



DAVIESS COUNTY, INDIANA

Quality of Place & Workforce ATTRACTION PLAN



REGIONAL
OPPORTUNITY
INITIATIVES

Mason's Root Beer

FRIES	1.69	1.89	BASKET (FF-SLAW)	2.29	FROSTED MUGS	1.99
ONION RINGS	1.99		COLE SLAW	.99	LEMON SHAKE UP	2.89
MUSHROOMS	2.39		MOZZARELLA STICKS	2.49	ROOTBEER ORANGE COKE	
CH. FRIES	2.39		HALF GALLON ROOTBEER	3.79	SPRITE DIET Mr. Pibb	
POPPERS	2.69		CHICKEN STRIPS	3.59	Sm. 1.59 Med. 1.89 lg. 1.99	

OPEN

Coca-Cola CLASSIC



ENJOY ICE COLD COCA-COLA INSIDE

Interstate 69, Exit 62 (cover) ~ Washington
Mason's Root Beer stand ~ Washington

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THE PLAN. THE PROCESS.

OCTOBER

2018

- Planning Process Begins
- Ready Communities Workshop in Paoli

JANUARY - MARCH

2019

- Identify countywide leadership stakeholders
- Meet and discuss ROI's objectives
- Begin collaboration & asset data gathering

APRIL - JUNE

2019

- Begin weekly Leadership Meetings with our team of stakeholders
- Identify and contact potential QPAT Stakeholders
- Convene the QPAT Team meeting (roughly 35 in attendance)
- Outline ROI objectives with both regional and local focus discussion
- 1 to 1 contact with QPAT members that could not attend the QPAT meeting
- Existing Data Deep Dive - Review all existing Planning Documents
- Washington Town Hall (over 50 in attendance)
- Odon Town Hall (roughly 30 in attendance)
- Countywide e-Survey (over 320 responses)



Daviess County's largest regional agricultural and poultry producer, Perdue Farms.

Creating a New Vision

Identifying and fashioning new opportunities for Daviess County in the Indiana Uplands region.

When the Daviess County ROI Ready Communities planning process kicked into high gear in the Spring of 2019, hundreds of residents, civic and business leaders, and others stepped forward with insightful comments about how to create and seize new opportunities within the Indiana Uplands region.

Top observations and direction included a focused effort on providing activities of interest to young people, particularly young professionals considering moving to Daviess County and raising a family. These included new (or enhanced) active living opportunities like trails and various new amenities like additional restaurants and entertainment options.

Many expressed a desire to see a renewed effort in economic development to attract and retain companies and create new jobs for the county. Coupled with that was an expressed need for the county to boost existing programs for vocational and related training and consider expansions of same. Several expressed the need to expand existing ROI- and other STEM/STEAM-related educational programs, including after-school settings. A need to actively explore, evaluate and leverage development tools like tax abatements, public-private partnerships, tax incremental financing, and other mechanisms emerged to help address critical housing, high-speed broadband and other infrastructure needs, particularly those associated with what were called "once in a lifetime opportunities" at I-69 exits 62 (Washington) and 76 (Odon/Elnora). Several people articulated the need to consider

and explore a centralized training center for vocational and other (e.g. coding) certificate-type programming, and several noted a need for a broad-based task force that would explore the possibility of both expanded performing arts activities and festivals, and a 1,500-2,500-seat performing arts facility that would be easily accessible from I-69. Integrating the forthcoming ROI WestGate@Crane Technology Park Feasibility Analysis & Master Plan with untapped potential at nearby Odon/Elnora represents a major opportunity. The QPAT group duly reflected on and helped organize these expressed needs into addressable solutions, which appear in summary form later in this planning document.

Where did these ideas and expressed needs come from?

More than 320 people responded to an online survey, adding more than 100 written verbatims about the direction and focus that the county needed to take. Close to 100 people total came in person to two Town Halls conducted in Washington and Odon, and some 35 leaders from business, education, and county and city governments attended a QPAT (Quality of Place Attraction Team) meeting on May 22, which provided initial direction for the solutions and content of this report.

Directly soliciting information and receiving feedback/direction from county leadership, the MEK Group, Group Stellar and kglobal jointly conducted public meetings, researched key options, interviewed numerous county and other experts, produced summaries of informational feedback, supported outreach to county and state resources, and assembled and designed this report. Unless otherwise noted, design and principal photography was provided by MEK.

Our Story

With favorable natural assets and a wide assortment of robust business clusters including plastics, apparel, and furniture manufacturing, commercial defense contractors, considerable transportation assets and a diverse group of agriculture and bio-ag operations, the Indiana Uplands region of Daviess County holds a history of positive rural development and advancement.

The opening of I-69 through the county is expanding new market access and opportunities. Residents and visitors enjoy many local festivals featuring antiques, Amish goods, classic autos, and more. Ample opportunities exist for fishing, boating, camping and hunting throughout the county.

Thousands of residents work today in growing technology, manufacturing, agriculture, bio-ag and transportation companies throughout the 437 square miles of the county. Once a booming railroad county, it now hopes to capitalize on the opening of the NE/SW corridor of I-69 and new growth in the transportation and supporting industries. The \$100 million WestGate@Crane Technology Park has risen from backwoods and cornfields in NE Daviess County to support the \$2 billion Naval Surface Warfare Center at Crane with hundreds of new high-impact jobs and the direct engagement of Purdue, Indiana, USI, Rose Hulman, and Vincennes Universities. Building on recent local success, the county looks to positively leverage the outcomes of the ROI Quality of Place and Workforce Attraction planning process to jump-start a new era of sustained regional growth and a refreshed capacity to positively address long-standing economic, societal, educational and cultural challenges and opportunities.

Bold Decisions at Critical Moments

Currently a state leader in percentage of Indiana median household income growth, Daviess County has generally reflected an entrepreneurial spirit since its formal organization in 1817. For example, recent county efforts to lead the founding of the



M&C Tech Indiana' ribbon cutting event with Japanese executives and Indiana Governor Holcomb ~ Washington

now-\$100 million WestGate@Crane Technology Park echo the post-Civil War dynamic collective effort of county leaders. In 1885 a then-astonishing \$75,000 (an estimated \$1.8 million in 2019 dollars) in cash incentives – coupled with a 70-acre land donation – was locally raised to competitively attract the establishment of a major railroad repair center. This was expanded in 1889 with a full-service railroad roundhouse (**below**), making the Washington facility (called “The Shops” in B&O history) the largest in the state.

The largely rural county, christened Daviess after Major Joseph Hamilton Daviess (who was mortally wounded in the 1811 Battle of Tippecanoe), was home to the Median Center of the U.S. Population (as calculated

by the 2000-2009 census) and has recently begun to revitalize its long history as a transportation center. The opening of the new I-69 NE/SW interstate through the county, the expansion of the Eagle Rail Car repair facility and the new Indiana Railroad Transload Facility in Odon (together with new E/W and N/S rail traffic) have renewed an emerging transportation horsepower first evident with the opening of the Wabash and Erie Canal in 1850-1855.



Select Daviess County Assets



CULTURAL

- Daviess County Museum ~ Washington
- City Parks ~ Odon, Washington, Plainville
- Gasthof Amish Village ~ Montgomery
- Veterans Memorials ~ Odon & Washington
- Country Oaks Golf Course ~ Montgomery

NATURE

- West Boggs Lake & Park
- Glendale Fish and Wildlife Area
- Thousand Acre Woods Nature Preserve
- East & West fork of White River

ACTIVITIES

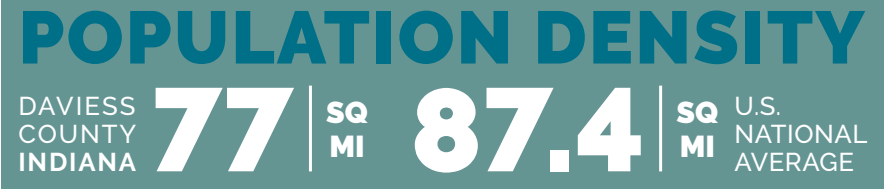
- Old Settlers Festival (134th Year) ~ Odon
- Amish Quilt Auction ~ Cannelburg
- North Daviess Craft Show
- 21st Century Chevy Cruz-In ~ Washington
- Daviess County 4-H Show ~ Washington
- Daviess County Fair ~ Elnora
- Turkey Trot Festival ~ Montgomery
- Celebrate Washington ~ Washington
- Irish Heritage Days ~ Corning

Seven incorporated communities currently exist in the county: Alfordsville, Cannelburg, Elnora, Montgomery, Odon, Plainville and Washington (2018 population 12,149). The city of Washington, originally called Liverpool, serves as the county seat.

With a population of 33,147 (2018 est.), Daviess County hosts a diverse spectrum of business and industry, including its first Japanese-funded manufacturing facility (M&C Tech Indiana). The strong agriculture sector of the county includes the fact that Daviess County is a net importer of corn, which is largely used by the multi-national GPC (Grain Processing Corporation), which is currently undergoing a \$70 million expansion.

Growth and Growing Pains

Part of the vibrant Indiana Uplands region, Daviess County and the county seat of Washington hold the distinction of being one of the regional counties experiencing population growth (4.7% since the 2010 census). The availability of market rate housing of all types and price points are needed in Daviess County. Housing remains a challenge; *Stats Indiana* reports total housing units of some 12,571 at nearly 100% occupancy. The *Washington Times-Herald* recently noted that only 30 median-level family homes were available for sale countywide in May of 2019. Like others in the region, Daviess County faces the positive workforce dichotomy of presently having a surplus of jobs.



Significant workforce and skill development challenges include the fact that 74% of residents hold a high school degree or higher, with a little over 14% of the county population achieving a Bachelor or higher degree. Both are lower than the state average (88% and 25% respectively, which are also lower than the national average). Despite significant progress in job creation over the past decade, the poverty rate in Daviess County remains high, with 13.4% at or below the poverty rate (Indiana state poverty rate is 13.5%¹). The poverty rate of children under 18 is even higher, at 18.9%

County leadership anticipates that the ROI project/solutions identification process and heightened involvement will help address these critical workforce issues.

History. Diversity. Challenges.

Daviess County has a long history of immigrant diversity. Early French traders and farmers owned significant plots of land in what is modern-day Daviess County, but evidenced little interest in settling there. The mid-1800s construction of the Wabash and Erie Canal brought many Irish immigrant workers to the county, promoting a population boom and the creation of the towns of Elnora, Maysville and Plainville. The early development of railroads and the start of a new bituminous coal industry also provided an economic boost.

German Mennonite families began settling in Daviess County in 1886 and the three categories of Mennonites – conservative Mennonites, General Conference Mennonites and Amish Mennonites – continue to have a significant economic and cultural impact on the Uplands region today. Immigration of Hispanic (currently 7% of county population) and Haitian families have both positively deepened the cultural diversity of

¹ <https://talkpoverty.org/state-year-report/indiana-2018-report/>

Daviess County and also created some new challenges. Local school systems have come up with unique short-term solutions to bridge cultural and language barriers with these and other immigrant groups. The ROI Quality of Place planning process is anticipated to help forge new and longer-lasting solutions to these education-related issues.

Three public school corporations – Barr-Reeve Community Schools, North Daviess Community Schools and Washington Community Schools – provide Pre-K – 12 public education opportunities with about 4,694 students enrolled (2018-2019). Private schools in the county provide Pre-K – 12 support for some 500 additional students in the county. The County has had several cohorts of ROI STEM Fellows with participation from multiple schools over the last three years. The Head Start, Early Head Start, CCDF, and Special Education programs are active in the county.

Communities with Vision

A number of long-time families in the county have contributed positively to the economic and cultural growth of residents. The Graham brothers – Joseph, Robert and Ray – began modifying Model T Fords into an early truck design at the beginning of the 20th century, which proved popular and were sold by Dodge dealers. They opened manufacturing operations in Evansville, Detroit and Stockton, California. Historic homes and other assets from the Graham family and other prominent historic families such as the Carnahan, Faith, Scudder and Helphenstine still exist today. A revitalized and popular Daviess County Historical Society Museum on Main Street in Washington now features critical county history in professionally designed exhibits, with support from a trained volunteer staff.

Many beautiful parks and recreation areas dot the county, offering families and residents excellent opportunities for active living. Boating, fishing and camping remain popular activities at places such as West Boggs Lake and Park and the Glendale Fish and Wildlife Area. The Montgomery Ruritan Park is a treasured summer home getaway for many local residents and visitors.



As the railroad industry declined in America in the mid-20th century, so did the fortunes of Washington and Daviess County. In the 1980s and 1990s, the once-vibrant downtown in the city of Washington decayed and population of the city and county declined. A 2005 Vision study conducted by the late Mayor David Abel showed that many Washington residents believed the glory days of the city were over and that the city held little hope for the future. A group of local leaders organized new and fresh economic development strategies, including abolishing the local Inventory Tax and instituting a modest Economic Development Income Tax (EDIT) fund for economic development. The result has been positive.

Given the county's recent history of collaboration and achievement, Daviess County presents itself as a viable partner in the Quality of Place and Workforce Attraction Plan process. County officials expect that the new ROI report will help serve as a refreshed strategic road map for improvements in economic and community prosperity. The action items identified in this report lay out new community-driven and endorsed ideas that can help create a new season of growth and stability not only for Daviess County, but for the ROI and Indiana Uplands region. With its long-term support assured for the development of the WestGate@Crane Technology Park, Daviess County looks to be positively engage with entities like the Indiana University Center for Rural Engagement and the Indiana Innovation Institute for the mutual care of our common assets. ■

the Indiana Uplands



INDIANA
UPLANDS
—
PROUD PARTNER



West Boggs Lake and Park ~ Eastern Daviess

Context

Daviness County seeks to elevate quality of life for its residents and visitors by reinforcing and implementing branding, marketing and hardscape initiatives, by celebrating the area's natural beauty, and by promoting multiculturalism.



Washington Hatchet House ~ Washington

Photo courtesy Marc Viquez

In addition to new streetscapes, residents want to expand existing trails and develop new biking and walking paths, dog parks, and cultural facilities to provide community cohesion.

Further, response from Daviess County residents shows a desire to attract new residents and retain existing residents by providing enhanced entertainment and activities for families, young people, and older adults.

Place Branding, Wayfinding, Hardscapes, and Asset Promotion

Daviess County residents want to establish a distinctive brand and unique aesthetic and architectural enhancements for the county in order to communicate to visitors and potential new residents the values of the community and the attributes of its towns. Daviess County seeks to display its vibrancy and character through the development of a recognizable, authentic brand that builds upon the “*Treat Yourself to Daviess County*” tagline and clearly demonstrates the county’s story through messaging, imaging, and wayfinding initiatives.

Brand attributes will reflect the refreshing experience achieved through outdoor recreational activities like fishing, hunting, and camping amongst the county’s rolling rural hills. It should also capture the old-time charm found through Daviess County’s Amish culture and the welcoming characteristics of its residents. The brand should include elements of county history and feature county-wide quality of place assets, like community festivals, Amish villages, the arts, archeology, and natural refuge parks and wildlife preserves.

To market the brand and effectively promote assets like the Gasthof Amish Village, Odon Old Settlers Festival, and the Glendale Fish and Wildlife Area, among others, Daviess County residents feel that a wayfinding initiative would effectively promote local pride and inform residents and visitors of quality of place opportunities. These wayfinding

ASSETS

CULTURE	NATURE	ACTIVITIES
DAVISS COUNTY MUSEUM WASHINGTON	WEST BOGGS LAKE EAST DAVIESS	WHITE RIVER VALLEY ANTIQUE SHOW ELNORA
WASHINGTON PARKS & POOL WASHINGTON	GLENDALE FISH AND WILDLIFE AREA SOUTH DAVIESS	AMISH QUILT AUCTION CANNELBURG
GASTHOF AMISH VILLAGE MONTGOMERY	WHITE RIVER PUBLIC ACCESS SITES NORTH, EAST, & SOUTH DAVIESS	NORTH DAVIESS CRAFT SHOW ELNORA
VEALE CREEK THEATRE WASHINGTON	THOUSAND ACRE NATURE PRESERVE CENTRAL DAVIESS	DINKEY’S AMISH AUCTION CANNELBURG
VETERANS MEMORIAL ODON & WASHINGTON	PRAIRIE CREEK BARRENS NATURE PRESERVE CENTRAL DAVIESS	KNIGHTS OF COLUMBUS JACKPOT DRAWING WASHINGTON
IRISH HERITAGE CENTER CORNING	COUNTRY OAKS GOLF COURSE MONTGOMERY	HEARTBEAT OF “WASHINGTON” MAIN STREET
CARNEGIE LIBRARY WASHINGTON	TURKEY TROT FESTIVAL MONTGOMERY	



Knights of Columbus Jackpot Drawing ~ Washington

DAVISS CO. POPULATION



efforts should contribute to a deeper relationship between the county and its residents and visitors. In addition to offering alignment and navigation, a branded wayfinding network presents character, heritage, culture and most importantly promotes quality of place through an association to the core components of a brand.

Already in process for advancing the Daviess County brand is a major planned and funded streetscape improvement project for Business 50. This project sets the standard for future streetscape and hardscape upgrades throughout Daviess County, and will integrate a multi-use path through the center of the city of Washington, including street trees, critical infrastructure upgrades. When completed, it is expected to significantly improve the quality of place in the county seat.

In previous years, visitors to the county would drive on State Road 57 (north/south) or on U.S. 50/150 (east/west). With the opening of I-69, traffic frequency has fallen on these previous roads and increased at the 62 (Washington) and 76 (Odon/Elnora) exits off the interstate. The many worthy

2,572

People who live in
Daviess County but work
outside the county

2,020

People who live in
another county (or state)
but work in Daviess
County

20,160

People who live in
Daviess County and
work (implied resident
labor force)

Stats Indiana, 2014 Data

attributes and signature brand elements of this Indiana Uplands county are now not immediately apparent, but county leaders expect the new Business 50 hardscape and streetscape improvements to form the standard for new countywide hardscape, streetscape and wayfinding improvements.

In addition to the wayfinding opportunity arising in the Ready Communities public survey, the QPAT (Quality of Place Attraction Team) and the Washington Parks and Recreation Department (WPRD) noted the need for updated park signage in its 2018 Recreation Master Plan. The need for a branded wayfinding plan was also listed as a priority in the City of Washington's 2013 Land Use plan.

The Purdue Center for Regional Development recently administered a survey in Washington through the Office of Community and Rural Development's (OCRA) Hometown Collaboration Initiative (HCI). Survey respondents feel there are not enough activities for young people (aged 21-35) or families in Daviess County. Some studies, like the

Photo courtesy Washington Times Herald

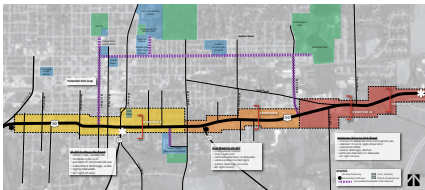


The T.C. Singleton Round Barn, built in 1908, was recognized in 2016 as one of the Top 10 Bicentennial Barns of Indiana ~ Washington

2017 University of Wisconsin–Madison report “Gaining and Maintaining Young People”¹ indicate that rural areas that are succeeding in attracting young adults and their families often have a strong sense of community, a compelling story to tell, and attractive outdoor amenities in which this age segment can participate to gain a sense of togetherness with those they live amongst. Daviess County possesses many of the elements to continue drawing young adults into the county. Developing a consolidated outreach and marketing program consistent with a strong brand tied to the community’s assets, its heritage, and its superb outdoor recreation will help further advance the county’s current population growth trend.

OBJECTIVE: Build and market an enhanced Daviess County brand that further incorporates county assets and cultural inclusivity, and promotes community cohesion. Using the the new Washington Business 50 project

as a standard, further identify strategic locations for integrating hardscape improvements such as gateway signage and streetscape upgrades on a countywide basis.



See page 73 for details

¹ <https://apl.wisc.edu/shared/youngadults>

Community Events and Cultural Initiatives

ACTIVITIES FOR YOUNG ADULTS AND COMMUNITY MEMBERS

Through the survey and public meetings, several county leaders and residents expressed the need to provide a broad variety of new or enhanced activities and entertainment options for both young adults and families in the Indiana Uplands county. Several expressed interest in attracting and establishing new performing arts series in the county such as major music performers and concerts, off-Broadway plays and musicals, and similar. Currently Washington High School hosts the Daviess Community Concert Series in its 800-seat school auditorium.

During the public input sessions, several people noted a desire to explore the long-term possibility of establishing a new physical facility to feature cultural and performing arts activities (either outdoor, enclosed or both). The facility potentially could serve as a welcome center for the county and introduce local cultural and historic elements, and also may play a role in serving as a educational facility for STEM/STEAM activities. The community is creating a performing arts task force to evaluate existing performing arts and potential training facilities, conducting a needs assessment and evaluation of possibilities.



Daviess is pursuing County wide trail systems, as well as Rail-to-Trail paths.

CULTURAL INCLUSION INITIATIVES

Daviess County residents want to celebrate the county's diversity. The county will begin laying the foundation for an International Relations Committee and Cultural Diversity Team to provide resources and inclusion opportunities for minority families that reside in the county. The group will be charged with ensuring all residents feel welcome, promoting multicultural festivals and educational initiatives, and marketing Daviess County amenities and assets to diverse groups throughout the Uplands and Indiana, more broadly.

ENTERTAINMENT

The Daviess County Chamber of Commerce and Visitors Bureau maintains a digital community calendar on the organization's website and coordinates and/or promotes events like kids' camps, county fairs, chili cook-offs, bridal shows, and quilt auctions throughout the year. Residents want to build upon the Chamber and Visitors Bureau's coordination to further develop and market the arts and cultural initiatives to bring more cohesion to the county and provide an even more diverse set of activities for the Daviess County residents of all ages, but especially young families and adults.

Increasing activities for this age segment represents a high priority for Daviess County. People long for more concerts, festivals, restaurants and evening entertainment options. Residents appreciate the long-standing festivals (Daviess County is home to about 20 major festivals or events annually), but desire more options to encourage money be spent locally, rather than traveling to Evansville, Jasper or Bloomington for entertainment.

"Heartbeat of Washington" was established by a group of business owners and community volunteers who are dedicated to maintaining and growing a vibrant downtown in the county seat. This group meets monthly to determine ways to promote events on main street and bring families and individuals to downtown. Leaders throughout the county can better support and promote the efforts of the Heartbeat of Washington, and encourage similar non-profit activities in other pockets of the county.

OBJECTIVE: Increase entertainment options for young adults and families, and enhance internal county communications about existing events. Launch a community inclusion task force to celebrate the

INSET MAP - CITE: IN DOT 2012 Rail System Map | http://www.dcedc.net/wp-content/uploads/2019/07/C_Daviess-Co_Proposed-County-Trail-Network_2015.pdf



West Boggs Lake & Park - Eastern Daviess

county's diversity. Research the feasibility of an arts and culture center, theater, and/or welcome facility that could host private meetings and community events.

Outdoor Recreation + Trail Development and Expansion

Outdoor recreation is a vital component of Daviess County's heritage and culture. The county's lakes, rivers, and rolling hills offer residents and visitors the opportunity to enjoy the beauty and serenity of the outdoors. The county is home to West Boggs Park Lake & Park, which spans 1,500 acres, and includes over 250 camp sites, two cabins and four mobile homes to rent, playgrounds, a swimming beach, a miniature golf course and miles of nature trails. The park lies on the banks of West Boggs Lake, one of the most popular fishing destinations in Southern Indiana, that contains bass, crappie and blue gill.

West Boggs Lake & Park also boasts the well-known Stoll's Lakeview Restaurant. Since 1983, the restaurant has been serving up one of the best Amish style buffets in the region. Residents note that camp sites often fill up during the summer and into the fall, and West Boggs could expand the number of sites to accommodate more visitors during peak travel months.

Glendale Fish and Wildlife is a natural wildlife refuge in southern Daviess county. The reserve, with 8,060 acres of land and 1,400 acres of water, provides Hoosiers with abundant hunting and fishing opportunities. The park also sells permits for wetland trapping on a drawing basis and an area for dog training. The wildlife area has opportunities for non-fishers and hunters, too, offering 67 campsites with electrical hookups and 54 without, boat rentals, areas for wildlife watching and berry-picking as blackberries, persimmon, hickory nuts and walnuts are plentiful.

As noted earlier in this report, Daviess County seeks to capitalize on its outdoor recreation by marketing assets such as West Boggs Lake & Park and Glendale Fish and Wildlife Area to incorporate these opportunities in the county brand.

Trail Expansion and Development

When asked to rank certain placemaking improvement projects, respondents of the Purdue Center for Regional Development's HCI survey selected "Parks and Trails Improvement" as the number one priority for this enhancement category. Hiking, walking, and biking trails are known to increase value of nearby properties, make communities



East Fork of the White River ~ Western Daviess

more attractive to live and work, influence the location and relocation of businesses and reduce medical costs with an increase in healthy living, according to the Pennsylvania Land Trust Association¹.

In a National Park Service study² that evaluated the relationship between trail users and nearby businesses located on or near the same trails found that the St. Marks Trail near Tallahassee, Florida generates \$400,000 annually from sources outside the county. The same study shows that while the economic impact is minimal when residents use the trails for short trips, trails that are marketed for overnight stays attract more out-of-town guests, thus maximizing economic impact. The study found that 60% of local business owners located on or near the Cape Cod Rail Trail in Massachusetts stated that the trail was a prominent factor in their respective expansions, and 53% said revenue from trail users made up at least 10% of their business.

In 2010, the Indiana Trails Fund (ITF) signed a 25-year lease with the Indiana Railroad Company to develop 19 miles of rail trail (the conversion of a disused railway track into a multi-use path, typically for walking, jogging, and cycling) from Bedford, in Lawrence County, to Indian Springs in Martin County and up to Crane Naval Surface Warfare Center³.

The organization is currently building out the Milwaukee Road Transportation Trailway; which winds through pristine wilderness, over bridges and around massive limestone formations.



Since signing the lease, the ITF has opened approximately 5.62 miles of the trail to Coxton Road, funded completely with in-kind donations. In the

¹ https://conservationtools.org/library_items/1076-Greenways-Trails-Bringing-Economic-Benefits-to-New-York | ² https://www.nps.gov/trails/rtcimpact/impact_railtrail_final.pdf | ³ Map CITE: IN DOT 2012 Rail System Map | Photo courtesy: Great American Rail Trail



coming years, the trail will be finished through Williams and end in Indian Springs, which accounts for another 12.29 miles of trail. Daviess County would benefit from the expansion of the ITF through Odon or south toward Washington. The trail would run along the rail-banked portion of the Indiana Railroad line north of the CSX line until it meets the operating railway currently running into NSWC Crane. The trail will need to be converted from rail-trail to a traditional pathway once diverted north up to Odon or south toward Washington.

Completion of the Milwaukee Trail from Lawrence to Daviess would increase quality of place for nearly a third of the counties in the Indiana Uplands region, drawing new outdoor non-motorized sports enthusiasts to the region and attracting new residents who enjoy outdoor activities.

Daviess County respondents expressed interest in creating a comprehensive non-motorized trail plan that takes into consideration connectivity to the planned regional trails now in development. Two east/west trails now in various phases of planning, funding, and construction are the Milwaukee Trail noted above (see inset map), and the Daviess-Martin Hwy 50 Trail (see larger map in Appendix). The two Counties are working together in multiple ways to use existing resources, which include county

right-of-ways, employees from City and County local road and street departments, and funding from the Daviess and Martin County Community Foundations. In partnership with SIDC's team, the counties are seeking Next Level Trails funding through the Indiana Department of Natural Resources.


Connecting north/south trail systems to these two Trails and possibly to the larger recreational assets is reasonably expected to increase the potential for overnight stays and a new trail dynamic for the region. An added benefit is the potential to also better serve the local Amish Community with recreation and transportation options.

With biking friendly paths and roads, Daviess County can develop annual cycling events and partner with other communities within the Indiana Uplands to support wellness. The county could research the feasibility of dual-use road widening projects throughout the county to accommodate both Amish buggies and cyclists.

OBJECTIVE: Provide additional health, wellness, and recreational opportunities for people throughout the Uplands. Enhance trail availability and accessibility throughout Daviess County to elevate the quality of place for residents and to attract new residents. ■



ASSETS

PROXIMITY TO CRANE NAVAL SURFACE WARFARE CENTER	REGIONAL & LOCAL PLASTICS MANUFACTURING	WESTGATE@ CRANE TECHNOLOGY PARK (20+ DEFENSE COMPANIES; PURDUE, IU, USI, ROSE HULMAN, VINCENNES)  I-69 INTERSTATE CORRIDOR DEVELOPMENT (2 NEW INTERCHANGES)	PROXIMITY TO CENTER FOR RURAL ENGAGEMENT AT IU	PRE-K – 12 STEM LABS (CARNEGIE LIBRARY) (COMMUNITY FOUNDATION)
INTERNATIONAL BUSINESS (OLON, M&C TECH INDIANA)	WORKONE, JAG, DAVIESS COUNTY CEO PROGRAM		TRANSPORTATION & LOGISTICS (I-69, RAIL/TRANSLOAD, COUNTY AIRPORT)	COMMUNITY TRANSFORMATION (KIDS @ HOPE)
ROI STEM FELLOWS ENGAGEMENT	LEADERSHIP DAVIESS COUNTY		VINCENNES UNIVERSITY MANUFACTURING/ TECH TRAINING	HIGH-PERFORMING COMMUNITY SCHOOLS (PRE-K, DUAL CREDIT, STEM)
DAVIESS COUNTY CHAMBER OF COMMERCE	TWIN RIVERS CAREER & TECHNICAL EDUCATION		DAVIESS COUNTY ECONOMIC DEVELOPMENT CORPORATION (& FOUNDATION)	HOSPITAL, CORE CENTER, HEALTHCARE TRAINING
AMISH - MENNONITE MANUFACTURING	GRAIN PROCESSING CORP. (GPC), PERDUE FARMS		NASCO & TRI-STAR GLOVE OUTERWARE	ESTABLISHED LITERACY PROGRAMS AND “SOFT SKILLS” TRAINING

The ROI Ready Communities process has served as a catalyst to help create internal county awareness and collaboration between existing successful workforce initiatives throughout the Indiana Uplands. The Ready Communities program has been integral to Daviess county identifying new opportunities to ramp up strategic industry-driven efforts. These opportunities include a refreshed focus on efforts to better train and retain the existing workforce and to create new jobs to attract professionals and families to relocate in Daviess County.

Workforce development in Daviess County, like other areas, faces a general binary solution set: retain and train existing workers, and/or attract new workers who are already highly trained and educated. Daviess County is home to several programs that actively work to address both of these options. The ROI process is helping identify potential gaps between existing programs and needs, and to formalize potential solutions.

STEM/STEAM growth

Community leaders recognize the urgent need to provide a broad spectrum of fresh opportunities to skill-up its existing workforce and to strengthen and expand existing programs. Several programs offered within the city of Washington and in other areas of the county provide very early hands-on exposure to STEM (science, technology, engineering and math; or STEAM – science, technology, engineering, arts and math) careers (for example, the Pre-K – 12 after-school STEM Labs program funded by the Daviess County Community Foundation at the Carnegie Public Library). STEM-related jobs exist (and are growing) at both the NE Daviess County

\$100 million WestGate@Crane Technology Park and nearby NSA/NSWC Crane base. A strong agriculture and manufacturing focus comprise many of the available employment opportunities in the county. While perhaps not necessarily requiring post-secondary education, these industries would certainly benefit from workers committed to continuous improvement and up-skilling of personal capacity.

The Workforce survey section of the ROI Ready Communities plan development process identified two leading needs of the county's communities: first, continue to focus intensively on programs that will attract new companies to Daviess County and help create new high-impact and high-wage jobs. Second, respondents indicated a strong desire for more comprehensive training programs be established (or existing ones strengthened) that teach Daviess County workers how to find ways to upskill or actually upskilling through training and vocations. The multi-disciplinary Twin Rivers Career and Technical Education program in Daviess County provides a positive impact here, training workers in automotive, manufacturing, nursing, building trades and other skills. Many of the programs at Twin Rivers are industry-focused and driven, providing area employers with new workers who are better equipped for high productivity and personal achievement/advancement.

OBJECTIVE: Engage young people (and all ages) in a variety of opportunities to introduce them and heighten awareness of careers in STEM (and STEAM) or trade/vocations. These can be work-based, educational or experiential in focus.

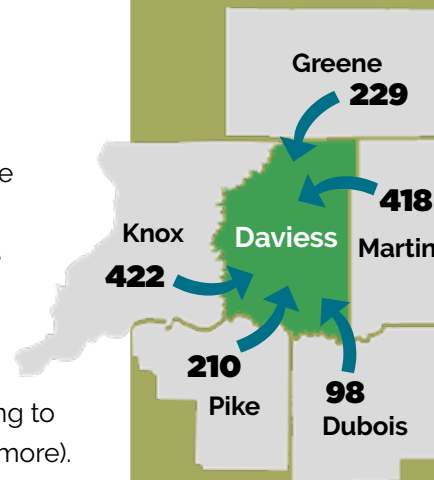
I-69 – “once in a lifetime” regional opportunities

Several county leaders and residents commented during the ROI discovery process (in both Town Halls and in the online survey) about the need for more urgency and strategic focus in capturing opportunities associated with the NE/SW I-69 interstate in the region. Many believe that earlier efforts for attraction and development have become stagnant.

Virtually all participants agreed that I-69 holds the possibility of a dramatic positive impact on workforce development and attraction, as its presence opens the county and the region to a vast array of business development, contacts and accessibility in almost every economic development category (from agribusiness to supply chain/distribution/warehousing to manufacturing to defense contracting to technology development/programming and much more). According to the formal research and numerous anecdotal comments from residents, the presence of I-69 touches every aspect of this plan, both for the county and the entire Indiana Uplands region.

The Indiana Economic Development Corporation (IEDC) has designated about 1,000 acres on the NE side of the S.R. 150/50/I-69 interchange as "mega site" for large economic development. A large land tract below S.R. 50/150 on the east side of interchange #62 has been previously considered for a large automotive manufacturing-related enterprise and has undergone utility and infrastructure planning.

Considerable infrastructure improvements are still needed for both interchanges in Daviess County (Washington exit #62 and particularly for Odon/Elnora exit #76, where virtually no utility infrastructure exists). Presently there are no amenities like fuel stations, restaurants, hotels, supporting small businesses or relevant commuter-type housing at either the Odon or Washington interchanges (a gas station is presently under early construction going near the Washington interchange and infrastructure improvements have been completed on the south side of 50/150 to accommodate significant commercial and residential expansion). Many participants commented that a common



2,572

People who live in Daviess County but work outside the county

2,020

People who live in another county (or state) but work in Daviess County

20,160

People who live in Daviess County and work (implied resident labor force)

Stats Indiana, 2014 Data

saying for those traveling on I-69 is that they need to fill up their gas tanks in either Bloomington or Evansville and use other facilities, as virtually no amenities exist between the two cities for a convenient stopping point.

Efforts to build out and expand critical infrastructure represents a must in communities such as Odon and Elnora, particularly with the current synergies behind the WestGate@Crane Technology Park and NSA Crane, as these two assets continue to grow as a regional economic driver and employment center for the Indiana Uplands region. Northern Daviess County communities such as Odon and Elnora present clear development opportunities for residential and commercial development resulting out of the continuing growth at WestGate and Crane.

Residents and county leaders participating in the ROI research commented that I-69 offered a "once in a lifetime" opportunity to create a positive experiential new brand for the entire county and ROI region. Given that opportunity, county leaders and residents were concerned that strategic care be taken in the attraction of appropriate amenities (restaurants, hotels, supporting businesses, possible residential development, etc.) and companies at the two county I-69 interchanges. Simply allowing developers to "cherry pick" strategic locations at the interchanges could seriously sub-optimize short- and long-term development and positioning opportunities.

OBJECTIVE: Identify/adapt actionable development projects and formalize next steps from the 2013 I-69 Washington Land Use Master Plan; consider next steps to produce similar guiding plan for Exit 76 at Odon/Elnora.



Newly completed in 2018 the leg of I-69, which connects Bloomington to Evansville, features 2 exits in Daviess.

Centralized training center

Purdue University's new presence in the WestGate@Crane Technology Park is providing a variety of new entrepreneurial initiatives and training opportunities, including new certification programs in cybersecurity and defense-related technology. Expanded internship opportunities are available at the WestGate with defense contractors and at the adjoining \$2 billion Naval Surface Warfare Center (NSWC Crane Division).

The Purdue Extension-sponsored Leadership Daviess County program has successfully focused on expanding the capacity of local residents to take on active roles in the community, with the positive effect of establishing strong and lasting networks among the participants and existing community leaders. This presents the opportunity for a new generation of positive leaders to emerge, while encouraging volunteerism and community service. The resulting new networks of

PURDUE
@WestGate

people provides a platform to share creative ideas and promote positive community action to proactively address issues.

In the ROI discovery process, several county leaders and residents strongly voiced the need for a centralized career training center to help address these issues. Many suggested a new center located at Exit 62. Another possibility would be to potentially utilize an existing and centrally located building, such as the former German-American Bank building or Old National Building in downtown Washington, as a training and education facility. This facility would offer different programming that what is currently available at the WestGate Academy.

OBJECTIVE: Explore the possibility of developing a central, easily accessible physical center (with online outreach capacity) to help create new opportunities for better access to training and up-skilling at all levels, including industry exposure, soft-skill guidance, and work-based training.

High-performing schools and student development

The countywide Daviess County CEO (“Create Entrepreneurial Opportunities”) Program for high school students has enjoyed considerable success in integrating high school students with area businesses, providing leadership development opportunities and active exploration of what it takes to create, operate and sustain a business.

The three community school systems and the private school system (Washington Catholic, in affiliation with Washington High School) all have dual credit programs where students can earn college credit while still in high school. Barr-Reeve and North Daviess are both “A” rated schools by the Indiana Department of Education (IDOE), and the Washington Community Schools Corporation (the system with the most diverse student population) jointly operates several training programs with Vincennes University and other area institutions.

Like other areas in the Indiana Uplands, the lack of available workers in an environment of surplus jobs (in certain categories) has led employers and civic leaders in Daviess County to search for alternative means to positively re-introduce people to the workforce. This includes innovative and practical means to address substance abuse, literacy, and motivation issues. The Lena Dunn School in western Washington has accordingly embraced a “Kids at Hope” focus (as opposed to a “kids at risk” focus), where young people focus on behavioral training that produces hope and optimism about one’s future. Early outcomes indicate promise for this innovative focus. Other Pre-K – 12 local efforts are beginning to focus on cognitive and emotional confidence which can enhance the quality of life for participants. Daviess County can also enhance area youth soft skills training that supports the community’s desire to produce a talent pipeline of well-rounded, prepared and desirable next-generation employees..

This Quality of Place and Workforce Attraction Plan is expected to serve as a catalyst in additional dimensions, including the capacity of the county to collaboratively tap into the resources available through the Regional Opportunity Initiatives’ education and workforce programming,

such as the Ready Schools Initiative, as well as those emerging from the IU Center for Rural Engagement and other partners. Investments are being considered to create attraction programs for additional transportation, logistics and distribution companies, given the new and improved assets of I-69, N/S & E/W rail trans and cross-load and the expanded runways (with corporate jet capacity) at the Daviess Co. Airport.

OBJECTIVE: Leverage the ROI planning process as a catalyst to further heighten awareness and collaboration of workforce training opportunities, and create programs to address and close potential gaps for up-skilling existing and attracting new workers.

Unique Amish/Mennonite commercial opportunities

The significant Amish/Mennonite population in Daviess County represents a diverse workforce group with unique challenges. This group operates area businesses, agricultural production facilities, and manufacturing operations that do not draw on traditional resources, yet produce products and services that are generally highly prized. Established markets for Daviess County Amish-produced goods and services are nationwide.





K&K Industries designs and builds custom roof & floor trusses, and pre-fab wall panels for commercial and residential use. ~ Montgomery

Employing hundreds of skilled workers, the Daviess County Amish/Mennonite community operates several successful commercial businesses that produce a positive regional impact on the Indiana Uplands area. K&K Industries designs and builds custom products for commercial and residential use, including roof trusses, pre-fab wall panels, siding and engineered wood. Daviess County Metal in the Cannelburg area designs and produces pre-fab metal buildings, steel shingles, portable buildings and more. Graber Post Buildings designs and builds residential commercial, farm and agriculture structures and other facilities.

The entire region along the Odon/Cannelburg road (CR 900E) represents a growth area for Amish/Mennonite businesses. The uniqueness of the road and its businesses offer an opportunity to create a positive stand-alone “Cannelburg” regional/national brand for the county.

Given the high traffic of slow-moving horse and buggies on this road (and several fatal accidents in the past), Daviess County has invested more than a \$1 million in upgrading the road to a unique design that includes “buggy lanes.” This creates a greater degree of safety for both horse buggies and the large trucks that use the road to serve more than 100 businesses. These thriving businesses include cabinet shops whose custom products are shipped all over the United States, two full-scale sawmills, produce centers and two large multi-use community buildings and recreational facilities.

OBJECTIVE: Formally explore additional opportunities to market Amish/Mennonite products and services both in the Indiana Uplands area and beyond. Explore possible means for the county and region to support the unique needs and operating styles of the Amish/Mennonite population in creating high-quality products and services. ■





City green space ~ Washington Country Club

ASSETS

**EMERGING
HOUSING STRATEGY**

**GWALTNEY SPORTS COMPLEX
WASHINGTON**

**DAVISS CO MUSEUM
WASHINGTON**

**EMERGING
CHILDCARE STRATEGY**

**GOLF COURSES
WASHINGTON & MONTGOMERY**

**WHITE RIVER ANTIQUE SHOW
ELNORA**

**CITY PARKS & POOL
WASHINGTON**

**FISH AND WILDLIFE AREA
GLENDALE**

**EMERGING GREENSPACE,
BIKING, ACTIVE LIVING STRATEGIES**

DAVISS COUNTY HISTORIC DISTRICT

**PARK & FAIRGROUNDS
ELNORA**

**AMISH ATTRACTIONS
CENTRAL & EASTERN DAVIESS**

**WEST BOGGS LAKE & PARK
EASTERN DAVIESS**

**EMERGING
BROADBAND STRATEGY**

**CARNAGIE LIBRARY
WASHINGTON**

Amenities and Attributes



Gateway Drive roundabout and Olon Industries ~ Washington

INFRASTRUCTURE

Deteriorating, antiquated infrastructure coupled with a lack of access to modern-day fundamental facilities is jeopardizing quality of place and workforce attraction throughout Daviess County. In certain areas, a lack of adequate and clean water supply, paired with unreliable sewage and poor broadband internet access, is severely limiting the county's capacity to execute smart, intentional growth. Communities like Odon/Elnora are struggling to meet state-mandated minimum utility operational standards; these issues must be addressed.

Like other rural areas of Indiana and the United States, the availability of high-speed internet (minimal speeds 30 Mbps download and 8 Mbps upload) remains a serious challenge and a high priority for the county. According to a recent Purdue study, more than 21% of the region comprised of Daviess, Greene, Knox, Lawrence and Martin counties do not have access to broadband internet. Residents instead rely on slower connections through outdated technologies. This creates what Pew Research and other broadband research entities refer to as the "Digital Divide."

This "Digital Divide" impacts many of the planned quality of place, workforce training and attraction, job creation, and amenities initiatives noted in this plan. Many residents who live outside of cities and towns in Daviess County have limited access to the internet. Those people face compromised situations when it comes to taking online classes, working from home, completing homework or engaging in leisure activities through internet-based programming (music, videos, online games, etc.).

Local broadband providers have been focused on upgrading fiber networks and hope to secure expansion funding through the recently announced fiber grant program run by OCRA. To achieve long-term sustainability in economic growth and an improved quality of life, Daviess County must address its broadband speed issues and utility capabilities. The leadership team contacted PCRD and requested a County Digital Broadband Report and their recommendations are included within the Solutions - Action Steps.

OBJECTIVE: Through public-private partnerships or government-led initiatives, improve broadband and critical utility accessibility and capacity throughout Daviess County via grants, local and state funding, and other resources.



Neighborhood on northside ~ Washington

HOUSING

The success of Daviess County in maintaining a record-high rate of employment (for the last decade, the county has experienced one of the lowest rates of unemployment in the state) has created another challenge: unmet housing demand. Over the next ten years, it is anticipated that Daviess County will need over 1,000 new housing units to keep up with the current and projected demand. . Previous county planning efforts have formally recognized that Daviess County is not prepared to handle an influx of workers due to the current lack of housing. The county is working collaboratively with elected officials, banks, and economic development practitioners to explore methods to engage potential investors and developers to help address this challenge in both the short- and long -term. County leaders and residents believe that diversifying the county's housing stock and developing new market-rate and affordable housing represent a critical component to sustainable growth.

During the preparation of this report, county leaders were still anticipating the completion of the Indiana Uplands Regional Housing Study. Daviess County officials plan to use the study and other information from Radius Indiana and other regional organizations to develop a sound strategy to collaboratively address this multi-faceted housing issue on a variety of levels, particularly given the fact that a lack of housing is a broad challenge faced by other counties in the Indiana Uplands region.

There is high demand for rental properties in Daviess County. The county has a limited supply of market-rate and upper-end rental housing, spanning from single-family detached homes, apartments and condominiums. With the lack of available affordable temporary housing, some older larger homes have been converted to multi-family dwellings, which has created a number of additional challenges related to security and safety.

The City of Washington has a rich history; more than 480 historic homes still stand. Six of these homes are listed on the National Register of Historic Places. As such, the City of Washington has been formally divided into three historic districts in order to aid in identifying older homes and structures worthy of preservation efforts. In addition to developing new housing opportunities, efforts should be made to preserve and protect the county's historic homes.

OBJECTIVE: Refine existing and develop new strategies to address housing challenges based on regional data and recommendations from the forthcoming Indiana Uplands Regional Housing Study. Leverage this data and ongoing efforts to encourage investors and developers to improve the quality and diversity of available housing options in targeted areas throughout Daviess County. Refine existing strategies that address vertical issues related to both migrant housing and affordable housing. Continue to promote historic preservation efforts.



Left: Softball at Hays Field at Odon Park’s sports facility. Right: Proposed activities like river canoing and pickleball can increase quality of life.

RECREATION

Daviess County is home to numerous opportunities for active living, including a number of parks, extensive sports-related recreational activities, and facilities for outdoor recreation. The Washington Country Club and the Country Oaks Golf Club are popular links for advocates of the little white ball. Picnics and playgrounds at Longfellow Park, South Park and East Side Park in Washington attract thousands of visitors and families annually, and Odon Park is a popular multi-use facility. Soccer, baseball and tennis fans can play at the Henry R. Gwaltney Sports Complex on Edwardsport Road in Washington. The White River West Fork and East Fork also provide a bevy of swimming, fishing and boating activities, including water-skiing. The historic Washington City Pool, a long-popular summer destination, was recently upgraded to become WaterWorld, a multi-use water facility with a three-flume water slide, a zero depth children's pool, a splash pad and other popular features.

The Glendale Fish and Wildlife Area features 22 ponds and the 1,400 acre Dogwood Lake, and also includes more than 8,000 acres of uplands game habitat, marshes, shallow impoundments and small woodlots. The Thousand Acre Woods is in a public nature preserve owned and managed by the Nature Conservancy. It includes a remarkable presentation of silver maple and elm forest, one of the few in Indiana. The Prairie Creek Barrens Nature Preserve features grassland with scattered groves of naturally small trees. The White River Bend Wildlife area features hunting and birdwatching. The popular Montgomery Lake & Ruritan Campground historically attracts more seasonal visitors than people who actually live in Montgomery.

Thousands of residents and county visitors take part in boating, fishing and aquatic active living at the 622-acre West Boggs Reservoir. Popular facilities at West Boggs Lake & Park (jointly administered by Daviess and Martin Counties) include a multi-use boat ramp and fishing piers (including a fishing pier for disabled visitors), a swimming beach, kids playground area, 9-hole golf course, and numerous campgrounds.

While Daviess County hosts a variety of recreational facilities, residents and county leaders have long called for additional opportunities to enjoy the great outdoors by enhancing and better utilizing existing amenities and assets. Daviess County residents seek to promote and develop the Indiana Uplands glaciated rural setting by enhancing access to local rivers and winding roads.

Currently, river access is unmarked and unknown to both locals and visitors. Daviess County can expand water activities by increasing kayaking accessibility to local rivers and promoting the activity by clearly identifying access points, creating new launch points and marketing this activity to locals and visitors. Kayak-friendly river access points will enhance quality of life for existing residents while also attracting potential new residents looking to relocate within the region. The county can promote and support kayaking opportunities by developing signage, clearing access points, improving access for the disabled, and offering picnic tables.

Pickleball is quickly growing in popularity among people in their 50s, 60s and 70s and can serve as an additional outdoor recreational opportunity in Daviess County. Residents identified pickleball in both

Town Hall Meetings as well as survey responses as an ideal opportunity for new outdoor recreation. Pickleball also has special rules catering to players in wheelchairs. This highly-accessible sport compliments Daviess County's desire to be inclusive, active and healthier.

OBJECTIVE: Increase outdoor recreational opportunities throughout the county. Promote and support active living opportunities by developing signage, clearing river access points, increasing access for the disabled, and setting up picnic tables to attract families. Create Pickleball Courts and encourage active living by expanding access to outdoor recreation facilities.

EARLY CARE

Community feedback and interviews for this plan indicated a strong need for improvements in available child care and education in Daviess County. While a spectrum of state-approved facilities, child care operations and at-home support presently exists, significant gaps also exist in infant care, all-day care and wrap-around-care for those who have pre-school activities. Respondents indicated that this need is acute for low income families and single mothers desiring to advance in the workforce. Working parents often must rely on family members, neighbors and at-home facilities to watch and care for their children during the work day (and for later shifts). High quality and affordable early care is needed to support workforce expansion and further promote economic growth.

Only one state-approved facility in Daviess County is advancing under the Indiana FSSA "Paths to Quality" state program and is accepting vouchers for child care. Respondents wanted to see the county encourage more existing child care operations to pursue "Paths to Quality" certification (which includes financial support from the state).

Parent and community officials expressed a desire for more birth-to-five and other programming that elevates school readiness and performance. The Washington YMCA presently provides a variety of educational and recreation activities, but countywide expansion is needed.

Residents expressed concern about their children's vulnerability and the fact that they may lack a critical competitive advantage (compared to children in other areas) because of this apparent inadequate access to high quality and affordable child and infant care.

OBJECTIVE: Create a countywide program that provides support (including training) for existing state-approved child care operations and new centers that uses the FSSA "Paths to Quality" model. Specifically support operations that include high quality and affordable infant care and school readiness models.

PUBLIC TRANSPORTATION

Communities throughout the Indiana Uplands lack transportation options in rural areas, specifically outside of city limits - Daviess County is no exception. Currently, owning a vehicle is paramount. Local leaders need to explore unique transportation programs that reduce the reliance on cars while improving the connections amongst locals.

Most residents in Daviess County rely on personal vehicles to get around, but there are people that cannot afford their own car or are limited by health, age, or other impediments that inhibit driving. These cohorts are looking for public options as a solution.

Daviess County presently offers no option for countywide public transportation. Some public transit serves residents of Washington and Odon, including Four Rivers Resource Services' Ride Solution and the free Washington Transit System that offers round trip routes from 7 a.m. to 4:30 p.m. (routes include stops at the Daviess Community Hospital and various retail stores).

OBJECTIVE: Explore additional innovative solutions to improve quality of place through more universally available public transit in the county, including bike lanes.

*"Our people
need 3 things:
Housing,
Childcare, and
Transportation"*

– Perdue Foods Inc.

ADDRESSING SUBSTANCE ABUSE

Reflecting a major challenge present across the Midwest, Daviess County faces numerous complex issues related to substance abuse, including renewed education; broader enlistment and engagement of medical, psychological and social professionals; enhanced means of recovery and support; and family and workplace matters, including the reduction of recidivism. As one Daviess County professional lamented in the course of preparing this plan, "People are not getting help quickly enough."

Though the Live Well Daviess County Coalition, the Daviess Community Hospital, the Daviess County Department of Corrections, the Washington Samaritan Center, private recovery groups, faith-based groups, local educational institutions, and others, several intervention and recovery options exist in the county. RARE (Resisting Addiction through Recovery Education), a Daviess County Sheriff's Office developed program is available for inmates during incarceration to address inmate addiction recovery needs and reduce recidivism. There is currently not an after-incarceration program component, but one goal of the DCH CHIP is to form mentoring and coaching programs for inmates after they are released from jail or prison. Several Alcoholics Anonymous (AA), Narcotics Anonymous (NA) and Al-Alon groups are active in the county. The Indiana Rural Health Association (IRHA) provided expert-driven symposia on how to battle the opioid crisis. In-patient and treatment centers in nearby counties exist, but officials recognize an urgent need for additional clinical resources in Daviess County.

OBJECTIVE: Continue to urgently seek additional clinical resources and local support for expanding treatment and prevention options, including addressing under-



Amish quilt
craftsmanship ~
Cannelburg

funded operations. Develop specific means for broader engagement of federal, state and local agencies and resources like faith-based and private recovery organizations to support preventive education and practical recovery options. Research rural best practices and develop creative partnerships with faculty from medical schools, psychology/addiction, and other academia resources to support addressing these difficult issues in Daviess County.

BEAUTIFICATION AND CODE ENFORCEMENT INITIATIVES

Daviess County's natural beauty is a large component of its character and positively influences the county's quality of place. Residents want to protect and maintain the county's natural attractiveness through blight clean-up initiatives and heightened code enforcement. The county would benefit from coordinating existing clean-up efforts with county government agencies and formalizing a county-led beautification initiative or taskforce in partnership with volunteers and non-profit organizations.

OBJECTIVE: Evaluate means to better enforce existing zoning, land use and property maintenance plans and ordinances. Use this process as a means to develop a community culture that continuously looks for creative solutions (both policy and local action-oriented) that incorporate cutting edge tools emerging or available to local governments for beautification. An important aspect of developing this new culture would be a constant identification and review of best practices deployed by other successful communities in how they inspire residents and businesses to clean up local areas and take personal initiative. ■



Engagement

Daviess County conducted a number of leadership discovery activities, stakeholder engagement initiatives, and asset analyses. We assessed place-based advantages through two community input sessions, examined existing quantitative and qualitative data sources, conducted a county-wide electronic survey to prioritize projects and conducted a town hall to unveil the plan's content. Community members were also encouraged to contact consultants anytime throughout the planning process to provide input.

Engagement Activities

WEEKLY Leadership Team Meetings

ONE QPAT Meeting

TWO Stakeholder Input Sessions

TWO Town Halls

ONE County-wide Survey

UNLIMITED Constituent Phone Calls

Ready Communities Leadership Team

Bryant Niehoff, Daviess Co. Economic Development Corporation & Foundation

Cindy Barber, Purdue Extension, Daviess Co.

Samantha Bobbitt, Daviess Co. Chamber of Commerce

Jill Campbell, Daviess Co. Economic Development Corporation

Darin Holder, Odon, Northern Daviess Co.

Greg Jones, Southern Indiana Development Commission (SIDC)

Mary Smith, Daviess Co. Community Foundation

Diana Snyder, Daviess Co. Community Corrections



Town Hall meeting ~ Washington

Participation

MORE THAN 400 INDIVIDUALS & ORGANIZATIONS participated in county-wide research activities

ORGANIZATIONS

Barr Reeve Schools
 Daviess Co. Advisory Plan Commission
 Daviess Co. Chamber of Commerce
 Daviess Co. Community Corrections
 Daviess Co. Community Foundation
 Daviess Co. Commissioners
 Daviess Co. Council
 Daviess Co. Economic Development Corporation
 Daviess Co. Historical Society & More
 Daviess Co. Sheriff Office
 Daviess Community Hospital CORE Center
 Edward Jones/Daviess Co. 4-H Board of Directors

Edward Jones/Indiana Senate
 Edward Jones
 Grain Processing Corp
 Indiana Rural Health Association
 Jones & Sons, DCEDC, Montgomery
 Knights of Columbus
 Latino Community
 Odon, Northern Daviess Co.
 Olon Industries/Workforce Region 8 Board
 Perdue Foods Inc
 Plainville Town Board
 Purdue Extension, Daviess Co.
 Purdue Extension Ag & Natural Resources
 Sheriff Department

Southern Indiana Development Commission (SIDC)
 The Original Company, Inc
 Town of Elnora
 United Way of Daviess Co.
 Vincennes University
 WAMW
 Washington Catholic Early Childhood Program
 Washington Community Schools
 Washington Parks & Recreation Department
 Washington Public Library
 Westminster Presbyterian Church
 Washington Times Herald
 West Boggs Park
 Workforce Region 8/WorkOne

Participation

INDIVIDUALS ~ QPAT OR TOWN HALLS

Angela Alle	Elke Guratzsch	Tom Pifer
Gary Allison	Frank Guratzsch	Brandt Powden
Patty Ball	Molly Healy	David Rhoads
Cindy Barber	Chelsey Hedrick	Dan Roach
Eric Bassler	Tim Hedrick	Cindy Ryan
Steven H. Belcher	Teresa Heidenreich	BJ Sondof
Bob Bell	Kim Herberty	Luis Santiago
Randy Belvins	Jameson Hibbs	Jane Seidel
Doug Benjamin	Darin Holder	Scott Sell
Elena Bicente	Jane Holder	DeWayne Shake
Megan Bigler Tafolk	Jennifer Houchins	Shelly Shake
Samantha Bobbitt	Andrea Huff	Becky Sims
Suzetti Bowmen	Greg Jones	Mary Smith
Robin Branch	Don Kelso	Richard Smith
Allen Brown	Kip Kelly	Dave Smith
Beth Browning	Rick Kribs	Diana Snyder
Melody Brunson	Lori Lukomski	Brenda Sobecki
Vicki Bubalo	Travis Madison	Don Spillman
Mike Burch	Lindsay Maligi	Jennifer Stefancik
Jill Campbell	Jeff Mason	Jenn Stoll
Lee Coffman	Missy McDondald	Steve Sturgis
David Colbert	Bob McGuire	William G. Summons
Karie Craney	Rosie McGuire	Danny Taylor
Tony Danehy	Darla Miles	Zella Taylor
Heather Davis	Keith Miller	Cheryl Thorne
John Dudenhoeffer	Pepper Mulherin	Bill Turner
Beth Gabhart	Bryant Niehoff	Roy L. Wachter
Nathan Gabhart	Sara Norfolk	Kim Wagner
Anne Gartner	Norris Kent	Joe Wellman
Cami Gordon	Kent Norris	Don Williams
Vernon Graber	Darla Norris	Macy Wilson
Thomas Gray	Shanon O'Toole	
Mike Gregory	Lauren Osmon	
Kyle Gregory	Lindsay Owens	





QPAT meeting ~ Washington



Town Hall meeting ~ Odon

ROI Ready Communities Daviness County Research Leadership Team, QPAT, Town Halls and County Survey

To gather relevant information and ensure quality input, the Daviness County ROI Ready Communities team conducted research and feedback opportunities at a number of levels.

This included a two-hour session with the 35 members of the QPAT (Quality of Place Attraction Team) team in May to identify critical issues and begin to develop potential core solutions, a countywide online four-part Survey that gathered 321 responses (and 136 thoughtful comments), numerous direct telephone and face-to-face interviews with key county leaders, and two full-scale Town Halls in the city of Washington in the south and the town of Odon in the northeast section of the county. In addition to email, social media, web and PR/media relations placements and outreach, the ROI QPAT team also produced and placed radio spots on WBBL and WAMW, and placed a print ad in the *Washington Times-Herald*. Attendance was strong: 35 attended the QPAT meeting (including a state senator); more than 60 (including the mayor of Washington and the president of the county commissioners) attended the Washington Town Hall; and more than 30 people (including Odon town council members) attended the June 12 Town Hall in Odon.

Workforce, Housing and I-69 development

An analysis of the research produced a spectrum of direction and comments from county leaders and residents that were largely consistent. The online survey asked respondents to rank various areas of interest regarding quality of place, workforce development and attraction, and amenities and attributes, to which 321 people responded (the online survey was open from May 17 to June 16). An open-ended comments section was included (“What other comments might you have about Quality of Place, Workforce Development and Amenities and Attributes in Daviess County?”), to which 136 people responded, some long and detailed in length.

Comments and direction from the May 22 QPAT meeting of county leadership was carefully recorded (video and written summaries), which produced the initial list of potential issues and solutions in the county. These were summarized and used as content starters in part for the two Town Halls in Washington and Odon. These topics included:

- Development of a multi-use cultural, educational and training center on I-69 interchange at S.R. 50/150 (largest number of QPAT comments—many of these related to the inclusion of vocational and skills training, including soft skills, in a central location).
- Education and training issues, including resolution of cultural issues; the QPAT group noted the general high quality of secondary education available in the county, and of the unique innovative solutions that county schools had adapted for short-term resolution of cultural issues (e.g. language barriers for Haitian and Hispanic populations in the county)
- Improving availability of both market rate and affordable housing
- Increasing additional leisure time and active living improvements (parks, trails, pickleball facilities, dog park); need for more restaurants and recreational activities was mentioned (the proposed multi-use I-69

center could also serve as a performing arts center, providing a new dimension of entertainment options for young adults and families)

- Beautification (including streetlights, landscaping and sidewalks; many buildings and homes throughout the county need renovation or restoration; too many large single-family homes have been converted into multi-family dwellings, which result in safety and other issues)
- Infrastructure improvements, particularly the countywide availability of high-speed broadband in rural areas, was noted. An urgent need for water and sewer improvements (particularly in Odon as further discussed later in the Odon Town Hall) was recognized.
- Childcare (these issues was recognized as a limiting barrier for workforce and quality of life)
- Public transportation (more countywide transportation with additional hours of service is needed)
- Substance abuse issues (methamphetamine, opioids and alcohol - which impacted both quality of life and workforce availability issues)

Online survey confirms general trends

The 321 responses to the online Quality of Place Survey further magnified the scope of needed improvements. Those logging into the survey (which URL address was promoted several times in both media relations and advertising in the county) were asked to respond to suggested topics in three general areas: Quality of Place, Workforce Development and Attraction and Amenities and Attributes. The full spectrum of responses by question appear below. In some (like the workforce issues), all named topics were generally held as universally important.

QUALITY OF PLACE

For the Quality of Place section, the topic "Increase activities for young people (concerts, festivals, restaurants, etc.)" was the top preferred focus, while the active living topic "Promote and support leisure activities (walking/hiking trails, pocket parks, outdoor theater, dancing, skating and other active living)" was a close second, followed by "promote family-friendly activities and opportunities (outdoor activities – fishing, swimming, picnics, yoga, etc.)" was a close third.



Quality of Place in Daviess County

(This can be defined to include Attractive Living Conditions, Cultural and Recreational Amenities, Safety, Vibrancy, Sense of Community)

Please rank the following in priority order, from most important (1) to least important (6).

No. 1

Increase activities for young people (concerts, festivals, restaurants, etc.)

No. 2

Promote and support leisure activities (biking and walking trails, pocket parks, outdoor theater, dancing, skating, other active living opportunities)

No. 3

Promote family-friendly activities and opportunities (outdoor activities - fishing, swimming, picnics, yoga, Tai Chi, etc.)

No. 4

Develop a new countywide brand (identity & logo) and new marketing materials that better tell the Daviess County story

No. 5

Develop a public arts & culture initiative (fairs, exhibits, presentations, classes)

No. 6

Develop multi-cultural and diversity experiences (international festivals & fairs)

WORKFORCE DEVELOPMENT AND ATTRACTION

For the Workforce Development and Attraction, the topics of "Increase business retention/expansion" and "Enhance trade programs and vocational opportunities for youth and adults" came in first and second, respectfully.



Workforce Attraction and Skill Development in Daviess County

(This can be defined as developing a workforce ready for the 21st century economy, training and industry exposure initiatives, promoting regional employment opportunities, connecting labor force with industry)

Please rank the following in priority order, from most important (1) to least important (5)

No. 1

Increase business retention/expansion efforts (bringing new companies to the county and keeping the ones already here)

No. 2

Enhance trade programs & vocational opportunities for youth & adults (helping students learn specific trades; welding, construction, etc.)

No. 3

Expand Pre-K – 12 (Science, Technology, Engineering, Arts & Mathematics) STEAM Initiatives in county schools

No. 4

Expand pre-school and student readiness programs (Enhance early education to reduce under-prepared students starting school)

No. 5

Elevate entrepreneur & new business startup recruiting (development of new businesses in the county)

AMENITIES AND ATTRIBUTES

"Improve infrastructure across the county (roads, bridges, high-speed broadband) was the top concern in this section, followed by housing ("Increase a variety of housing (affordable and market-rate)



Amenities & Attributes in Daviess County

(This can be defined as infrastructure, community events, community organizations and clubs, family support networks and programs)

Please rank the following in priority order, from most important (1) to least important (6).

No. 1

Improve infrastructure across the county (roads, bridges, high-speed broadband)

No. 2

Increase a variety of available housing (affordable and market rate housing options, including new construction of starter & executive homes and apartments/condos)

No. 3

Improve active living options, pocket parks, sidewalks, trail system and improved county connectivity

No. 4

Increase childcare availability & affordability

No. 5

Beautification and code enforcement

No. 6

Expand public transit & transportation (explore countywide options)

Verbatim | comments for fourth section

("What other comments might you have about Quality of Place, Workforce Development and Amenities and Attributes in Daviess County?")

This section received 136 comments, many highly detailed. A sentiment analysis segmented by key words yielded the following spectrum of topics (topic is followed by number of times it appeared in comments).

1. Economic development/attraction 25 (tie for first)
2. Housing (market rate/affordable) 25 (tie for first)
3. Beautification (blight resolution, street lights, need for pride of ownership/living in the community, green spaces) 23
4. New restaurants/retail/"3rd spaces" 19
5. Improvements/support for Pre-K – 12 education (STEM/STEAM) 17
6. County Brand development (internal/external) 17
7. Parks (including dog parks, pickleball, existing golf courses) 15
8. Family living activities expansion 15
9. Young adults activities expansion 15
10. Expanded training (vocational, soft skills, civility, customer facing) 14
11. I-69 development ("greatest opportunity," need for signage) 12
12. Multi-use training center 10
13. Active living (in general) expansion 10
14. Multi-use event center 10
15. Need for cultural initiatives (language barriers, racial discrimination, respect for community) 10
16. Revitalization issues (renovate old homes, buildings, smart growth) 8
17. Tourism (events, festivals, Main Street) 8
18. Substance abuse issues improvement 8
19. Healthcare improvement 8
20. Code enforcement/zoning 8
21. Roads/potholes/gravel 8
22. Broadband 6
23. Safety issues 6
24. Public transportation 4
25. WestGate@Crane Technology Park 1
26. NSWC Crane 1

The vast majority of comments were civil and insightful. Following are some excerpts from the verbatims:

As outlined (left), the highest number of general comments (each comment might include statements on several topics) dealt with economic development and job creation. Some were concerned that economic development progress had slowed, in part because of issues with elected officials. "We need to bring more businesses to our community...that PAY GOOD WAGES," wrote one respondent. Another added: "Jobs should be top focus."

Also tied for the top highest number of comments was housing issues, specifically the lack of both market rate and affordable housing. A number commented with a variant of: "Housing is the No. 1 issue/ problem in Daviess County." Another asserted: "Housing and rent prices in Daviess County, particularly Washington, are astronomical." "Renting is very hard in this town," asserted another.

Second on the list came beautification (blight resolution, street lights, need for pride of ownership/living in the community, green spaces).

Several were concerned that the focus on positive development on the I-69 interchange in Washington had stagnated. In the same vein, others were concerned that positive development on the Odon I-69 interchange was not even possible, given the lack of water, sewer and broadband infrastructure. As one was concerned: "The I-69 intersection at the Washington exit needs to develop quickly. The community has been given a golden opportunity to expand...and it has seemed to fail to capitalize on this opportunity." Another wrote: "We have a really nice

interstate, and it looks like we have nothing to offer, so why would I get off the Washington or Montgomery exit or the ND [north Daviess] exit for that matter?" In a similar vein, another lamented: "Considering the fact that I-69 has officially been open through Daviess County for several years, there is a significant lack of development." One person added: "I-69 area needs to begin development...Washington is going to miss this opportunity if they don't start to develop the area."

Other survey infrastructure concerns were expressed about the lack of high-speed broadband and adequate cell phone service in areas outside of Washington and particularly in Odon.

In terms of retaining people, particularly young people who had grown up or moved to the county, several people wanted improvements in quality of place and amenities. As one noted: "When I want to have fun with friends, my first thought is 'where else can we go but here [in Daviess County]?' We are centrally located to a lot of attractions, but there is really not a lot to do here." Another wrote: "I am usually not a vocal person, but it is long overdue for some changes here to be made in our community to make our kids want to stay here and raise their families here. Thanks for listening." One person added: "Daviess is a great county to live in, but falls short of amenities for residents. Amenities for active living are important to attracting people who want to live and play in the county." One person wrote: "Keep us young people here, we are the future."

Verbatim | comments for fourth section *(continued)*

Several expressed the need for expanded parks, greenspaces and family-related facilities, including dog parks and facilities to play Pickleball, a fast-growing sport. One person wrote: "Multi-purpose trail is a MUST." Existing parks were ranked high: "We LOVE that Eastside park, and it always seems to be clean, which is really nice."

A variety of people expressed support for a multi-use community/arts/training facility. "We need an indoor state-of-the-art community theatre that would seat a minimum of 1,500," said one person among several.

Concern about cultural and multi-racial issues was expressed across the spectrum. As one person wrote: "We all too often want to retreat into our old ways, but improving our lives would be nice...We must take care of our young ones. They are our future." One respondent suggested that people in the county need to "be willing to embrace a more multi-cultural environment and be more inclusive to people who move to the area." Another added: "Help us understand one another and create a community together."

Education-related issues (including a renewed focus on STEM/STEAM) ranked high. As one person commented: "This [ROI] commission must jump on board and support the expansion and updates to the local schools...Our schools, to my understanding, are 'busting at the seams' with kids. One of the quickest ways to attract sustainable community members is to sell them on nice affordable housing and excellent public schools." Another suggested: "I really think we need to promote

vocations as more and more of the high school graduates are not going to college."

Effective communication of opportunities for residents was mentioned as an area that needed improvement. "We have activities for youth. We do not know how to communicate to the pockets in the community. Research local communication options to enhance all programs and activities."

Libraries and the county museum were singled out. "Libraries are a still a vital part of any community." Some expressed concern about the general health of the county and healthcare availability, asking for updates to Daviess Community Hospital and more attention to significant substance abuse issues in the county.

Some people liked the existing county brand and slogan ("Treat Yourself to Daviess County"), others wanted an update. A number expressed a desire for more aggressive marketing of the county.

Several expressed a variation of this theme: "Let's promote sharing and the harmony that exists among our community." Another noted: "Let's find a way to highlight and connect different parts of the county." One person commented: "Daviess County has so many individuals working on so many projects in the community, and this is great!"

Summaries of the content received in the two Town Halls is combined with both the above and the comments received in the QPAT meeting, and reflected in the Solutions grids. ■

Draft Horses ~ East Central Daviess



Data

THE FOLLOWING DATA was gathered from STATS Indiana Public Data Utility data reports, covering various socioeconomic factors that impact the context and solutions of the Quality of Place & Workforce Attraction Plan. See additional household, economic, demographic, education and workforce data in the Appendix.

EDUCATIONAL ATTAINMENT

94.8% GRADUATION RATE FOR PUBLIC HIGH SCHOOL STUDENTS

Versus Statewide: In 2018, Indiana's waiver graduation rate was 88.1 percent, and the non-waiver rate was 80.78 percent. (Indiana Department of Education)

14.2% PERCENT OF POPULATION HOLDING BACHELORS DEGREE OR HIGHER

Versus Statewide: 25.3 percent of Indiana's population has attained an associates degree or higher (U.S. Census Bureau, 2000 Census and 2010 American Community Survey)

EMPLOYMENT

2.3% UNEMPLOYMENT RATE **4TH LOWEST** IN INDIANA

Versus Statewide: 3.1% Indiana's Statewide unemployment rate as of April 2019.

DIVERSITY

122 Am. Indian or Alaska Native
167 Asian
665 Black
38 Native Hawaiian & Other Pacific Isl.

31,795 White
326 Two or More Race Groups
31,467 Non-Hispanic +
1,646 Hispanic

INCOME & POVERTY

\$46,292 MEDIAN HOUSEHOLD INCOME

Versus Statewide: Indiana's Median Household Income: \$52,182 (2013 – 2017 American Community Survey 5-Year Estimates)

\$41,044 PER CAPITA ANNUAL INCOME

Versus Statewide: \$47,104 Indiana per capita income (adjusted for inflation) (US Bureau of Economic Analysis)

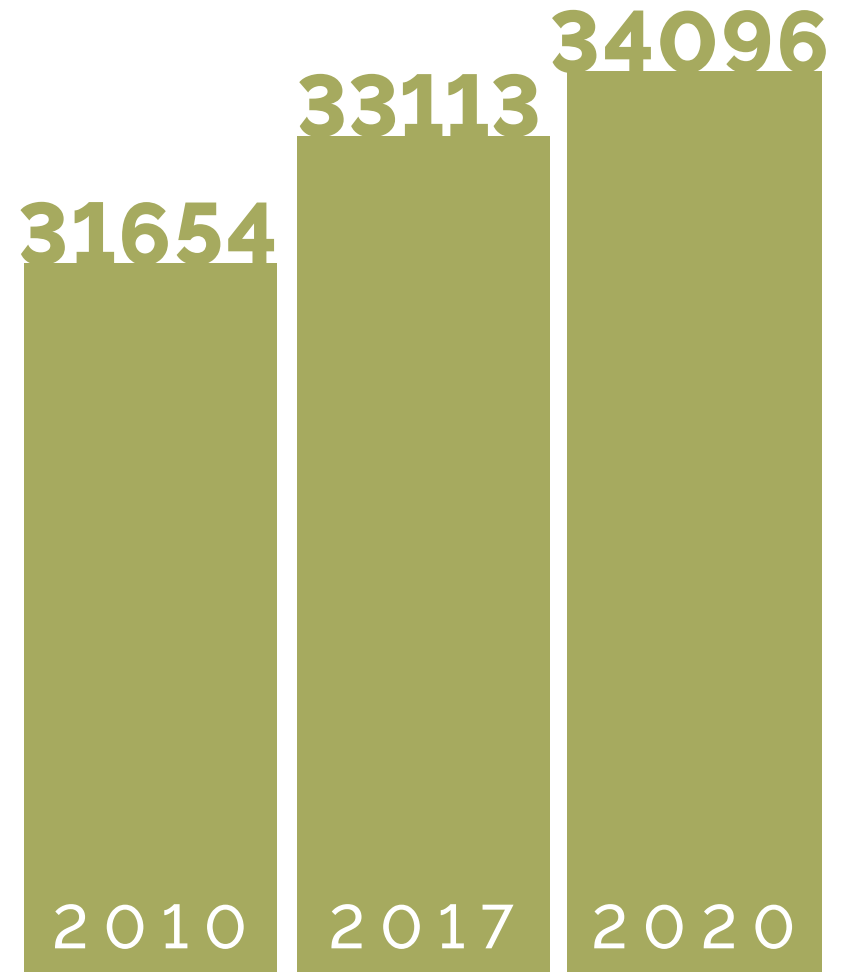
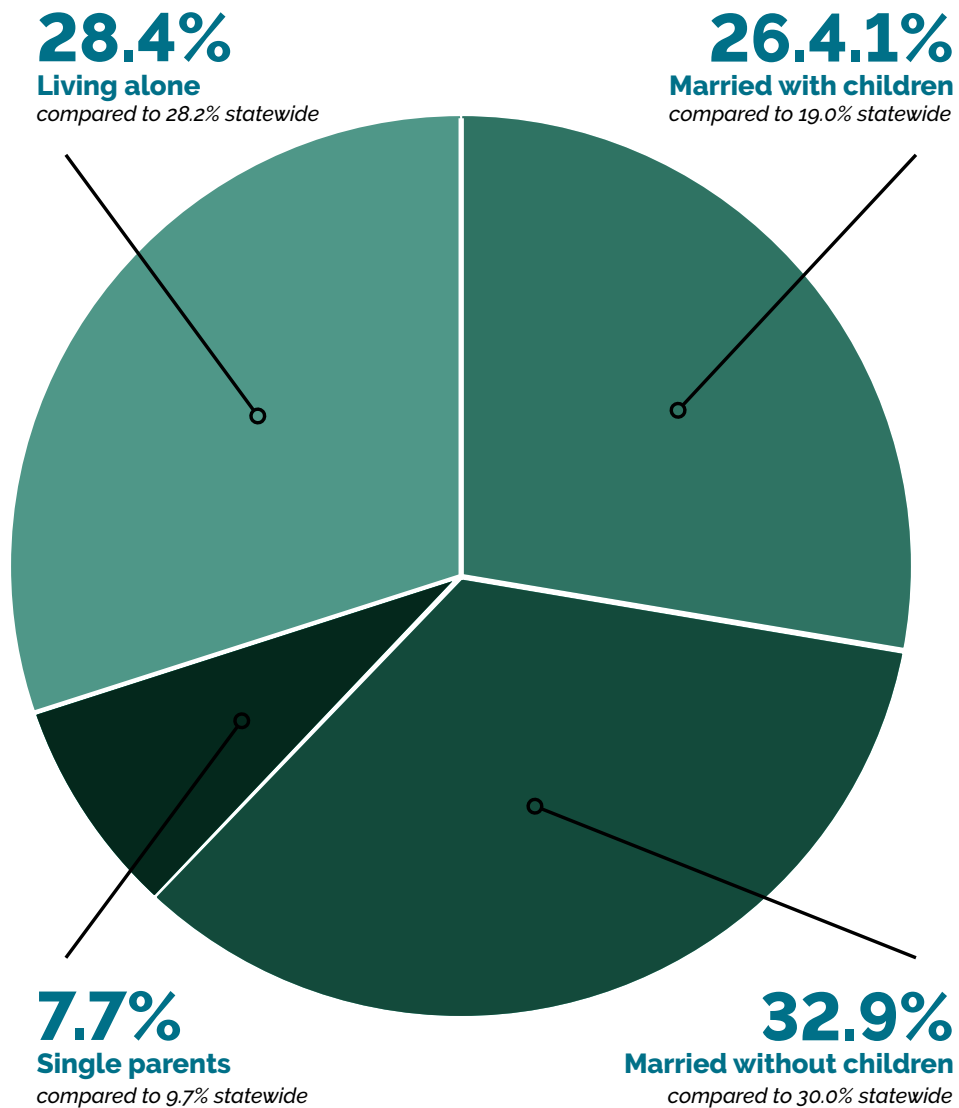
14.2% OVERALL POVERTY RATE

30.0% POVERTY RATE AMONG CHILDREN

Versus Statewide: 14.6% of all Hoosiers live below the poverty rate (2013 – 2017 American Community Survey 5-Year Estimates)

HOUSEHOLD TYPE

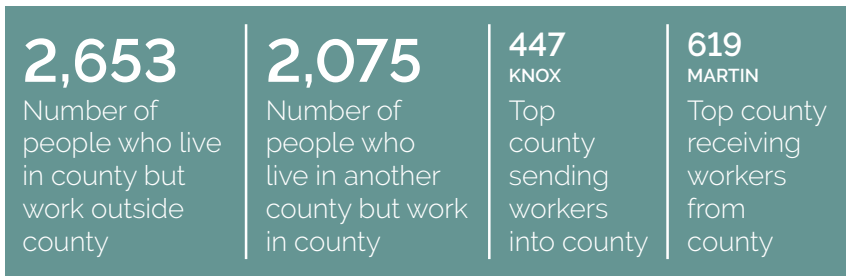
POPULATION CHANGE



UP **4.6%** FROM 2010-PRESENT

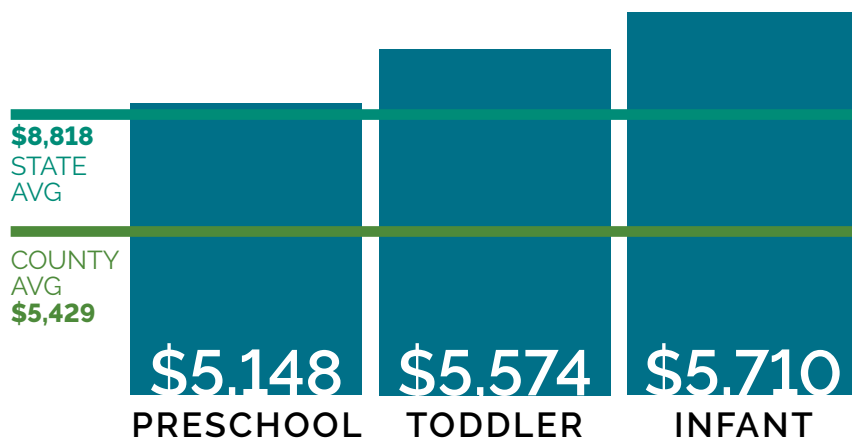
Indiana had a growth rate of 0.33% in 2016, which ranks 29th in the nation.
(U.S. Census Bureau, 2000 Census and 2010 American Community Survey)

COMMUTING TRENDS



<http://www.elacindiana.org/documents/2018-daviess-county-profile.pdf>

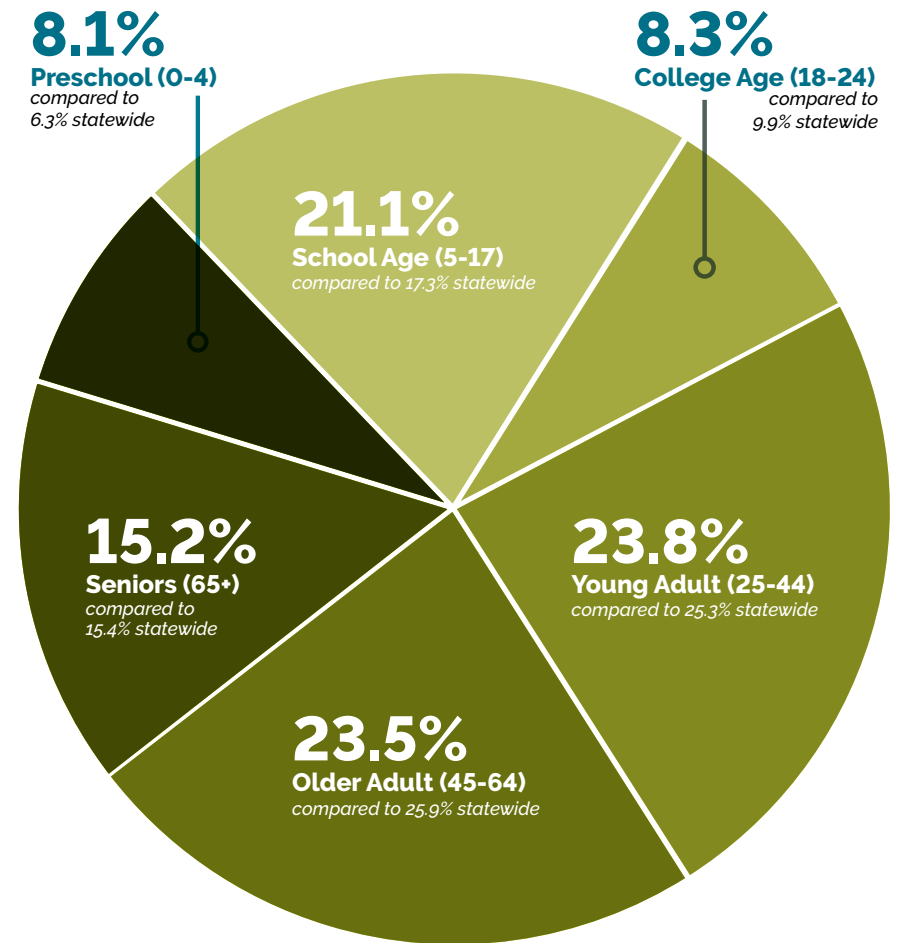
CHILDCARE COSTS



<http://www.elacindiana.org/documents/2018-daviess-county-profile.pdf>

AGE DISTRIBUTION

MEDIAN AGE: **34.9** YEARS



Indiana's 2017 age distribution (US Census Bureau)

Solutions



Grain Processing Corporation (GPC) ~ Western Daviess



DAVIESS COUNTY has outlined programs, projects and systems to address workforce gaps, amplify quality of place assets, and improve community amenities over the next two, five, and ten years.

The solutions grid (right) tiers potential projects first by category (Quality of Place, Workforce Development and Attraction and Amenities), then by representative execution timelines (short, medium, long term implementation phases) that account for funding likelihood, necessary resources, existing and future capacity, and current progress/momentum.

Potential projects outlined in the Solutions grid were created by analyses of previously developed strategic plans developed by Daviess County community organizations, government entities, and non-profits.

Stakeholder input (listen-and-learn sessions, town halls and digital surveys) was gathered to validate and/or challenge the importance of these projects and to prioritize implementation efforts. If the projects are successfully implemented, the Uplands region would experience an increase in regional capacity (through a well-trained workforce and strengthened community cohesion) population growth, enhanced aesthetics and quality of place (through beautification efforts, trail connections, and recreational opportunities) and improved attributes and amenities that make Indiana Uplands a desirable place to live, work and play.

1. QUALITY OF PLACE ENHANCEMENTS

Short-Term Projects: Solutions to be developed and executed over the next two years

	PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
1.1.1	<p>Place Branding, Wayfinding and Asset Promotion</p> <p>Develop a brand for Daviess County to effectively tell the community's story, highlight community assets, and create a wayfinding initiative.</p>	<p>Aesthetics & Beautification Enhancements</p>	<ul style="list-style-type: none"> • Form a branding and wayfinding steering committee; • Identify a design team through a qualifications-based selection process; • Develop a cohesive community brand, create wayfinding signage concepts, and prioritize locations for signage implementation; • Identify funding sources; • Begin signage installation in key locations. 	<ul style="list-style-type: none"> • Conduct a community attitudes survey both pre- and post-implementation regarding awareness of the Daviess County brand and community assets. The community should strive for a 10% increase in positive feedback regarding the community's brand and assets post-implementation. 	<p>Daviess County Chamber of Commerce and Visitors Bureau, Recreational Providers, Radius Indiana, Daviess County Economic Development Corp., Daviess County School Systems, Daviess County Community Foundation, Daviess County government and participating municipalities, ROI</p>	<p>OCRA, Purdue Extension, IUCRE Sustaining Hoosier Communities</p>
1.1.2	<p>Internal Communications</p> <p>Develop a new, accessible community calendar and outreach platform for communicating community events, projects, and happenings.</p>	<p>Community Cohesion & Support</p>	<ul style="list-style-type: none"> • Assess current forms of communication and existing outreach platforms; • Compare current communication methods with best practices around the state and nation; • Integrate new strategies into an improved communications plan consistent with current trends in technology and best practices. 	<ul style="list-style-type: none"> • Track increases in website and platform usage. The community should strive for an increase in 10% utilization upon implementation. • Track increases in community event attendance and popularity. The community should strive for a 5% increase in event attendance upon implementation. 	<p>Daviess County Chamber of Commerce and Visitors Bureau, Daviess County Community Foundation, Daviess County School Systems, Daviess County Economic Development Corp., ROI</p>	

1. QUALITY OF PLACE ENHANCEMENTS

Mid-Term Projects: Solutions to be developed and executed over the next five years

	PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
1.2.1	<p>Cultural Diversity Team</p> <p>Support diversity and promote cultural initiatives through the creation of a local advocacy association.</p>	<p>Community Cohesion & Support</p>	<ul style="list-style-type: none"> Identify key stakeholders and local champions for diversity in Daviess County representing various cultures in the community. Conduct a visioning and strategic planning workshop to identify mission, vision, and goals for the association; Establish bylaws, organizational structure, and meeting schedule; Identify outreach, communication, and public education strategies regarding cultural diversity and the value it brings to the community. 	<ul style="list-style-type: none"> Chartering of the new organization; Track increases in those participating in Cultural Competency Education and other educational resources; Track increases in annual organization participation; Evaluate effectiveness of various outreach and communication strategies by tracking social media, web analytics, and traditional methods. 	<p>Daviess County Chamber of Commerce and Visitors Bureau, Volunteers, Purdue Extension, Local Employers, Daviess County Health Department, ROI</p>	
1.2.2	<p>Gateway and Streetscape Improvements</p> <p>Develop hardscape improvements along key corridors in the community to improve the aesthetic environment, enhance the "usability" of the public realm, and channel the community's brand.</p>	<p>Aesthetics and Beautification Enhancement</p>	<ul style="list-style-type: none"> Support implementation of the Business 50 streetscape project; Identify high impact and high visibility corridors for gateway and streetscape improvements; Utilize local capital improvements plans to coordinate streetscape/gateway improvements with other upgrades; Identify funding structure; Begin construction on projects identified as high priorities. 	<ul style="list-style-type: none"> Completion of the Business 50 streetscape project. Completion of two new gateway projects along the I-69 Corridor; Completion of at least one county-wide streetscape project in addition to the Business 50 improvements. 	<p>Daviess County & City government and participating municipalities, Daviess County Economic Development Corp., Chamber and Visitors Bureau, Purdue Extension, etc., ROI</p>	<p>OCRA, INDOT, CDBG funding, Mainstreet</p>

1. QUALITY OF PLACE ENHANCEMENTS (CONT.)

Mid-Term Projects: Solutions to be developed and executed over the next five years

	PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
1.2.3	<p>Regional Milwaukee Trail Development</p> <p>Partner with surrounding Indiana Uplands Counties to build out the remaining phases of the Milwaukee Trail into Daviess County.</p>	<p>Connectivity Infrastructure Development</p>	<ul style="list-style-type: none"> • Regularly coordinate with key stakeholders in Lawrence and Martin Counties on trail progress and potential routes; • Assist in acquiring the necessary easements; • Identify funding structure for the remaining phases. 	<ul style="list-style-type: none"> • Track increases in awareness of the project in Daviess County through local and regional social media and marketing efforts; • Track increases in volunteers and stakeholders involved in the planning process for the remaining phases of the project; • Funding identified for Phases 2 and 3 of the project. 	<p>Daviess Co. Chamber of Commerce & Visitors Bureau, Recreational Providers, Daviess County Economic Development Corp., West Boggs Joint Parks Dept, Daviess Co. Gov., Martin Co. Gov., Purdue Extension, SIDC, Radius Indiana and Daviess Community Hospital, ROI</p>	<p>Indiana Department of Natural Resources; Next Level Trails Program, Indiana Trails</p>
1.2.4	<p>Daviess-Martin Trail Development and Connectivity</p> <p>Continue efforts to develop a trail connecting Daviess and Martin Counties to enhance multi-modal connectivity and recreational amenities for residents and visitors.</p>	<p>Connectivity Infrastructure Development</p>	<ul style="list-style-type: none"> • Regularly coordinate with key stakeholders in both Daviess and Martin Counties to identify potential routes; • Establish funding for engineering and design; • Acquire all necessary easements and rights-of-way; • Identify funding sources and structure; • Begin trail construction. 	<ul style="list-style-type: none"> • Completion of entire trail or Phase I (depending on available funding sources); • Track increases in tourism and business activity for businesses along the trail; • Conduct a satisfaction survey of users along the trail. Track increases in response rates. 	<p>Daviess County Economic Development Corp., Martin Co. Alliance, Martin Co Commissioners, Daviess Co Commissioners, City of Washington, City of Loogootee, Purdue Extension, SIDC, Daviess Co. Hospital, ROI</p>	<p>Indiana Department of Natural Resources, Next Level Trails</p>
1.2.5	<p>Strategic Placemaking</p> <p>Support and strengthen current placemaking efforts, such as the Hometown Collaboration Initiative and Washington's Dog Park. Identify additional opportunities for creative placemaking around Daviess County.</p>	<p>Aesthetics & Beautification Enhancements</p>	<ul style="list-style-type: none"> • Partner with the Hometown Collaboration Initiative to identify funding gaps for ongoing placemaking projects in Downtown Washington; • Support the Washington Parks and Recreation Department with construction of the Dog Park; • Coordinate with community leaders and stakeholders in Daviess County towns (Montgomery, Odon, Elnora, Plaineville, Alfordsville) to identify additional placemaking projects; • Identify funding structure 	<ul style="list-style-type: none"> • Completion of the Washington Dog Park; • Completion of at least one additional placemaking project in each Daviess County municipality; • Conduct satisfaction surveys for all completed placemaking projects. 	<p>Daviess County town/city Parks and Recreation Departments, Daviess Co. Chamber of Commerce & Visitors Bureau, Daviess County Economic Development Corp., Purdue Extension, Washington Hometown Collaboration Initiative, ROI</p>	<p>OCRA., IHCDA's CreatINg Places program</p>

1. QUALITY OF PLACE ENHANCEMENTS

Long Term Projects: Solutions to be developed and executed through 2030

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
<p>1.3.1</p> <p>Cultural Center/ Performing Arts Venue</p> <p>Determine the scale, programming, and location for a community arts/culture/ performance venue.</p>	<p>Aesthetics & Beautification Enhancements</p>	<ul style="list-style-type: none"> • Convene working group of community leaders and stakeholders; • Assess space and programming needs for long term growth of the Community Concert Series, other performances, and community events; • Review potential locations and develop preliminary design; • Identify funding sources and implementation schedule. 	<ul style="list-style-type: none"> • Completion of working group plan addressing current and future need, a selected site, and funding structure; • Track increases in attendance (both from within the county and visitors) and frequency of community events and performances, such as the Community Concert Series. The community should strive for a 30% increase in event attendance upon implementation. 	<p>Daviess County Chamber of Commerce and Visitors Bureau, Daviess County Economic Development Corp., IN Office of Tourism Development, Community Concert Series Committee and local arts and culture advocates, ROI</p>	<p>University of Evansville music faculty, Veale Creek Theater, IU Center for Rural Engagement, Jacob School of Music & Indiana Arts Council, experts in venue programming & development</p>

2. WORKFORCE DEVELOPMENT AND ATTRACTION INITIATIVES

Short-Term Projects: Solutions to be developed and executed over the next two years

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
<p>2.1.1</p> <p>Career and Technical Education Center</p> <p>Determine the viability of using an existing, centralized building for expanded training, vocational, & technical education in the community.</p>	<p>Community Cohesion & Support</p>	<ul style="list-style-type: none"> • Convene working group of community leaders, employers, educators, and workforce development partners; • Assess space and growth needs for current and in-demand CTE programs in the region; • Review potential locations and develop preliminary design; • Identify funding sources and implementation schedule. 	<ul style="list-style-type: none"> • Completion of working group plan addressing current and future need, a selected site, and funding structure; • Track increases in enrollment in CTE programs, particularly those correlated with in-demand skills for Daviess County and Indiana Uplands employers and target industries. 	<p>Daviess County Economic Development Corp., Twin Rivers CTE Area, Indiana Dept. of Workforce Development - Region 8, Purdue Extension, Daviess County Community Foundation, Vincennes University, Daviess County School Systems, ROI</p>	<p>Radius Indiana; Purdue Center for Regional Development; IU Center for Rural Engagement, Non-profit organizations (Kauffman, etc.),</p>

2. WORKFORCE DEVELOPMENT AND ATTRACTION INITIATIVES (CONT.)

Short-Term Projects: Solutions to be developed and executed over the next two years

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
<p>2.1.2 Assemble Local Funding Resources and Implementation Tools</p> <p>Develop a unified plan for expanding local funding resources, opportunities, tools, and mechanisms for infrastructure, housing, and other needed developments.</p>	<p>Infrastructure Development</p>	<ul style="list-style-type: none"> Review current uses of funding mechanisms and economic development tools (EDIT, TIF, tax abatement, innkeepers tax, etc.); Explore opportunities to expand the use of funds and financing mechanisms to housing, infrastructure, and other public-private partnerships; Explore additional tools available at the local level and opportunities to further leverage local resources by reviewing best practices. 	<ul style="list-style-type: none"> Completion of a revised and uniform policy for utilizing local resources for public-private partnerships; The community should strive to establish at least one public-private partnership within the two-year time frame to leverage resources into in-demand developments, such as housing as outlined in the Indiana Uplands Regional Housing Study. 	<p>SIDC, Radius Indiana, Daviess County Commissioners & Council; city and town councils in Daviess Co.; Daviess County Economic Development Corp., ROI</p>	<p>OCRA, IEDC, Purdue Center for Regional Development; IU Center for Rural Engagement; various state and federal agencies</p>

2. WORKFORCE DEVELOPMENT AND ATTRACTION INITIATIVES

Mid-Term Projects: Solutions to be developed and executed over the next five years

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
<p>2.2.1 I-69 Corridor Development Plan</p> <p>Create a multi-partner development outreach plan to attract developers and additional business prospects along exits 62 and 76.</p>	<p>Connectivity Infrastructure Development</p>	<ul style="list-style-type: none"> Engage relevant state and federal agencies, service providers, regional development organizations, and stakeholders; Review Cluster Analyses for SIDC and Radius regions as well as SIDC's CEDS Plan; Explore site certification opportunities for sites available at both interchanges to enhance marketability and identify infrastructure availability, upgrade plans, and cost estimates; Develop a unified marketing strategy for sites along both interchanges. 	<ul style="list-style-type: none"> Completion of a unified marketing strategy for all available I-69 sites; The community should strive to have at least one certified site at both I-69 interchanges; Track increases in prospect engagements. The community should strive to increase prospect engagements by 10%. 	<p>Daviess County Economic Development Corp., SIDC; Daviess County Commissioners & Council; Washington Mayor; Radius Indiana; IEDC; OCRA; local businesses, Elnora and Odon Town Councils, ROI</p>	<p>EDA, INDOT, Indiana Department of Environmental Management</p>

2. WORKFORCE DEVELOPMENT AND ATTRACTION INITIATIVES (CONT.)

Mid-Term Projects: Solutions to be developed and executed over the next five years

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
<p>2.2.2 Expand STEM/ STEAM Workforce Training At All Age Levels</p> <p>Build upon existing programming and integrate additional workforce training opportunities into Pre-K - 12 and adult education programs.</p>	<p>Community Cohesion & Support</p>	<ul style="list-style-type: none"> Partner with community school corporations and other stakeholders to assess and evaluate existing STEM/STEAM programming; Evaluate existing adult education programming; Identify any programming gaps and integrate new programs to fit current and projected need. 	<ul style="list-style-type: none"> Track increases in STEM/ STEAM program participation. The community should strive for a 10% increase in program participation. 	<p>Daviess County Economic Development Corp., Purdue Extension; Vincennes University; Purdue@WestGate; Radius Indiana; IU Center for Rural Development; Daviess County School Systems; Daviess County Community Foundation; Carnegie Library; Twin Rivers CTE Area, ROI</p>	<p>Purdue University/ Polytechnic High School network</p>

2. WORKFORCE DEVELOPMENT AND ATTRACTION INITIATIVES

Long Term Projects: Solutions to be developed and executed through 2030

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
<p>2.3.1 Multi-use Educational/ Cultural Center at I-69 near Washington</p> <p>Determine the feasibility of a centrally-located multi-use facility for vocational training and cultural events in Daviess County.</p>	<p>Community Cohesion & Support</p>	<ul style="list-style-type: none"> Build upon the efforts in Project 2.1.1, CTE Center, to determine if additional space is needed for growth in CTE programming and participation in the region; Determine the feasibility of integrating Project 1.3.1, Cultural Center and Performing Arts, into a joint education/cultural center; Review potential locations and develop preliminary design; Identify funding sources and implementation schedule. 	<ul style="list-style-type: none"> Completion of working group plan addressing current and future need, a selected site, and funding structure; Track increases in enrollment in CTE programs, particularly those correlated with in-demand skills for Daviess County and Indiana Uplands employers and target industries. Track increases in attendance (both from within the county and visitors) and frequency of community events and performances, such as the Community Concert Series. 	<p>Daviess County Economic Development Corp; Daviess County Community Foundation; OCRA; Indiana Department of Workforce Development - Region 8; local county/city officials, Daviess County Chamber of Commerce and Visitor's Bureau; Twin Rivers CTE Area; Daviess County School Systems; Community Concert Series Committee and local arts and culture advocates; IN Office of Tourism Development, Purdue Extension, Vincennes University, ROI</p>	<p>EDA; IU Center for Rural Engagement, Purdue Center for Regional, University of Evansville music faculty, Veale Creek Theater, Development, Jacob School of Music & Indiana Arts Council, experts in venue programming & development, Radius Indiana, Non-profit organizations</p>

3. AMENITIES AND ATTRIBUTES ENHANCEMENTS

Short-Term Projects: Solutions to be developed and executed over the next two years

3.1.1

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
<p>Code Enforcement/ Beautification Initiatives</p> <p>Partner with county and municipal officials to strengthen code enforcement activities and improve the community aesthetic.</p>	<p>Aesthetics & Beautification Enhancements</p>	<ul style="list-style-type: none"> • Convene a working group comprised of local officials, employers, residents, landlords, and other stakeholders; • Review existing code enforcement policies and enforcement activities both in Daviess County and all municipalities; • Review best practices and integrate new concepts into policy and enforcement structure; • Develop new volunteer networks to assist with identifying local resources for clean-up and restoration; • Create a Habitat for Humanity volunteer group to renovate existing homes for new use. 	<ul style="list-style-type: none"> • Track increases in resolved code enforcement cases. The community should strive to see an increase of 15% in resolved cases per year upon implementation; • Conduct a community attitudes survey both pre- and post-implementation regarding code enforcement and blight in Daviess County. The community should strive for a 15% increase in positive feedback by the end of the two-year time frame. 	<p>Daviess County Community Foundation; area service clubs and churches; Daviess Co. Economic Development Corp.; OCRA; Radius Indiana; Local government officials (County Commissioners, County Council, Mayor, and Town/City Councils); Team Up to Clean Up, SIDC, United Way of Daviess County, ROI</p>	<p>EDA, Indiana Housing and Community Development Authority</p>

3. AMENITIES AND ATTRIBUTES ENHANCEMENTS (CONT.)

Short-Term Projects: Solutions to be developed and executed over the next two years

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
3.1.2 Water & Sewer Infrastructure Development Extend critical infrastructure and increase utility capacity for sites with strong development potential.	Connectivity Infrastructure Development	<ul style="list-style-type: none"> Identify potential state and federal funding for planning, assessment and engagement; Identify local & other funding for support; engage civil engineering support for assessment; Integrate plans for I-69 exits 62 & 76, and Odon, Elnora, other towns 	<ul style="list-style-type: none"> Completion of at least two critical infrastructure projects in targeted sites throughout Daviess County. 	OCRA, IDEM, SIDC, Radius Indiana, Daviess County Economic Development Corp.; Local government officials (County Commissioners, County Council, Mayor, and Town/City Councils), ROI	EDA

3. AMENITIES AND ATTRIBUTES ENHANCEMENTS

Mid-Term Projects: Solutions to be developed and executed over the next five years

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
3.2.1 Outdoor Recreation Build upon current outdoor recreational assets and seek opportunities for new and diverse recreational amenities.	Community Cohesion & Support	<ul style="list-style-type: none"> Formally assess specific interests and opportunities; Convene working group through Daviess County Community Foundation to study and identify new opportunities and funding resources 	<ul style="list-style-type: none"> Securing of funding and timeline identified for development of at least 5 new recreational amenity in the community, either as an enhancement to an existing asset or a new asset altogether. 	Daviess County Community Foundation; Daviess County Chamber of Commerce and Visitors Bureau; Daviess County Economic Development Corp.; Local government officials (County Commissioners, County Council, Mayor, and Town/City Councils); service and faith-based organizations, Boggs, Glendale, Parks & Recreation Depts, YMCA, SIDC and Daviess Community Hospital, ROI	OCRA, Indiana Department of Natural Resources, IN Office of Tourism Development

3. AMENITIES AND ATTRIBUTES ENHANCEMENTS (CONT.)

Short-Term Projects: Solutions to be developed and executed over the next two years

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
<p>3.2.2</p> <p>Quality and Accessible Early Care</p> <p>Improve access to high quality infant care, day care, and wrap-around child care resources in Daviess County.</p>	<p>Community Cohesion & Support</p>	<ul style="list-style-type: none"> Organize an Early Care Committee or formal organization comprised of local stakeholders; Develop county-wide gap analysis and needs assessment; Develop outreach program to encourage greater adoption of child care standards on the FSSA "Paths to Quality" model; Encourage partnerships among public, private, and/or non-profit entities for solutions and resource support. 	<ul style="list-style-type: none"> Track increases in working group participation; Track increases in adoption rate of child care standards on the "Paths to Quality" model; Completion of at least two high quality early care program expansions to begin addressing demand. 	<p>County pre-school and Daviess County School Systems; FSSA; Daviess County Health Department; Indiana Rural Health Association, PACE Community Action Agency, Monroe Smart Start, Daviess County Community Foundation, United Way of Daviess County, and faith-based groups, ROI</p>	<p>4C of Southern Indiana</p>
<p>3.2.3</p> <p>Substance Abuse</p> <p>Identify strategies and resources to effectively combat and prevent substance abuse in people of all ages.</p>	<p>Community Cohesion & Support</p>	<ul style="list-style-type: none"> Promote partnerships among public, private, and non-profit entities to combat substance abuse; Seek additional clinical resources; Actively engage federal, state, and local agencies to assist in local efforts. 	<ul style="list-style-type: none"> Track declining numbers of reported cases of arrests, medical admits (ER visits), deaths, and recidivism. 	<p>Live Well Daviess County Coalition, Daviess Community Hospital, Indiana Rural Health Association, Daviess Co. Dept. of Community Corrections, IU School of Public Health, IU Center for Rural Engagement, Indiana DMHA, RARE, Local Coordinating Council (LCC), ROI</p>	<p>Indiana Department of Justice, FSSA, Indiana Dept of Public Health, Samaritan Center, IU School of Public Health and IU Center for Rural Engagement</p>

3. AMENITIES AND ATTRIBUTES ENHANCEMENTS

Long-Term Projects: Solutions to be developed and executed through 2030

PROJECT	IMPLEMENTATION CATEGORY	ACTION STEPS	PERFORMANCE MEASURES	PARTNERS	ADDITIONAL RESOURCES
<p>3.3.1</p> <p>Broadband Improve county-wide access to high quality broadband infrastructure.</p>	<p>Connectivity Infrastructure Development</p>	<ul style="list-style-type: none"> Form partnerships among commercial providers, REMCs, and local, state, and federal government to develop a broadband strategy for Daviess County; Assemble funding and implement new policies to create opportunities for public-private partnerships for broadband deployment 	<ul style="list-style-type: none"> Track increases in residents and businesses with consistent and reliable broadband accessibility. 	<p>Local service providers, Local government officials (County Commissioners, County Council, Mayor, and Town/City Councils), SIDC, Radius Indiana, ROI</p>	<p>OCRA, Purdue Center for Rural Engagement, IU Center for Rural Engagement, Federal Communications Commission, and USDA Rural Development</p>
<p>3.3.2</p> <p>Housing Develop strategies to improve the quality, diversity, and availability of housing options at all price points and product types.</p>	<p>Connectivity Infrastructure Development</p>	<ul style="list-style-type: none"> Establish a Daviess County Housing Round Table to address local housing challenges and define potential solutions; Once completed, communicate the findings in the Indiana Uplands Regional Housing Study to all stakeholders, including local builders, developers, landlords, and local officials; Assemble public gap funding and implement Project 2.1.2 to identify and utilize local tools for establishing public-private partnerships to address housing needs 	<ul style="list-style-type: none"> Track increases in the construction of new and replacement housing units (both market rate and affordable). By the end of 2030, Daviess County should strive to achieve or exceed the projections outlined in the Indiana Uplands Regional Housing Study, such as total unit demand and average annual construction at a variety of price points and product types. 	<p>Daviess County Economic Development Corp.; Local government officials (County Commissioners, County Council, Mayor, and Town/City Councils); OCRA; Radius Indiana; SIDC, Daviess County Chamber of Commerce and Visitors Bureau, Daviess County School Systems, ROI</p>	<p>Purdue Center for Regional Development, IU Center for Rural Engagement, IHEDA, USDA Rural Development</p>
<p>3.3.3</p> <p>Public Transportation Improve access to public transportation options.</p>	<p>Connectivity Infrastructure Development</p>	<ul style="list-style-type: none"> Conduct a county-wide gap analysis and needs assessment; Research local, state, and federal funding resources; Secure new opportunities and/or build upon existing offerings. 	<ul style="list-style-type: none"> Identification of funding and implementation schedule; Track increases in public transportation users as a result of improved access. 	<p>Ride Solutions, City of Washington Transit Department, SIDC, Local government officials (County Commissioners, County Council, Mayor, and Town/City Councils); Daviess County Community Foundation; OCRA, ROI</p>	<p>Purdue Center for Regional Development; IU Center for Rural Engagement; USDA Rural Development; INDOT</p>

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Wheat field ~ Central Daviess

DAVISS COUNTY ECONOMIC DEVELOPMENT FOUNDATION

Founded in 2004 as a 501(c)3 not-for-profit organization, the Daviess County Economic Development Foundation (DCEDF) has served a vital role in the advancement of Daviess County toward prosperity and community development. Together with its sister organization, the Daviess County Economic Development Corporation, DCEDF has partnered with numerous organizations to help create new opportunities for critical infrastructure, facilities development and re-use, neighborhood development and community improvements. DCEDF often closely partners with the Community Foundation of Daviess County. The Foundation is presently serving a significant role in the research and preparation of the planning process for the Daviess County ROI Ready Communities project.

Since its inception, the Foundation has funded or supported more than 50 county and city projects that have helped attract new businesses to Daviess County and expand existing ones, improved the quality of life for residents, supported critical training and skill development programs, established or expanded educational programs, and improved infrastructure. Many of these programs have directly led to the creation of new jobs and the positive expansion of the tax base in Daviess County, and have otherwise helped improve important quality of life issues for county residents.

Daviess County Economic Development Foundation projects have included providing funding and support for sewer, water, roads, right-of-way improvements, selected high-speed broadband projects, county airport improvements, and public park expansions; various types of training in trades (e.g. welding, transportation-related repair skills; fire-fighting training); playground equipment for parks in Washington and Odon; feasibility studies for specialty projects like the Odon-Cannelburg



multi-purpose road (addressing critical safety issues for Amish transportation); downtown Washington community improvements (Indiana Theatre renovation, streetlights, façade improvements, building beautification); Main Street improvements and expansion in Odon, including new streetlights; development of the water tower and other infrastructure at the I-69 interchange; and numerous other activities. Since 2004, the Foundation has served in critical roles in attracting more than \$70 million in investments to

the county, helping assemble federal and state grant processes for \$9 million for the WestGate Academy, creating hundreds of new jobs, and has secured and funded more than \$7 million for projects, scholarships and grants.

DAVISS COUNTY COMMUNITY FOUNDATION

Established in 1993, the Daviess County Community Foundation directly serves the communities and residents of Daviess County, offering people a variety of ways to achieve their goals for this community through charitable giving.

The Community Foundation is comprised of a collection of endowed assets totaling more than \$14 million, held in named funds that support a variety of causes in the county. Created by caring local donors, these funds are invested to generate earnings that are distributed to deserving organizations and students in the form of grants and scholarships annually. The Community Foundation currently administers 162 funds. These funds allowed for grants, scholarships and program support of some \$500,000 during the past year.

Over the course of the Foundation's existence, over \$2 million in grants have been awarded. Following are a number of activities funded and support by the Community Foundation:

- Nearly \$500,000 has been awarded to support educational programs, including a variety of STEM and personal development programs at all four county schools as well as at libraries in Odon and Washington (the Carnegie Public Library after-school STEM lab has served more than 800 students in three years) .
- Over \$70,000 has been awarded for art and cultural activities in the county. Those programs ranged from preserving historical artifacts at the Daviess County Museum to supporting the band at North Daviess High School.
- Over \$70,000 has been awarded for community development activities in the county. Those programs ranged from support of programs and activities to boost tourism and community pride conducted by the Daviess County Chamber of Commerce to support for park improvements in Elnora, Montgomery, Odon, and Washington.
- Nearly \$80,000 has been awarded to support health initiatives, including those conducted by Daviess Community Hospital, the Daviess County Family YMCA, and the Pregnancy Care Center.
- Nearly \$950,000 has been awarded to support human services in the county, including support for assisted living and nursing home facilities in Odon, food programs in Odon and Washington, and after school programs, family development programs, and recreation programs at the Daviess County Family YMCA.

- Over \$150,000 has been awarded to provide grants to agencies for youth development programs. These programs range from a youth development and basketball program at a local church to a parenting education program provided by Purdue Extension.
- Remaining miscellaneous grants enabled such things as the purchase of firefighting equipment in Elmore township, Odon, Washington, Washington Township, Montgomery, and Cannelburg; the purchase of protective vests, a vehicle, camera equipment, and more for police in Elnora, Odon, and Washington; the care of cemeteries throughout the county; construction of a handicap pier at West Boggs Park; and the support of spiritual development programs at various churches as well as Camp Illiana in rural Daviess County.

Additionally, in the organization's most recent fiscal year, the Community Foundation administered and awarded 44 scholarships, totaling \$62,550 to Daviess County students.

Daviess County Community Foundation 2018 Grants by Program Area

Arts/Culture	\$12,559.50	3.0%
Education	\$ 176,681.00	42.6%
Environment	\$ 751.00	0.2%
Health	\$4,022.00	1.0%
Human Services	\$191,964.00	46.3%
Recreation	\$3,225.00	0.8%
Religious/Spiritual Development	\$3,812.00	0.9%
Youth Development	\$21,326.00	5.1%
TOTAL	\$ 414,340.50	

The Daviess County Community Foundation is part of the Community Foundation Alliance, a network of nine community foundations serving counties in southwestern Indiana. The Alliance provides management and administrative expertise to county-wide community foundations, empowering each to promote philanthropy, build endowment and improve wellbeing in local communities. ■

Daviess County Economic Development Corporation – Members by Category

Agricultural

Perdue Foods, Inc. – Turkey Operations
Thomas Graham

Banking

Crane Federal Credit Union
First Federal Bank of Washington
First Financial Bank
First Savings Bank
German American Bank
Home Building Savings Bank
Old National Bank

Builders - Contractors

CH Garmong
Garmong Construction Services
D Davis Construction
Don Gress Construction
Graber Construction
Maysville Enterprises, LLC
Rex Gress & Sons, Inc.
Taber Crane Construction Services
United Excavating & General Contracting
Weddle Bros. Construction Companies

Community Partners

Daviess County Visitors Bureau
Town of Elnora
Town of Montgomery
Town of Odon
Town of Plainville

Defense

NSWC Crane
URS

Healthcare

Daviess County Community Hospital
Williams Bros Health Care Pharmacy Inc.

Hospitality

Daviess County Lodging, Inc.
Holiday Inn Express

Industrial Suppliers – Manufacturing

1 Way Technologies – Motor Sports
Belt Tech Industrial – Industrial Equipment Suppliers
Berry Plastics – Flexible Film Manufacturing
Boyd & Sons, Inc. – Machinery & Trailers, Trucking, Farming, Motor Sports
Cornelius Manufacturing – Commercial & Industrial Trailer Manufacturing
Daviess County Metal Sales – Commercial Construction Materials, custom fabricating
Eagle Rail Car- Rail Car Repair Services
Graber Post Buildings, Inc. – Metal and Fabricated Buildings and supplies
Graber Steel & Fab, LLC – Fabricated Metal Products
Grain Processing Corporation – Corn-based Products Producer
IMI – Concrete Supply
Indiana Safety Company – Industrial Clothing

ISO Flex Packaging – Flexible Film Manufacturing

Jones & Sons – Concrete and Masonry Products

K&K Industries – Truss Manufacturing and Building Products

Loughmiller Machine Tool & Design, Inc. – Design and Fabricating

M&C Tech – Automotive Products Supplier

MacAllister's Machinery – Equipment Supplier

NASCO Industries, Inc. – Industrial Clothing

Olon Industries, Inc. – Door and Molding Components

Rogers Group, Inc – Construction Aggregate Products

Stoll Bros Lumber, Inc.

Tri-Star Glove Company – Industrial Clothing

Media

DLC Media, Inc – WAMW & WFML
The Original Company - Bullet

Professional Services

Brett Stucky – Attorney
Edward D. Jones – Alan Bubalo – Investments
Kemper C.P.A. Group – CPA
Landmark Survey Company
Midwestern Engineers
The Insurance Shop
The MEK Group
Thompson Insurance
Vic Hopkins Agency

Real Estate

Century 21/Classic Realty
Midwest Realty
PRA Properties, LLC

Retail

A&R Supply
C.E. Taylor Oil, Inc.
Office Connections

Services

Cable One – Internet Service Provider
Buchanan Mechanical – Plumbing, Heating & Air-Conditioning
Custom Staffing Services
Daviess Martin REMC
Daviess County Rural Water
Haag Heating and AC
Hand's Pest Control
Harrell-Fish, Inc. – Heating, Cooling, Plumbing
Hoosier Business Machines, Inc.
Hudson Office Solutions
MBS Outdoor Solutions – Lawn & Garden Service
Midwest Natural Gas, Corp.
ResCom Management Systems, Inc. – Welding Repair
RTC Communications
Smithville Communications

Transportation

Indiana Southern Railroad, Inc.
Michael Davies Trucking Logistics, Inc.
Meyers Transportation

Overview of Projects Daviess County Economic Development Corporation & Foundation

Initially funded through the transition of the County local Economic Development Income Tax (EDIT), the Daviess County Economic Development Corporation and Foundation has consistently found ways to support the community holistically through timely and strategic assistance in business, government, community and non-profit sectors. Today nearly 1500 new jobs are attributed to this direct involvement.

Assisted in Funding

- All Weather Operating System, Daviess County Airport, Washington
- Increased water capacity, fire suppression system, Berry Plastic, Odon
- Infrastructure, Dutch Pantry, Odon
- Internet Service access, Horizon Converting, Washington,
- Main Street Façade Project, Washington
- Main Street, Street Lights, Washington
- Main Street, New and Existing Business Support, Washington
- \$175,000.00 to support the Maxwell Avenue Housing Project, Washington
- Support new construction, Odon Lyons Club
- Property clean-up, Dollar Store, Montgomery
- Restoration to reopen, Indiana Theater, Washington
- Street Light Improvements, Town of Odon

Built

- Design & Built, The CORE Center, Daviess Community Hospital, Washington
- Meredith Park, Main Street, Daviess County Chamber, Washington
- Airplane Hanger, Daviess County Airport, Washington
- Shell Building with Rail Access, GPC – Expansion, Washington
- New building, Olon Industries, Washington

Community Improvement and/or Non-Profit Support

- Bicentennial Walkway, Washington
- Playground Equipment, Odon Park, Town of Odon
- Planning and Funding, City of Washington Water Park
- Public and Private High Schools, CEO Program, **Countywide**
- Summer Activities, City of Washington Youth

Employee Training

- Training Dollars, Bumgardner Welding
- Training Dollars, Olon Industries
- Training Dollars, Perdue Foods

Financed

- New Building, Alliance Barrier Films – purchased by ISO Flex Packaging, Inc., Washington
- Expansion, Oak Ridge Trailer Park, Washington
- Daviess Food Processing Institute, Elnora
- Extension of waste-water system, Destination Yachts, Montgomery
- Improvements, Odon Sewer System, Indiana Rail Cross Dock

Fully Funded

- Feasibility Study, Improvements to Odon/Cannelburg Road
- Main Street Expansion, Town of Odon
- New Lift Station, MacAllister Machinery, Washington
- Water Casings at I-69, Washington

Incentives

- Creation of 150 Jobs, Eagle Rail Car, Washington
- Plant Expansion, GPC, Washington
- Facility Expansion, MacAllister Machinery, Washington
- Facility Infrastructure Expansion, M&C Tech, Washington

Infrastructure

- Acquisition for right away improvements, Daviess County Roads Project
- Property, New Water Tower at I-69, Washington
- Provide 1/3 of \$275,000.00, Washington round-about near I-69
- Quality of Life Infrastructure Projects, over \$7,000,000.00 non-tax income, Countywide

WestGate Technology Park

- Certification for the WestGate Technology Park; provided funding as needed throughout the certification process.
- Secured Funding and Build the EG&G building at the WestGate
- Instrumental in securing \$9,000,000.00 for the WestGate Academy



DEMOGRAPHIC DATA

Population over Time	Number	Rank in State	Percent of State	Indiana
Yesterday (2010)	31,654	54	0.5%	6,484,192
Today (2018)	33,147	50	0.5%	6,691,878
Tomorrow (2020 projection)*	34,096	50	0.5%	6,852,121
Percent Change 2010 to Today	4.7%	14		3.2%

*Projection based on 2010 Census counts.

Sources: U.S. Census Bureau; Indiana Business Research Center

Components of Population Change, 2017-2018	Number	Rank in State	Percent of State	Indiana
Net Domestic Migration	-116	69		3,555
Net International Migration	0	73		9,227
Natural Increase (births minus deaths)	189	18	1.0%	19,211

Source: U.S. Census Bureau

Population Estimates by Age, 2017	Number	Rank in State	Pct Dist. in County	Pct Dist. in State
Preschool (0 to 4)	2,694	35	8.1%	6.3%
School Age (5 to 17)	6,991	39	21.1%	17.3%
College Age (18 to 24)	2,748	50	8.3%	9.9%
Young Adult (25 to 44)	7,879	47	23.8%	25.3%
Older Adult (45 to 64)	7,769	57	23.5%	25.9%
Seniors (65 and older)	5,032	54	15.2%	15.4%
Median Age	34.9			Median Age = 37.7

Sources: U.S. Census Bureau; Indiana Business Research Center

Population Estimates by Race and Hispanic Origin, 2017	Number	Rank of	Pct Dist. in County	Pct Dist. in State
American Indian or Alaska Native Alone	122	47	0.4%	0.4%
Asian Alone	167	54	0.5%	2.4%
Black Alone	665	34	2.0%	9.7%
Native Hawaiian and Other Pac. Isl. Alone	38	24	0.1%	0.1%
White	31,795	50	96.0%	85.4%
Two or More Race Groups	326	53	1.0%	2.1%
Hispanic or Latino Origin (can be of any race)				
Non-Hispanic	31,467	50	95.0%	93.0%
Hispanic	1,646	36	5.0%	7.0%

HOUSEHOLD DATA

Household Types	Number	Rank in State	Pct Dist. in County	Pct Dist. in State
Households in 2017 (includes detail not shown below)	11,482	54	100.0%	100.0%
Married With Children	2,900	38	25.3%	18.8%
Married Without Children	3,731	58	32.5%	30.0%
Single Parents	925	56	8.1%	9.6%
Living Alone	2,932	55	25.5%	28.3%

Source: U.S. Census Bureau, American Community Survey 5-year estimates.

Housing	Number	Rank in State	Pct Dist. in County	Pct Dist. in State
Total Housing Units in 2018 (estimate)	12,571	55	100.0%	100.0%
Total Housing Units in 2017 (includes vacant units)	12,553	55	100.0%	100.0%
Owner Occupied <small>(Pct. distribution based on all housing units)</small>	8,478	56	67.5%	61.2%
Median Value (2017)	\$115,400	44		
Renter Occupied <small>(Pct. distribution based on all housing units)</small>	3,004	49	23.9%	27.7%
Median Rent (2017)	\$457	76		

Data Snapshot of Housing Situation

	2014 Data	2014 %	Change ('00-'14)		2014 Data	2014 %	Change ('00-'14)
Total housing units	12,483		4.9%	Total housing units	12,483		4.9%
Occupied Units	11,462	91.8%	5.2%	Population in occupied units:	31,609		8.0%
Owner occupied	8,513	74.3%	-0.5%	Owner occupied	24,324	77%	1.7%
Renter occupied	2,949	25.7%	26.3%	Renter occupied	7,285	23%	36.2%
Vacant housing units	1,021	8.2%	1.7%				
Age of Housing Units				Housing Type			
1939 or earlier	3,309	26.5%	6.3%	Single Family	10,117	81%	8.7%
1940 to 1959	2,356	18.9%	-4.3%	Mobile Home	1,140	9.1%	-13.4%
1960 to 1979	2,423	19.4%	-25.5%	Duplex	342	2.7%	6.2%
1980 to 1999	2,639	21.1%	-14.0%	Apartment	731	5.9%	-6.3%
2000 to present	1,756	14.1%	6.3%	Condo/Townhouse	137	1.1%	-4.2%
				Other	16	.13%	-48.4%

Examination of Rural Housing Development Programs, Issues strategies - 12/2016 - Purdue University & Indiana OCRA

HOUSEHOLD DATA

How many households are struggling?

ALICE, an acronym for **A**sset Limited, **I**ncome **C**onstrained, **E**mployed, are households that earn more than the U.S. poverty level, but less than the basic cost of living for the county. Combined, the number of poverty and ALICE households equals the total population struggling to afford basic needs.

Poverty 1,455 HH 13%	ALICE 1,922 HH 17%	STRUGGLING	Above ALICE 7,881 HH 70%
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Area	Total HH	% ALICE & Poverty
Barr Township	1,403	29%
Bogard Township	305	21%
Elmore Township	422	38%
Harrison Township	294	14%
Madison Township	1,183	27%
Reeve Township	216	26%
Steele Township	308	28%
Van Buren Township	589	39%
Washington Township	5,931	33%

	SINGLE ADULT	FAMILY (INFANT AND PRE-K)
Housing	\$485	\$584
Child care	\$0	\$818
Food	\$170	\$515
Transportation	\$341	\$681
Health care	\$130	\$518
Miscellaneous	\$131	\$331
Taxes	\$182	\$196
Monthly total	\$1,438	\$3,645
ANNUAL TOTAL	\$17,260	\$43,739
Hourly wage	\$9.00	\$22.00

Source: U.S. Department of Housing and Urban Development (HUD), U.S. Department of Agriculture (USDA), Bureau of Labor Statistics (BLS), Internal Revenue Service (IRS) and state Treasury, and ChildCare Aware, 2012; American Community Survey, 3 year estimate.

ALICE Threshold and ALICE Households by Race/Ethnicity and Age, Indiana, 2012

County	Total HHs	HHs below ALICE Threshold	Percent HH below AT – Race/Ethnicity				Percent HH below AT – Age	ALICE Threshold	
			Asian	Black	Hispanic	White		Seniors	ALICE Threshold – HH under 65 years
Daviess County	11,258	3,377	0%	0%	32%	30%	36%	\$36,000	\$25,000

Housing Data by County, Indiana, 2012

County	Owner Occupied Units			Renter Occupied Units				Source
	Owner Occupied	Percent Rented by HHs Below ALICE Threshold	Extreme Housing Burden: Percent Seniors Pay more than 35% of Income	Renter Occupied	Percent Rented by HHs Below ALICE Threshold	Extreme Housing Burden: Percent Renters Pay more than 35% of Income	Gap in Rental Stock Affordable for All HHs Below ALICE Threshold	
Daviess County	8,597	20%	11%	2,661	58%	24%	785	3 year estimate

ECONOMIC DATA

Income and Poverty	Number	Rank in State	Percent of State	Indiana
Per Capita Personal Income (annual) in 2017	\$39,707	51	87.9%	45,150
Median Household Income in 2017	46,292	81	85.5%	\$54,134
Poverty Rate in 2017	13.4%	32	100.8%	13.3%
Poverty Rate among Children under 18	18.9%	33	106.2%	17.8%
Welfare (TANF) Monthly Average Families in 2018	37	33	0.6%	6,032
Food Stamp Recipients in 2018	2,649	45	0.4%	605,854
Free and Reduced Fee Lunch Recipients in 2018/2019	2,535	44	0.5%	514,915

Sources: U.S. Bureau of Economic Analysis; U.S. Census Bureau; Indiana Family Social Services Administration; Indiana Department of Education

OCRA Community Vitality Indicators

Daviess Co. State Ranking (2017)		66
Ranking by Geographic Classification		RURAL MIXED 26 OF 33
Population Estimates	32,777	RANK 50
Public School Enrollment as % of Population Under 18 Years	48.0%	RANK 89
Public High School Graduation Rate	94.8%	RANK 22
Percent Population with Associates Degree or Higher	25.0%	RANK 55
Gross Assessed Value Per Capita	\$60,599	RANK 73
Per Capita Personal Income	\$39,707	RANK 51

<https://pcrd.purdue.edu/ruralindianastats/socio-economic/community-vitality-indicators.php?variable=data-tables&county=Daviess&year=2017&yeartwo=2016>

EDUCATION DATA

Education	Number	Rank in State	Percent of State	Indiana
School Enrollment (2018/2019 Total Reported)	5,171	51	0.5%	1,117,590
Public	4,694	54	0.4%	1,054,903
Adults (25+ in 2017 ACS)	20,237	54	0.5%	4,369,451
with High School diploma or higher	74.1%	91		88.3%
with B.A. or higher degree	14.2%	67		25.3%

Sources: Indiana Department of Education; U.S. Census Bureau, American Community Survey 5-year estimates.

College Going (within a year of high school graduation)

High School Graduates Enrolling in College				STATE AVG.
Breakdown	# of HS Graduates	# Enrolled in College	% Enrolled in College	% Enrolled in College
High School Diploma Type				
Honors	98	90	92%	93%
Core 40	142	86	61%	53%
General	46	10	22%	18%
High School Graduation Waiver Status				
Graduated with Waiver	19	1	5%	24%
Graduated without Waiver	267	185	69%	67%
Advanced Placement Status				
Took and Passed an AP Test	10	8	80%	91%
Took but Did Not Pass an AP Test	47	46	98%	85%
Did Not Take an AP Test	229	132	58%	49%
Dual Credit Status				
Earned Dual Credit from an Indiana Public College	142	116	82%	75%
Did Not Earn Dual Credit from an Indiana Public College	144	70	49%	45%
21st Century Scholar Status				
21st Century Scholar	63	49	78%	86%
Non 21st Century Scholar	223	137	61%	60%
Socioeconomic Status				
Free or Reduced Lunch	104	51	49%	50%
Non Free or Reduced Lunch	182	135	74%	69%
Race/Ethnicity				
White	253	176	70%	65%
Black	2	***	***	57%
Hispanic	20	7	35%	53%
Asian	4	***	***	79%
Other	7	***	***	59%
All Students	286	186	65%	63%

2019 Indiana College Readiness Report - https://www.in.gov/che/files/graduation_counts/2017/county/Daviess_14.pdf

High School Graduate Enrollment by College Type			STATE AVG.
College Type	# of HS Graduates	% of Total HS Graduates	% of Total HS Graduates
Indiana Public College	159	55.6%	45.9%
Indiana Private College (non-profit)	20	7.0%	8.8%
Indiana Private College (for-profit)	2	0.7%	0.1%
Out-of-State Public College	1	0.3%	4.4%
Out-of-State Private College (non-profit)	4	1.4%	3.6%
Out-of-State Private College (for-profit)	0	0.0%	0.2%
Non-degree Granting School	0	0.0%	0.0%
Indiana State-Affiliated Public	0	0.0%	0.0%
Did Not Enroll in College	100	35.0%	37.0%

2019 Indiana College Readiness Report - https://www.in.gov/che/files/graduation_counts/2017/county/Daviess_14.pdf

Indiana Public College Enrollment

Indiana Public College Enrollment by College			STATE AVG.
College	# Enrolled in IN Public College	% of Total Enrolled in IN Public College	% of Total Enrolled in IN Public College
Ball State University	0	0.0%	9.5%
Indiana State University	6	3.8%	6.1%
University of Southern Indiana	40	25.2%	4.2%
Indiana University-Bloomington	8	5.0%	12.8%
Indiana University-East	0	0.0%	0.9%
Indiana University-Kokomo	1	0.6%	1.6%
Indiana University-Northwest	0	0.0%	1.6%
Indiana University-Purdue University-Indianapolis	11	6.9%	10.7%
Indiana University-South Bend	0	0.0%	2.5%
Indiana University-Southeast	0	0.0%	1.9%
Indiana University-Purdue University-Fort Wayne	0	0.0%	4.0%
Purdue University-Northwest	0	0.0%	2.8%
Purdue University-Polytechnic Statewide	0	0.0%	0.4%
Purdue University-West Lafayette	9	5.7%	11.7%
Ivy Tech Community College	5	3.1%	25.4%
Vincennes University	79	49.7%	3.9%

2019 Indiana College Readiness Report - https://www.in.gov/che/files/graduation_counts/2017/county/Daviess_14.pdf

EDUCATION DATA

Educational Attainment in 2017	Number	Percent of Population 25+	Rank in U.S.	U.S. % of Population 25+
Total Population 25 and Older	20,237	100%	N/A	100%
Less than 9th Grade	3,012	14.9 %	82	5.4 %
9th to 12th, No Diploma	2,236	11.0 %	763	7.2 %
High School Graduate (includes equiv.)	6,944	34.3 %	1,647	27.3 %
Some College, No Degree	2,992	14.8 %	3,053	20.8 %
Associate Degree	2,187	10.8 %	623	8.3 %
Bachelor's Degree	1,875	9.3 %	2,463	19.1 %
Graduate, Professional or Doctorate Degree	991	4.9 %	2,216	11.8 %

Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates

Educational Attainment in 2017	Number	Percent of Population 25+	Rank in U.S.	U.S. % of Population 25+
Total Population 25 and Older	20,237	100%	N/A	100%
Less than 9th Grade	3,012	14.9 %	82	5.4 %
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Bachelor's Degree	1,875	9.3 %	2,463	19.1 %
Graduate, Professional or Doctorate Degree	991	4.9 %	2,216	11.8 %

Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates

BROADBAND DATA

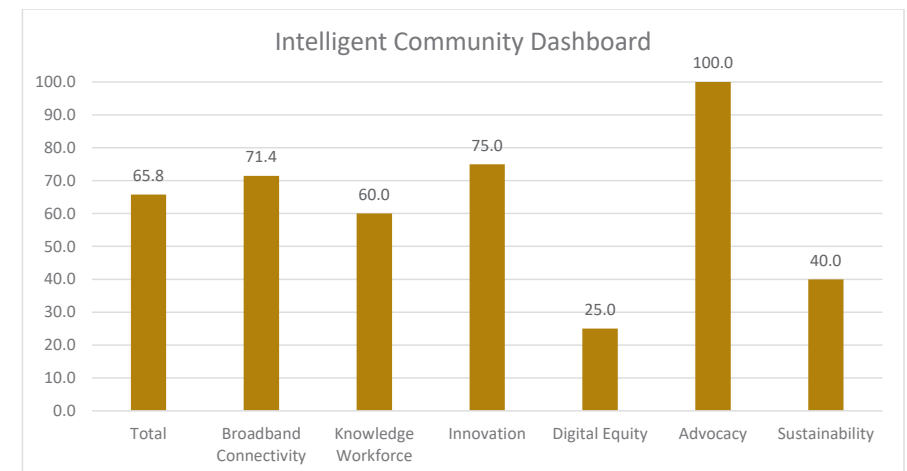
>>>Table 10: 25/3 Business Footprint & Establishment at the County Level

County	No. Businesses	∨ ^ In 25/3 footprint	Out of 25/3 footprint	Percent in 25/3 footprint	Percent Out of 25/3 footprint
Daviess	1,571	1,038	553	66.1	33.9
Greene	1,164	1,050	114	90.2	9.8
Knox	2,149	1,648	501	76.7	23.3
Lawrence	2,192	100	2,092	4.6	95.4
Martin	554	49	505	8.8	91.2
SIDC	7,630	3,885	3,745	50.9	49.1

>>>Table 11: Digital Economy Jobs

County	2010 Digital Economy Jobs	2016 Digital Economy Jobs	No. Change	Percent Change
Daviess	100	221	121	120.9
Greene	106	80	-26	-24.7
Knox	299	253	-46	-15.4
Lawrence	161	190	29	17.8
Martin	504	283	-220	-43.8

OCRA - Rural Broadband Study | <https://www.in.gov/ocra/2336.htm>



Source: Intelligent Community Checklist completed by the community

WORKFORCE & LABOR DATA

Covered employment and wages in the United States and all counties in Indiana, first quarter 2018

Area	Employment March 2018	Average weekly wage ⁽¹⁾
United States ⁽²⁾	144,562,926	\$1,152
Indiana	3,018,841	954
Daviess	11,796	679

Bureau of Labor Statistics

Labor Force Annual Averages in 2018	Number	Rank in U.S.	% of Indiana	Indiana
Total Labor Force	16,531	1,266	0.5 %	3,381,713
5-Year % Change	11.2 %	184	--	0.0 %
10-Year % Change	8.7 %	523	--	4.6 %
Employed	16,084	1,273	0.5 %	3,265,580
5-Year % Change	14.7 %	216	--	10.9 %
10-Year % Change	10.0 %	560	--	7.4 %
Unemployed	447	1,645	0.4 %	116,133
5-Year % Change	-46.8 %	1,801	--	-52.4 %
10-Year % Change	-23.2 %	992	--	-39.0 %
Unemployment Rate	2.7	2,706	79.4 %	3.4
5-Year % Change	-52.6 %	2,463	--	-55.8 %
10-Year % Change	-28.9 %	1,533	--	-42.4 %

Stats America

Employment and Earnings by Industry, 2017	Employment	Pct Dist. in County	Earnings (\$000)	Pct Dist. in County	Avg. Earnings Per Job
Total by place of work	17,910	100.0%	\$773,674	100.0%	\$43,198
Wage and Salary	12,517	69.9%	\$464,106	60.0%	\$37,078
Farm Proprietors	1,167	6.5%	\$10,380	1.3%	\$8,895
Nonfarm Proprietors	4,226	23.6%	\$182,380	23.6%	\$43,157
Farm	1,350	7.5%	\$16,277	2.1%	\$12,057
Nonfarm	16,560	92.5%	\$757,397	97.9%	\$45,737
Private	14,656	81.8%	\$658,208	85.1%	\$44,910
Accommodation, Food Serv.	885	4.9%	\$16,467	2.1%	\$18,607
Arts, Ent., Recreation	121	0.7%	\$1,825	0.2%	\$15,083
Construction	2,224	12.4%	\$164,019	21.2%	\$73,750
Health Care, Social Serv.	1,134	6.3%	\$42,747	5.5%	\$37,696
Information	146	0.8%	\$7,443	1.0%	\$50,979
Manufacturing	2,709	15.1%	\$132,050	17.1%	\$48,745
Professional, Tech. Serv.	559	3.1%	\$26,857	3.5%	\$48,045
Retail Trade	1,990	11.1%	\$76,129	9.8%	\$38,256
Trans., Warehousing	1,094	6.1%	\$56,417	7.3%	\$51,569
Wholesale Trade	465	2.6%	\$31,158	4.0%	\$67,006
Other Private (not above)	2,872*	16.0%*	\$89,754*	11.6%*	\$31,251*
Government	1,904	10.6%	\$99,189	12.8%	\$52,095

Source: U.S. Bureau of Economic Analysis

* These totals do not include county data that are not available due to BEA non-disclosure

NOTABLE

More than **400** full-time federal employees and contractors work in the NSWC and NSA facilities who reside in Daviess County (Source: Defense Manpower Data Center 2014; PAO office NSWC Crane, 2017 figures).

According to the WestGate Authority, more than **700** professionals work in the tri-county WestGate@Crane Technology Park, but no employee breakout by county is presently available.

Annual Industry Distribution of Jobs and Avg. Wage in 2018 (NAICS)	Establishments	Jobs	Pct. Dist.	Annual Average Wage Per Job	Rank in U.S.
Total	894	11,974	100.0%	\$36,406	2,185
Agriculture, Forestry, Fishing and Hunting	33	0	0.0%	\$0	1,715
Mining	3	0	0.0%	\$0	1,176
Utilities	4	45	0.4%	\$61,227	1,237
Construction	174	1,307	10.9%	\$43,523	1,782
Manufacturing	95	2,440	20.4%	\$37,401	2,384
Wholesale Trade	32	431	3.6%	\$54,278	1,086
Retail Trade	112	1,457	12.2%	\$27,606	998
Transportation & Warehousing	56	900	7.6%	\$42,909	2,118
Information	11	111	0.9%	\$33,872	1,872
Finance and Insurance	44	308	2.6%	\$58,873	823
Real Estate and Rental and Leasing	16	47	0.4%	\$25,078	2,084
Professional, Scientific, and Technical Services	54	385	3.2%	\$54,573	1,127
Management of Companies and Enterprises	3	13	0.1%	\$83,785	544
Admin. & Support & Waste Mgt. & Rem. Services	19	183	1.5%	\$30,630	1,331
Educational Services	12	0	0.0%	N/A	1
Health Care and Social Services	70	0	0.0%	N/A	1
Arts, Entertainment, and Recreation	7	46	0.4%	\$15,385	1,615
Accommodation and Food Services	52	899	7.5%	\$12,862	2,010
Other Services (Except Public Administration)	69	325	2.7%	\$27,691	1,620
Public Administration	28	437	3.6%	\$38,798	1,857

Source: U.S. Bureau of Labor Statistics (BLS)

NA = This firm is not available.

D = Not shown to avoid disclosure of confidential information.

Note: Average wage may not match published numbers due to rounding.

Stats America

WORKFORCE & LABOR DATA

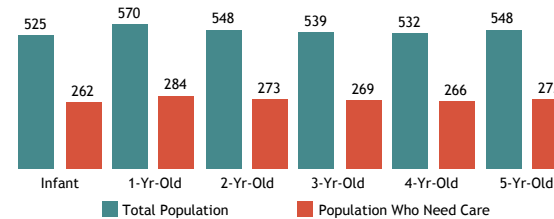
BEA Major Sectors (NAICS) in 2017 (by place of work)	Earnings (\$000)	Avg Earnings Per Job	Rank in U.S.	Jobs	Pct Dist. in County	Pct Dist. in U.S.
Earnings by place of work - 35	\$773,674	\$43,197	1,449	17,910	100.0%	100.0%
Wage and salary disbursements - 50	\$464,106	\$37,078	1,988	12,517	69.9%	77.4%
Proprietors' income - 70	\$192,760	\$35,742	413	5,393	30.1%	22.6%
Farm proprietors' income - 71	\$10,380	\$8,894	1,341	1,167	6.5%	0.9%
Nonfarm proprietors' income - 72	\$182,380	\$43,156	168	4,226	23.6%	21.7%
Farm earnings - 81	\$16,277	\$12,057	1,493	1,350	7.5%	1.3%
Nonfarm earnings - 82	\$757,397	\$45,736	1,241	16,560	92.5%	98.7%
Private earnings - 90	\$658,208	\$44,910	965	14,656	81.8%	86.2%
Forestry, fishing, related activities, and other - 100	\$0	N/A	1	0	0.0%	0.5%
Mining - 200	\$0	N/A	1	0	0.0%	0.8%
Utilities - 300	\$4,127	\$68,783	1,105	60	0.3%	0.3%
Construction - 400	\$164,019	\$73,749	270	2,224	12.4%	5.4%
Manufacturing - 500	\$132,050	\$48,744	1,995	2,709	15.1%	6.8%
Retail Trade - 700	\$76,129	\$38,255	172	1,990	11.1%	9.8%
Transportation and warehousing - 800	\$56,417	\$51,569	1,109	1,094	6.1%	3.9%
Information - 900	\$7,443	\$50,979	980	146	0.8%	1.7%

Source: U.S. Bureau of Economic Analysis (BEA)
D = Not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.
L = Less than 10 jobs, but the estimates for this item are included in the totals.
N/A = Not available or not applicable.
***** = "Other" consists of the number of jobs held by U.S. residents employed by international organizations and foreign embassies and consulates in the United States.

Stats America

EARLY LEARNING

HOW MANY YOUNG CHILDREN LIVE IN THE COUNTY AND NEED CARE?
 1,628 Young Children Need Care

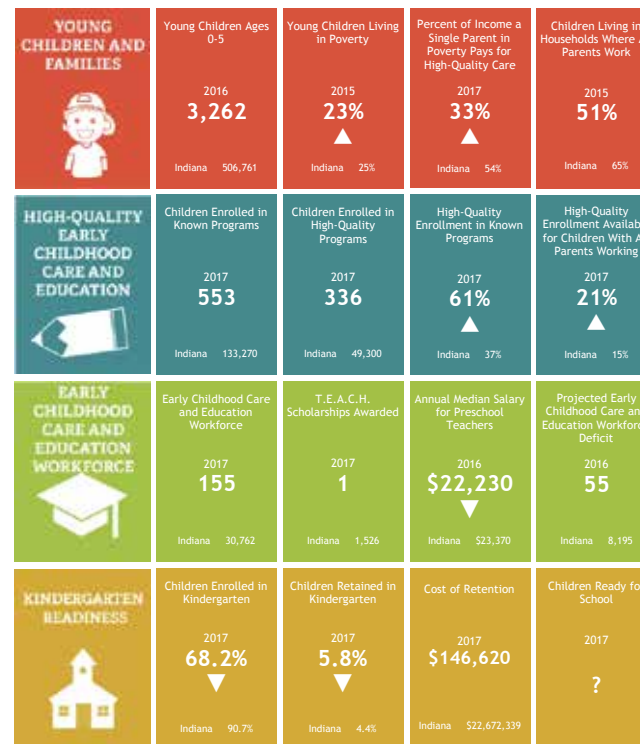


HOW MANY PROGRAMS ARE AVAILABLE?

	Child Care Centers	School-Based	Registered Ministries	Family Child Care
Known	3	1	3	18
On PTQ	1	0	1	9
High-Quality	1	0	1	6

2018 ELAC Dashboard Daviess County Profile

Better ▲ Worse ▼
 (Compared to State)



Source: 2018 Indiana Early Learning Advisory Committee - www.elacindiana.org

TOURISM ASSETS

AG & CULINARY

RESTAURANTS & MARKETS

- Knepp's Restaurant, Washington
- Gasthof Amish Resturant, Montgomery
- Mason's Root Beer Stand, Washington
- Kaffee Hause, Odon
- White Steamer, Washington
- Etienne's Farm Market, Washington
- Wichman's Farm Market
- Produce Patch, Washington
- Scoops Ice Cream Shop, Washington
- Amish Greenhouses and Produce Stands throughout Daviess County
- Amish Kountry Corner, Washington

DESTINATIONS & EVENTS

- Daviess Co. Fair, Elnora
- Daviess Co. 4 H Show, Washington

ARTS & CULTURAL

DESTINATIONS

- Daviess Co. Museum, Washington
- Amish Tours, Daviess Co.
- Gasthof Amish Village with year around Flea Markets and Festivals
- Amish Woodworking and Buggy Shops in Daviess County
- Dinky's Auction Center, Cannelburg
- Stitching Post Quilt Shop, Washington
- Candy House, Montgomery
- Veale Creek Theater, Washington

EVENTS

- Horse & Tack Auction, 3X Yr
- Draft Horse Carraige & Machine Auction, March,
- Amish Quilt Auction
- Wagler's Quilts and Crafts Wool & Fiber Fair, May
- North Daviess Craft Show, Nov
- Wine & Brew Fest, Washington
- Annual Chandelier Barn Market, Montgomery

HERITAGE

DESTINATIONS

- Daviess County Historic District
- St. Peters Catholic Church, Montgomery
- Heritage Center, Corning
- Carnegie Library Washington
- Mimi's House, Washington
- Veterans Memorials, Odon & Washington
- Daviess County Court House, Washington

FESTIVALS

- White River Valley Antique Tractor Show, Elnora
- Catholic Summer Social, Our Lady of Hope, Washington
- Carfest/ Cruise-In, Washington
- Turkey Trot Festival, Montgomery
- Old Settlers Festival, Odon
- Pumpkin Festival, Odon
- Christmas Parades, Washington & Odon
- 4th of July Celebration & Christmas in the Park, Washington
- Knights of Columbus Jackpot Drawing, Washington
- Celebrate Washington Main St., Washington

OUTDOOR RECREATION & SPORT

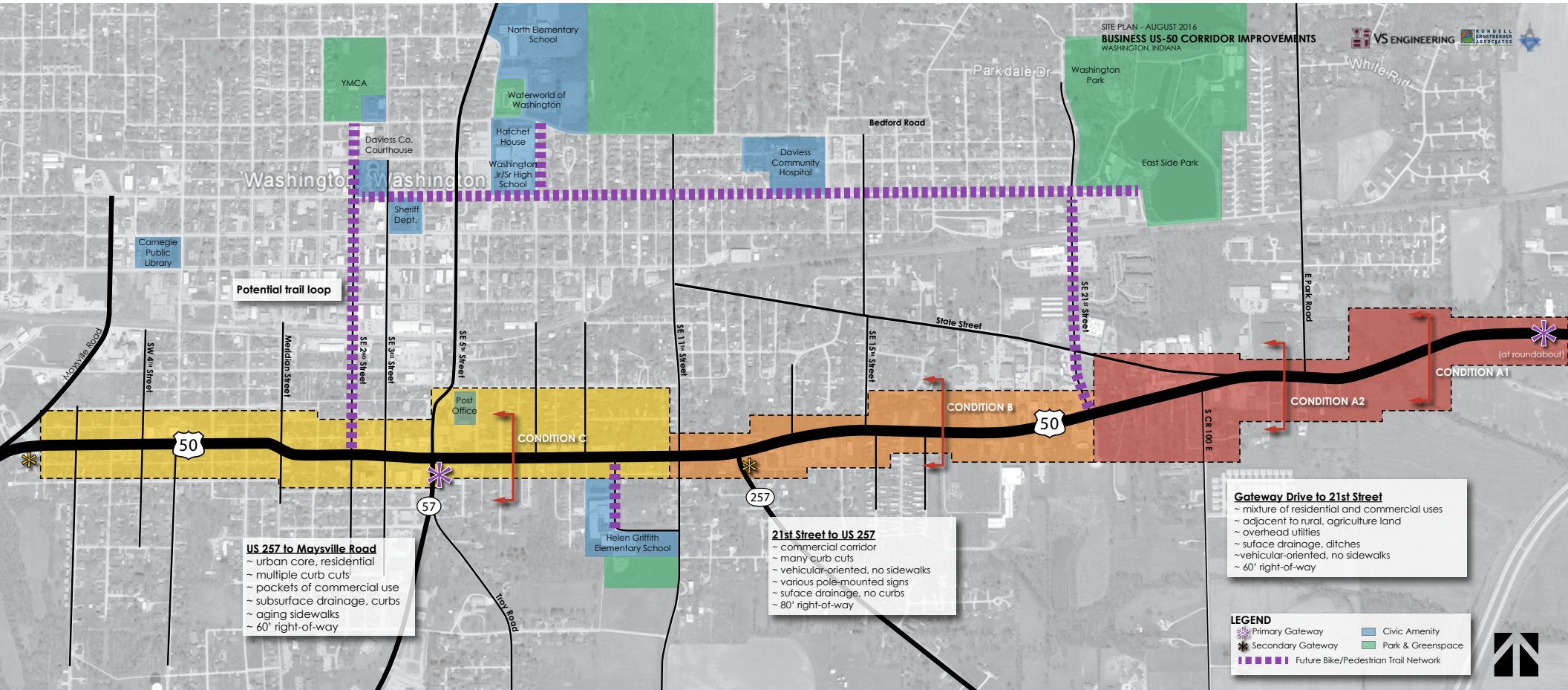
PARK DESTINATIONS

- West Boggs Lake & Park, Loogootee
- Glendale Fish and Wildlife Area, Montgomery
- Ruritan Park & Campgrounds, Montgomery
- Eastside Park, Washington
- Longfellow Park, Washington
- Odon Park, Odon
- Plainville Park, Plainville
- Elnora Park & Fair Grounds, Elnora
- 4 White River Boating Public Access Sites
- Water World, Washington

SPORT DESTINATIONS

- Gwaltney Sports Complex, Washington
- Country Club Golf Course, Washington
- Country Oaks Golf Course, Montgomery
- White River Bend Wildlife Area Hunting

PROPOSED CORRIDOR HWY 50 IMPROVEMENTS (see pg 19 for details)



Potential Daviess-Martin Trail Partners

- City of Loogootee
- City of Washington
- Daviess County Commissioners & County Council
- Daviess County Community Foundation
- Daviess County Economic Development Corporation
- Daviess County Highway Department

- Martin County Alliance
- Martin County City and County Council
- Martin County Community Foundation
- Martin County Highway Department
- SIDC – Southern Indiana Development Commission
- Town of Cannelburg
- Town of Montgomery

Additional Trail Planning Partners

- Barr-Reeve Schools
- Daviess County Community Hospital
- Gasthof Amish Village
- Ruritan Group

PRIOR PLANNING DOCUMENTS

Reviewed and referred to in the Quality of Place Workforce Attraction Plan

Comprehensive Plans

- [Daviness County Comprehensive Plan, 2009 Bernardin, Lochmueller and Associates, Inc.](#)
- [City of Washington Comprehensive Plan, 2009 Bernardin, Lochmueller and Associates, Inc.](#)
- [City of Washington I69 Land Use Plan, 2013, American Structurepoint](#)
- [WestGate @ Crane Technology Park Strategic Considerations for Developing a 2105-20135 Vision, 2012, MEK Group](#)
- [SIDC Economic Development Plan 2019 - 2023](#)

Parks & Recreation Asset Plans

- [Washington Indiana 5 Year Park and Recreation Master Plan, 2018 Washington Parks and Recreation Department](#)
- [Daviness-Martin Joint County Parks & Recreation Department, 2016-2020 Daviness-Martin Joint County Parks and Recreation](#)
- [Daviness County Proposed County Trail Network, 2015 Map](#)

Workforce Attraction and Data

- [Radius Region Talent Attraction & Retention Best Practices Scan & Recommendations Report for Radius Indiana, 2019 Thomas P. Miller & Associates](#)
- [Hoosiers By The Numbers, Labor Market Review, 2019 Indiana Department of Workforce Development](#)

Community Development Reports/Data Gathering

- [Hometown Collaboration Initiative \(HCI\), 2019 Purdue Center for regional Development and the Purdue Extension Community Development Program, Indiana Office of Community & Rural Affairs, Ball State University](#)
- [Radius Region Asset Map, County Input, Radius Indiana - 2012.](#)
- [Radius Region Tourism Asset Inventory, County Input, Radius Indiana - 2012](#)
- [Purdue Center for Regional Development \ Extension - Intelligent Community Checklist Report \(Daviness Co.\) - June 2019](#)
- [Daviness County Hospital, Community Health Improvement Plan 2019](#)
- [Indiana Rural Housing Development Study - Purdue Center for Regional Development / Community & Rural Affairs - December 2016](#)
- [Daviness-Co-Com-Foundation, Advancing-Out-of-School-Learning-Report, 2019](#)
- [City of Washington, Active Living Workshop Results, 2017](#)
- [Daviness, Governors Commission for Drug Free, Substance Abuse Report, 2019](#)
- [Daviness, Proposed Business 50 Corridor Improvements, 2016.pdf](#)
- [Daviness Co, Obesity CHIP Report, 2019.pdf](#)
- [Indiana Uplands Regional, Housing Study, 2019.pdf](#)
- [Daviness, Proposed Business 50 Corridor Improvements, 2016.pdf](#)

PARTNER & RESOURCE ACRONYMS

AARP	American Association of Retired Persons
ACF	Administration for Children and Families
CLIFF	Clean Lifestyle is Freedom Forever
Cornell RISE	Retirees in Service to the Environment
CEO	Create Entrepreneurial Opportunities
CSX	National Railroad Holdings Company
CDBG	Community Development Block Grant
DCEDC	Daviess County Economic Development Corporation
DCEDF	Daviess County Economic Development Foundation
DCH	Daviess Community Hospital
DMHA	Indiana Department of Mental Health and Addictions
DOE	Department of Energy
EDA	Economic Development Administration
EDIT	Economic Development Income Tax
EPA	Environmental Protection Agency
FCC	Federal Communications Commission
FFA	Future Farmers of America
FSSA	Family and Social Services Administration
HCI	Hometown Collaboration Initiative
HHS	Department of Health and Human Services
ITE	Indiana Trails Fund
HRSA	Health Resources and Services Administration
IDEM	Indiana Department of Environmental Management
IDOE	Indiana Department of Education
IDOT	Indiana Department of Transportation
IDNR	Indiana Department of Natural Resources

IEDC	Indiana Economic Development Corporation
IHCDA	Indiana Housing & Community Development
IRHA	Indiana Rural Health Association
IUCRE	Indiana University Center for Rural Engagement
IUSPH	Indiana University School of Public Health
NRHRC	National Rural Health Resource Center
NTIA	National Telecommunications and Information Administration
NSA/NSWA Crane	Naval Support Activity / Naval Surface Warfare Center
OCC	Office of the Comptroller of the Currency
OCRA	Office of Community and Rural Development
OHS	Office of Head Start
PCRD	Purdue Center for Rural Development
QPAT	Quality of Place Attraction Team
RARE	Resisting Addiction Through Recovery and Education
SCORE	Service Corps of Retired Executives
SIDC	Southern Indiana Development Commission
STEM	Science, Technology, Engineering, Math
STEAM	Science, Technology, Arts, Engineering, Math
US DOL	United States Department of Labor
USDA	United States Department of Agriculture
WPRD	Washington Parks and Recreation Department

PROJECT TEAM



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The logo for Group Stellar, with the words 'group' and 'stellar' in a lowercase, sans-serif font. The 'g' in 'group' and the 's' in 'stellar' are connected by a thin horizontal line. The 's' in 'stellar' is enclosed in a thin rectangular box.

Group Stellar is a communications agency specializing in public relations, stakeholder engagement, and community cohesion initiatives. We develop long-term plans and key messages that leverage competitive advantages.

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The logo for kglobal, with the word 'kglobal' in a lowercase, sans-serif font. The 'k' is in a dark blue color, and 'global' is in a lighter blue color. The 'o' in 'global' is stylized with a white dot.

kglobal is a communications firm specializing in economic and workforce development. We work with states and localities to build brands, market assets, and develop strategic plans for diverse growth.

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July 2019