dougstanley42@aol.com

Darrell Reeves
Dayton Progress Corporation
dreeves@daytonlamina.com

Honorable Randy Geesaman
Mayor, City of Portland
mayorgeesaman@embarqmail.com

Dean Sanders
Jay County Chamber of Commerce
deansanders@jaycountychamber.com

Mike Rockwell
rockdoor@bright.net

Mr. Kim Hathaway
VPV Installation & Maintenance
CenturyLink
Kim.l.hathaway@centurylink.com

TREASURER

Rex Journay
First Bank of Berne
rexj@bankofberne.com

PAST PRESIDENT

Dan Watson
Jay County Highway
danielww7487@yahoo.com

PAST PRESIDENT

Chuck Huffman
First Merchants Bank
chuffman@firstmerchants.com

Mr. Joe Johnston
rj.johnston@comcast.net

Faron Parr
Advanced Seal Technology
fparr@myjaycounty.com

Doug Loy
MainSource Bank
dloy@mainsourcebank.com

Honorable Gene Ritter
Mayor, City of Dunkirk
grdunkirk@aol.com

Bob Lyons
rlyons@jayco.net

Ashley Savieo
Economic & Business Development Mgr
Indiana Michigan Power
ansavieo@aep.com



Scott Hilfiker
Town of Salamonia
shilfiker@centurylink.net

Ron Laux
Jay County REMC
ronaldlaux@hotmail.com

HONORARY DIRECTOR
Mr. John Coldren
Coldren & Frantz
jcoldren@jayco.net

Kyle Champ
Portland Insurance
kyle@portins.com

Gyneth Augsburger
Jay County Visitor & Tourism
director@visitjaycounty.com

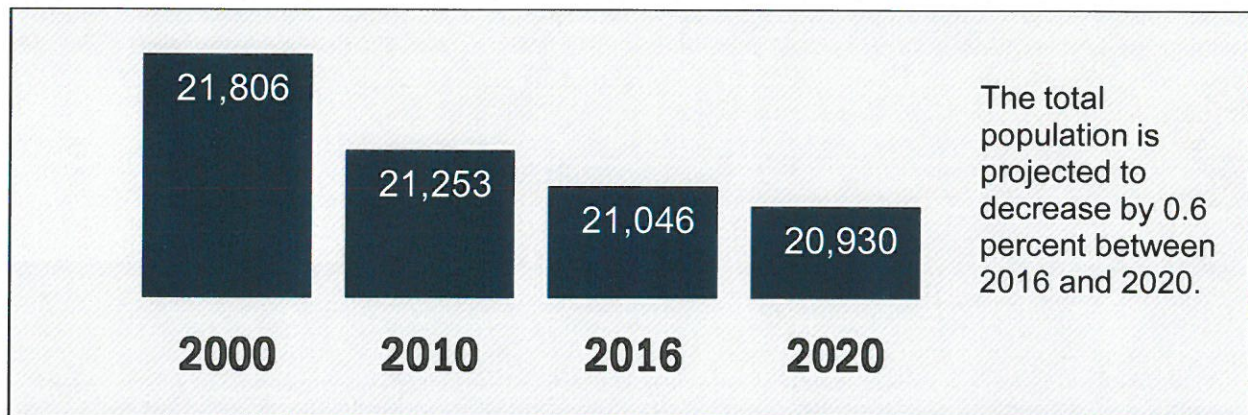


Evidence Basis for Plan

Jay County Development Corporation (JCDC) carefully examined data provided by the Purdue Center for Regional Development (PCRD) to guide the direction of this strategic plan. The demographic data on population reveals that Jay County's population is declining, primarily as a result of net domestic migration (number of people moving in from elsewhere in the state/nation minus the number moving out to other places in the state or nation). Of those remaining in the county, 64 percent have a high school diploma or less, an educational credential that can be a major workforce challenge since more jobs are requiring people with higher levels of education. That may be a reason why 75 percent of the county's workforce is drawn from several counties, aside from Jay County. These include Randolph, Delaware, Blackford and Adams counties in Indiana and Mercer County in Ohio. The data profile provides valuable insights as to Jay County's strengths and weaknesses, and it offers concrete areas where the Board of Directors and local economic development professionals can focus their energies.

Jay County Demographic Data

Population Trends: Past, Current and Future Population



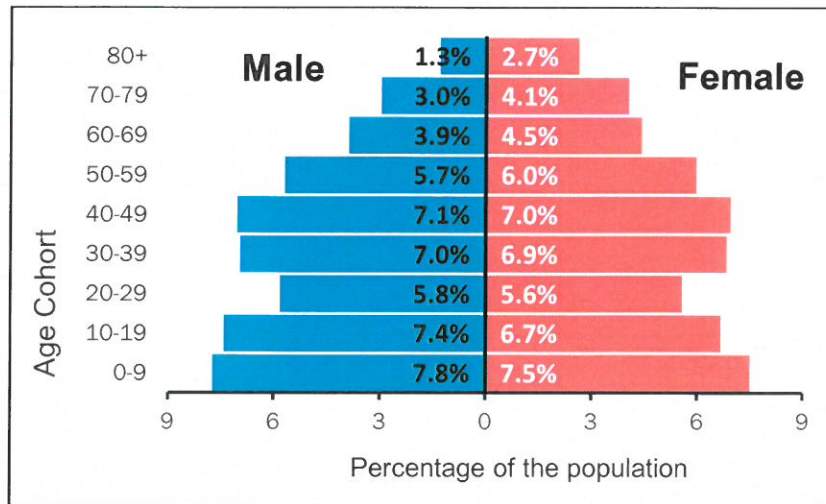
Jay County's total population decreased by 3.5 percent between 2000 and 2016. The key contributor to that decrease was domestic migration (number of people moving into the county from Indiana or the U.S. minus the number moving out of the county to other parts of U.S.), suffering a net loss of 2,462 individuals. Natural increase (births minus deaths over that span of time) and international migration (the number of people moving in from outside the U.S. versus the number moving to outside the U.S.) added 1,269 and 278 individuals, respectively, over the 2000 to 2016 period.

Sources: STATSIndiana, U.S. Census Bureau – 2000 Decennial Census, 2010 Decennial Census, 2016 Estimates, Estimates of the Components of Resident Population Change

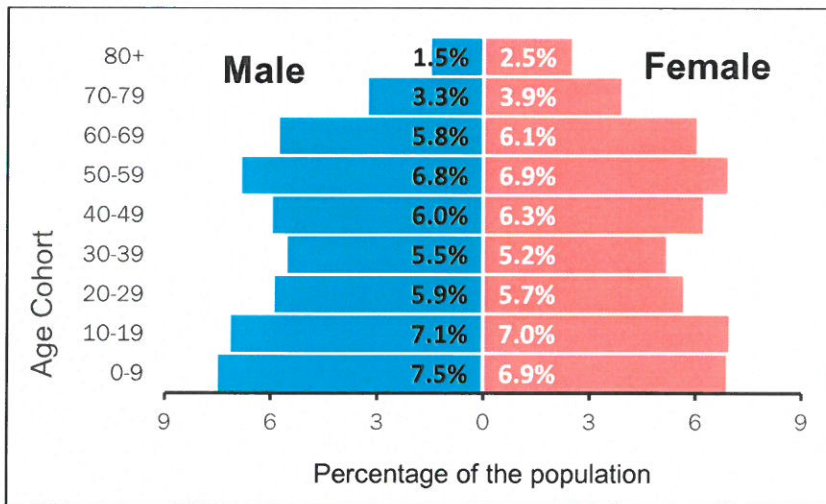


Age Distribution

2000



2016



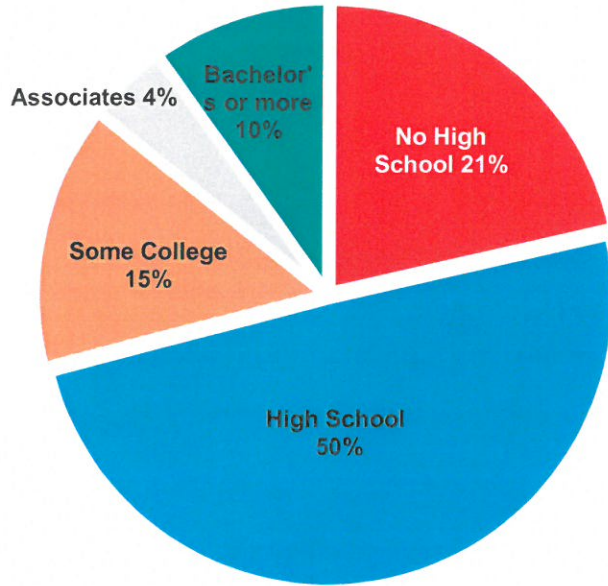
Source: U.S. Census Bureau – 2000 Decennial Census and 2016 Annual Population Estimates

The proportion of people (males and females) 50 years of age and older expanded from 31.2 percent to 36.9 percent from 2000 to 2016. Several other age groups suffered a decline in Jay County. The percentage of people under 20 years old fell slightly from 29.5 percent to 28.6 percent from 2000 to 2016. Among them, individuals under 10 years old (age 0-9) shrank from 15.3 percent to 14.4 percent. Those individuals of prime working age between 20-49 years old experienced a downturn from 39.4 percent to 34.6 percent over the 2000-2016 time span. The loss of people of prime working age should be of concern since the pool of able-bodied workers could impede plans to attract new businesses to, or expand existing companies in, the county. The proportion of males and females in Jay County changed marginally between 2000 and 2016. About 51 percent of the population was female in 2000, with 11,111 individuals, and that number decreased to 10,622 individuals in 2016 (to 50.5%).

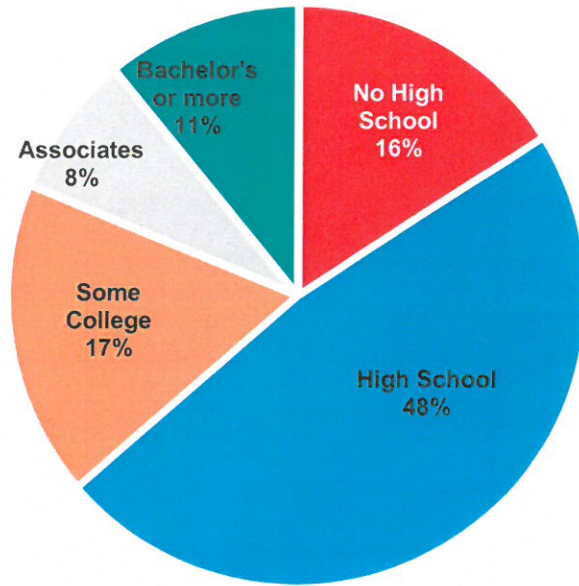


Educational Attainment

2000



2016



Source: U.S. Census Bureau – 2000 Decennial Census and 2016 ACS

Jay County's share of adults with a bachelor's degree or higher increased by one percent from 2000 to 2016, while the proportion of adults with a high school education decreased by two percent. Residents with less than a high school education dipped by almost five percent over this period. There were 3,064 adult individuals who did not have a high school diploma in 2000—and that number dropped to under 2,211 by 2016. The percentage of adults with an associates degree increased by four percent, while adults with some college education increased by two percent.

Journey to Work & Commute Shed

Jay County has more workers commuting out than commuting into the county for work. Net commuting is negative in Jay County with a deficit of 2,051 commuters. This suggests that the county is not serving as a job center for the region. For every 100 employed residents, Jay County has 78 jobs.

More than 53 percent of employed residents in Jay County commute to jobs located outside of the county. Delaware County, Indiana, is the destination that has the most commuters from Jay County, accounting for almost nine percent of its total employed residents. Adams and Marion counties, Indiana, as well as Mercer County, Ohio, follow as the second, third, and fourth largest destinations with 6, 5, and 4.7 percent of commuters, respectively. There are 26.4 percent of commuters working in counties that are adjacent to Jay County.



	Count	Proportion
Employed in Jay County	7,406	100.0%
Both employed and living in the county	4,134	55.8%
Employed in the county but living outside	3,272	44.2%
Living in Jay County	9,457	100.0%
Both living and employed in the county	4,134	43.7%
Living in the county but employed outside	5,323	56.3%

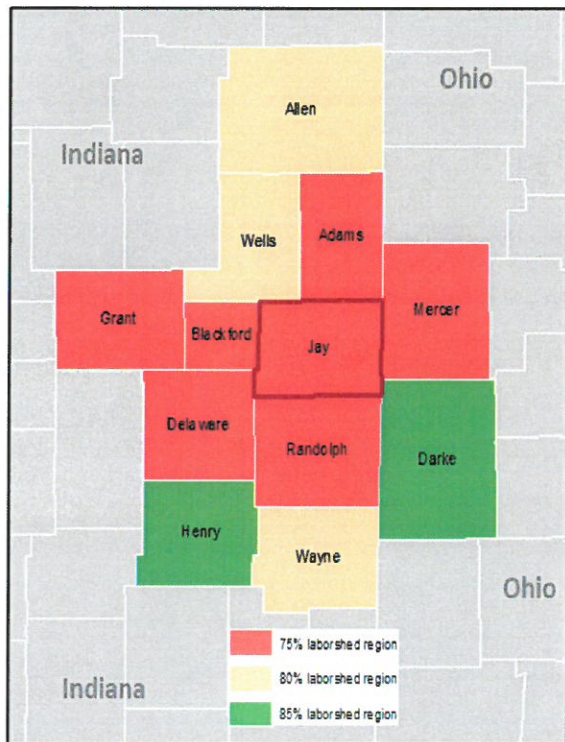
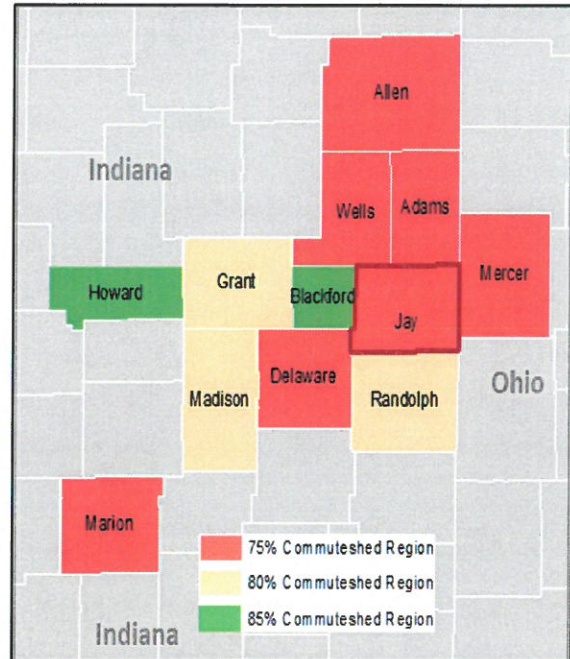
In addition, more than 30 percent of in-commuters reside in counties adjacent to Jay County. Randolph County, Indiana, is the top-ranked county among all the adjacent neighboring counties in terms of its adult working population employed in Jay County.

	Commuters	Proportion
Jay County, IN	4,134	43.7%
Delaware County, IN	821	8.7%
Adams County, IN	568	6.0%
Marion County, IN	470	5.0%
Mercer County, OH	442	4.7%



Commuteshed in 2015

Around 75 percent of Jay County’s working residents are employed in Jay, Delaware, Adams, Marion, Allen, and Wells counties in Indiana and Mercer County in Ohio. Another five percent of workers commute to Randolph, Madison and Grant counties in Indiana. An additional five percent of workers commute to jobs in Howard and Blackford counties in Indiana. Collectively, these 12 counties represent roughly 85 percent of the commuteshed for Jay County.



Laborshed in 2015

Nearly 44 percent of individuals working in Jay County commute from other counties. Randolph County, Indiana, is the largest source of workers, contributing 8.7 percent of the total employees in Jay County. Delaware and Blackford counties in Indiana and Mercer County in Ohio complete the top five sources of outside workers in Jay County.

Seventy-five percent of Jay County’s workforce is drawn from Jay, Randolph, Delaware, Blackford and Adams counties in Indiana and Mercer County in Ohio. Another five percent is drawn from Grant and Wells

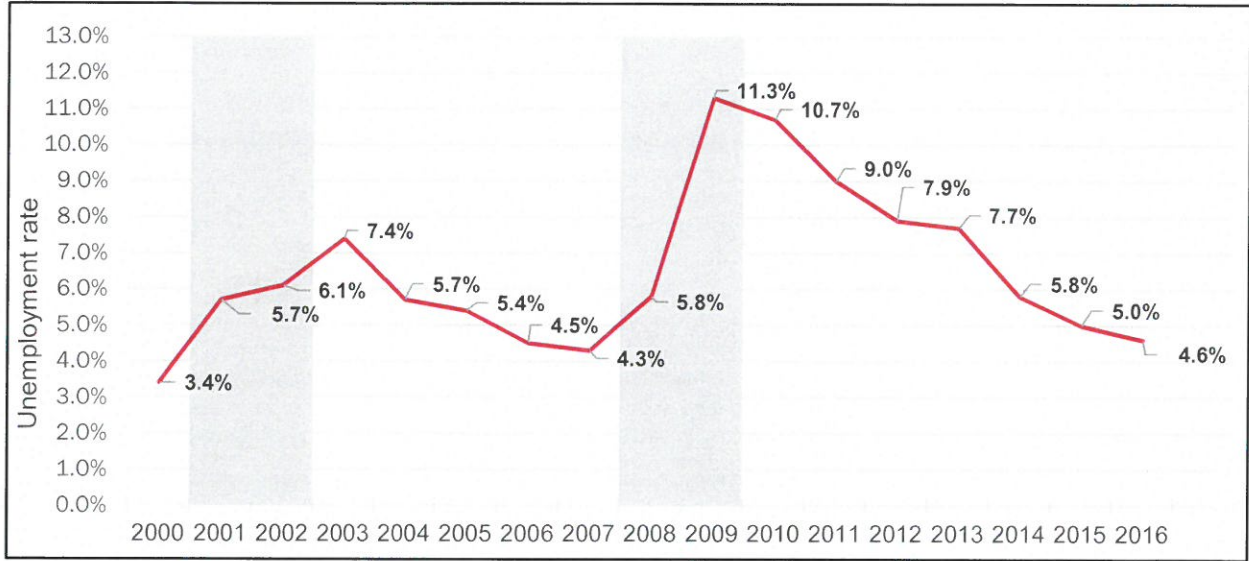
counties in Indiana. An additional five percent commute from Allen, Wayne and Henry counties in Indiana and Darke County in Ohio. Combined, these 12 counties represent 85 percent of Jay County’s laborshed.

Jay County Economic Data

The county’s economic data highlights critical trends affecting quality of life for residents. For instance, the total population in poverty increased by 4.1 percentage points between 2000 and 2016. Child poverty grew at an even faster pace, expanding by 6.6 percentage points during this same time period. The 2016 county unemployment rate is nearing full-employment levels, leaving employers struggling to find qualified workers. Economic diversification and focused educational attainment strategies could be key drivers to reduce the impact of economic downturns, promote higher wages and reduce the poverty rate across the region.



Unemployment Rates



Source: U.S. Bureau of Labor Statistics – Local Area Unemployment Statistics (2000-2016 Annual Data Release)

The unemployment rate in Jay County increased dramatically after 2007, peaking at 11.3 percent in 2009. Since that time, the rate has been on a steady decline, dropping to 4.6 percent in 2016.

Income & Poverty

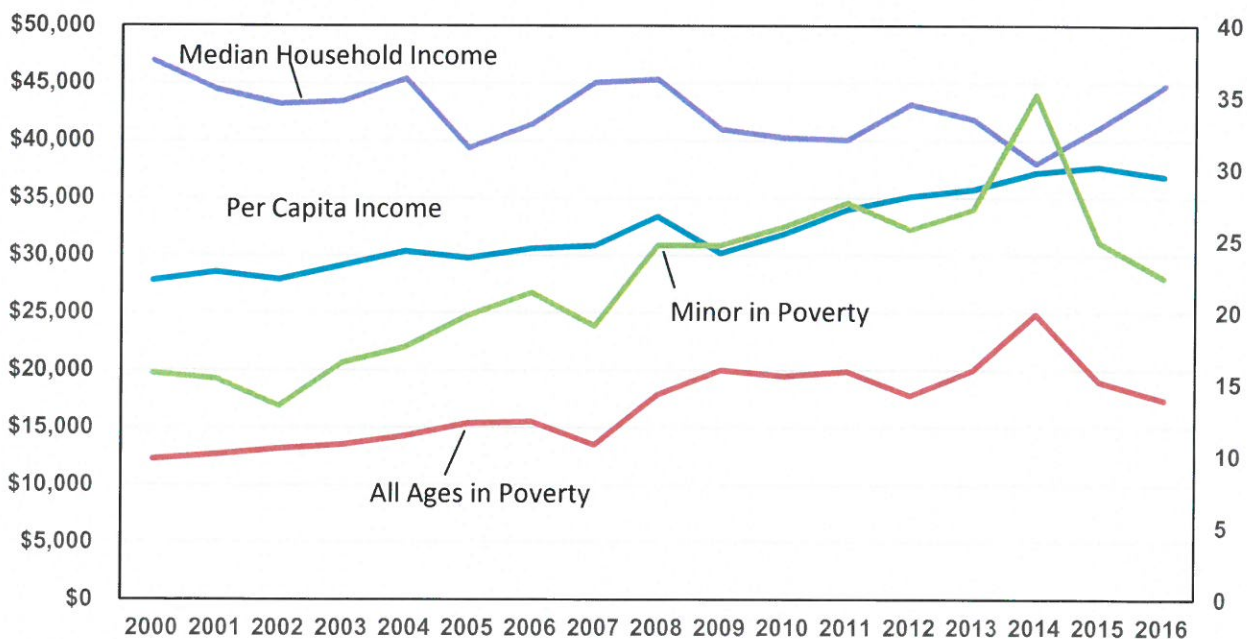
	2000	2008	2016
Total Population in Poverty	9.8%	14.3%	13.9%
Minors (Under Age 18) in Poverty	15.8%	24.7%	22.4%
Real Median Household Income (2013)*	\$46,957	\$45,336	\$44,794
Real Per Capita Income (2013)*	\$27,818	\$33,386	\$36,869

Source: U.S. Census Bureau – Small Area Income and Poverty Estimates (SAIPE) and U.S. Bureau of Economic Analysis – Regional Personal Income Summary



Median household income in Jay County dropped by \$2,163 between 2000 and 2016 in real dollars (that is, adjusted for inflation), while average income per person increased by \$9,050 in real dollars over the same period. What these data suggest is that there is a growing income inequality that may be taking place in the county. Median income refers to an income level in which 50 percent of the population has income that exceeds that number and 50% falls below that number. So, if real median income goes down, that suggests that 50 percent of the population is now earning less than they did than they did in 2000, adjusted for inflation. The total population in poverty increased by 4.1 percentage points between 2000 and 2016, another factor that could have contributed to the decline in median income. As for child poverty, it grew at an even faster pace, expanding by 6.6 percentage points during this same time period.

The following chart takes a longer historical view of income and poverty in Jay County. The data reveal that median household income in Jay County has been fluctuating for the past 16 years. Real per capita personal income has increased at a moderate pace since 2010. The overall poverty rate for all ages and among individuals under 18 years of age has been increasing since 2000, but both have begun to decline after 2014.



Source: U.S. Census Bureau – Small Area Income and Poverty Estimates (SAIPE) and U.S. Bureau of Economic Analysis – Regional Personal Income Summary

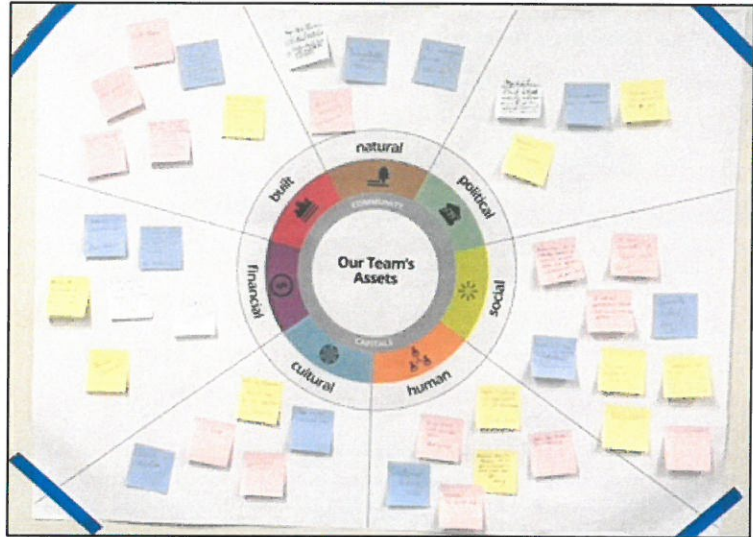
Jay County Assets

One of the most informative work sessions in the development of this plan was the identification of county assets that are available to successfully achieve each of the plan’s goals and objectives. These assets transcend those found in typical development strategies, usually identified through the SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis. Discovered through the Community Capitals framework, these assets within the county include not only physical and natural, such as



highway, airports, water supply, climate, etc., but also human, social, cultural, and financial assets that incorporate, relationships, partnerships, and professional experience.

Below is a summary of the assets identified as a result of the focus group sessions that were held, which involved a total of 61 participants. Assets should be reviewed and utilized to the extent practical to overcome potential barriers (also identified in the plan below) to achieve success.



Focus group participants said they “like” these attributes of Jay County:

1. Small town atmosphere, take care of one another, everybody knows your name
2. Open community, welcoming to newcomers, generous people, festivals
3. Agriculture roots and manufacturing base, diversity of industries, plentiful jobs, good wages
4. Low property taxes, low crime, low cost of living, lack of traffic/short commute
5. Not a lot of separation between social classes, more mingling/comradery
6. Located close to other metro regions, access to countryside

Potential Barriers

During the process of identifying the main goals and strategic objectives outlined in the plan, there were several potential barriers that could have an impact on the timely and effective implementation of various facets of the plan. Therefore, during the development of goals and objectives, potential barriers were taken into account to ensure they would not block the achievement of key county-level initiatives.

Some barriers can be overcome or addressed during the actual implementation of the goals or strategies outlined in this plan, while other barriers may require a separate sub-goal or objective to address potential impacts on the county. In some cases, these barriers may need to be tackled prior to the pursuit of some of the goals in order to ensure that they can be completed in an efficient and effective manner.

Focus group participants said they were concerned about these issues in Jay County:

1. Future leadership—older generation won’t relinquish power and younger generation isn’t interested in stepping up in the same way; millennials have interest in social media
2. Service clubs struggle to recruit young people, who are more apt to “do” than “talk”



3. Aging workforce—young people are leaving (44% fewer here than in 1975)
4. Workforce diminishing, increasing poverty
5. Need family-oriented events/more communication regarding upcoming special events
6. Huge gap between hard workers (at the end of their careers) and younger workers with different priorities
7. Jay County has the 3rd highest personal income tax in the state
8. Drug issues—workers can't pass drug screening, causing chaos in the workplace
9. Geographically challenged for retail competition, positioned between two cities
10. School systems have declining enrollment that could hurt Jay County's ability to attract workers/young professionals, who choose to work here but not live here
11. Poor "quality of place" in Portland, makes difficult to recruit college grads not born here

How Healthy is the Jay County Local Economy?

Focus group participants shared these thoughts when prompted regarding the local economy:

1. On par with other rural communities, but sub-par to urban centers and sub-par to Mercer, Ohio
2. Smaller communities like Dunkirk are dying, follows schools issue like chicken/egg
3. Manufacturing is doing well, but limited by workforce, low wages aren't a motivator, wage gap
4. Seems like all employers are hiring, but there's a lot of employee turnover
5. Younger generation has different view of work, save up money & take mini-vacations, then take a new job, if necessary
6. Specific industries reported out their anecdotal estimates of who lives/works in Jay County:
 - Majority of workforce lives/works in Jay County
 - Over 50% live in Jay County and others live in neighboring counties
 - 50% of workers reside in Jay Co. (150 Burmese workers are bussed in from Ft. Wayne)
 - 60-70% of workers are local
 - Just a handful of workers drive in from Randolph County, the rest are local
 - 100% of (one employer's) 10 employees live in Jay County
7. Businesses are supported locally, but struggle to find customers for their products/services
8. Retail is struggling because even though there is local support, residents shop in bigger markets
9. Local restaurants, for the most part, are doing well, but we don't have varied downtown retail
10. People head to Delaware, Adams & Allen counties to dine/spend their disposable income
11. Limited grocery store choices (one just closed, left with only Wal-Mart)
12. Shortage of quality housing, construction industry is backed up in production, flooding issue
13. Vacant Walmart & Mexican restaurant give bad first impression of the town
14. There is some entrepreneurial activity, but not a lot of resources for owners nor renovators
15. Don't feel welcomed here when you open a business and no one attends the ribbon-cutting
16. Grant writing is critical, afraid we are not getting our fair share of state grant dollars



Regional Economic & Community Development Plan

This section of Jay County’s economic and community development plan lays out the overarching goals and SMART objectives (supported by detailed strategies) that will serve as the organization’s plan of work from the years 2019 through 2023. Each of the strategies outlines the responsible party, available assets, measurements to be used, and timeline for completion. Common to these goals and objectives are the key partners who will collaborate over the next five years to implement them (see the list of key partners included below each goal’s rationale).

Goal 1: Economic Development

Build a diversified community and economic development blueprint for Jay County

Goal Rationale

This goal acknowledges that in order to succeed in continued economic growth, the region needs to continue to partner and connect partners throughout the county and region.

Key Partners

Ball State University	Jay County Development Corporation
Jay/Portland Building & Planning	-Economic Development
Century Link	-Community Development
Chamber of Commerce	John Jay Center for Learning
City of Dunkirk/DIDC	Local banks
City of Portland/PIDC	Local businesses/industries
Community Fiber Solutions	Local Governmental Units (LUGs)
Community Leaders/Stakeholders	Local and regional real estate developers
Contractors	Manufacturing Council
Jay County County Engineer	Office of Community & Rural Affairs
Department of Workforce Development	Pennville Town Council/Leaders/PIDC
Engineering Firms	Portland Main Street
Educational Partners	R&B Architects
Elected officials	Realtors
IN Economic Development Association	Redkey Town Council/Leaders/REDC
IN Housing and Community Dev Authority	REMC
IN Dept of Transportation	Region 6 & State
Indiana Michigan Power	Residential mortgage officers/bankers
Indiana State Department of Agriculture	Small Business Administration
Indiana Main Street	State Revolving Loan Fund
Indiana Small Business Development Center	Town of Redkey Main Street
Industry Leadership Group (by sector)	Transform Consulting
Jay County Commissioners	United Way of Jay County
Jay County School Corporation	US Department of Agriculture



Target Outcomes

S: Short-Term (1-2 years): Work together on creating a shared vision in Jay County communities.

M: Medium-Term: (2-3 years): Identify and work on ways to accomplish community downtown and economic growth goals.

L: Long-Term (5+ years): Increased investment and activity in the downtown and general community areas to stabilize and build the economy of each community and Jay County, as a whole.

Objective A:

Complete downtown revitalization planning and initiate/expand the Main Street program in target communities

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Complete the in-progress Redkey Downtown Revitalization Planning Study and apply to become a Main Street Community	Town of Redkey, JCDC – CD, Steering Committee of Downtown Business Owners	JCDC - CD, Remenschneider and Associates, and Town of Redkey Main Street Group	Indiana Main Street, Historic Redkey Group	2015	2022	S: Completed Study M: Redkey becomes an Indiana Main Street Community L: Increased # of thriving establishments and retail traffic to the downtown
Apply for the City of Portland to become a Main Street Community	City of Portland, JCDC – CD, Downtown Business Community	JCDC – CD, Indiana Main Street, Portland Main Street Group	Leadership from local businesses	2018	2022	S: Application submitted M: Portland becomes an Indiana Main Street Community L: Increased assessed value of downtown properties
Fund Portland's Downtown Revitalization Plan (contingent on Main Street application)	City of Portland, JCDC – CD, Community Leaders	City of Portland, Portland Main Street, Local Leaders, Businesses, R&B Architects	Leadership, Local matching funds, buildings for growth, upcoming funding opportunities	2018	2022	S: Revitalization Plan is completed M: Portland downtown revitalization begins L: Increased assessed value of downtown properties and a prosperous downtown
Fund a planning study for the Town of Pennville	JCDC – CD, Community Leaders, Pennville Council	Pennville Leaders, Pennville Council, Jay County Commissioners	Community Leaders, Town Council, buildings for growth options	2018	2022	S: Pennville plan is funded M: Pennville implements plan as funding becomes available L: Capture and celebrate community successes as they occur



Review and update the City of Dunkirk Planning study from 2009	City of Dunkirk, JCDC – CD, Community Leaders	Consultant, Community Leaders, Jay County Commissioners	Community Leaders	2018	2022	<p>S: Planning study is updated and/or new plan is ready to go</p> <p>M: City of Dunkirk is better positioned for opportunities</p> <p>L: Increased investment as measured by assessed value</p>
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Objective B:

Create a supportive system for nurturing and growing entrepreneurial activities

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Conduct an analysis of the county's resources offered to potential entrepreneurs and retailers	JCDC - ED	City of Portland, Leadership Jay County, SBA, ISBDC, Jay County Chamber of Commerce	Community Leadership, Banking Community, ISBDC	2018	2020	<p>S: Map of the ecosystem</p> <p>M: Directory of resources made available throughout Jay County</p> <p>L: Fill gaps by offering additional services to local entrepreneurs</p>
Convene local stakeholders to discuss the availability of consulting support for current and emerging entrepreneurs (to fill the gaps and create a no-wrong-door system)	JCDC - ED	Local Banks, Indiana Small Business Development Center, Chamber of Commerce	ISBDC, knowledge held by key partners, Chamber's youth entrepreneurship efforts	2018	Ongoing	<p>S: Increase in # of viable loan applications</p> <p>M: Increase in active mentorship opportunities</p> <p>L: Increase in # of local successful entrepreneurs</p>



Objective C:

Enhance the targeted business retention and expansion program in the county

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Establish a Business Retention and Expansion Task Force	JCDC - ED (appoint a BR&E Task Force)	Board, elected officials, other service providers	Executive Pulse Qualtrics Banking community Local government officials	2019	2022 (and ongoing)	S: List of company needs and community issues M: List of growth impediments L: Increased business project investments and activity
Develop and implement a plan to target businesses within communities to be part of the BR&E program	JCDC - ED (appoint a BR&E Task Force)	JCDC Board/Directors, Elected Officials, Service Providers, Chamber of Commerce	Established BR&E Program, Relationships built within the county	2019	2022	S: Prioritized list of key sectors being targets M: Interaction between businesses and community increases L: New or expanded businesses locate in Jay County
Address policies or programs that can help remove impediments to business growth in the county ("red flags") as well as opportunities ("green flags") that can help move business growth forward	JCDC - ED (appoint a BR&E Task Force)	JCDC Board/Director, elected officials, service providers, Chamber of Commerce	Established BR&E Program, led by community Task Force Relationships built within the county Human capital of the BR&E Task Force	2019	2022	S: Prioritized list of policies/programs identified M: Specific projects implemented as a response to "red flags" and "green flags" L: # of businesses retained, increased sales, production, and profit



Objective D:

Examine and pursue value-added agricultural opportunities in the county and/or region

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Conduct a data-driven assessment of the Agricultural assets of the Jay County and the East Central Indiana Region	JCDC - ED, Rex Journey	To be determined.	Data Snapshot ANR Advisory Committee	2019	2020	S: Update Plan M: Results reviewed and action taken L: Results inform feasibility study
Determine the economic leakages existing in the Agricultural Sector in the county and/or region; explore the feasibility of pursuing value-added Agricultural Enterprises	JCDC - ED, Rex Journey	To be determined.	Data Snapshot ANR Advisory Committee	2019	2020	S: Identify key areas of leakage M: Companies are recruited or existing companies are expanded to fill leakages L: More supply chain inputs are regionally sourced; more value-added activities in local economy

Objective E:

Prepare to capitalize on the needs of existing company expansion/ new company location

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Assess the current status of land under control and "shovel ready" sites in each community	JCDC - ED	Local units of government, local Economic Development Corps, IEDA	Assessor, Local units of government, local economic development corps	2019	2020	S: Update Industrial Land Status M: Work for "shovel ready" status in each Industrial Park L: More sites utilized for new development throughout Jay County
Integrate into overall community infrastructure plan and establish priorities	JCDC - ED	Cities, Towns, County, Economic Development Corps	Existing Industrial Parks, Land site control, economic development corps	2019	Ongoing	S: Review assessment of Industrial Parks M: Make a plan for each Industrial Park so each reaches the local set goals L: Increased marketability of each Industrial Park



Integrate each community infrastructure plan into a county-wide plan for industrial site development	JCDC - ED	Cities, Towns, County, Economic Development Corps, County Engineer, Utilities		2019	2020	<p>S: Determine costs to reach plan goals</p> <p>M: Seek funding and grants according to the plans</p> <p>L: Market shovel-ready sites to existing and potential companies</p>
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Goal 2: Housing

Increase the quality and diversity of housing in Jay County

Goal Rationale

This goal recognizes the history and future importance of housing in the county in retaining and growing its population and workforce and seniors aging in place. The goal identifies objectives and subsequent strategies to increase the number of quality housing opportunities in Jay County.

Key Partners

Jay/Portland County Building & Planning
Century Link
City of Dunkirk
City of Portland
Community Leaders/Stakeholders
Contractors
Jay County Development Corporation
 -Economic Development
 -Community Development
Jay County County Engineer
Jay County and Local Elected Officials
IN Housing & Community Development
Authority
Indiana Michigan Power
Jay County Commissioners
Jay County Community Development

Jay County Development Corporation
Local banks
Local Governmental Units (LUGs)
Local businesses/industries
Local Leaders
Local and regional real estate developers
Manufacturing Council
Office of Community & Rural Affairs
Ohio Valley Gas Corporation
Purdue Center for Regional Development
Purdue Extension Community Development
Realtors
REMC
Residential mortgage officers/bankers
Small Business Administration
US Department of Agriculture



Target Outcomes

S: Short-Term (1-2 years): Gather surveys, studies, and secondary data on housing in Jay County.

M: Medium-Term (2-3 years): Form a housing coalition and using data gathered to identify gaps in housing demand and form a housing plan.

L: Long-Term (5+ years): Attract new housing of all sorts to Jay County consistent with the economic and community development needs of the county.

Objective A:

Develop a detailed profile of Jay County's housing characteristics

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Analyze comprehensive profile of housing in the county drawn from secondary data resources	JCDC – ED & CD	Cities, Towns, County	Housing study completed by National Land Institute	2019	2019	S: Identify key issues that emerged from study M: Form a plan to work towards bridging the housing gaps discovered L: Work long term to implement the plan to address housing needs in Jay County
Work with key employers to have a survey of housing needs distributed to their employees	JCDC – ED & CD	Local Businesses/Industry, TBD	PCRD's housing survey West side senior housing study	2019 (spring)	2020	S: Identify survey tool and survey group M: Analyze the survey results L: Work on a plan with results from the survey
Conduct focus group meetings with key informants who have an understanding of housing in the county	JCDC – ED & CD	Local businesses and TBD	Potentially PCRD's housing focus group protocol, Relationships with former focus group participants	2019 (fall/winter)	2020	S: Decide focus group members and key informants M: Host focus groups and analyze information L: Implement results into the Plan



Objective B:

Develop a plan to expand the diversity of market rate housing that aligns with the needs of current and potential residents as prioritized by the local units of government and JCDC.

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Increase single family housing resources in the county	JCDC - ED	County engineer Building/planning director Local and regional real estate developers	Available land for site development	2020	2022	S: Investigate IHEDA housing and tax incentives M: Leverage federal and state resources to incentivize development L: Increase quantity and quality of single family housing in Jay County
Increase rental and condo availability in the county	JCDC - ED	County engineer Building/planning director Local and regional real estate developers	Available land for site development	2020	2022	S: Investigate IHEDA housing and tax incentives M: Leverage federal and state resources to incentivize development L: Increase quantity and quality of rentals and condos in Jay County
Increase senior/assisted living housing options in the county	JCDC - CD	County engineer Building/planning director Local and regional real estate developers	Available land for site development	2020	2022	S: Investigate IHEDA housing and tax incentives M: Leverage federal and state resources to incentivize development L: Increase quantity and quality of senior/assisted living housing in Jay County



Objective C:

Work with a coalition of key individuals and organizations to improve, expand, and attract housing in Jay County

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Establish a Housing Task Force that will work on attracting new housing developments and revitalizing the existing stock of housing	JCDC - ED Board-appointed housing task force Local Units of Government (LUGs)	Realtors Residential Mortgage officers/bankers Community stakeholders	Available venues for housing summit (John Jay Center for Learning and Community Center)	2019	2021	S: Invite STP without PMS M: Engage community stakeholders in planning activities L: Increase number of new and revitalized homes in Jay County
Explore incentives to improve or revitalize existing housing stock	JCDC - ED Board-appointed housing task force Local Units of Government (LUGs)	Realtors Residential mortgage officers/bankers Community stakeholders		2019	2021	S: Review available options M: Apply for potential funding opportunities L: Secure funding for increased housing in Jay County
Attract new housing developments in the county	JCDC - ED Board-appointed housing task force Local Units of Government (LUGs)	Realtors Residential mortgage officers/bankers Community stakeholders		2019	2021	S: Identify potential building sites and demonstrate demand M: Establish relationships with local/regional developers L: Increase number of new and revitalized homes in Jay County



Goal 3: Infrastructure

Improve the Physical Infrastructure of Jay County

Goal Rationale

This goal seeks to address the physical features and growing infrastructure needs to retain and attract industry, people, and amenities to Jay County.

Key Partners

Century Link
City of Dunkirk
City of Portland
Community Fiber Solutions
Community Leaders/Stakeholders
Jay County Engineer
Department of Workforce Development
Educational Partners
Local Elected officials
IN Economic Development Association
IN Housing & Comm Development Authority
IN Department of Transportation
IN State Department of Agriculture
Indiana Main Street
Indiana Small Business Development Center
Industry Leadership Group (by sector)
Jay County Commissioners
Jay – Portland Building & Planning
Jay County School Corporation
Jay County Development Corporation
-Economic Development
-Community Development

John Jay Center for Learning
Leadership Jay County
Local banks
Local Governmental Units (LUGs)
Local businesses/industries
Local Leaders
Local and regional real estate developers
Manufacturing Council
IN Office of Comm & Rural Affairs
Pennville Council/Leaders
Portland Main Street
R&B Architects
Realtors
REMC
Region 6 & State
Residential mortgage officers/bankers
Small Business Administration
State Revolving Loan Fund
Transform Consulting
United Way
US Department of Agriculture
Workforce Task Force
Work One



Target Outcomes

S: Short-Term (1-2 years): Identify needed projects in each community and rural areas of the county and establish priorities.

M: Medium-Term (2-3 years): Identify and apply for funding as available to address community needs.

L: Long-Term (5+ years): Projects funded leverage local funds and are implemented on schedule.

Objective A:

Complete existing infrastructure projects that have been approved and funded

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
<p>Complete funded INDOT Projects:</p> <p>2021: Portland Blaine Pike sidewalk and paving</p> <p>2021: Portland High/Middle St. sidewalk</p> <p>2021: Redkey Mooney St. sidewalk</p> <p>2021: Dunkirk Highland St. sidewalk</p> <p>2018: Redkey Community Crossings for paving 9 street segments</p> <p>2022: Portland Votaw St. sidewalk</p>	<p>LUG point person</p> <p>JCDC - CD</p> <p>Mayors or City Councils</p>	<p>INDOT, LUGs, Choice One Engineering, FV Engineering, BLN Engineering</p>	<p>Local matching funds, asset management plan</p>	<p>2018</p>	<p>Ongoing</p>	<p>S: Funding in place</p> <p>M: # of dollars matched/leveraged and brought into Jay County</p> <p>L: Projects completed</p>
<p>Complete Redkey Combined Sewer Overflow (CSO) Project in 2018</p>	<p>Redkey Council President, JCDC - CD, FV</p>	<p>USDA, FV, Contractors</p>	<p>Funding, Local Leadership, Capable engineers</p>	<p>Started</p>	<p>Spring 2018</p>	<p>M: Projects completed</p> <p>L: IDEM compliant</p>
<p>Eliminate blight/abandoned homes in the City of Dunkirk</p>	<p>Dunkirk Council president, JCDC - CD</p>	<p>Jack Robbins, Jay County Commissioners, IHADA</p>	<p>Blighted homes, IHADA funding, local contractors, interest in properties when its complete</p>	<p>Started</p>	<p>End of 2018</p>	<p>M: 20 blighted homes torn down</p> <p>L: # of lots repurposed, sold to adjacent property owners or interested parties</p>



Objective B:

Plan for new funding to address existing infrastructure needs in the county and its communities

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Pave streets, create trails, and repair sidewalks in targeted communities	JCDC - CD and local communities	Each community and council in Jay County, INDOT	Street Department Supervisors, community leaders, local foundations, countywide master trail plan	2018	Ongoing	S: Increase awareness of opportunities M: Prepare appropriate proposals for interested communities L: Secure funding for interested communities
Assist Jay County communities in infrastructure needs such as wastewater, water, and other needs.	JCDC - CD and local communities	Each community in and council in Jay County, OCRA, IHADA, SRF, USDA, etc.	Potential local matching funds, future trail master plan, Dunkirk master plan, Portland long-term control plan	2018	Ongoing	S: Increase awareness of opportunities M: Prepare appropriate proposals for interested communities; leverage existing financial resources L: Communities are positioned for growth with strong infrastructure

Objective C:

Explore the feasibility of addressing specialized infrastructure needs

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Assess the need for establishing an Early Childhood Development Center in Jay County	Jay Schools, Youth Service Bureau, United Way, The Portland Foundation, JCDC - CD	Jay Schools, Youth Service Bureau, United Way, Transform Consulting, The Portland Foundation	School buildings, partners, consultant hired, strong local need, The Portland Foundation	2018	Ongoing	S: Complete Feasibility Study (follow recommendations) M: Analyze results L: Use results to inform next step
Explore funding options for establishing an Early Childhood Development Center in the county	Jay Schools, Youth Service Bureau, United Way, The Portland Foundation, JCDC - CD	Jay Schools, Youth Service Bureau, United Way, Transform Consulting	Jay School Corp. The Portland Foundation	2018	Ongoing	S: Identify gaps in funding M: Identify funding options L: Funding secured (based upon feasible funding resources)



Assess the current state of broadband access in the county with a mapping project	Jay County commissioners, JCDC - ED, subcommittee appointed by board	John Moore Century Link Community Fiber Solutions REMC	Wind farm Utility companies	2018	2020	S: Completed mapping study M: Validate secondary (FCC) data with local ISP information L: Plan for strategic investment in geographies that overlay/extend just beyond the existing broadband footprint
Identify viable strategies and programs for expanding broadband access to households and businesses in the county	JCDC – ED & CD	Utility companies like Century Link and Community Fiber Solutions (ISPs), REMC	Utility companies End users	2018	Ongoing	S: Form a small group to work on this goal and solutions to lack of broadband throughout Jay County M: "Connect the dots" across Jay County as funding becomes available L: Increase in access in the areas serviced
Launch a series of programs and/webinars to help promote adoption of broadband by local businesses	JCDC – ED & CD, Purdue Extension Community Development	Local businesses Utility companies like Century Link and Community Fiber Solutions (ISPs), REMC	Digital Ready curriculum through PCRD/Purdue Extension	2018	Ongoing	S: Program launch M: Businesses implement digital ready strategies L: Businesses expand online markets and revenues



Goal 4: Workforce

Expand and strengthen the workforce pipeline in Jay County

Goal Rationale

This goal seeks to address weaknesses identified in the workforce that can be strengthened as key local partners collaborate, such as bringing education and industry together to plan for future needs.

Key Partners

Ball State University	John Jay Center for Learning
Century Link	Leadership Jay County
City of Dunkirk	Local banks
City of Portland	Local businesses/industries
Community Fiber Solutions	Local Governmental Units (LUGs)
Community Leaders/Stakeholders	Local Leaders
Jay County Engineer	Local and regional real estate developers
Department of Workforce Development	Manufacturing Council
Educational Partners	Pennville Council/Leaders
Elected officials	Portland Main Street
IN Economic Development Association	Purdue Center for Regional Development
IN State Department of Agriculture	Purdue Extension Community Development
Indiana Small Business Development Center	REMC
Industry Leadership Group (by sector)	Region 6 & State
Jay County Commissioners	United Way
Jay County School Corporation	US Department of Agriculture
Jay County Development Corporation	Work Force Development
-Economic Development	Workforce Task Force
-Community Development	Work One
	Youth Service Bureau



Target Outcomes

S: Short-Term (1-2 years): Compile data profiles to support data-driven decision-making.

M: Medium-Term (2-3 years): Conduct workshop and develop next-steps plan by industry sector and between sectors.

L: Long-Term (5+ years): Implement workforce pipeline improvement programs and track results by total number of positions filled in critical industry sectors.

Objective A:

Profile the industry and occupational make-up of Jay County

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Update 2016 secondary data analysis of the industry and occupational make-up and commuter data of Jay County	JCDC - ED	Purdue Center for Regional Dev. (PCRD) WFD – Region 6 & State – WF Task Force	EMSI State Data Base	3/1/18	6/1/18	S: Data profiles/documents are completed
Analyze data profiles to determine strengths and limitations in industry sectors, occupations and workforce commuting patterns for county	JCDC - ED	Purdue Center for Regional Dev. (PCRD) WFD – Region 6 & State – WF Task Force	Wage Rates Employment Levels Tax Records Capital investment	3/1/18	6/1/18	S: Document/minutes that list strengths & limitations
Determine industries that are best positioned to the county's economic well-being and that align with local priorities	JCDC – ED	Purdue Center for Regional Dev. (PCRD) WFD – Region 6 & State – WF Task Force		3/1/18	6/1/18	S: Data profile document by PCRD
Review and establish priority industry sectors based on contribution to Jay County's economic well-being to target for further investigation of their workforce needs	JCDC - ED	Purdue Center for Regional Dev. (PCRD) WFD – Region 6 & State – WF Task Force		7/1/18	8/15/18	S: Minutes of meeting with key JCDC staff and local leaders



Share general highlights of findings and next steps with key partners	JCDC - ED	Governmental Units JCDC BOD Educational Partners		9/1/18	9/30/18	S: Documentation of meetings held with partners.
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Objective B:

Determine the workforce development-related needs of priority employers in Jay County

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Classify Jay County employers within priority industry sectors and determine priority rank within sector and between sectors	JCDC - ED	Purdue Center for Regional Dev. (PCRD) WFD – Region 6 & State	WF Task Force	10/1/18	11/1/18	S: Priority sectors and industries identified
Determine top 3 priority industry sectors in rank order	JCDC - ED	WF Task Force	Information generated from Objective 1			S: Data from most recent Jay County snapshot consulted
Identify industry leadership group by sector for top three sectors	JCDC - ED	JJCL JCDC ED & CD WF Task Force		10/1/18	10/31/18	S: Secure industry leadership
Determine information needed from employers during information gathering phase. <ul style="list-style-type: none"> Assess present and future skill needs; Required educational credentials; Percent of workforce commuting from outside of county. Preferred provider and career pathways used to secure skilled workers in the company; Trends for hiring from specific feeder 	JCDC	Industry Leadership Group by sector JCDC – ED JCDC – CD	WF Task Force	10/1/18	11/15/18	S: Survey developed



employers or receiver employers. Etc.						
Survey targeted employers	JCDC	JCDC Staff	JCDC Interviews Survey Monkey Hoosier Opportunities Manufacturing Council	11/15/18	3/1/19	S: Survey completed and data compiled
Conduct workshop with key education/workforce development leaders, agencies and organizations to discuss survey findings and determine next steps to support the employer need	JCDC	WF Task Force Jay School Corporation JJCL	Purdue Center for Regional Dev. (PCRD) Region 6 WorkOne	3/1/19	6/30/19	M: Conduct workshop and develop next-steps plan by industry sector and between sectors
Identify incentive programs that local employers are using (or may use) to attract and retain workers. Implement the program(s) deemed most viable by key local employers	JCDC and its workforce development task force	Department of Workforce Development / Work One Purdue Center for Regional Development	Local industries & businesses Other communities that have launched employer incentive programs			M: Document that highlights strategies for attracting and retaining talent L: Implementation of programs / policies to attract / retain workers



Objective C:

Provide workforce development training for youth and adults of targeted employers

Strategies	Responsible Party	Key Partners	Available Assets	Timeline		Measurements to be used
				Start	End	
Implement one new high school-based career preparation program based upon priority industry sectors	Jay School Corporation	JJCL JCDC Workforce Development	Industry Sector Workforce Task Force HOE	7/1/19	7/31/19	L: Implementation of new or revised curriculum
Co-host Manufacturing Day in partnership with local high school and manufacturers	JCDC and Jay County School Corporation	Local industries	Information generated from Objective 1			M: Manufacturing Day held and active engagement by schools, students and parents
Explore Next Level training program and Purdue Skills for Success Manufacturing Program for implementation to supplement or refine current manufacturing curriculum	JJCL	Purdue Center for Regional Dev. (PCRD) JJCL Manufacturing Council	Purdue MEP	7/1/19	7/31/19	M: Hold education workshop on available resources to determine if they merit implementation
Identify career pathway to selected industry sectors and employers, including nesting employers	JCDC	WF Task Force	Jay County High School JJCL Workforce Development	7/1/19	12/31/19	M: Career Pathways completed for selected employers
Develop an implementation plan and budget as appropriate	JCDC	WF Task Force	State and National Best Practices Research	8/1/19	9/30/19	M: Implementation plan developed



Identify appropriate funding sources	JCDC	JCDC	OCRA Manufacturers Foundations Workforce Development EDIT	8/1/19	9/30/19	M: Plan for potential sources to match funding needs
Seek funding through various organizations, grants, fees, etc. according to plan	JCDC	Jay School Corporation JJCL Workforce Development JCDC - CD	Governor's Next Level Program Economic Development Funds Grant Agencies Foundation	As determined		M: Completion of funding request/grant applications as appropriate according to funding source deadlines



Evaluation Plan

Key Measures and Strategies to Track Progress

Jay County will monitor the progress of its economic development plan by tracking the trends of the following indicators that are part of the Indiana Office of Community and Rural Affairs (OCRA) “Community Vitality Index” (<https://pcrd.purdue.edu/ruralindianastats/>). The measures, when taken as a whole, are intended to track measurable improvements in the well-being of counties.

- **Gross Assessed Valuation (GVA):** total dollar value of all real property and improvements and personal property. GVA serves to comprehensively measure the effectiveness of the Jay County plan. If the plan is successfully deployed, then gross assessed valuation of properties should increase.
- **Average Wage Per Worker:** total annual income divided by total population of workforce. The county plan is intended to help improve the availability of good paying jobs for the local labor force.
- **Total Number of Establishments:** total number of businesses in the county. The intent is to retain and grow more businesses in the area and to attract those companies that add strength to the economic drivers of the county.
- **Population Growth:** the change in population. Population growth serves to comprehensively measure the overall effectiveness of the Jay County goals. The goal is to stem the loss of population and begin seeing positive growth in the county’s population.
- **Educational Attainment:** the measurement of post-secondary attainment by age and level of completion. Increasing the number of people with post-secondary education is one of the major outcomes being pursued in order to fill and attract middle- and higher-skilled jobs.

As noted above, these metrics are intended to track the overall effectiveness of the strategies and action steps outlined in this plan over time and are viewed as “global metrics.” At same time, more granular measurements are outlined in the the tables next to each strategy. These serve as the “local metrics” that should reveal positive movement over a shorter-term period than the OCRA community vitality measures, which often take much longer to witness any appreciable changes. Both global and local metrics will be tracked and presented to the JCDC Board of Directors meeting at least semi-annually.



Acknowledgements

The Jay County Development Corporation (JCDC) would like to thank its Board of Directors, local community stakeholders who participated in focus groups, local county residents who took the survey, and the Purdue Center for Regional Development (PCRD) for its data compilation and analysis work. We would also like to show our appreciation to the elected officials, industry leaders, non-profit directors, educational professionals, and business owners of Jay County for their invaluable insight and ideas that led to the creation of this plan.

Since 2011, when Jay County joined the East Central Indiana Regional Partnership, JCDC has added a number of tools to its kit and collaborated with new partners. These partnerships continue to grow and bring new opportunities to the region.

Planning for success,

Duane Sautbine, President
Jay County Development Corporation
118 South Meridian Street
Suite B
Portland, IN 47371
<http://www.jaycountydevelopment.org>
[\(260\) 726-9311](tel:(260)726-9311)
info@jaycodev.org



Examining Community Development: Some Theoretical/Practical Perspectives

Despite the variety of community development efforts undertaken by researchers and practitioners over the course of the past several years, the frameworks that are most commonly used to guide these types of activities remains wedded to three core approaches. We provide a brief overview of these perspectives and discuss a handful of community theories, showing how they align with, or complement, the three CD perspectives.

We begin by outlining the three major approaches or models that are commonly associated with community development. These approaches are technical assistance, conflict, and self-help. We now briefly describe each of these three orientations.

Three Approaches to Community Development¹

Technical Assistance Approach: Involves the delivery of programs of services to a local area by some agency or organization. In many cases, it involves a “top-down” approach given that it relies heavily on the use of experts/consultants. The focus is mainly on the tasks or activities to be performed. The assumption is made that answers to community problems can be arrived at scientifically. As such, the role of the citizen is largely as a consumer of such development rather than an active participant in the process given the technical nature of the issues being addressed. The most frequent users of this approach are local governments given their tendency to rely on experts to guide their decision-making activities.

Power Approach: The goal of this approach is to redistribute power and influence. The impetus for the use of this perspective is the deep suspicion by residents of those of who have formal community power. As such, groups work to gain more power in order to confront those who have had influence for a long time and who have failed to tackle the challenges problems affecting the disenfranchised or disadvantaged populations in the community.

Self-Help Approach: This approach devotes its attention to process -- people within the community working together to arrive at a collective decision about the priorities of the community and taking action to improve conditions in their community. The premise of the self-help approach is that people can collaborate in a community to provide important needs and services.

Each of the three approaches involves a different set of roles and responsibilities on the part of the intermediary organization or the individuals who are spearheading a community-based initiative. These are outlined in the accompanying table (see Table 1).

An important point to be made is that a community might employ more than one approach when it comes to carrying its community or economic development activities. For example, a community foundation or nonprofit organization could be working to strengthen the ability of a neighborhood to study, deliberate and act on important needs existing in that neighborhood (i.e., job creation, workforce development, and health services). When they do so, they are embracing a “self-help” approach to community development. However, if the foundation or nonprofit group would like to help the group

¹ This section draws on works by Christenson and Robinson (1989) and Flora, Flora and Gasteyer (2016).

gain a better understanding of the full slate of possible options for addressing some of these issues, then it would be appropriate for residents to secure the input and insights of individuals with technical expertise on a given issue. In this context, the so called “expert” is not dictating the strategy the group should pursue but rather, is offering the group a slate of possible ways to address the issue at hand. It is the local group that ultimately decides what options they feel are best for their community. In this example, both the self-help and technical assistance approaches would come into play.

Table 1. Comparison of Community Development Approaches

Features	Technical Assistance Approach	Power Approach	Self-Help Approach
Role of the Intermediary	Consultant (or the one who secures the services of a consultant)	Organizer	Facilitator, Coach, Educator
Basis for Making Local Changes	Science provides the means to solve problems.	Power/influence is the key element for bringing about changes. Problem is that power is concentrated in the hands of a small group of people.	People can identify and solve problems collectively. That is, they have the capacity to take action on issues of importance to them
Action Goal	Tackle technical problems	Redistribute power & influence	Focus on community capacity building

With the community development approaches as the backdrop, we would like to outline a core set of community theories and take note of how they align with these approaches. The first framework we explore is one that showcases the structural features of a community, including the major functions communities perform and the critical role of that communities institutions play in carry out these functions. Associated with this structural/functional aspect of the community is the notion of horizontal and vertical integration, two concepts that we describe more fully as well.

The second community theory we discuss is community capitals framework, an approach that represents a more contemporary version of the horizontal/vertical integration notion noted in the previous paragraph. The third theoretical approach we discuss is the self-development perspective, one that looks inward – on the assets and resources that exist within the community that are mobilized to bring about positive improvements in the community. It is labeled as the asset-based development approach to community development.

The Structural/Functional Components of a Community²

Communities do not just exist by accident. They have designed to carry out important activities that allow residents to gain access to the many of the resources they need in their day-to-day living. Many years ago, Warren (1987) suggested that communities perform five critical functions:

1. *Production-distribution-consumption*: This involves local participation in the process of producing, distributing, and consuming those goods and services which are part of daily living and access to which is desirable in the immediate locality. Moreover, it includes key economic functions being carried out in the community. Furthermore, production/distribution/consumption function incorporates such things as educational and local government services.
2. *Socialization*: Involves a process by which the community transmits its knowledge, values, and behavior patterns to its individual residents. Through this process, the individual comes to take on the way of living of his or her community.
3. *Social control*: Involves the process through which a group influences the behavior of its members toward conformity with its norms. Some of these are formal through the enforcement of laws while others are informal social controls provided through the family, church, schools, and more.
4. *Social participation*: We are distinctively human through our participation in human groups, and most of these associations are with neighbors or friends from the same community. Many of the professional, civic, and social organizations to which we belong are local or have local chapters. These organizations serve as key vehicles for residents to participate in the life of their community. The religious organization (church or synagogue) plays an important role in the performance of this function as well. Less frequent, but still pertinent, is the involvement that local residents may have in the political and governmental decision making arenas.
5. *Mutual support*: Involves the provision of help or support to people, families and neighbors at the local level, especially in times of need.

Key Institutions in the Community

The five major functions that communities perform are dependent on the presence and strength of several institutions. These institutions include the following:

- **Family**, which carries out such functions as the care and socialization of the young; providing the basic needs of food, shelter, and housing for family members; and emotional support.
- **Economic**: A community's economic system influences the nature of work, where individuals get jobs, how much they earn the conditions of their work, their prospects for future jobs, and unemployment levels.

² This section of the report draws on the book by Roland Warren titled, *The Community in America* (1987). This is one of the classic books that continues to guide community development work even today.

- Education: The major functions of education within the local community setting are twofold. First, cultural transmission and socialization: and second, selection and allocation to the type of position they will have in adulthood.
- Political/Government: Its major functions include: (1) protecting life, liberty, and property of local residents (i.e., enforcing regulations; providing law enforcement); (2) regulating conflict, which involves establishing procedures and practices for resolving disputes; and (3) planning, coordinating and providing public facilities and services.
- Faith-Based/Religious: Its functions are threefold: (1) provide an ongoing system of shared customs that offer purpose to its participants; (2) serve as an important source of social control by supporting certain values and norms; and (3) provide personal support to local residents.
- Associations: Refer to the civic, service, social, fraternal, and other voluntary organizations that are available for people to participate in local activities.

Linkage Community Functions and Its Institutions

A useful way to decipher the strengths and challenges impacting communities is to examine the functions of communities in combination with its major institutions. The capacity that communities have to carry out their five major functions is, in no small way, affected by the nature and strength of the institutions that exist in the locality. In some cases, communities are institution rich and as a result, critical community functions are carried out in a highly effective manner. In other situations, however, the breadth and depth of institutions are quite limited, making it difficult and challenging for all the five functions of communities to be successfully carried out. Rural areas, for example, are often hard pressed to fulfill all the five key functions of a community given the more limited range of institutional resources at hand to address these functions. As such, they have to reach out beyond the boundaries of the county to provide those functions that local residents need to meet their daily needs (such as health care, community college degree or quality jobs).

Horizontal and Vertical Ties

Horizontal integration represents the strength of the linkages that exist among institutions (and people) at the local level. *Vertical integration*, on the other hand, reflects the extent to which ties exist between local community institutions and units located at higher levels outside the community, such as at the regional, state, multi-state, or national levels.

According to research conducted many years ago by Warren (1987), local communities have become increasingly involved in vertical relationships and as such, the capacity to make important decisions about their community has been relegated to people and places located outside the area. As a result, ties among local community institutions have weakened and community autonomy has been compromised. To reverse this pattern, Warren states that efforts must be undertaken to build stronger and sustainable horizontal relationships – ones that mobilize local institutions to work collaboratively in addressing local concerns. In this situation, vertical ties are not rejected outright; rather, they are used to help tap external resources that can be brought to bear on community priorities that have been determined via the horizontal relationships. In other words, vertical linkages are used to align with locally-determined priorities rather than used to impose externally driven decisions on the community.

How does this relate to the discussion of community functions and institutions? The point we wish to make is this: the vitality of any community – be they blessed with a full complement of institutions or with less institutional resources – is dependent upon the capacity of local institutions to develop strong horizontal ties with one another. When institutions work in silos rather than in partnership with one another, the ability of the community to bring all forces together to address local challenges and opportunities is significantly compromised.

Community Capitals Framework

Community research by Flora, Flora and Gasteyer (2016) and Putnam (2000) offer a more contemporary expression of the community concepts offered by Warren in the 1970s and 1980s. Flora, Flora and Gasteyer (2016), for example, note that the lifeblood of any community can be linked to the presence and strength of seven community capitals, resources that can be invested or tapped for the purpose of promoting the long-term well-being of communities (Jacobs, 2011). The seven community capitals are natural, cultural, human, social, political, financial, and built. Strong and resilient communities not only strive to make balanced investments in these seven capitals, they also succeed in creating linkages with the types of capital that needed to address local concerns or issues.

While all community capitals are important, the glue that maximizes the effective use of these capitals is social capital. It is social capital that holds a community together and spurs the type of economic and community development efforts that bring benefits to the entire community. In communities where good things are happening across the spectrum – in education, in job creation, in health care, in community services – a broad-based corps of civic-minded people and organizations is often in place to undergird these important activities. It is the presence of social capital that makes this possible.

Social capital involves both “bonding” and “bridging” activities. Bonding represents ties people have with family, friends, neighbors, and close work associates. Bridging reflects two types of linkages: (1) those that local individuals have with other people and institutions in the community; and (2) ties that individuals and organizations have with people/institutions located outside of the locality. Note how the concept of bridging is consistent with Warren’s notion of horizontal and vertical ties.

Asset-Based Development Framework

The third approach to community development that we would like to highlight is the Asset-Based Community Development perspective (or ABCD for short). This approach shifts the orientation to assets that exist in communities rather than to community needs or deficits. ABCD urges communities to rediscover the resources and talents in place in their localities, resources that can be mobilized to address the set of opportunities and challenges existing in their communities. Captured in a 1993 volume by John Kretzmann and John McKnight titled, *Building Communities from the Inside Out*, the ABCD process works to discover the capacities of people, voluntary associations, and local formal institutions that can be tapped to advance local community and economic development activities. The following is a brief description of the key elements of the ABCD process:

- **People:** Many local people have skills and talents that can be mobilized to help carry out the activities necessary to achieve community goals and priorities. Communities are urged to take the time to identify the visible and hidden assets of local people. Certainly, the most obvious assets are among those who serve in important positions in the local area such as business, education, and government leaders. Others, because of their family history or reputation, are seen as influential people. At the same time, local places have a sizable number of local people

whose skills and talents are rarely, if ever, mobilized for the purpose of helping improve their communities or regions. The ABCD approach provides a mechanism for tapping the resources of traditional and nontraditional 'people' for the purpose of actively engaging them in local community improvement initiatives.

- Voluntary Associations: Voluntary associations represent not-for-profit groups whose members work together on matters of shared interest. They usually rely on a handful of paid staff and a larger corps of volunteers to carry out their activities. They are typically governed by a board of unpaid individuals and provide services and benefits to non-members. These associations promote the betterment of communities and neighborhoods and serve as convenient channels for local people to get involved in worthy causes.
- Formal Institutions: Formal organizations represent those entities that carry out, on an ongoing and persistent basis, activities that are needed to meet the important needs of local residents. They include education, government, economic enterprises, health, and faith-based organizations/agencies.

Connecting the Dots

Asset mapping serves as an effective tool for understanding the wealth of talent that exists in a community — even those with small populations or suffering from economic distress. The long-term development of a community rests on its ability to uncover and build on the strengths and assets of its people, institutions, and informal organizations. However, to be truly effective, asset mapping must take the next step -- linking these various talents and resources together. In isolation, these assets are likely to dilute the advances that can be made in improving the well-being of local people and their communities. But, by mobilizing and linking these assets, genuine improvements in the welfare of these people and their communities are more likely to occur.

Economic Development Approaches: Two Perspectives

Without question, one of the most important elements of any community is the nature and strength of its economy. While the strategies that local leaders can embrace to help advance the economic health of their community can be diverse, economists like Michael Woods have captured the economic development strategies that local leaders could pursue under the label of the 'CARE Model' for economic development. CARE is an acronym for the four overarching strategies for advancing the economic health of a community -- **C**reation, **A**ttraction, **R**etention, and **E**xpansion. Essentially every economic development option that a community, county or region may want to consider can be classified into one of these four so-called buckets.

The notion of "basic" and "service" industries is fairly well known by local economic development organizations and leaders. These two concepts are part of what we call **export base theory**. Basic industries are those firms that sell goods and services to markets located outside the local area while service industries are those entities that cater to local markets. Basic industries are important because they bring outside dollars into the local economy, dollars that are then expended for products/services offered by the service industries (Mulkey, 2000; Park et al., 2009). Therefore, it is important to pursue strategies that are intended to strengthen the mix of basic industries so that external dollars can enter into the local economy while ensuring that critical products and services needed by local residents can

be provided as well. This balancing act is certainly one of the key challenges that local economic development organizations face today, especially in a rural county like Jay County.

An important point made by Flora, Flora and Gasteyer (2016), however, is that economic development can actually prove detrimental to community development IF companies are attracted that could damage the quality of life of a community. As such, the type of economic development strategy you pursue will likely be based on the type of community development approach (see Table 1) that you embrace. If the primary focus is on “business or firm attraction and recruitment,” you are pursuing more of a technical assistance strategy since local officials tend to depend on consultants or state agencies having the technical expertise to produce incentive packages and to engage in formal negotiations with the company. In such cases, the active involvement of local residents or other community organizations (such as the educational system or nonprofit organizations) are largely nonexistent. Moreover, residents are not able to weigh in as to whether these firms are a good fit with their longer-term vision for the community.

A new way of thinking about economic development is coined “self-development.” The self-development approach to economic development is designed to pursue the “self-help” community development strategy discussed earlier (Green et al., 1990). Self-development tends to carefully examine the economic assets and strengths of the community and to find ways to build and add value to these assets. Rather than rely on outside experts or consultants, the self-development approach to economic development actively recruits and encourages local residents, community leaders, and civic-minded organizations to band together to develop and implement an economic development blueprint that aligns with the values, goals and aspirations of residents. Strategies that reflect the spirit of self-development include the strengthening and growing existing local businesses and industries through a targeted business retention and expansion program, spurring the creation of new businesses through an entrepreneurship program, or connecting existing firms to the supply chain needs of competitively strong industry clusters that are found in the region.

While it is not uncommon for local government leaders and economic development groups to give significant time and attention to firm recruitment, the reality is that firms that exist in your area create most new jobs in the community or county. That is why the “self-development” approach to economic development may be worth pursuing. While this is not to suggest that a community abandon its efforts to attract new jobs to the community, it is to encourage local leaders to develop more time, attention and resources to the self-development approach given that the dividends, in terms of enhancing the existing economic assets of your community, are likely to be long-term. Furthermore, it is these types of businesses that are deeply rooted in your community and more likely to contribute to the overall advancement in its quality of life.

The following is synopsis of the type of economic development strategies that can be undertaken under the “technical assistance” and “self-development” approaches to community development. The left panel of the table outlines some of the strategies that local economic organizations may pursue in hopes of attracting businesses and/or industries to their community. It may involve the one of more of the strategies listed, including tax abatements, financial incentives, or other types of subsidies. One of the unique options that may take place in some places include the use of Tax Increment Financing, a subsidy that can be targeted to neighborhoods or other local areas that would be unlikely to realize any significant development without the TIF. A new initiative created by the U.S. Congress in 2017 is called “Opportunity Zones.” Opportunity Zones encourage private sector companies/businesses that are embedded in the community (or county) to invest their profits in of the nation’s poorest tracts – areas

Table 1. List of Possible Economic Development Strategies Using Two Distinct Community Development Approaches

Technical Assistance	Self-Development
<ul style="list-style-type: none"> • Recruitment of New Businesses and Industries <ul style="list-style-type: none"> ▪ Tax Incentives/Abatements ▪ Financial Incentives ▪ Tax Increment Financing (TIF) ▪ Opportunity Zones • Recruitment of Firms that Fill Needs of Key Regional Industry Clusters • Recruitment of Businesses/Industries that Add-Value to Existing Sectors (i.e., Agriculture, Manufacturing) 	<ul style="list-style-type: none"> • Business Retention and Expansion Program • Business Network Development • Microenterprise and Small Business Start-Ups • Business Incubators • Makerspace • Recreation and Tourism • Main Street Program

Source: An Economic Development Primer: A Forty-Year Perspective. David R. Kolzow, Team Kolzow, Inc. 2016.

that rarely get consideration when it comes to launching economic development activities. The U.S. Department of Treasury recently designated 156 census tracts as Opportunity Zones (see: <https://www.in.gov/gov/2979.htm>). While none are located in Jay County, keeping track of the success of the Opportunity Zones program may offer insights on how to strengthen the economic health of low-wealth areas of Jay County.

Other technical assistance “attraction strategies” include efforts to recruit specific companies that help fill the supply chain needs of industries that are part of a region’s major economic clusters. A related strategy is to recruit firms that add value to products being produced in the area, such as food processing plants to make use of locally/regionally grown agricultural products.

The right hand panel of Table 2 delineates a mix of strategies that build on the human and economic assets of a community. They include implementing a business retention and expansion program, creating business networks that offer a forum for local business owners to interact with and learn from one another, launching microenterprises and small businesses, and pursuing such entrepreneurial activities such as business incubators and makerspace. Other approaches that represent “self-development” strategies include strengthening main street businesses and building on the tourism and recreational assets of the area.

What Does it All Mean for Jay County? Some Thoughts

The brief literature review that the Purdue Center for Regional Development prepared offers some important food for thought regarding how Jay County might work together on building a strong, resilient community and economy in the years ahead. There are some valuable nuggets of information from the literature review that can offer a framework for carrying out the new strategic plan the Jay County Development Corporation has developed, in partnership with a group of individuals representing a diversity of local interests.

The overarching approach that has had most success in smaller populated counties has been the self-development approach. This strategy focuses more on ways to discover and build on the county's local assets rather than focusing largely on business or industry recruitment. However, a self-development strategy is most successful when the following efforts are undertaken:

- *Expanding the Leadership Pipeline:* Local government and economic development leaders should consider pursuing a strategy of building a new generation of leaders who have developed the skills and expertise to move the county forward in the years ahead. Vibrant communities and counties give attention to ways to grow new leaders who can keep the momentum going when existing leaders opt to transition into less visible roles in the community/county.
- *Build on Current Economic Assets:* Self-development devotes major attention to retaining, nurturing and growing the businesses and industries that are already embedded in the county. These companies are often the major source of new jobs, so working to remove barriers to their growth should be top priority for local leaders. Some of the existing programs that live up to the spirit of self-development include the Business and Retention Program, Economic Gardening (which focuses on businesses with 10-99 employees), and Building an Entrepreneurial Community (a program that looks at the support systems that need to be in place to support entrepreneurs).
- *Think Regionally:* As a rural county, Jay County is not positioned to address the full slate of community functions that are offered in larger populated places. This means that working in partnership with surrounding counties makes a good bit of sense when it helps provide resident with a broader array of services and opportunities. For example, a regional alignment allows Jay County to discover the major industry clusters existing in the region and determining which of these have strong economic ties to Jay County. By so doing, Jay County could be in a position to determine: (1) which existing companies in the county could be better connected to the types of products and services that these clusters need, but which they are now securing from firms outside the region; (2) which specific firms could be attracted to the region that could add value to the existing regional clusters; and (3) the businesses that might be created to fill important gaps existing in the supply chains of those industries that are part of the region's economic landscape.
- *Determine Labor Force Needs of Local and Regional Firms:* One of the most important assets needed to support the economies of Jay County and its surrounding counties is human capital – people with the education, skills, and experiences vital to existing companies in the area. Having quality human capital can serve as a magnet for attracting businesses/industries that offer good paying, high quality jobs. Thus, it is important to assess the workforce development system in the county and take steps to ensure that it aligns with the needs of local firms and with job opportunities existing in the region.
- *Build on the Community Capital Assets of the Region:* The seven community capitals discussed in an earlier section of this document are both present and strong in some communities, but much less so in less populated areas. As such, one of the valuable activities that Jay County could do is undertake an honest assessment of the seven community capitals. This would offer valuable insights on which capitals are strong in the county and which ones are less evident. For example, if the built capital is problematic – such as limited availability and quality of housing – then local

leaders can pursue avenues to addressing this issue. On the other hand, if the county has an extensive number of natural capital (such as natural resource amenities), then opportunities to build on these assets through walking trails, recreational activities, eco-tourism and more could serve as a sound strategy for attracting visitors to the area.

- *Bridge to External Resources, But in a Smart Way*: Both the community capitals and asset-based community development frameworks discuss the importance to connecting people, institutions, and voluntary organizations that can help get things done in the community. For example, as Jay County works to implement the goals and strategies contained in its strategic plan, tapping these various assets can prove very productive. As the same time, connecting to external entities (such as state and/or federal agencies, national organizations, foundations, private sector companies, etc.) that can help support and advance the county's strategic blueprint is a good idea. Rather than letting the sources of funds be the factor in determining what you will pursuing in the county, let your strategic plan be the major factor determining the type of funds you will pursue from external groups. This is self-development at its best, you being smart in terms of controlling your own destiny.

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Jay County Focus Groups Survey Data Overview

Industry Leaders – 7 participants

- 1) What percentage of Jay County Development Corp's time should be spent on these economic development strategies? (Enter the percentage you feel should be spent on each, adding up to 100%)

Most popular split: Attracting (10%), Retaining (20%), Growing (30%), and Launching (40%)

Attracting new companies:

10%	15%	20%	25%	30%	35%	40%	45%	50%
3		2	1		1			

Retaining existing businesses:

10%	15%	20%	25%	30%	35%	40%	45%	50%
		4	1	1		1		

Growing existing businesses:

10%	15%	20%	25%	30%	35%	40%	45%	50%
		1	1	3		2		

Launching new businesses:

10%	15%	20%	25%	30%	35%	40%	45%	50%
1	1	1	1	1		2		

2) What percentage of Jay County Development Corp's time should be spent on these community development strategies? (Enter the percentage you feel should be spent on each, adding up to 100%)

Most popular split: Planning (20%), Grant Writing (25%), Securing funds (20%), and Working with entrepreneurs (30%)

Planning:

10%	15%	20%	25%	30%	35%	40%	45%	50%
		3	1	2	1			

Grant Writing:

10%	15%	20%	25%	30%	35%	40%	45%	50%
		2	3	1				1

Securing funds/development work:

10%	15%	20%	25%	30%	35%	40%	45%	50%
	1	3	2	1				

Working with entrepreneurs:

10%	15%	20%	25%	30%	35%	40%	45%	50%
	1	2	1	3				

3) Why do you think people live and work in Jay County?

Responses included: Love for small rural communities, family, comfortable lifestyle, born in the area, familiar with life here, welcoming to visitors

Why do people leave Jay County?

Responses included: Better retirement locations, different quality of life, better pay and more to do elsewhere, pursue education and job opportunities, exciting appeal of urban cities

4) Which region/county do you have stronger ties with?

3 participants (42%) chose: East Central Indiana Regional Planning Council (Grant, Delaware, and Henry)

2 participants (29%) chose: Northeastern Indiana Regional Coordinating Council (DeKalb, Allen, Wells, and Adams)

2 participants (29%) chose: Mercer County, Ohio

Business Owners – 19 participants

1) What percentage of Jay County Development Corp's time should be spent on these economic development strategies? (Enter the percentage you feel should be spent on each, adding up to 100%)

Most popular split: Attracting (10%), Retaining (20%/40%), Growing (20%), and Launching (15%, 20%, 25%)

Attracting new companies:

0%	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	66%	70%
1	2	8	2	1	2		1				1	1

Retaining existing businesses:

10%	11%	15%	20%	25%	30%	35%	40%	45%	50%	65%	70%	80%
	1	1	4	1	2		4		2	2	1	1

Growing existing businesses:

5%	10%	11%	15%	20%	25%	30%	35%	40%	45%	50%	60%
1	2	1		5	3	1	1	3		1	1

Launching new businesses:

5%	10%	12%	15%	20%	25%	30%	35%	40%	45%	50%
4	2	1	3	3	3	2				

2) What percentage of Jay County Development Corp's time should be spent on these community development strategies? (Enter the percentage you feel should be spent on each, adding up to 100%)

Most popular split: Planning (25%), Grant Writing (20%), Securing funds (0%/25%), and Working with entrepreneurs (40%/50%)

Planning:

0%	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	65%
1	1	2	1		6	2	1	2		3	1

Grant-Writing:

0%	10%	15%	20%	25%	30%	35%	40%	45%	50%
2	2		6	3	3	1	1		1

Securing funds/development work:

0%	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%
5	1	2	2	3	5	1				

Working with entrepreneurs:

5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	60%
1	2	1		2	3	1	4		4	1

3) Why do you think people live and work in Jay County?

Responses included: Grew up in the area, welcoming environment, not-for-profit organizations (schools), access to amenities, high school diploma only, native to area, can't afford to leave

Why do people leave Jay County?

Responses included: Better quality of life elsewhere, lack of housing and day care, flooding, seeking higher education, few opportunities here, grass is greener elsewhere, better job in chosen field

4) Which region/county do you have stronger ties with?

6 participants (32%) chose: East Central Indiana Regional Planning Council (Grant, Delaware, and Henry)

9 participants (47%) chose: Northeastern Indiana Regional Coordinating Council (DeKalb, Allen, Wells, and Adams)

4 participants (21%) chose: Mercer County, Ohio

Young Adults – 22 participants

1) What percentage of Jay County Development Corp's time should be spent on these economic development strategies? (Enter the percentage you feel should be spent on each, adding up to 100%)

Most popular split: Attracting (20%), Retaining (30%), Growing (30%), and Launching (10%/20%)

Attracting new companies:

10%	15%	20%	25%	30%	35%	40%	45%	50%	60%
3	1	6	3	4				1	1

Retaining existing businesses:

10%	15%	20%	25%	30%	35%	40%	45%	50%
1	1	4	2	5		4		2

Growing existing businesses:

10%	15%	20%	25%	30%	35%	40%	45%	50%
1	3	3	2	6		3		1

Launching new businesses:

0%	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%
1	1	4	2	4	3	3		1		

- 2) What percentage of Jay County Development Corp's time should be spent on these community development strategies? (Enter the percentage you feel should be spent on each, adding up to 100%)

Most popular split: Planning (30%), Grant Writing (25%), Securing funds (20%), and Working with entrepreneurs (10%/15%/25%)

Planning:

10%	15%	20%	25%	30%	35%	40%	45%	50%
1	1	3	5	6	1	2		

Grant-Writing:

10%	15%	20%	25%	30%	35%	40%	45%	50%
3		1	5	4	1	4		1

Securing funds/development work:

10%	15%	20%	25%	30%	35%	40%	45%	50%
1	2	8	5	3				

Working with entrepreneurs:

10%	15%	20%	25%	30%	35%	40%	45%	50%
4	4	2	4	3				2

3) Why do you think people live and work in Jay County?

Responses included: Area native, cheap cost of living, non-profit assets, family ties, no college-diploma level jobs, safe and kind community

Why do people leave Jay County?

Responses included: Lack of opportunities, college-educated can find better jobs, better housing and higher standard of living elsewhere, desire for bigger city life, lack of entertainment

4) Which region/county do you have stronger ties with?

8 participants (36%) chose: East Central Indiana Regional Planning Council (Grant, Delaware, and Henry)

7 participants (32%) chose: Northeastern Indiana Regional Coordinating Council (DeKalb, Allen, Wells, and Adams)

7 participants (32%) chose: Mercer County, Ohio

Government/Elected Officials – 13 participants

1) What percentage of Jay County Development Corp's time should be spent on these economic development strategies? (Enter the percentage you feel should be spent on each, adding up to 100%)

Most popular split: Attracting (20%), Retaining (30%/40%), Growing (20%/30%), and Launching (20%)

Attracting new companies:

10%	15%	20%	25%	30%	35%	40%	45%	50%	75%
1		5	1	1		2		2	1

Retaining existing businesses:

5%	10%	15%	20%	25%	30%	35%	40%	45%	50%
1	2		2	2	4		4		1

Growing existing businesses:

0%	5%	10%	13%	15%	20%	25%	30%	35%	40%	45%	50%
1	1	2	1	2	4	1	4				

Launching new businesses:

0%	10%	12%	15%	20%	25%	30%	35%	40%	45%	50%
1	1	1	2	6	2	2				2

2) What percentage of Jay County Development Corp's time should be spent on these community development strategies? (Enter the percentage you feel should be spent on each, adding up to 100%)

Most popular split: Planning (40%), Grant Writing (30%), Securing funds (20%), and Working with entrepreneurs (10%)

Planning:

10%	15%	20%	25%	30%	35%	40%	45%	50%
1		2	2	3		6		2

Grant-Writing:

10%	15%	20%	25%	30%	35%	40%	45%	50%	60%
1	2	3	2	4		2		1	1

Securing funds/development work:

0%	10%	15%	20%	25%	30%	35%	40%	45%	50%
2	3	1	4	2	1		2		1

Working with entrepreneurs:

0%	10%	15%	20%	25%	30%	35%	40%	45%	50%
1	6	1	4	2	1		1		

3) Why do you think people live and work in Jay County?

Responses included: Enjoy the rural community environment, native to area, family ties, low cost of living

Why do people leave Jay County?

Responses included: More resources available in urban centers, few high paying jobs, lack of entertainment, greater quality of life elsewhere, no upwards growth, no outdoor recreation

4) Which region/county do you have stronger ties with?

6 participants (46%) chose: East Central Indiana Regional Planning Council (Grant, Delaware, and Henry)

6 participants (46%) chose: Northeastern Indiana Regional Coordinating Council (DeKalb, Allen, Wells, and Adams)

1 participant (8%) chose: Mercer County, Ohio

Priority	Totals										Grand Total
Attracting New People	1	3	2	2	2	3	3	1	5	1	19
Blight Housing		6	3	0	0	1	3	0	3	0	11
Broadband		4	0	0	0	2	0	0	0	0	8
Buses Startup		4	6	3							7
Business Attraction											6
Rural Business Dev.		4									4
Business Expansion											0
Business Retention	3										3
Community Development	4	5	1	5	2						15
Community Outreach		2	2								4
County Interaction	5		5								10
Community Leadership		1									1
Dunkirk Industrial Park		4	6	4							14
Economic Development			3								3
Existing Businesses	8	7	2	4	2	4	0				21
Grant writing	8	6	1	2	6	4	5	3	2	2	39
Housing		6									6
Housing Study					4			3			7
Jay Co. Chamber		1				2				2	5
Job West side		8									8
New Business Startups						3	3	1	2	1	10
Promotion	1										1
Quality of Life	2	2	2	6	4	4	5	4	4	4	27
Regionalism									1		1
Retail and Grocery	6	7				2	1			3	19
Retail Needs		7	8						4		19
Roads										1	1
Support in Community		4	0								4
Tax Abatements		0	1	1			1				3
Use of Edit \$		1									1
Wages										3	3
Youth Outreach	6	0	2	0	0	5	0			0	13

**Government
AM, 9/27**

**Industry
Leaders
AM, 9/26**

Priority	Totals	Grand Total
Building Sites	0	0
Business Expansion	2	2
Business Retention	2	7
Child Care	4	4
Community Development	2	4
County Voice	2	6
Early Learning Resource	1	1
Education	1	1
Employee Retention	4	4
Government Benefits	3	3
Grant Writing	5	6
Improve Tax Base	1	1
Industrial Maintenance Development	1	4
Industrial Score	1	1
Long Term Planning	3	9
Renewable Energy	1	1
Tax Abatements	2	9
Transition from High School to Work Force	1	4
Work Ethics	0	0

Priority	Totals											Grand Total		
Attracting Retail	0	8	1	2	0	2	2	1	1	1	5	2	0	25
Benchmarking										4				4
Broadband and IT	3	5		3		1		1	1			1		15
Business Expansion	2													2
Business Retention		0	3	2	2			2	2	2	6			17
Child Care	6	8			1	0		2	2	6				23
Drug Problem		6												6
Employee Training								3				1		4
Gathering/Providing Data	7	8	1		1				1					18
Grant Writing	7	3		0	3			0	4	2				19
Grocery Stores	1		2	1	1		3	4			2	1		15
Hoosier Opportunities		3												3
Housing			4						2			2		11
Housing Survey	3	1						1						2
JICC Support												4		4
NEIRP									6					6
Northeast District					2							2		4
Quality of Place/Life										3	2			4
Seeking New Industry	5							1						10
Shark Tank				2										1
Support Flooding Activities								3		1				3
Tax Abatements									1	2				3
Wage Survey		2							6					8

Business
PM, 9/26

Priority	Totals										Grand Total	
Activity Advertisement	1	0										1
Annual Business Meeting			2								2	4
Buses	1											1
Business Attraction		4	2	4	0						2	13
Business Expansion												8
Business Retention			5			4						5
Community Awareness												3
Downtown Development	2	4	4	5	1							29
Grant writing	1	8	2	1	1	5	6	0	1	1	1	29
Higher Wage Jobs	2	6	0	3	0	9	2	3	3	5	5	44
Housing None Sub.	3	7	1	5	1						1	24
Industrial Park			1		6						9	16
Jobs to Attract College Graduates	7	2		8	7	2	2	2	4	5		37
Promoting Small Comm.												1
Small Businesses Focus	4	7	6	6	3	3	4	4	1	1	2	37
Tax Abatements	4					3				5		12
Technology Based Jobs											3	10
TIF Funds	3									2		5
Vacant Buildings		4	1	5	0	2	8	3	4	4	1	28
Young Networking Group	2	3	3	4	4	1	1	6	3	3		31

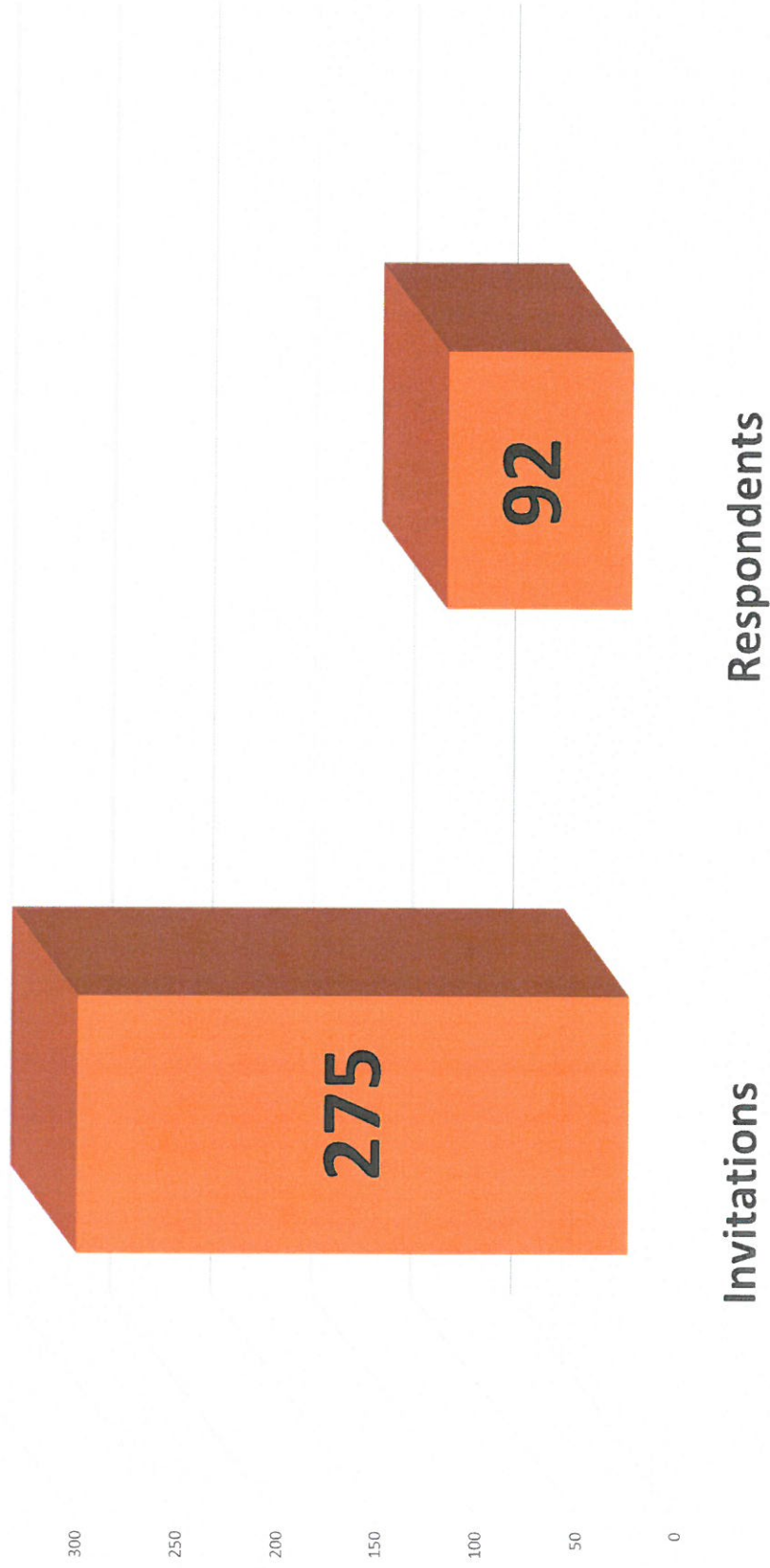
Young Adults
PM, 9/27

JCDC Strategic Plan

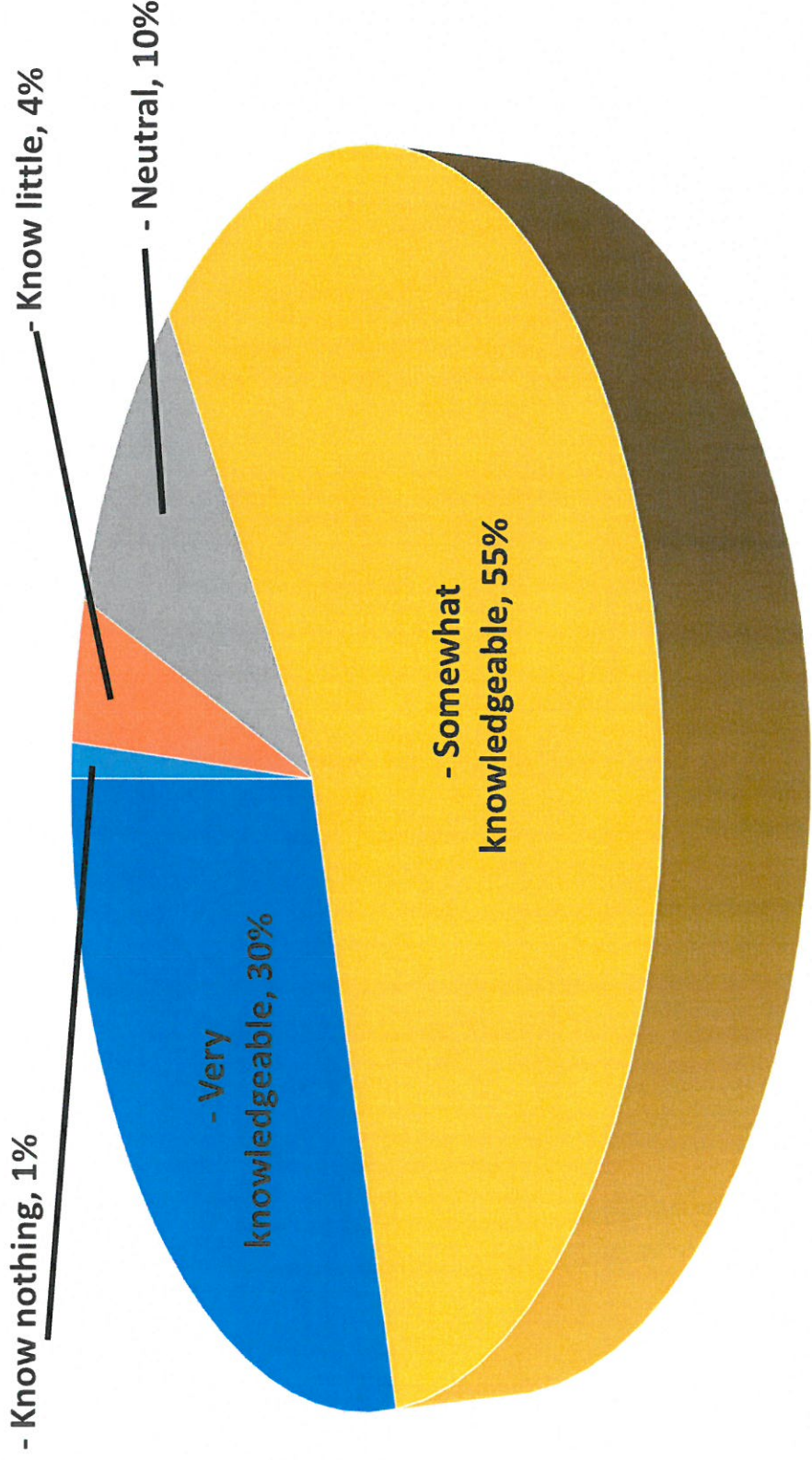
Survey Monkey Results

10-16-17

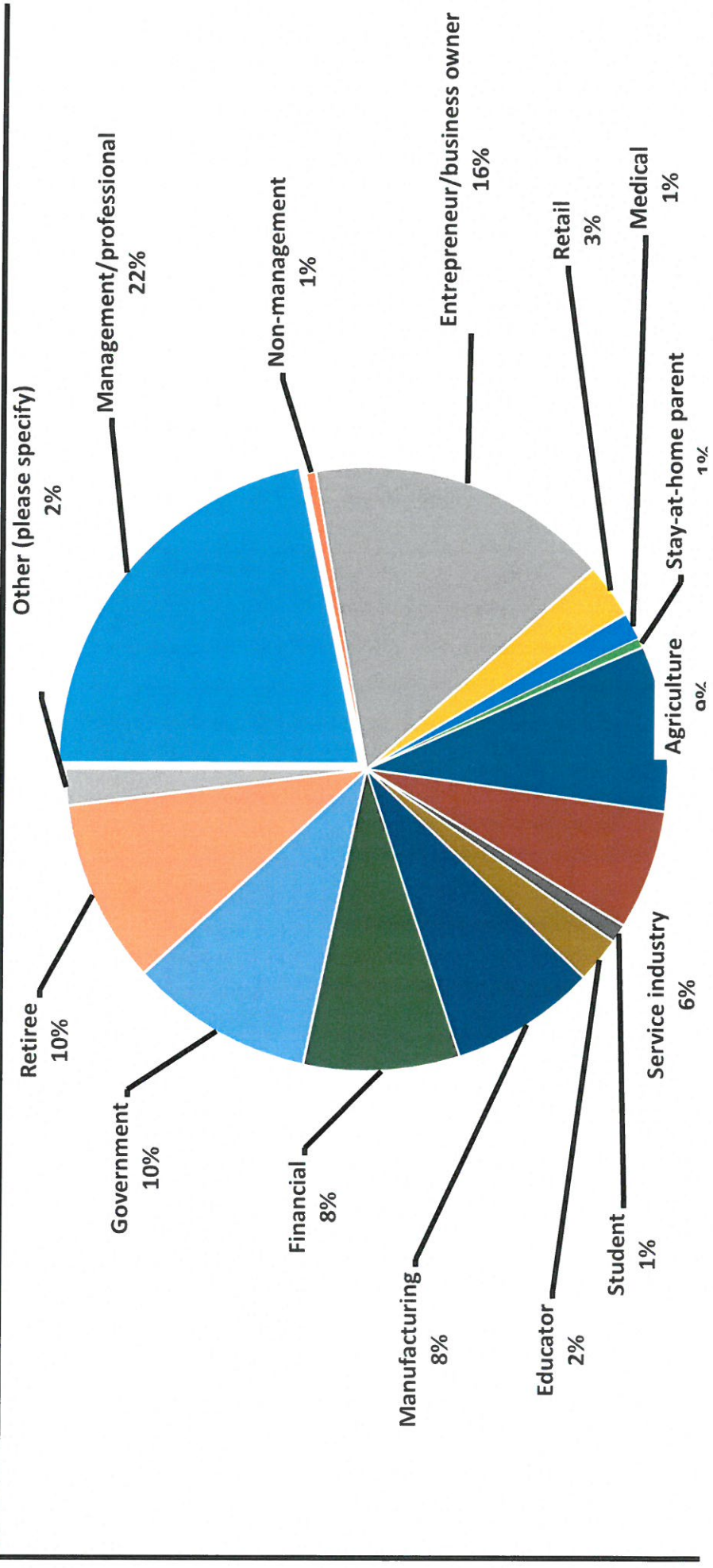
Survey Rate of Return = 33.45%



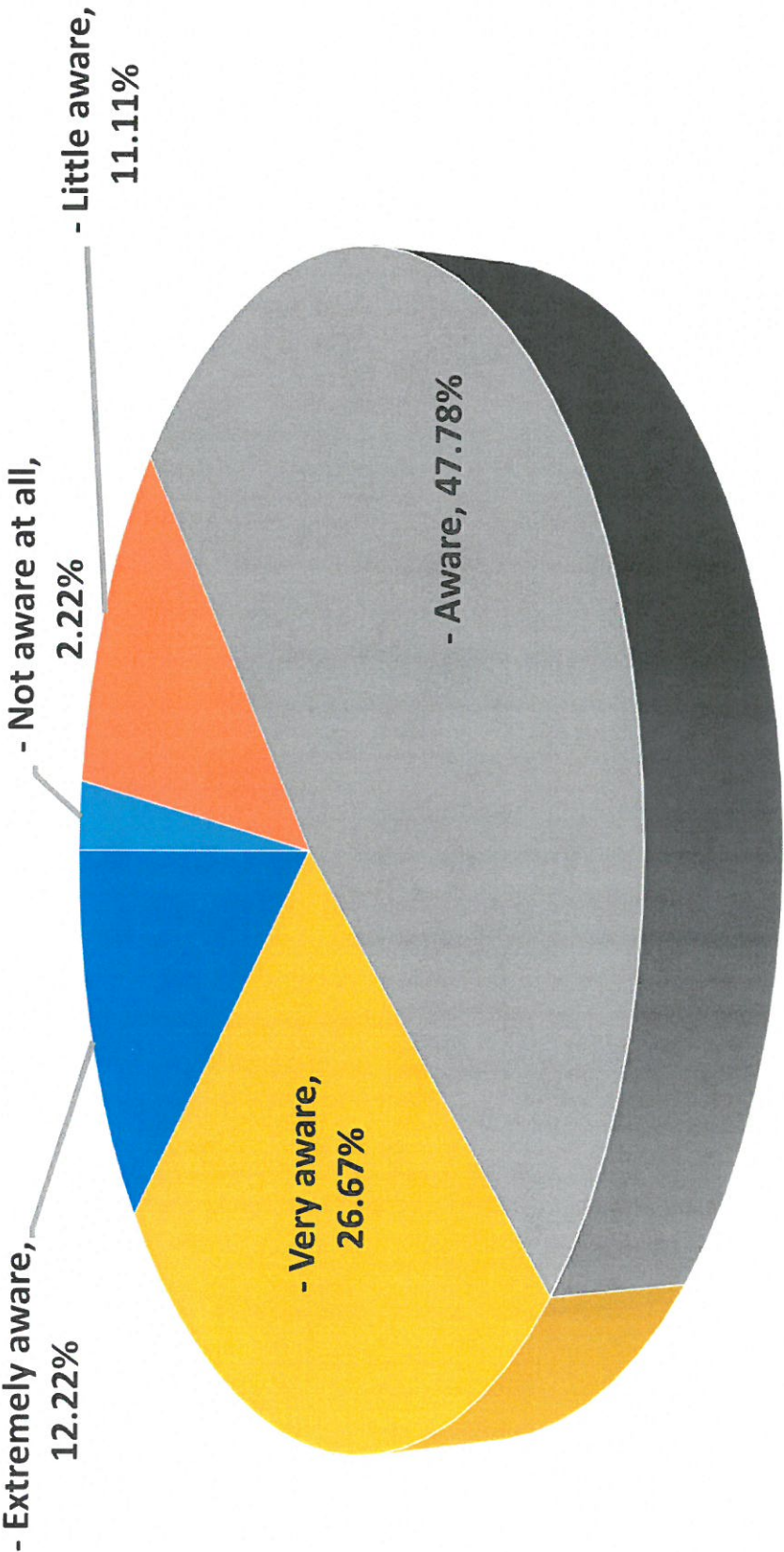
Familiarity of Respondents with JCDC



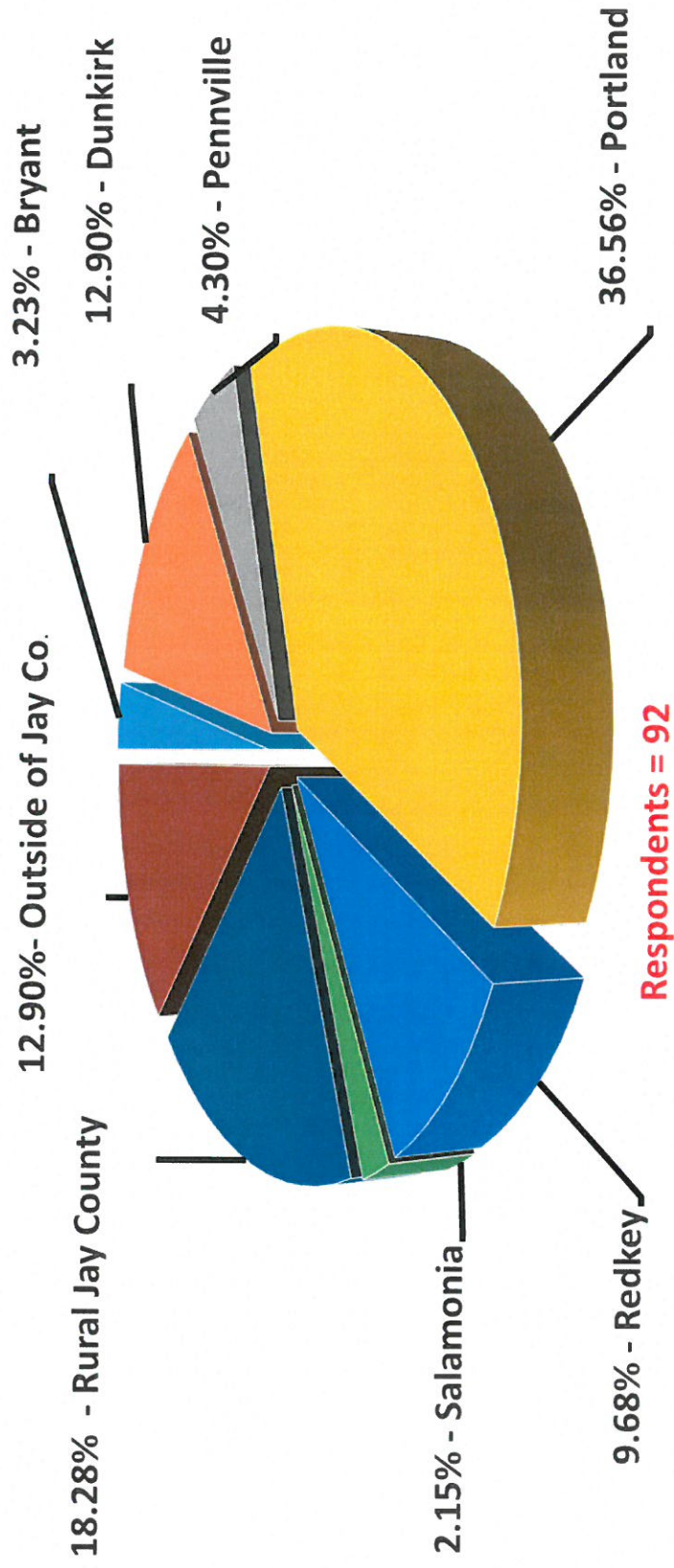
Descriptors of Respondents



Awareness of JCDC Accomplishments

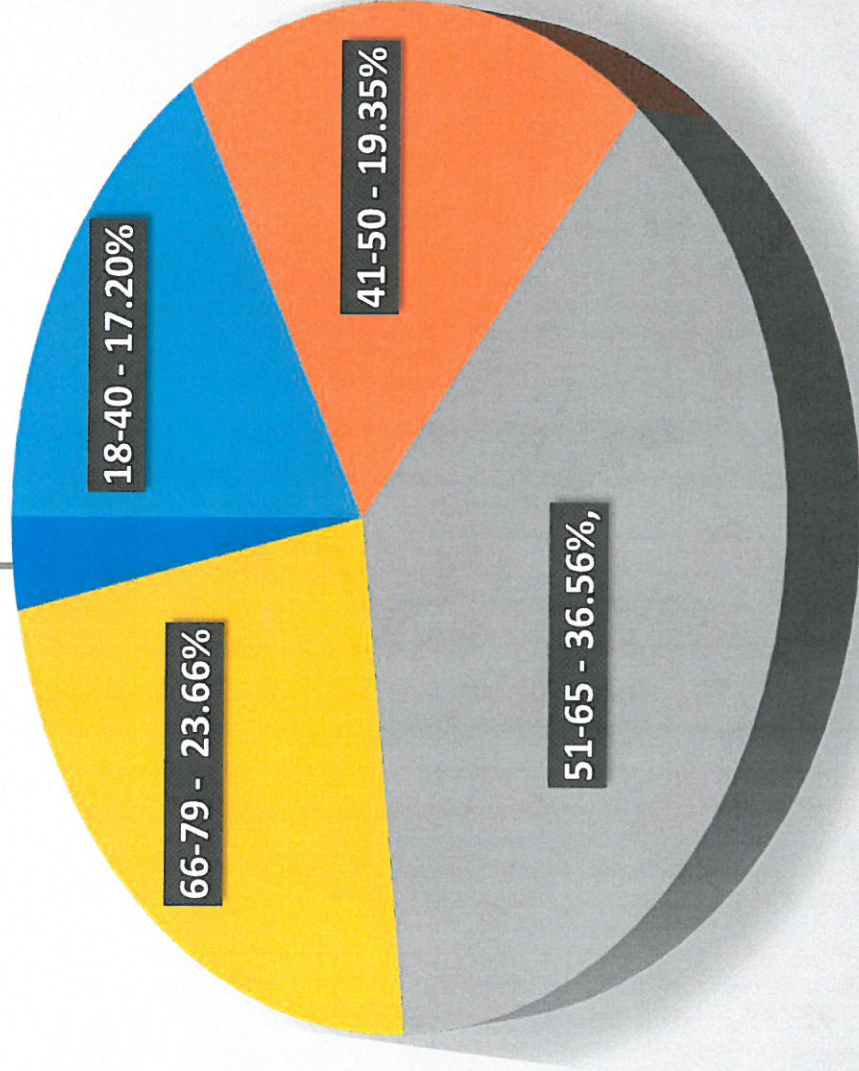


Residency of Respondents

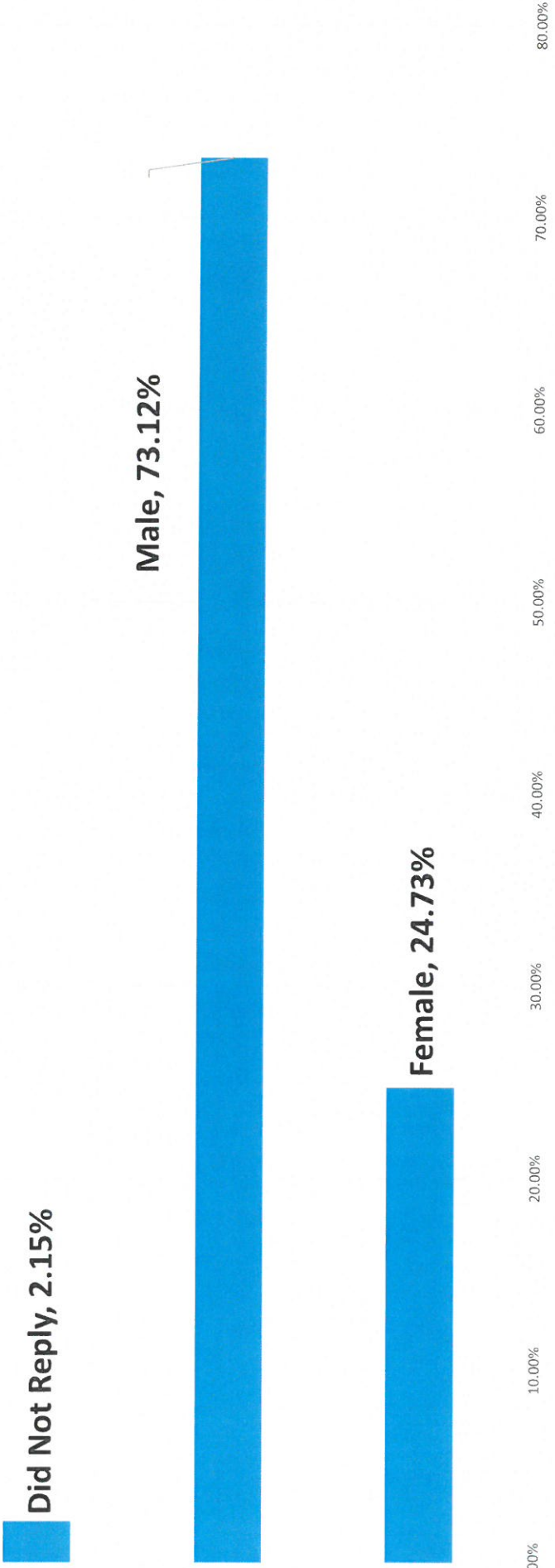


Age of Respondents

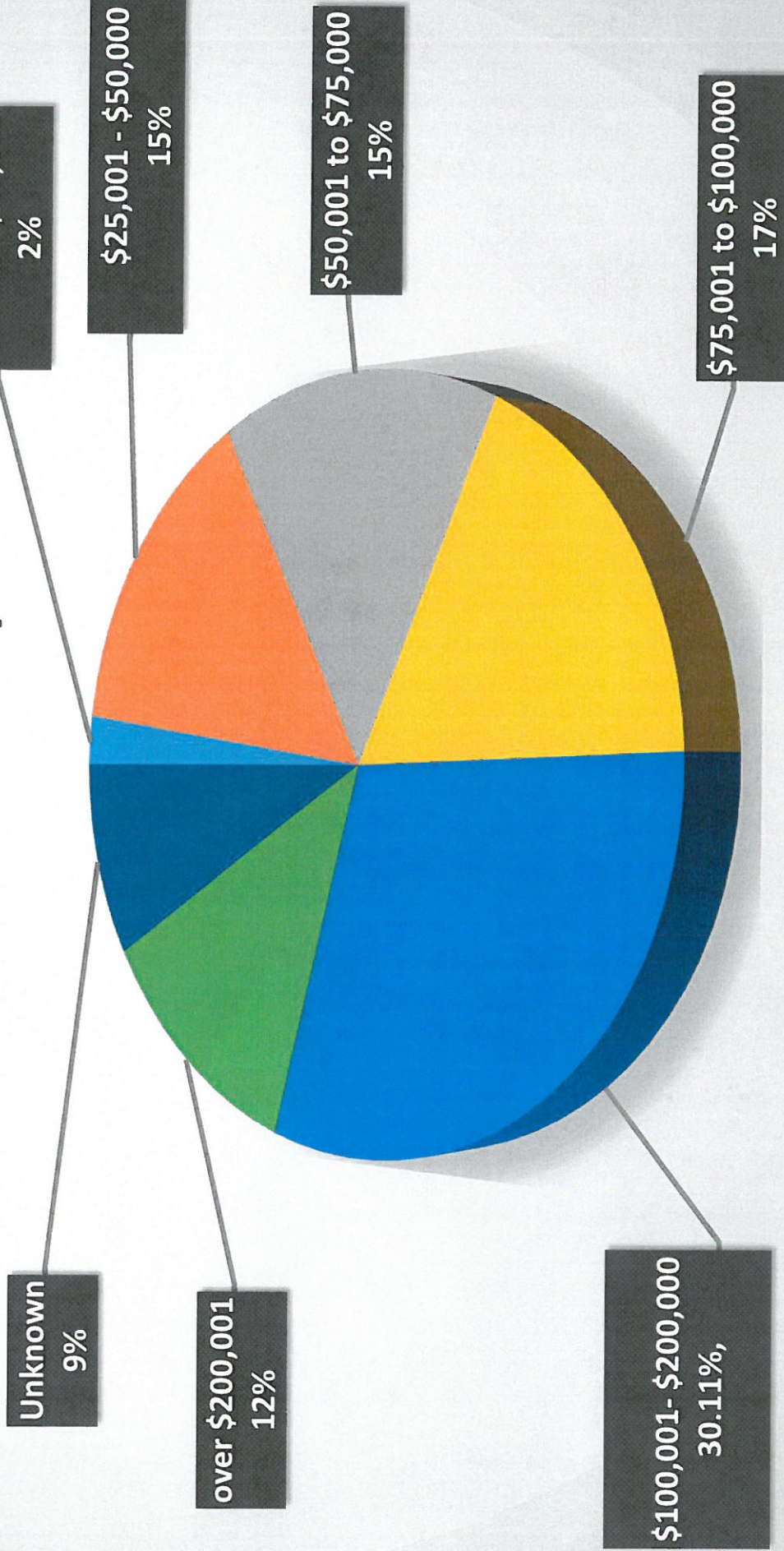
80+ - 3.23%



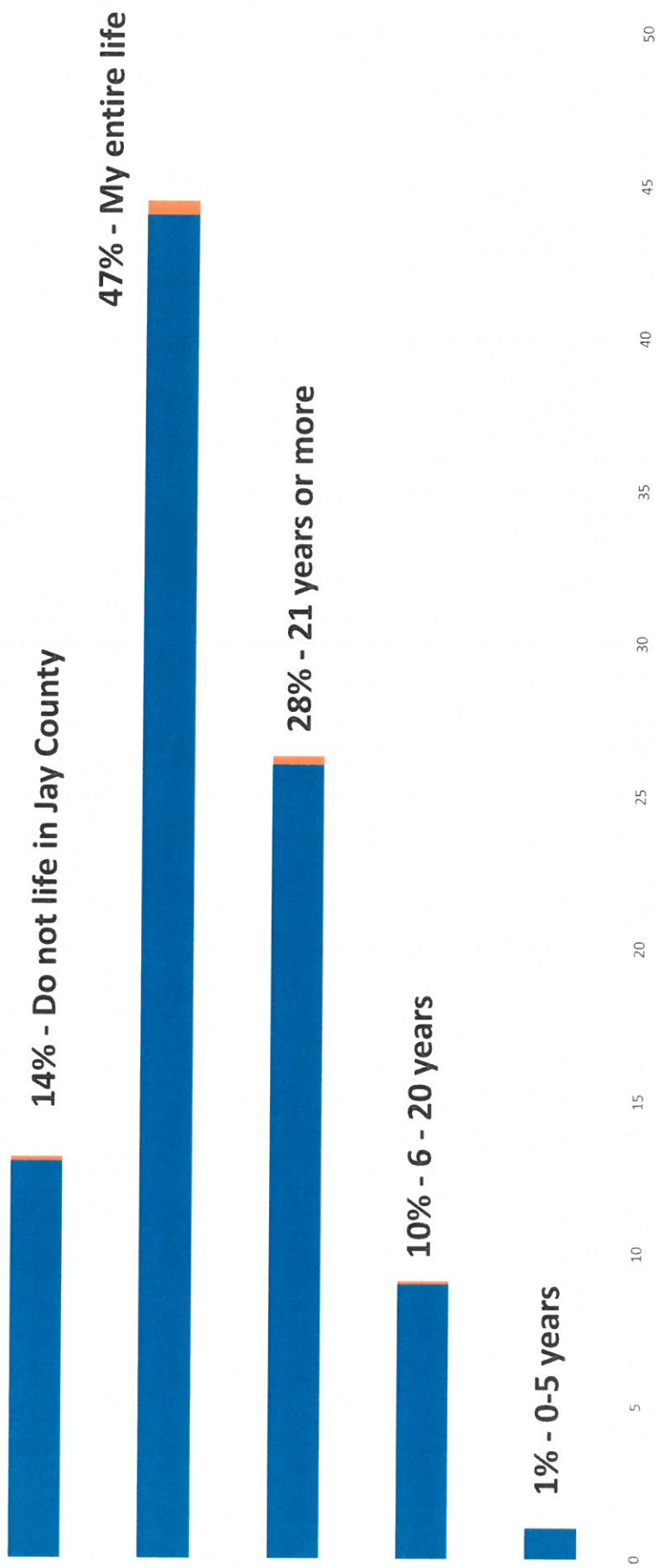
Gender of Respondents



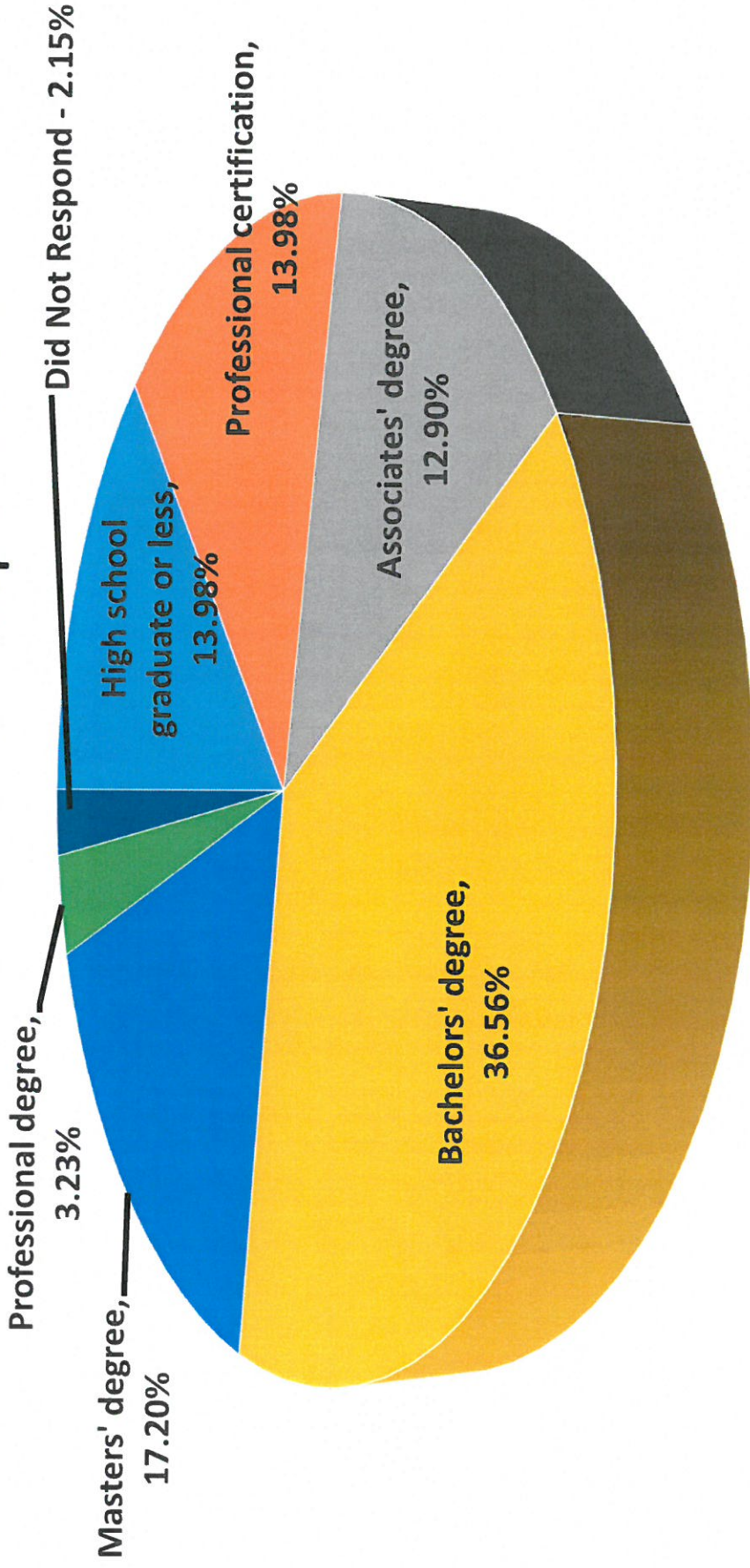
Income Level of Respondents



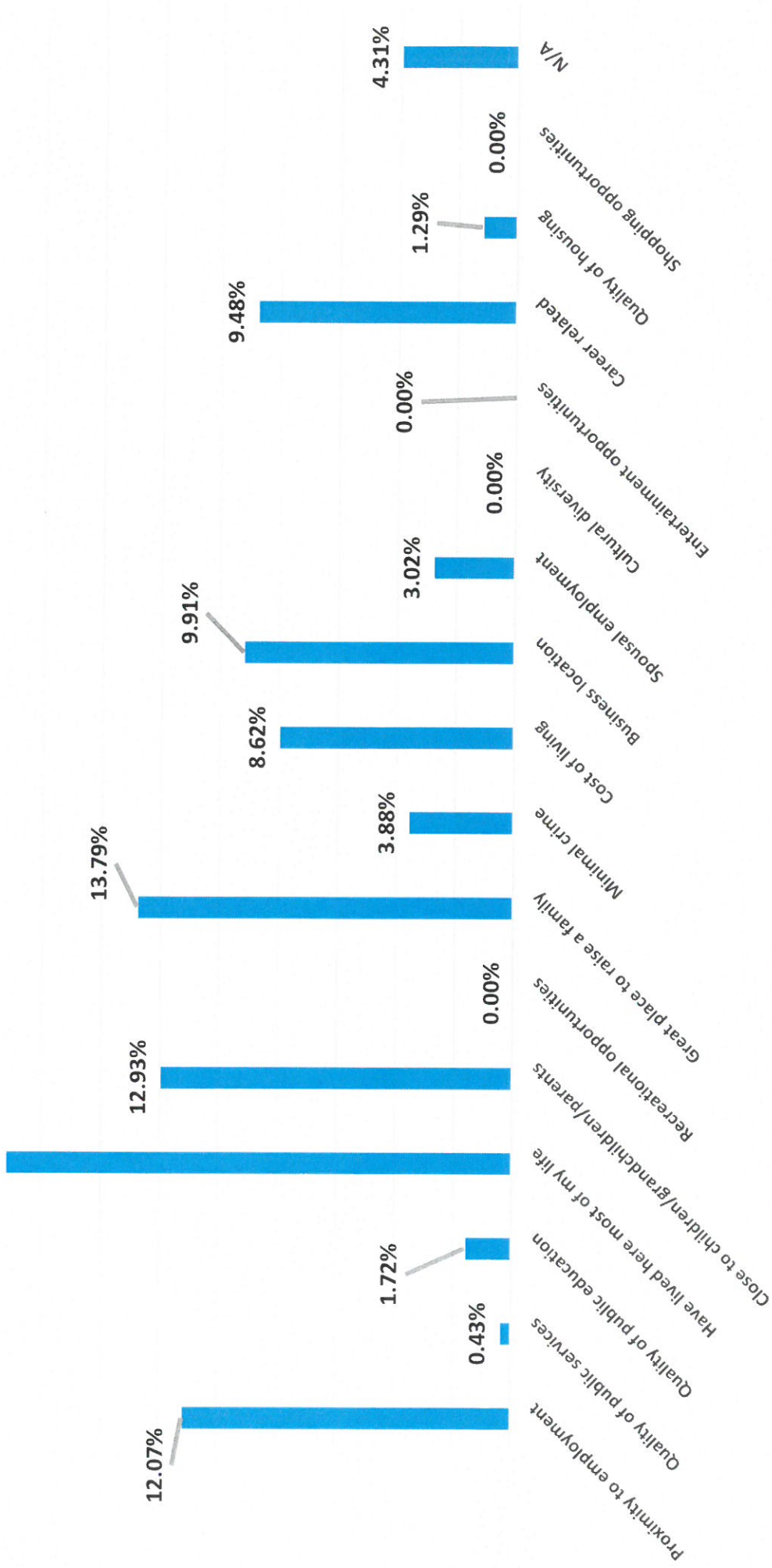
Length of residency in Jay County



Educational Level of Respondents



3 Top Reasons to Live in Jay County



Top 12 Reasons Respondents Live in Jay County

- 1) Have lived here all my life – 18.53%
- 2) Great place to raise a family – 13.79%
- 3) Close to children/grandchildren/parents – 12.93%
- 4) Proximity to employment – 12.07%
- 5) Business Location – 9.91%
- 6) Career related – 9.48%
- 7) Cost of living – 8.62%
- 8) Minimal Crime – 3.88%
- 9) Spousal Employment – 3.02%
- 10) Quality of public education – 1.72%
- 11) Quality of housing – 1.29%
- 12) Quality of public services - .43%

3 Top Reasons Do Not Live in Jay County

25.00%

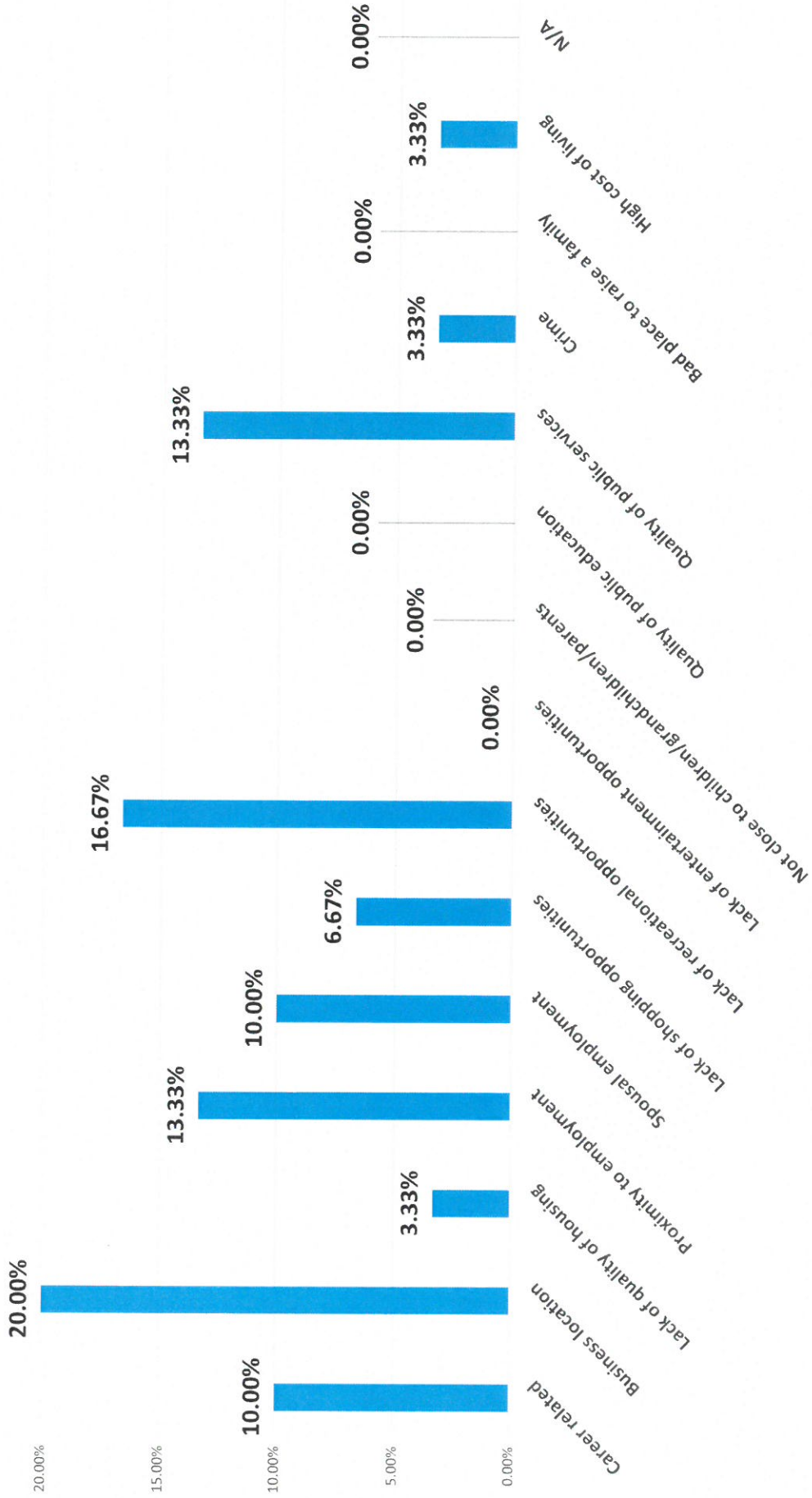
20.00%

15.00%

10.00%

5.00%

0.00%

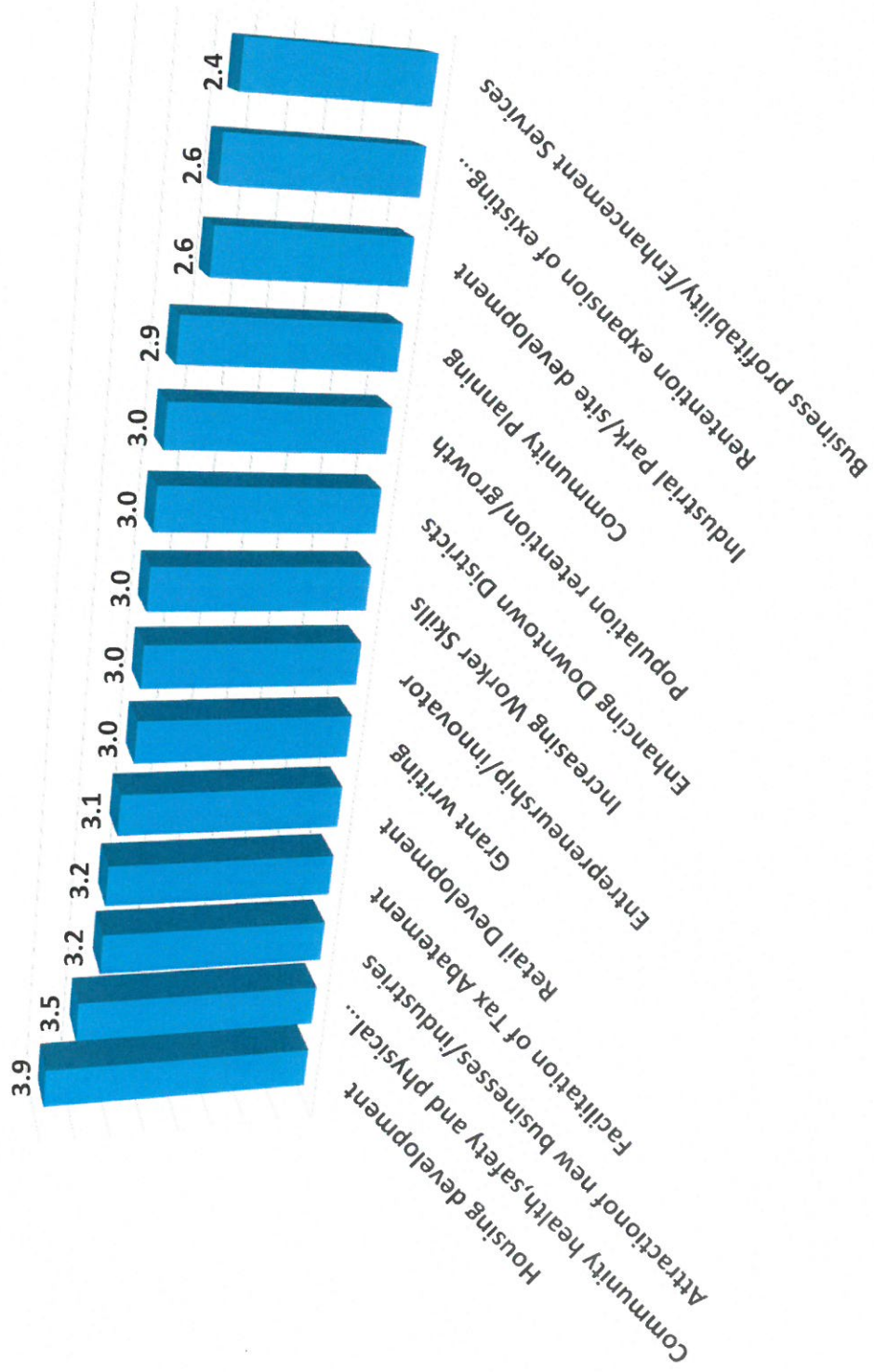


Top Reasons Respondents Do Not Live in Jay County

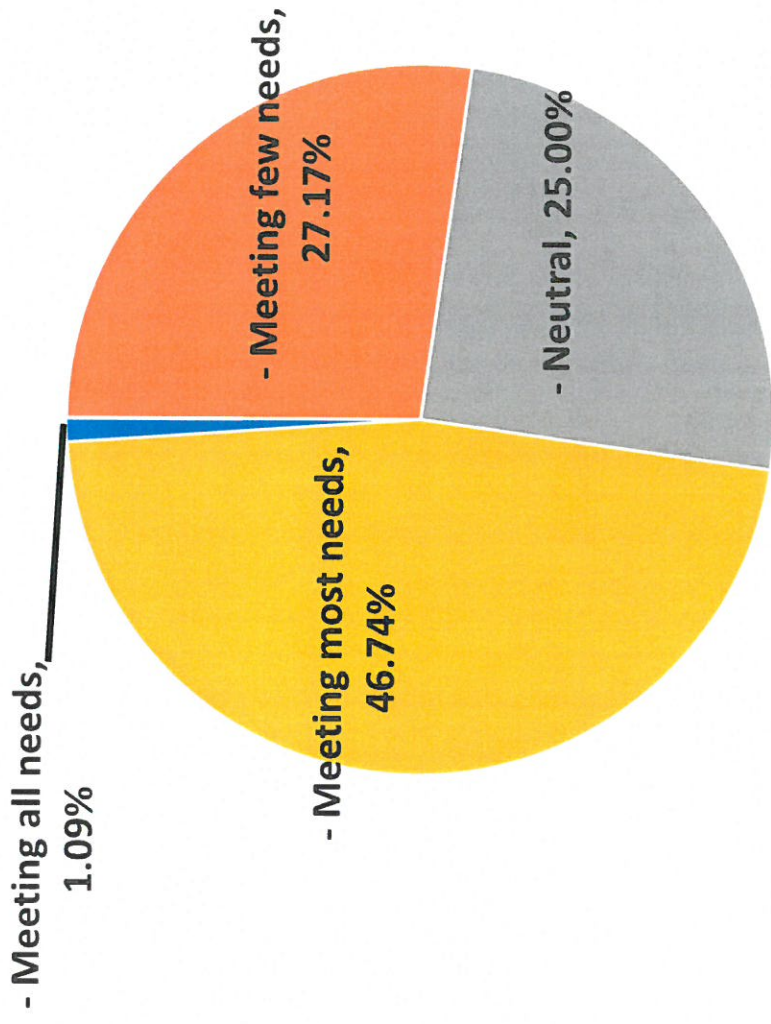
12 respondents

- 1) Business Location – 20%
- 2) Lack of recreational opportunities – 16.67%
- 3) Proximity to employment - 13.33%
- 4) Quality of public services – 13.33%
- 5) Spousal Employment – 10%
- 6) Career related – 10%
- 7) Lack of shopping opportunities –6.67%
- 8) Lack of quality housing 3.33%
- 9) Crime – 3.33%
- 10) High cost of living – 3.33%

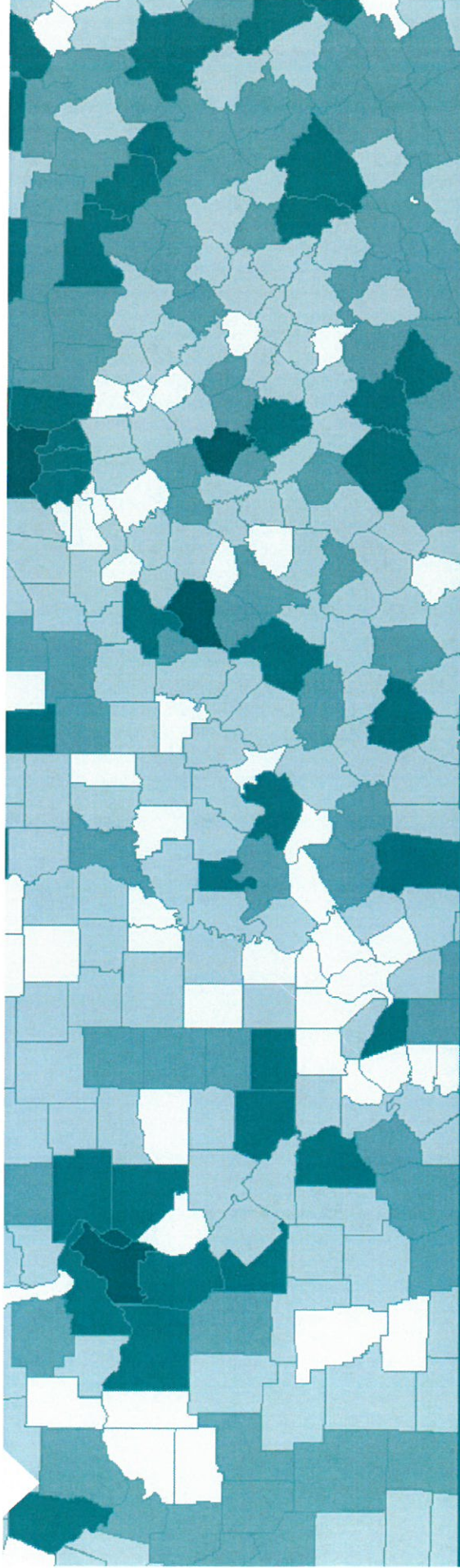
Focus of JCDC - Weighted Average on Scale of 1-5



Is Economic Development and Community Development meeting the needs of your community?



Comments



DATA SNAPSHOT

Jay County

Data Snapshot Series
March 2018

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Labor Market

01 introduction

Purpose

About Jay County

Introduction

Purpose

This document provides information and data about Jay County that can be used to guide local decision-making activities.

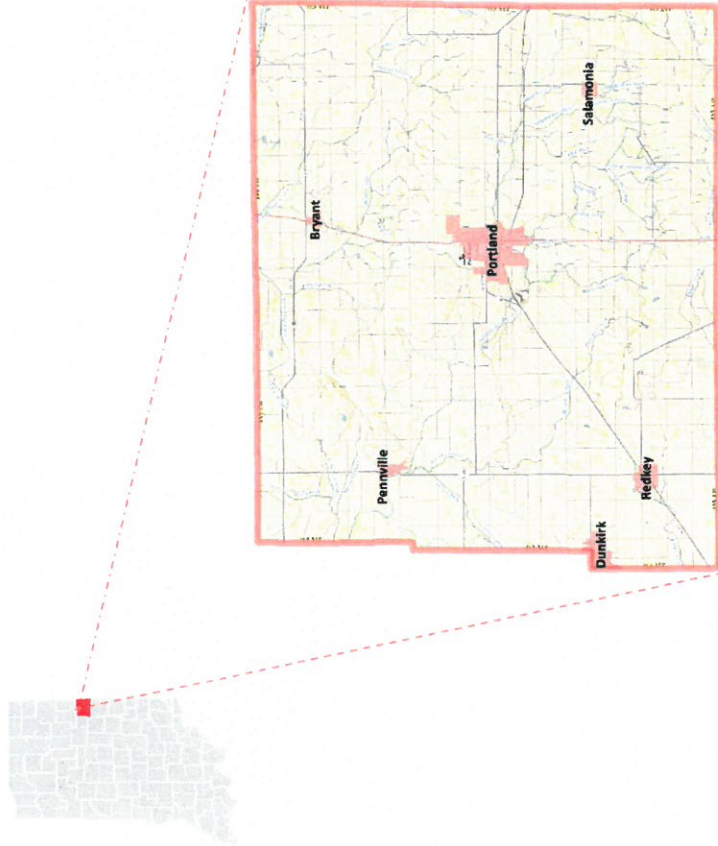
The Data Snapshot showcases a variety of demographic, economic and labor market information that local leaders, community organizations and others can use to gain a better perspective on current conditions and opportunities in their county.

To strengthen the value and usability of the information, we showcase the data using a variety of visual tools, such as charts, graphs and tables. In addition, we offer key points about the data as a way of assisting the user with the interpretation of the information presented.

Finally, short takeaway messages are offered at the end of each section in order to highlight some of the more salient findings.

Introduction

About Jay County



County Background	
Established	1836
County Seat	Portland
Area	384 sq. mi.
Neighboring Counties	Adams, IN Blackford, IN Darke, OH Delaware, IN Mercer, OH Randolph, IN Wells, IN
Metropolitan Classification	Noncore
EDA Distress Criteria	Not distressed

02 demography

Population change

Population pyramids

Race

Ethnicity

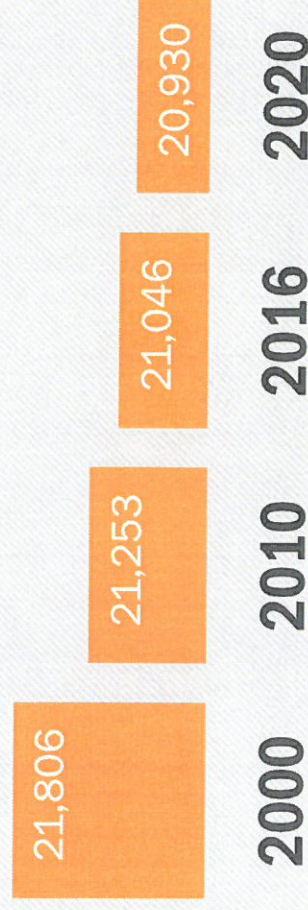
Educational attainment

Takeaways

Demography

Population change

Total population projections



The total population is projected to decrease by 0.6 percent between 2016 and 2020.

The county's total population decreased by 3.5 percent between 2000 and 2016. The key contributor to that decrease was domestic migration (number of people moving into the county from Indiana or the U.S. minus the number moving out from the county to other parts of U.S.) and net loss of 2,462 individuals. Natural increase (births minus deaths over that span of time) and international migration (the number of people moving in from outside the U.S. versus the number moving to outside the U.S.) added 1,269 and 278 individuals, respectively, over the 2000 to 2016 period.

Components of Population Change, 2000-2016

Natural Increase	1,269
International Migration	278
Domestic Migration	-2,462

section 02

*Total change in population differs from the sum of the components due to Census estimation techniques. Residuals (not reported here) make up the difference.

Demography

Migration in Jay, 2000-2016

Outflow of population outpaced the inflow as people are moving out of Jay County to other counties in Indiana and other States.

	Inflow	Outflow	Net Change
Migration (same State)*	8,180	9,180	-1,000
Migration (different State)	3,361	4,159	-798

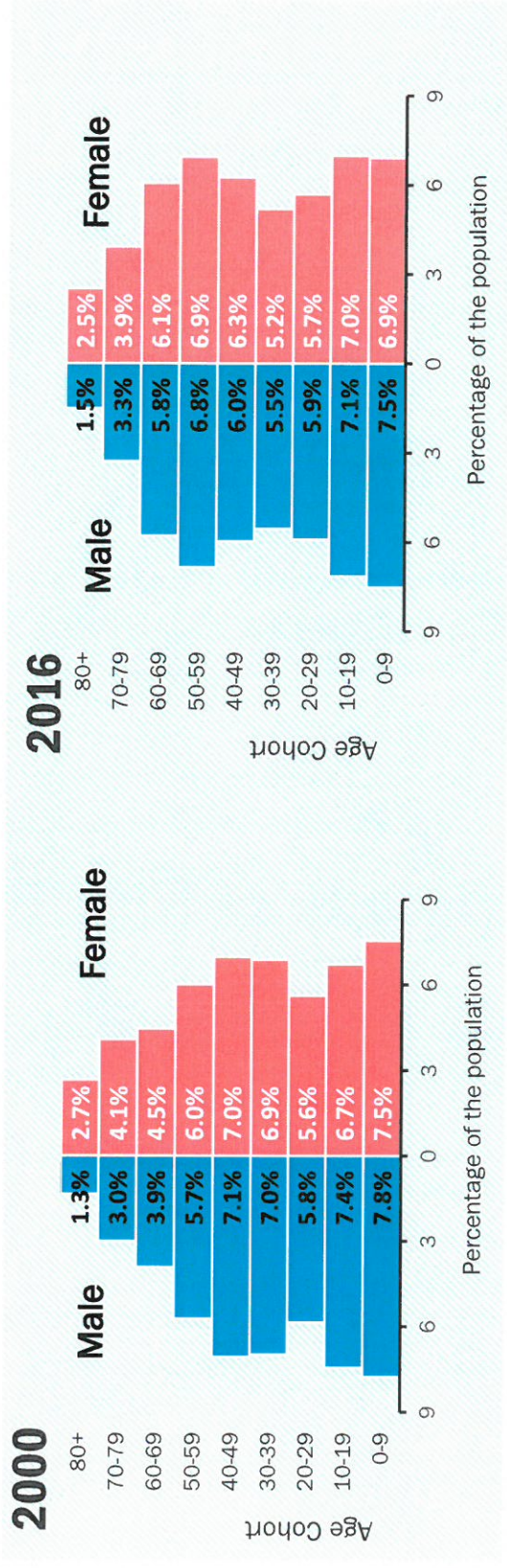
*Migration movement within Indiana or to different states is a sum of year-by-year movements from 2000 to 2016. Similar to the Census Bureau's estimates for domestic migration, the IRS migration data (the data being used in this table) showed an overall net loss for Jay County. The IRS migration database does not capture the entire moving population since not all households file their tax returns on a given year and some households ask for an extension. However, these are the only sources of data on migration that contain information on the origins and destinations of the migrating households. IRS data may not match with the census estimates, as it is one of the components of the domestic migration. The other components are changes in Medicare enrollment and the Group Quarter population.

section 02

Demography

Population pyramids

Population pyramids are visual representations of the age distribution of the population by gender.



The proportion of males and females in Jay County changed marginally between 2000 and 2016. Approximately 51 percent of the population was female in 2000, with 11,111 individuals and that number decreased to 10,622 individuals in 2016 (resulting in 50.5 percent of population). A bigger change occurred among other age groupings in the county. For example, the proportion of people (males & females) 50 years of age and older expanded from 31.2 percent to 36.9 percent from 2000 to 2016.

Several other age groups suffered a decline in Jay County. The percentage of people under 20 years old fell from 29.5 percent to 28.6 percent from 2000 to 2016. Among them, individuals under 10 years old (age 0-9) shrank from 15.3 percent to 14.4 percent. How about those of prime working age – those between 20-49 years of age? They, too, experienced a downturn from 39.4 percent to 34.6 percent over the 2000-2016 time span.

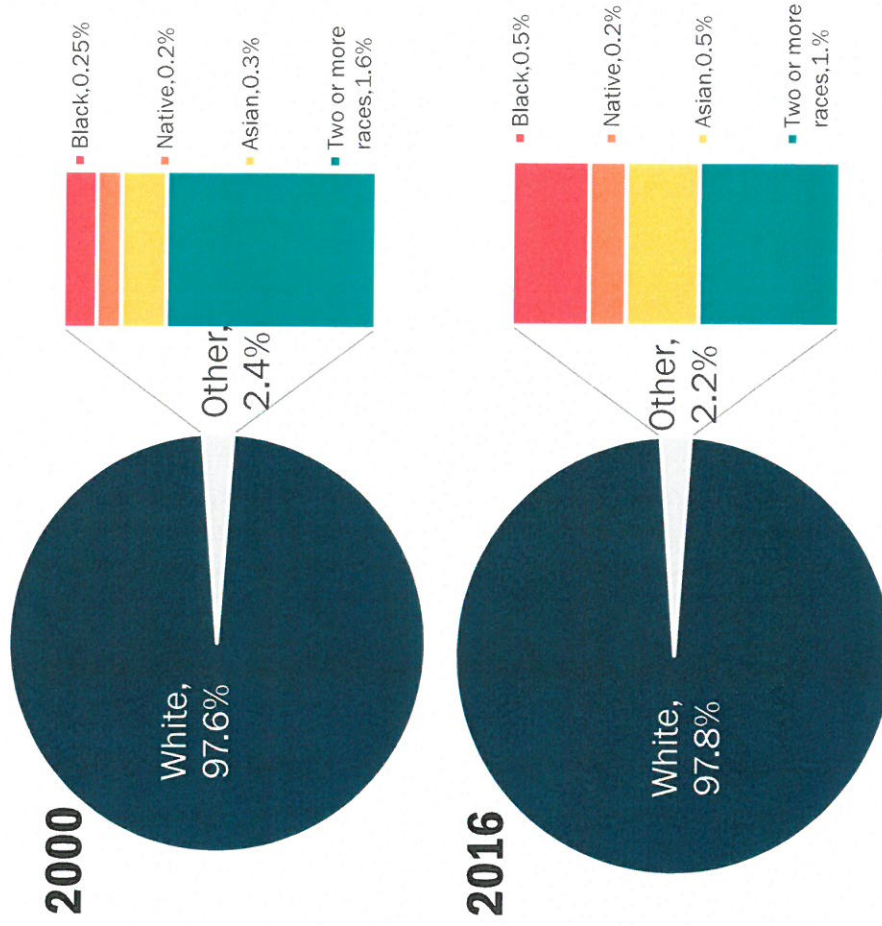
section 02

Demography

Race

The number of White residents in Jay County increased from 97.6 percent to 97.8 percent between 2000 and 2016.

The percentage of non-White races decreased between 2000 and 2016 from 2.4 percent to 2.2 percent. The number of Blacks or African Americans increased by 54 individuals, from 0.25 percent to 0.5 percent of the total population during the 16-year period. The population of Asians increased from 0.3 percent to 0.5 percent with 29 more individuals. The Native population in Jay County increased by 11 individuals in 2016. Meanwhile individuals with two or more races experienced a decrease with 143 less individuals over the same time period.



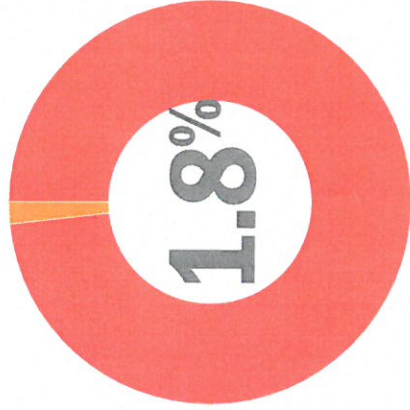
Note: Natives are comprised of American Indian and Alaska Native, and Native Hawaiian and Other Pacific Islander.

section 02

Demography

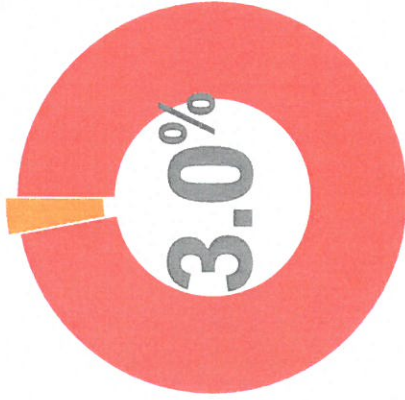
Ethnicity

Hispanics - 2000



Hispanics are individuals of any race whose ancestry are from Mexico, Puerto Rico, Cuba, Spain, the Dominican Republic or any other Spanish-speaking Central or South American country.

Hispanics - 2016



There were 390 Hispanics residing in Jay County in 2000. This figure increased significantly by 2016, reaching the 638 figure by 2016.

In terms of percentage growth, the Hispanic population expanded by 64 percent between 2000 and 2016. As such, the Hispanic community represented 3.0 percent of Jay County's population in 2016.

section 02

Demography

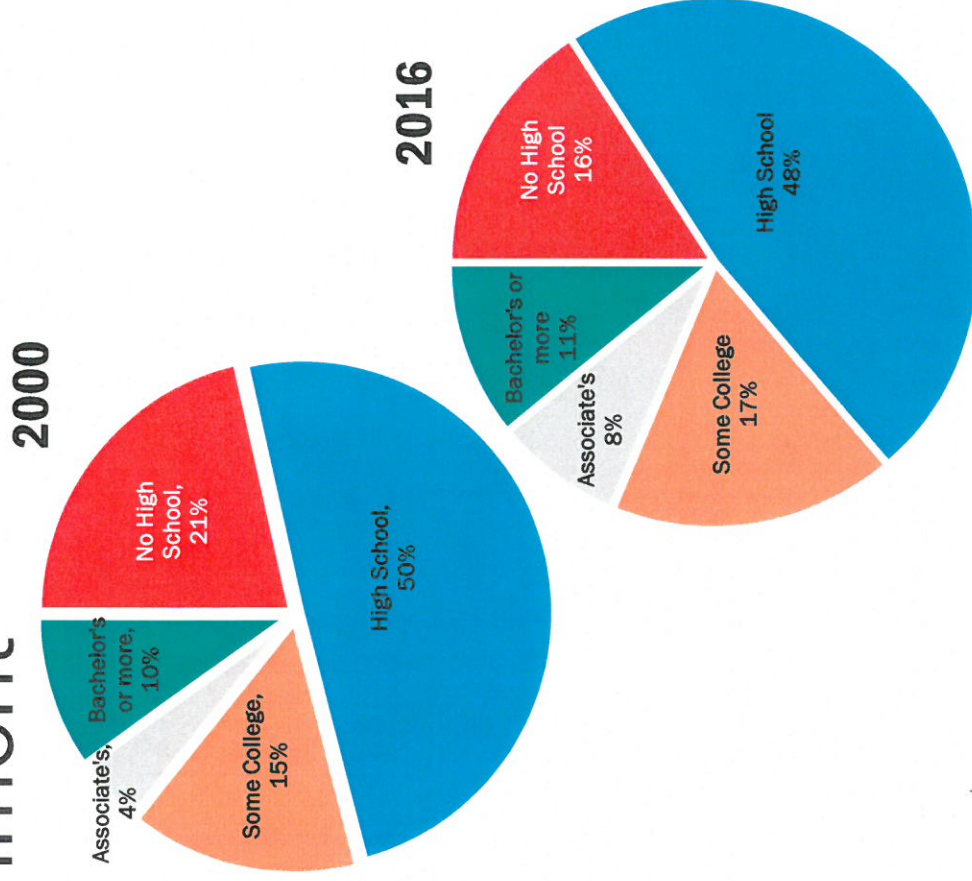
Educational attainment

Jay County's share of adults (25 years and older) with bachelor's or higher degree increased by 1 percentage point from 2000 to 2016.

The proportion of adults 25+ years of age with a high school education decreased 2 percentage points between 2000 and 2016.

Residents with less than a high school education dipped by almost 5 percentage points over this period. There were 3,064 adult individuals who did not have a high school degree in 2000 and that number dropped to under 2,211 by 2016.

The percentage of adults with an associate's degree increased by 4 percentage points while the proportion of adults with some college education increased 2 percentage points between 2000 and 2016.



section 02

Demography

Takeaways

The population of Jay County is decreasing and expected to do so through 2020 by 0.6 percent. Domestic out migration to other states and counties is the key contributing factor of population decrease in Jay County. Natural increase (births minus deaths) positively contributed to population increase along with the international migration.

While still decreasing in size, the county's population is also aging, suggesting a need to take a hard look at how to meet the expanding health and service needs of population at or approaching retirement age. In 2016, nearly 11.2% residents was of age 70 years or higher.

Racial diversity has changed marginally from 2000 to 2016, with non-white making 2.2% of the resident population. The fact is that about 3.0 percent of Jay County's residents is now of Hispanic background which was 1.8 percent in 2000. What this means is that the county will have to continue to address the needs, and build on the opportunities, associated with this key minority group. As is well known, the educational level of the adult population can have a profound impact on the

nature and quality of jobs in a county. The proportion of adults 25 years of age or older with an associate's degree has improved from 4 percent to 8 percent between 2000 and 2016. However, the 11% attainment rate of bachelor's or higher lags behind the state as a whole. In 2016, there were 64% adult individuals who have a high school degree or less. What this suggests that it will be important to ensure that jobs being created, expanded or attracted to the county align with the educational profile and skill levels of its workforce. While it is good to expand the number of high quality/high paying jobs, strategies for growing and retaining middle-skilled jobs will be equally useful.

There are still about 16% of the adult population that did not have high school degrees. Policies could be made to assist those who need support to get high school education or higher. Similarly, 17% (nearly 1 in 5 adults) have some college education, who can be encouraged to finish associate's degree. In light of the challenges many employers are facing in terms of finding qualified workers, it may be worthwhile focusing workforce development/training to this sizable group of adults, and improving their chances of qualifying for job openings in the county or surrounding region.

section 02

03 economy

Establishments

Industries

Occupations

Income and poverty

Takeaways

Components of changes in jobs

How to Interpret the Accompanying Table

Changes in Jobs (2001-2016)

New Start-ups	7,254
Spin-offs	819
Expansion	3,157
In-migration	152
Closings	6,480
Contractions	2,687
Out-migration	609
Net change	1,606

New Start-ups: A completely new business from births/openings without any affiliation to an existing business.

Spin-offs: New businesses that were spun off from existing businesses.

Expansions: Existing businesses that have expanded in jobs.

In-migration: Businesses that have moved-in from outside of the county.

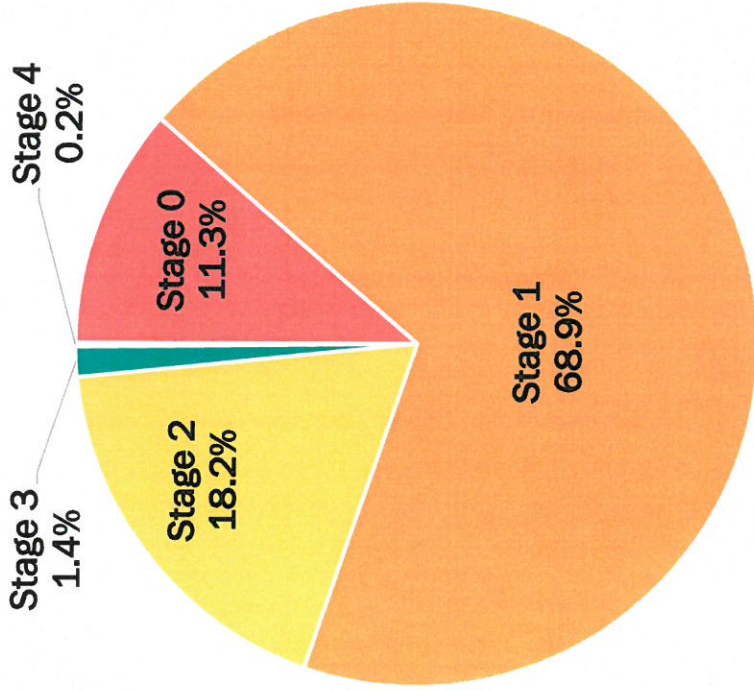
Closings: Closure of existing businesses.

Contractions: Existing businesses that have shed/reduced jobs.

Out-migration: Businesses that have moved-out from the county.

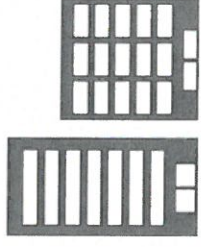
*Note: Year 2001 is taken as starting year as 2000 data are not available.

Company stages



Establishment Distribution by Stages
Indiana, 2016

An establishment is a physical business location. Branches, standalones and headquarters are all considered types of establishments.



Definition of Company Stages

0	Self-employed	1	2-9 employees
2	10-99 employees	3	100-499 employees
4	500+ employees		

section 03

Note: Based on Edward Lowe's research, <http://thegrowthsociety.com/links/SecondStage.pdf>

Economy

Number of establishments by stage/employment category in the county

	2001		2016	
Stage	Establishments	Proportion	Establishments	Proportion
Stage 0	150	20.5%	168	16.1%
Stage 1	430	58.7%	692	66.4%
Stage 2	140	19.1%	171	16.4%
Stage 3	12	1.6%	9	0.9%
Stage 4	1	0.1%	2	0.19%
Total	733	100%	1,042	100%

section 03

Economy

Major five employers in 2016

The five major employers in Jay County represent Stage 4 and 3 establishments.

Establishment	Stage
1. Indiana FCC Inc.	Stage 4
2. Tyson Foods, Inc.	Stage 3
3. Jay County Hospital	Stage 3
4. W & M Manufacturing Inc.	Stage 3
5. Ron-Ric, Inc.	Stage 4

The major five employers produce a mix of goods and services, mainly in manufacturing, food processing, healthcare and are located in Portland.

Indiana FCC in Portland is the largest employer which produces motor vehicles parts (clutches) with nearly 700 employees. Tyson Foods Inc. is a food processing company; Jay County Hospital is the healthcare provider. W & M manufactures metal products and Ron Ric, Inc. is engaged in retail sales of prepared food and drinks. These industries complete the major five employers of Jay county.

Information on the top five establishments by employment comes from ReferenceUSA, which is a library database service provided by Infogroup, the company that also supplies the list of major employers for Hoosiers by the Numbers, and D&B Hoovers. While both YourEconomy.org and ReferenceUSA contain establishments, differences in data collection processes result in discrepancies between the two sources. We use YourEconomy.org for a broad picture of establishments in the county, while ReferenceUSA, D&B Hoovers, and Hoosiers By The Numbers are used for studying individual establishments.

section 03

Economy

Number of jobs by stage/employment category

	2001	2016	
Stage	Jobs*	Jobs*	% change**
Stage 0	150	168	12%
Stage 1	1,605	2,586	61%
Stage 2	3,747	4,524	21%
Stage 3	2,726	1,779	-35%
Stage 4	500	1,200	140%
Total	8,728	10,257	18%

Note: The change in jobs from 2001 to 2016 might not match with the components of change in jobs because of residuals.

*Includes both full-time and part-time jobs

section 03

Economy

Amount of sales (2013 dollars) by stage/employment category

	2001	2016	
(\$Million, 2013)			
Stage	Sales	Sales	% change
Stage 0	34.3	21.9	-36%
Stage 1	371.7	713.8	92%
Stage 2	837.8	917.5	10%
Stage 3	1,032.5	392.0	-62%
Stage 4	169.7	368.5	117%
Total	2,445.99	2,413.71	-1%

section 03

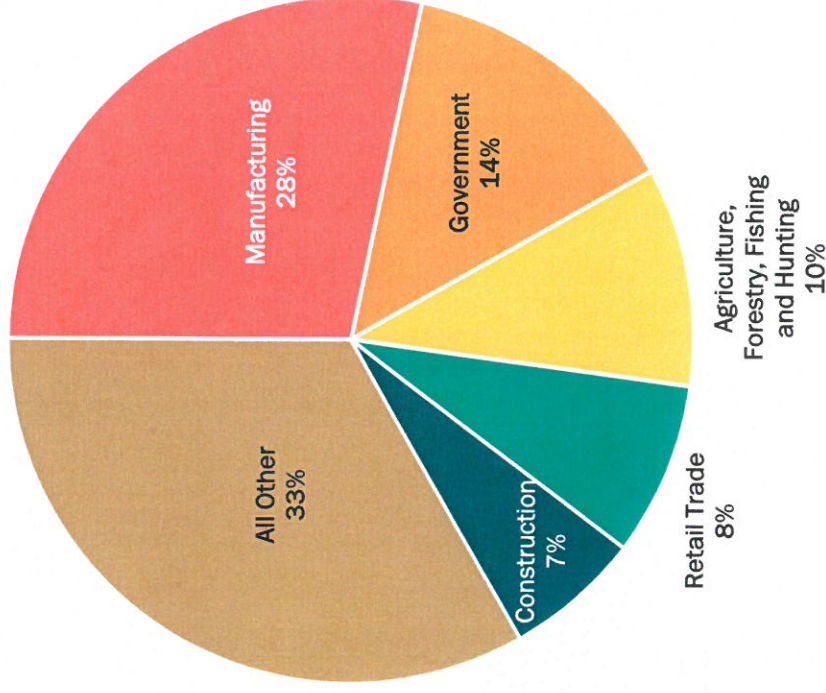
Economy

Top five industries in 2016

More than half of all jobs are tied to one of the top five industries in Jay County.

Manufacturing is the largest industry sector providing 2,931 jobs in Jay County. Government, and Agriculture, Forestry, Fishing and Hunting rank second and third with 1,411 and 1,074 jobs, respectively. Retail trade places as the fourth largest industry in the county, accounting for about 8 percent of the total jobs. Construction with nearly 7 percent of all jobs in the county, completes the top five industries.

Among the top five industries, Retail Trade sector lost 71 jobs between 2003 and 2016. Others have gained jobs between these time periods.



section 03

Economy

Industry distribution and change

NAICS Code	Description	Jobs 2003	Jobs 2016	Change (2003-2016)	% Change (2003-2016)	Average Total Earnings 2016
11	Agriculture, Forestry, Fishing and Hunting	838	1,074	236	28%	\$29,221
21	Mining, Quarrying, and Oil and Gas Extraction	37	75	38	103%	\$49,682
22	Utilities	26	39	13	50%	\$81,568
23	Construction	575	663	88	15%	\$29,883
31	Manufacturing	2,711	2,931	220	8%	\$51,311
42	Wholesale Trade	139	245	106	76%	\$50,406
44	Retail Trade	920	849	-71	-8%	\$25,082
48	Transportation and Warehousing	304	213	-91	-30%	\$41,612
51	Information	91	69	-22	-24%	\$35,824
52	Finance and Insurance	215	238	23	11%	\$51,162
53	Real Estate and Rental and Leasing	156	252	96	62%	\$29,997
54	Professional, Scientific, and Technical Services	168	197	29	17%	\$32,499
55	Management of Companies and Enterprises	33	64	31	94%	\$45,450
56	Administrative and Support and Waste Management and Remediation Services	218	331	113	52%	\$18,362
61	Educational Services	20	74	54	270%	\$37,715
62	Health Care and Social Assistance	805	631	-174	-22%	\$30,516
71	Arts, Entertainment, and Recreation	84	58	-26	-31%	\$14,110
72	Accommodation and Food Services	409	527	118	29%	\$14,128
81	Other Services (except Public Administration)	504	450	-54	-11%	\$17,345
90	Government	1,278	1,411	133	10%	\$46,155
	All	9,533	10,392	859	9%	\$37,710

section 03

Note: Average total earnings include wages, salaries, supplements and earnings from investments and proprietorships.
 Source: Economic Modelling Specialists International (EMSI) - 2017.4 - QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Economy

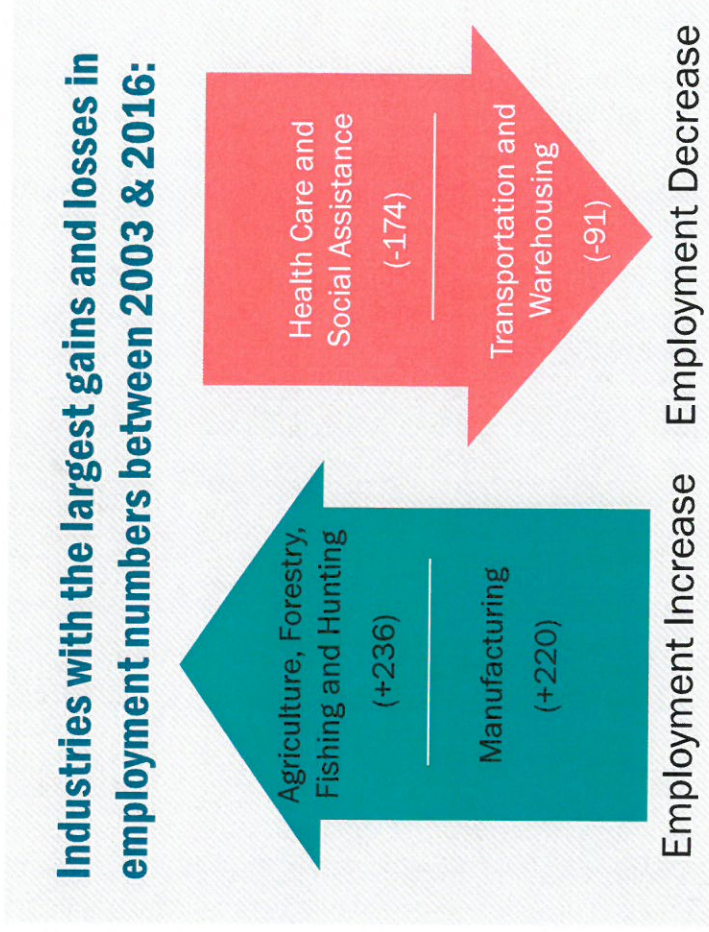
Industry distribution and change

The largest percentage gains in employment in Jay County occurred in:

- Educational Services (+270 percent)
- Mining, Quarrying, and Oil and Gas Extraction (+103 percent)

The largest percentage losses in employment occurred in:

- Arts, Entertainment, and Recreation (-31 percent)
- Transportation and Warehousing (-30 percent)

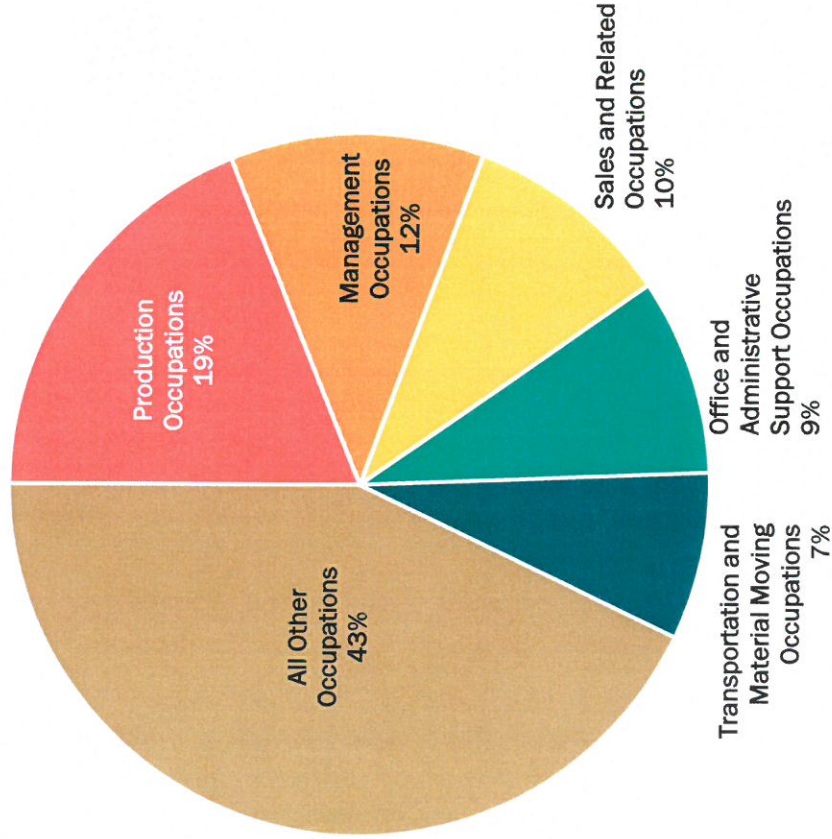


section 03

Economy

Top five occupations in 2016

The top five occupations in Jay County represent more than half of all jobs.



The top occupation in Jay County is Production Occupations, which accounts for 19 percent of the total jobs. Management Occupations rank second, providing 1,223 jobs. Sales and Related Occupations provide 10 percent of total jobs. Office and Administrative Support Occupations; Transportation and Material Moving Occupations; Food Preparation and Serving Related Occupations complete the top five occupation groups in Jay County. Together the five occupation groups represented 5,940 jobs in 2016.

Among the five top occupations, on one lost jobs between 2003 and 2016.

section 03

Economy

Occupation distribution and change

SOC	Description	Jobs 2003	Jobs 2016	Change (2003-2016)	% Change (2003-2016)	Median Hourly Earnings 2016
11	Management Occupations	1,171	1,223	52	4%	\$14.09
13	Business and Financial Operations Occupations	240	285	45	19%	\$24.26
15	Computer and Mathematical Occupations	53	61	8	15%	\$23.19
17	Architecture and Engineering Occupations	108	112	4	4%	\$27.58
19	Life, Physical, and Social Science Occupations	26	26	0	0%	\$24.93
21	Community and Social Service Occupations	168	151	-17	-10%	\$17.44
23	Legal Occupations	24	21	-3	-13%	\$34.22
25	Education, Training, and Library Occupations	373	366	-7	-2%	\$16.70
27	Arts, Design, Entertainment, Sports, and Media Occupations	170	146	-24	-14%	\$15.06
29	Healthcare Practitioners and Technical Occupations	327	374	47	14%	\$22.86
31	Healthcare Support Occupations	174	183	9	5%	\$11.76
33	Protective Service Occupations	119	137	18	15%	\$17.36
35	Food Preparation and Serving Related Occupations	496	591	95	19%	\$8.43
37	Building and Grounds Cleaning and Maintenance Occupations	230	300	70	30%	\$10.36
39	Personal Care and Service Occupations	389	392	3	1%	\$10.32
41	Sales and Related Occupations	971	1,011	40	4%	\$12.54
43	Office and Administrative Support Occupations	939	944	5	1%	\$13.12
45	Farming, Fishing, and Forestry Occupations	59	255	196	332%	\$9.84
47	Construction and Extraction Occupations	492	548	56	11%	\$14.59
49	Installation, Maintenance, and Repair Occupations	403	448	45	11%	\$17.11
51	Production Occupations	1,737	1,962	225	13%	\$14.61
53	Transportation and Material Moving Occupations	777	800	23	3%	\$12.99
55	Military occupations	74	65	-9	-12%	\$14.07
	All	9,526	10,409	883	9%	

*Management occupations include farm managers, so changes in jobs may be related to changes in the number of farm proprietorships.

section 03

Economy

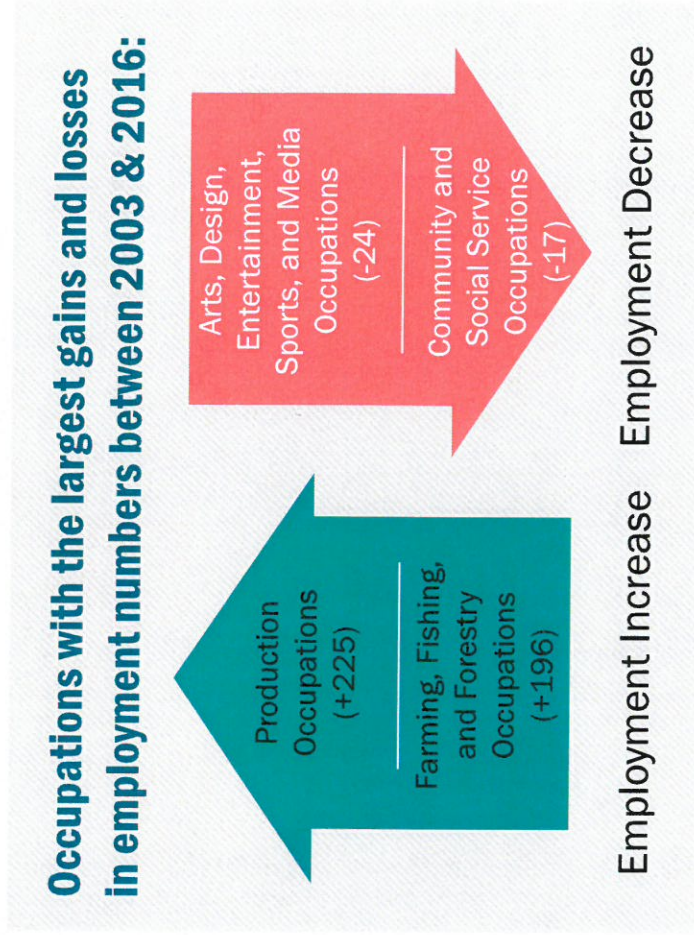
Occupation distribution and change

The largest percentage gains in employment in Jay County occurred in:

- Farming, Fishing and Forestry Occupations (+332 percent)
- Building and Grounds Cleaning and Maintenance (+30 percent)

The largest percentage losses in employment occurred in:

- Arts, Design, Entertainment, Sports and Media (-14 percent)
- Legal Occupations (-13 percent)



section 03

Economy

Income and poverty

	2000	2008	2016
Total Population in Poverty	9.8%	14.3%	13.9%
Minors (Under Age 18) in Poverty	15.8%	24.7%	22.4%
Real Median Household Income (2013)*	\$46,957	\$45,336	\$44,794
Real Per Capita Income (2013)*	\$27,818	\$33,386	\$36,869

Median household income in Jay County dropped by \$2,163 between 2000 and 2016 in real dollars (that is, adjusted for inflation), while average income per person increased by \$9,050 in real dollars over the same period.

The total population in poverty increased by 4.1 percentage points between 2000 and 2016. Child poverty grew at an even faster pace, expanding by 6.6 percentage points during this same time period.

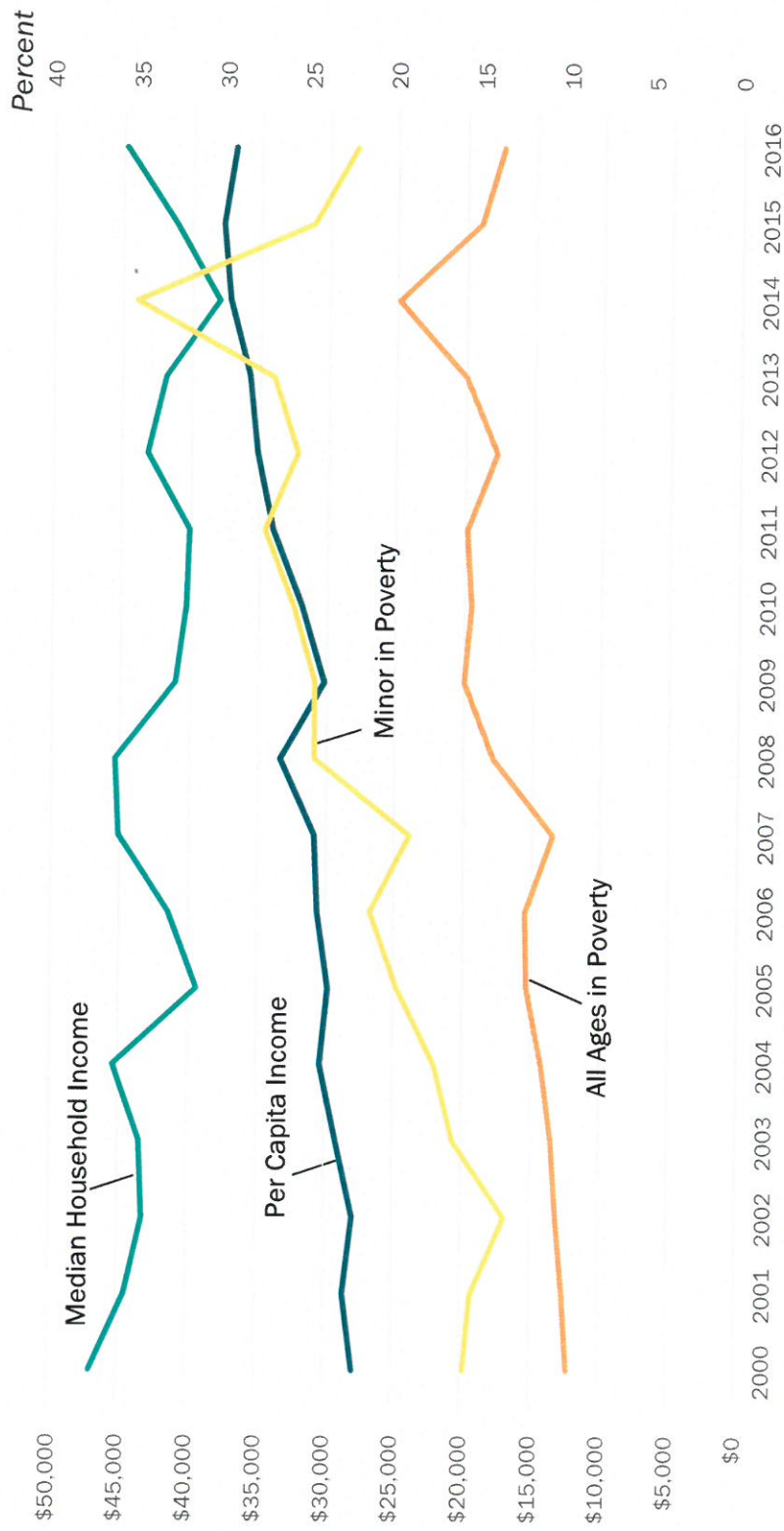
*Real median household income is the middle income value in the county. Half of the county's households fall above this line and half below. Real per capita personal income is the average income per person in the county.

section 03

Economy

Income and poverty

Median household income in Jay County has been fluctuating for the past 16 years. Real per capita personal income has increased at a moderate pace since 2010. The overall poverty rate for all ages and among individuals under 18 years of age has been increasing since 2000 but both exhibited a decrease in 2016.



section 03

Economy

Takeaways

The county witnessed positive growth in the number of establishments between 2000 and 2016, and a large proportion of growth came from Stage 1 enterprises, part of the local economy often overlooked by the decision makers.

The Stage 1 firms (2-9 employees) experienced growth in the number of new establishments between 2000 and 2016, with 262 more establishments and 61% growth. The number of establishments in Stage 0 firms (self-employed) increased by 18. Stage 2 firms (10-99 employees) also had also an increase of 31 firms. By 2016, Stage 1 firms had contributed 981 more jobs. Firms in other stages experienced certain degree of growth and loss in number of jobs provided. Among them Stage 2 firms (2-9 employees) had the greatest growth of 777 jobs (63% increase) and Stage 3 firms (100-499 employees) had loss of 947 jobs. Overall, the Great Recession that took its toll on many Indiana counties also affected Jay County when it came to establishments and jobs.

The manufacturing sector has been a significant industry in Jay County's economy, employing around 2,931 individuals and providing annual average earnings of nearly \$51,311. Government has been an important sector as well, contributing 14% of all jobs in Jay County with nearly \$46,155 annual earnings. Production Occupations grew by 13% and paid a median salary of nearly \$15. Finding ways to retain and expand the growth of good paying jobs will be vital to the long-term economic strength of the county.

Worthy of note is that real median household income decreased in the county between 2000 and 2016 but the per capita income increased. This seemingly conflicting information suggests that the county has been experiencing income inequality, in which the largest share of income growth has occurred among residents with the highest incomes.

In many respects, the economic metrics for Jay County are very strong, but the issue will be how to dedicate balanced attention to the different establishments in the county, from Stage 0 through Stage 4. Furthermore, assessing the talent needs of existing firms will be important to ensure that current and emerging workforce have the set of skills needed to meet the demands of the mix of employers in the county.

04 labor market

**Labor force and
unemployment**

Commuteshed

Laborshed

**Workforce
inflow/outflow**

Takeaways

Labor market

Labor force and unemployment

	2003	2016
Labor Force	10,735	9,930
Unemployment Rate	7.4%	4.6%

The number of individuals in the labor force in Jay County decreased between 2003 and 2016.

The number of individuals in the county's labor force decreased by 805 individuals between 2003 and 2016. Among all the individuals in the labor force, 95.4 percent were employed in 2016 and 92.6 percent in 2003.

Labor market

Unemployment rate

Unemployment rate increased dramatically after 2007, peaking at 11.3 percent in 2009. Since that time, the rate has been on a steady decline, dropping to 4.6 percent by 2016.



section 04

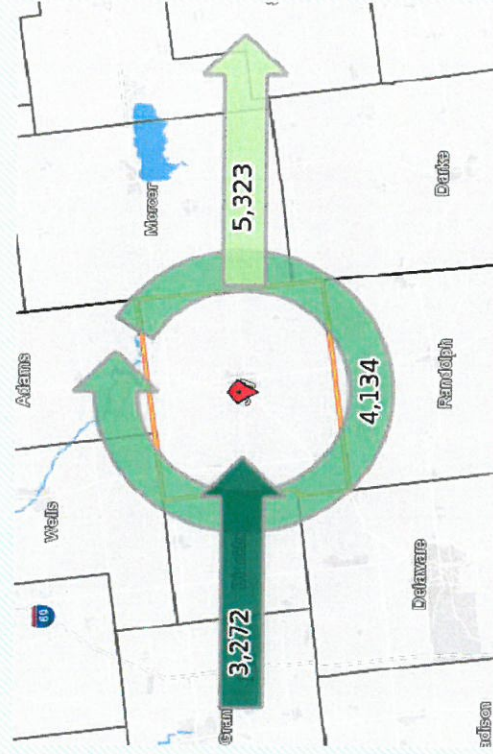
Labor market

Workforce inflow and outflow in 2015

	Count	Proportion
Employed in Jay County	7,406	100.0%
Both employed and living in the county	4,134	55.8%
Employed in the county but living outside	3,272	44.2%
Living in Jay County	9,457	100.0%
Both living and employed in the county	4,134	43.7%
Living in the county but employed outside	5,323	56.3%

Jay County has more workers commuting out than commuting into the county for work.

Net commuting is negative in Jay County with a deficit of 2,051 commuters. This suggests that the county is not serving as a job center for the region. For every 100 employed residents, Jay County has 78 jobs.

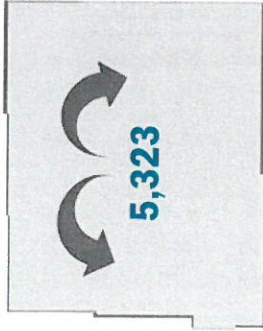


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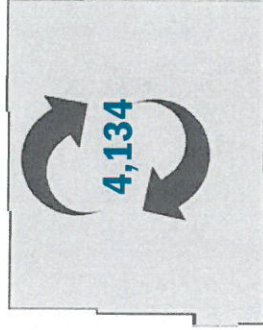
Labor market

Commuteshed

Out-Commuters



Same Work/
Home



A county's commuteshed is the geographic area to which its resident labor force travels to work.

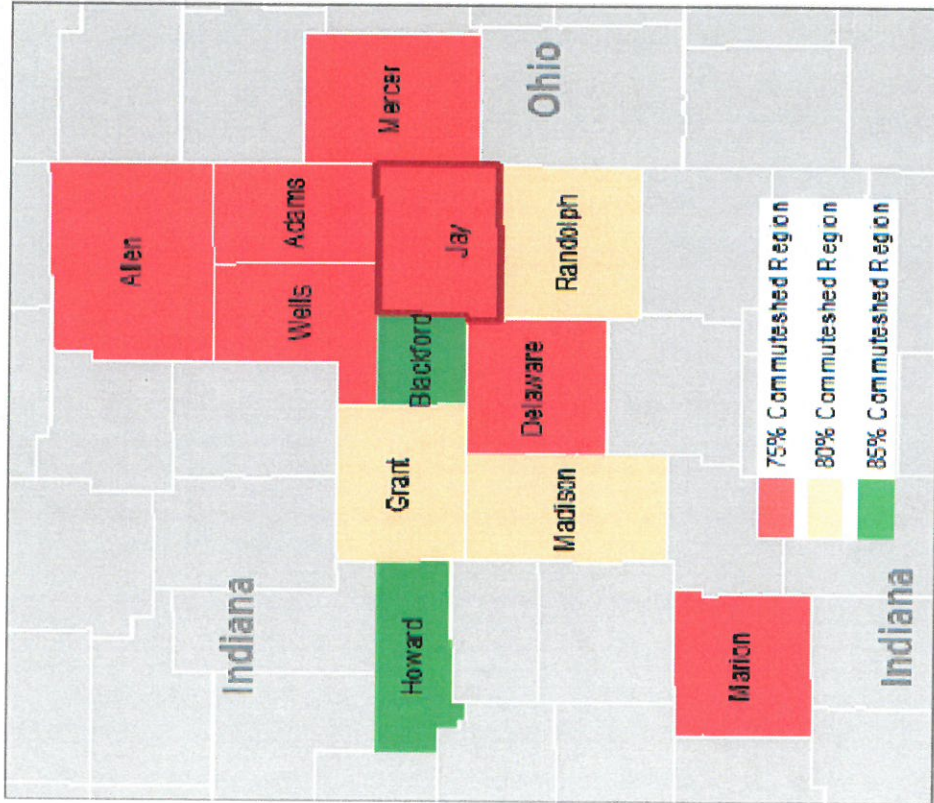
More than 53 percent of employed residents in Jay County commute to jobs located outside of the county. Delaware County, Indiana, is the destination that has the most commuters from Jay County, accounting for almost 9 percent of its total employed residents. Adams and Marion Counties, Indiana; Mercer County, Ohio follow as the second, third, and fourth largest destinations with 6.0, 5.0, and 4.7 percent of commuters, respectively.

26.4 percent of commuters work in counties that are adjacent to Jay County.

	Commuters	Proportion
Jay County, IN	4,134	43.7%
Delaware County, IN	821	8.7%
Adams County, IN	568	6.0%
Marion County, IN	470	5.0%
Mercer County, OH	442	4.7%

Labor market

Commuteshed in 2015



Around 75 percent of Jay County's working residents are employed in Jay, Delaware, Adams, Marion, Allen, Wells Counties of Indiana and Mercer County of Ohio. Another 5 percent of workers commute to Randolph, Madison and Grant Counties in Indiana. An additional 5 percent workers commute to jobs in Howard and Blackford Counties in Indiana. Collectively, these 12 counties represent roughly 85 percent of the commuted for Jay County.

Labor market

Laborshed

A county's laborshed is the geographic area from which it draws employees.

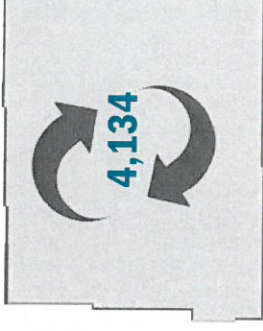
Nearly 44 percent of individuals working in Jay County commute from another county. Randolph County, Indiana, is the largest source of workers, contributing 8.7 percent of the total employees in Jay County. Delaware, Blackford and Mercer Counties, Indiana complete the top five sources of outside workers in Jay County.

In addition, over 30 percent of in-commuters reside in counties adjacent to Jay County. Randolph County, Indiana is the top ranked county among all the adjacent neighboring counties in terms of its adult working population employed in Jay County.

In-Commuters



Same Work/ Home

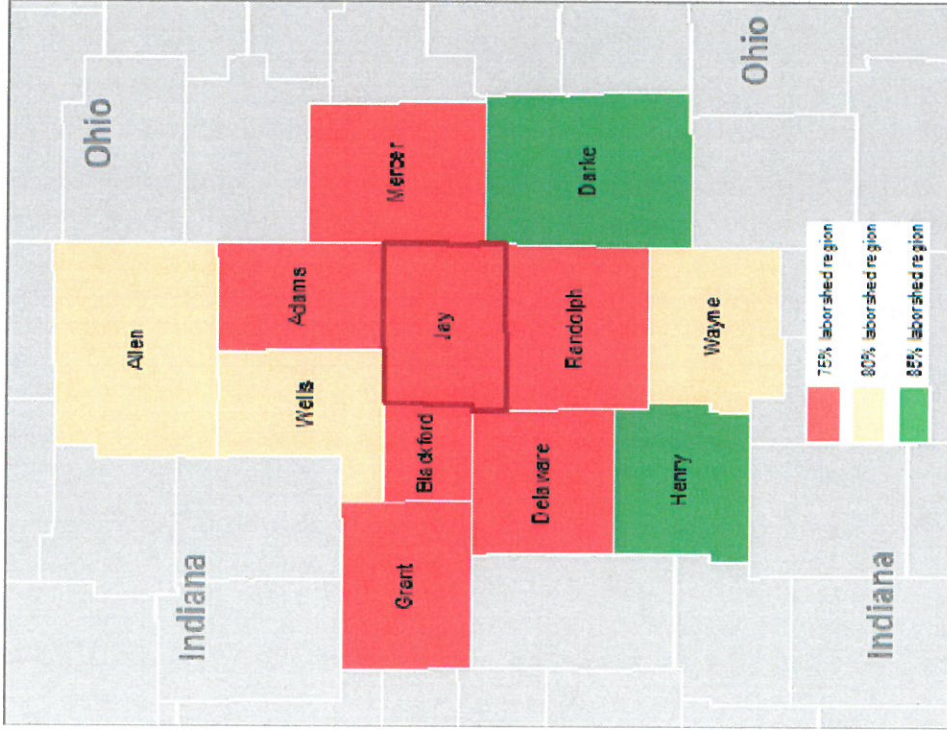


	Commuters	Proportion
Jay County, IN	4,134	43.7%
Randolph County, IN	561	8.7%
Delaware County, IN	470	6.0%
Blackford County, IN	321	5.0%
Mercer County, OH	253	4.7%

section 04

Labor market

Laborshed in 2015



Seventy five percent of Jay County's workforce is drawn from Jay, Randolph, Delaware, Blackford, Adams Counties in Indiana and Mercer County in Ohio. Another 5 percent is drawn from Grant and Wells Counties in Indiana. An additional 5 percent commute from Allen, Wayne, Henry Counties of Indiana and Darke County of Ohio

Combined, these 12 counties represent 85 percent of Jay County's laborshed.

Labor market

Takeaways

The Great Recession that took place in the U.S. over the period of 2007-2009 had a negative effect on many counties in Indiana. Jay County was equally impacted by the recession, experiencing a high unemployment rate of 11.3 percent in 2009. Since that time, the county has made significant progress, reducing its unemployment rate to 4.6 percent by 2016. Its improved economic conditions also led to the expansion of its labor force. In 2003, around 10,735 individuals were part of the local labor force, and the number decreased to 9,930 in 2016. This could be attributed in part to decrease in resident populations.

An assessment of the commuting patterns of the workforce shows that the county is not a major job center in the region given that a large number of people in the county who are gainfully employed elsewhere, such as Delaware, Marion, Adams, Allen Counties, etc. Delaware County, Indiana is the largest destination for workers in Jay County.

Randolph County, Indiana is the largest source of outside labor force employed in Jay County.

It is light of the fact that 44.2 percent of the county's labor force is coming from other counties and about 53.3 percent of resident labor force is working in other counties, it may be worth taking time to determine the education and skill levels of these individuals. Do they have skills and/or educational credentials that exceed the needs of local employers, or are they lacking the skills or education needed to qualify for local jobs? What are the reasons for nearly 3,272 labor force commuting into Jay County but not living there? The answer to these and related questions could go a long way in determining how the county might work to reduce the flow of workers to other counties and attract new residents in Jay County.

Of course, the economic and labor market ties that Jay County has with surrounding counties would suggest a need to work collaboratively at a regional level to develop a regional economic and workforce development plan.

Notes

LAUS (Local Area Unemployment Statistics):

LAUS is a U.S. Bureau of Labor Statistics (BLS) program that provides monthly and annual labor force, employment and unemployment data by place of residence at various geographic levels. LAUS utilizes statistical models to estimate data values based on household surveys and employer reports. These estimates are updated annually. Annual county-level LAUS estimates do not include seasonal adjustments.

LEHD (Longitudinal Employer-Household Dynamics):

LEHD is a partnership between U.S. Census Bureau and State Department of Workforce Development (DWD) to provide labor market and journey to work data at various geographic levels. LEHD uses Unemployment Insurance earnings data and Quarterly Census of Employment and Wages from DWDs and census administrative records related to individuals and businesses.

SAIPE (Small Area Income and Poverty Estimates):

SAIPE is a U.S. Census Bureau program that provides annual data estimates of income and poverty statistics at various geographic levels. The estimates are used in the administration of federal and state assistance programs. SAIPE utilizes statistical models to estimate data from sample surveys, census enumerations, and administrative records.

EMSI (Economic Modeling Specialists International) :

The jobs, earnings and labor market data for Industries and occupations are obtained from EMSI. It provides unsuppressed data at North American Industry Classification System (NAICS) 6-digit and Standard Occupation Classification (SOC) at 5-digit level for every county in the U.S.

OTM (On the Map):

OTM, a product of LEHD program, is used in the county snapshot report to develop commuting patterns for a geography from two perspectives: place of residence and place of work. At the highly detailed level of census blocks, some of the data are synthetic to maintain confidentiality of the worker. However, for larger regions mapped at the county level, the commuter shed and labor shed data are fairly reasonable.

OTM includes jobs for a worker employed in the reference as well as previous quarter. Hence, job counts are based on two consecutive quarters (six months) measured at the “beginning of a quarter.” OTM data can differ from commuting patterns developed from state annual income tax returns, which asks a question about “county of residence” and “county of work” on January 1 of the tax year. OTM can also differ from American Community Survey data, which is based on a sample survey of the resident population.

YourEconomy.org (YE):

YE, an online tool by the Business Dynamics Research Consortium at the University of Wisconsin – Extension, provides data on the employment, sales, and number of establishments at numerous geographic levels in the United States.

A major data source for YE is the Infogroup Historical Database and additional Infogroup data files on establishments. This means that each entry is a different physical location, and company-level information must be created by adding the separate establishment components.

Extended Proprietors (EMSI):

Covers the same types of jobs as the “Self-Employed” dataset, but these jobs represent miscellaneous labor income for persons who do not consider it a primary job. Includes minor or underreported self-employment, investments trusts and partnerships, certain farms and tax-exempt nonprofit cooperatives. This dataset is normally only used for Input-Output purposes.

Report Contributors

This report was prepared by the Purdue Center for Regional Development in partnership with Purdue University Extension.



Report Authors

Bo Beaulieu, Ph.D.
Sanchita Chakrovorty
Indraneel Kumar, Ph.D.



Data Analysis

Sanchita Chakrovorty
Andrey Zhalnin, Ph.D.
Indraneel Kumar, Ph.D.



Report Design

Tyler Wright

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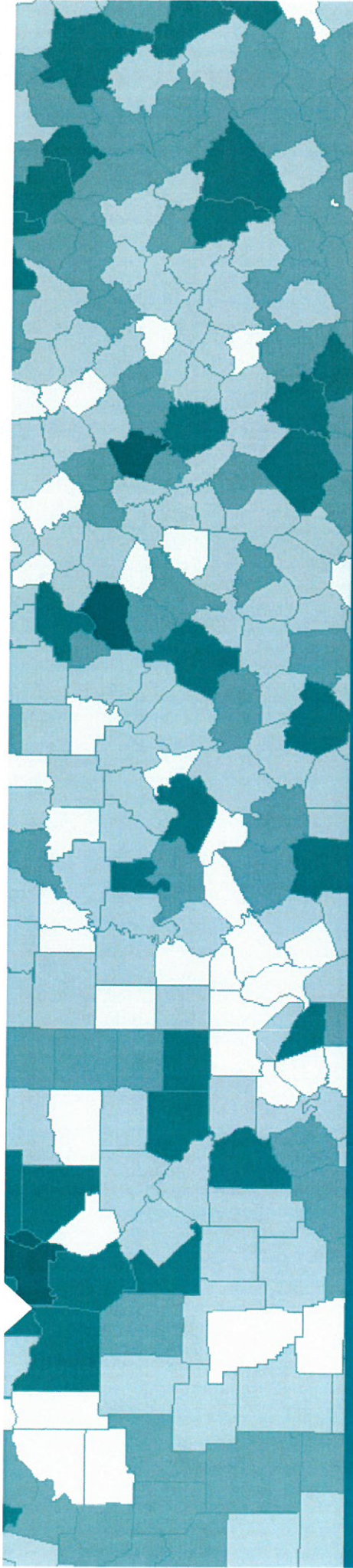
**FOR MORE
INFORMATION**
Please contact

Bo Beaulieu
ljb@purdue.edu

PCRD

The Schowe House
1341 Northwestern Avenue
West Lafayette, IN 47906

Purdue University
765-494-7273
pcrd@purdue.edu



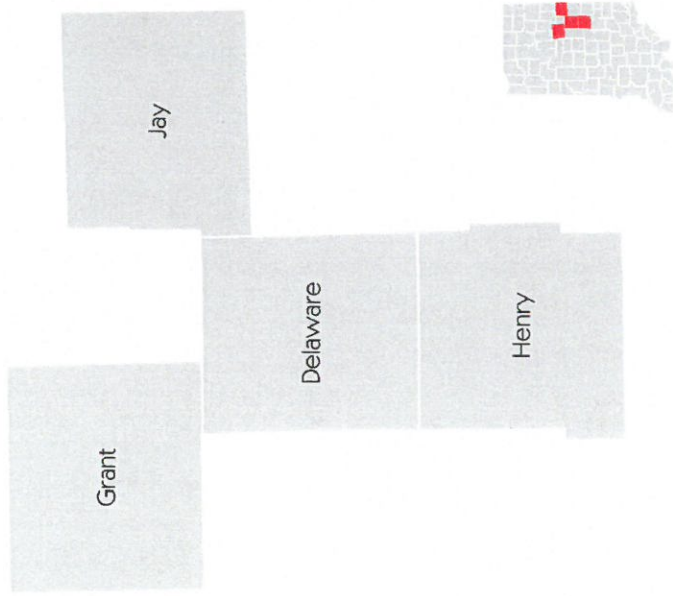
Regional Dashboards

Jay County Strategic Planning Project

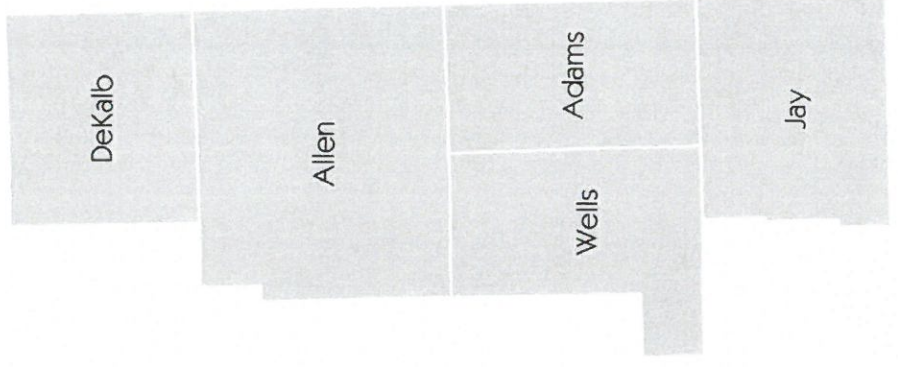
September 2017

Regional maps

East Central Indiana Regional
Planning District Map



Northeastern Indiana Regional
Coordinating Council Map



Dashboard

ECIRPD: IARC 02 Region (Delaware, Grant, Henry and Jay): 2009 - 2015

Industry Clusters	Location Quotient			Shift Share					Jobs and Establishments				Earnings		Concentration	
	2009 LQ	2015 LQ	Percent Change LQ	Job Change	Ind. Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2009 Jobs	2015 Jobs	% Change Jobs	Establishments	Earnings	Earnings Per Worker	Earning Per Estb.	County
Advanced Materials	1.24	1.36	9%	472	(126)	381	255	218	4,357	4,829	11%	120	\$281,568,835	\$58,305	\$234,152,775	0.30
Agribusiness, Food Processing And Technology	1.28	1.31	2%	122	(170)	400	231	(109)	4,579	4,701	3%	122	\$166,351,978	\$35,388	\$1,369,152	0.27
Apparel And Textiles	0.50	0.49	(3%)	(12)	(18)	40	22	(35)	456	444	(3%)	22	\$13,711,966	\$30,915	\$623,271	0.32
Arts, Entertainment, Recreation And Visitor Industries	0.50	0.45	(10%)	(93)	60	203	263	(356)	2,318	2,225	(4%)	123	\$37,065,077	\$16,656	\$302,572	0.37
Biomedical/Biotechnical (Life Sciences)	1.26	1.27	1%	653	67	987	1,054	(401)	11,289	11,942	6%	234	\$495,599,482	\$41,501	\$2,115,686	0.38
Business And Financial Services	0.53	0.51	(5%)	36	139	675	814	(778)	7,716	7,752	0%	564	\$357,246,606	\$46,084	\$633,978	0.45
Chemicals	1.03	1.06	2%	55	(47)	130	83	(28)	1,487	1,542	4%	46	\$92,326,927	\$59,868	\$2,018,075	0.30
Computer & Electronic Product Mfg.	0.10	0.02	(77%)	(60)	(12)	7	(5)	(55)	76	16	(79%)	3	\$1,288,635	\$82,613	\$468,595	1.00
Defense And Security	0.54	0.53	(2%)	58	(4)	232	228	(170)	2,653	2,711	2%	83	\$114,202,849	\$42,129	\$1,375,938	0.43
Education And Knowledge Creation	1.54	2.23	44%	2,305	170	357	527	1,778	4,081	6,385	56%	39	\$150,384,902	\$23,551	\$3,856,023	0.80
Electrical Equip, Appliance & Component Mfg.	0.73	1.15	57%	114	(6)	17	11	104	193	307	59%	5	\$17,976,867	\$8,486	\$3,595,373	0.46
Energy (Fossil And Renewable)	0.69	0.64	(7%)	5	145	371	515	(511)	4,243	4,248	0%	376	\$198,002,478	\$46,611	\$527,304	0.32
Fabricated Metal Product Mfg.	1.54	1.90	23%	451	44	121	165	286	1,389	1,840	32%	64	\$99,071,252	\$53,850	\$1,541,965	0.33
Forest And Wood Products	1.17	1.44	23%	451	(131)	187	56	395	2,141	2,592	21%	63	\$118,166,737	\$45,593	\$1,890,668	0.47
Glass And Ceramics	2.66	3.49	31%	184	(4)	45	41	143	510	694	36%	14	\$40,060,902	\$57,703	\$2,967,474	0.60
Information Technology And Telecommunications	0.45	0.44	(4%)	19	15	182	198	(179)	2,085	2,105	1%	127	\$120,801,949	\$57,401	\$949,328	0.41
Machinery Mfg.	2.09	2.49	19%	387	16	134	150	236	1,533	1,920	25%	42	\$131,658,411	\$68,574	\$3,172,492	0.36
Mining	1.10	0.95	(14%)	(1)	41	30	71	(72)	344	344	(0%)	11	\$30,169,443	\$87,756	\$2,742,677	0.28
Primary Metal Mfg.	3.61	3.87	7%	90	(18)	81	63	27	923	1,013	10%	10	\$65,636,227	\$64,794	\$6,563,623	0.37
Printing And Publishing	0.64	0.57	(10%)	(137)	(67)	116	49	(185)	1,321	1,184	(10%)	55	\$54,838,689	\$46,305	\$1,001,620	0.41
Transportation And Logistics	0.89	1.08	21%	1,093	223	276	498	595	3,154	4,247	35%	121	\$185,627,470	\$43,704	\$1,537,288	0.38
Transportation Equipment Mfg.	4.28	3.74	(13%)	(30)	392	352	744	(774)	4,030	4,001	(1%)	21	\$290,045,271	\$72,502	\$14,148,550	0.30
KEY	Above 1.2	Above 1.2	+ Change	+ Change				+ Change	Top 10	Top 10	+ Change	Above Median	Above Median	Above Median		
Average	1.29	1.41	4%	280	32	242	274	6	2,767	3,047	9%	103	\$139,172,862	\$51,831	\$2,533,781	0.42
Median	1.07	1.11	1%	74	6	185	181	-45	2,113	2,165	3%	59	\$116,184,793	\$50,231	\$1,716,316	0.37

Note: EMSI 2016.4 QCEW, non QCEW, Self-employed and Extended Proprietors

Dashboard

NEIRCC + Jay County: IARC 07 Region (Adams, Allen, DeKalb, Wells and Jay): 2009 - 2015

Industry Clusters	Location Quotient			Shift Share					Jobs and Establishments				Earnings		Concentration	
	2009 LQ	2015 LQ	Percent Change LQ	Job Change	Ind. Mix Effect	Nat. Growth Effect	Expected Change	Competitive Effect	2009 Jobs	2015 Jobs	% Change Jobs	Establishments	Earnings	Earnings Per Worker	Earning Per Estab.	County
Advanced Materials	2.22	2.29	3%	1,393	(534)	1,612	1,078	315	18,435	19,828	8%	387	\$1,370,874,258	\$69,138	\$3,546,893	0.46
Agriculture, Food Processing And Technology	1.18	1.21	3%	638	(370)	872	502	136	9,973	10,611	6%	220	\$425,990,146	\$40,145	\$1,934,121	0.24
Apparel And Textiles	0.74	0.68	(8%)	(74)	(62)	138	77	(150)	1,580	1,507	(5%)	93	\$61,246,943	\$40,653	\$660,344	0.49
Arts, Entertainment, Recreation And Visitor Industries	0.64	0.65	0%	732	184	621	805	(73)	7,103	7,835	10%	315	\$179,892,612	\$22,959	\$571,088	0.75
Biomedical/Biotechnical (Life Sciences)	1.12	1.19	6%	3,501	143	2,091	2,234	1,268	23,913	27,415	15%	429	\$1,448,053,790	\$52,820	\$3,373,451	0.76
Business And Financial Services	0.71	0.66	(7%)	223	441	2,135	2,576	(2,353)	24,414	24,638	1%	1,809	\$1,336,219,064	\$54,235	\$738,753	0.74
Chemicals	2.09	2.40	15%	1,389	(228)	625	397	992	7,143	8,532	19%	142	\$553,877,848	\$64,915	\$3,893,693	0.40
Computer & Electronic Product Mfg.	2.35	1.82	(22%)	(1,272)	(696)	385	(311)	(961)	4,407	3,135	(29%)	22	\$312,168,762	\$99,578	\$14,030,057	0.95
Defense And Security	0.62	0.53	(13%)	(501)	(10)	623	613	(1,114)	7,128	6,627	(7%)	315	\$290,260,202	\$43,799	\$920,730	0.64
Education And Knowledge Creation	0.67	0.69	3%	607	175	368	543	64	4,211	4,819	14%	125	\$123,399,844	\$25,608	\$987,199	0.75
Electrical Equip, Appliance & Component Mfg.	2.37	2.02	(14%)	(162)	(47)	130	83	(245)	1,486	1,324	(11%)	19	\$85,462,553	\$64,544	\$4,619,597	0.31
Energy (Fossil And Renewable)	0.83	0.74	(11%)	(220)	414	1,062	1,476	(1,696)	12,151	11,931	(2%)	797	\$730,719,447	\$61,247	\$916,837	0.61
Fabricated Metal Product Mfg.	2.41	2.98	23%	1,870	163	452	614	1,256	5,165	7,036	36%	175	\$424,636,759	\$60,355	\$2,423,084	0.37
Forest And Wood Products	1.17	1.32	13%	739	(311)	443	132	607	5,065	5,804	15%	260	\$248,747,736	\$42,859	\$955,803	0.51
Glass And Ceramics	2.85	3.28	15%	291	(10)	113	104	188	1,297	1,589	22%	27	\$85,929,451	\$54,080	\$3,242,621	0.35
Information Technology And Telecommunications	1.10	0.79	(28%)	(2,723)	88	1,055	1,143	(3,867)	12,068	9,345	(23%)	418	\$725,741,587	\$77,663	\$1,738,303	0.70
Machinery Mfg.	2.57	2.26	(12%)	(229)	47	391	438	(667)	4,474	4,245	(5%)	112	\$281,619,273	\$66,340	\$2,525,733	0.63
Mining	1.28	1.50	18%	380	114	83	197	183	951	1,331	40%	20	\$100,597,455	\$75,585	\$5,029,873	0.45
Primary Metal Mfg.	4.56	5.10	12%	492	(54)	242	188	304	2,766	3,258	18%	24	\$251,957,742	\$77,333	\$10,721,606	0.51
Printing And Publishing	0.77	0.71	(8%)	(207)	(192)	332	140	(347)	3,795	3,588	(5%)	240	\$162,369,728	\$45,253	\$675,837	0.65
Transportation And Logistics	1.39	1.28	(8%)	556	823	1,019	1,842	(1,286)	11,659	12,216	5%	425	\$599,530,424	\$49,079	\$1,410,660	0.52
Transportation Equipment Mfg.	2.74	3.99	45%	4,279	596	536	1,132	3,147	6,130	10,409	70%	43	\$796,300,748	\$76,499	\$18,736,488	0.37
KEY	Above 1.2	Above 1.2	+ Change	+ Change				+ Change	Top 10	Top 10	+ Change	Above Median	Above Median	Above Median	Above Median	
Average	1.65	1.73	1%	532	31	697	727	-195	7,969	8,501	9%	292	\$481,618,017	\$57,486	\$3,802,396	0.55
Median	1.23	1.30	2%	436	19	494	523	-4	5,648	6,831	7%	198	\$301,214,482	\$57,295	\$2,178,578	0.51

Note: EMSI 2016.4 QCEW, non QCEW, Self-employed and Extended Proprietors