



# DUBOIS COUNTY

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quality of life +  
workforce attraction plan

08/16/2019

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# ACKNOWLEDGMENTS

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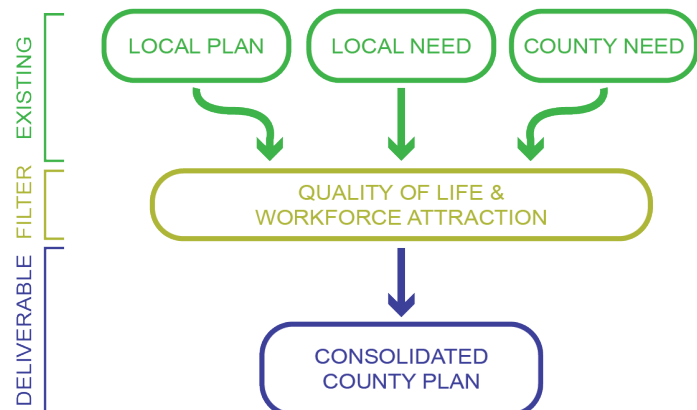
# 1. INTRODUCTION

## What is the Quality of Place & Workforce Attraction Plan?

The Dubois County Quality of Life & Workforce Attraction Plan examines the existing conditions and current planning efforts of the county and prioritizes recommendations that advance quality of life initiatives that will support population and workforce attraction. Dubois Strong was the primary partner that led this planning process and they were guided by the QPAT Team which is comprised of various county representatives. The creation of this plan was funded through the Regional Opportunities Initiatives, Inc. (ROI), a non-profit focused on advancing economic and community prosperity in the Indiana Uplands (11-county region encompassing Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties).

## What is the Purpose of this Plan?

The primary purpose of this plan is to understand what efforts are in progress or what plans are in place throughout Dubois County that are related to quality of life and workforce attraction and determine the next steps to further these goals. Furthermore, this plan consolidates and simplifies several plans into one plan or one location for streamlined access. The completion of this plan not only simplifies the next steps for county, but also makes the county eligible to apply for Implementation Grants through the Regional Opportunities Initiatives, Inc. (ROI). The adoption of this plan can also open the door for other funding opportunities or grants offered throughout the State.



## What Does this Plan Examine?

Quality of life is a broad term that can be interpreted differently from person to person. During this planning process, the community roundtable focus groups defined what quality of life meant to them and identified what is missing in Dubois County that would aid in attracting workforce. While many topics and amenities were discussed, each topic could be characterized under the following three areas; development of the existing and future workforce, providing high-quality residential amenities, and the promotion of Dubois County. The topics listed underneath each category represent key takeaways from this planning process, and ultimately what is being examined in this plan.

### WORKFORCE DEVELOPMENT

LARGE BUSINESS/INDUSTRY  
ATTRACTION

SMALL BUSINESS DEVELOPMENT

EDUCATION

MIDDLE INCOME JOB ATTRACTION

TALENT ATTRACTION & RETENTION

### RESIDENTIAL AMENITIES

AFFORDABLE HOUSING

AFFORDABLE CHILD CARE

HIGH SPEED INTERNET

REGIONAL CONNECTIVITY

EXPANDED RECREATIONAL  
FACILITIES/ACTIVITIES

LANGUAGE BARRIERS

### COUNTY PROMOTION

MARKETING & TOURISM  
DEVELOPMENT

GATEWAY DEVELOPMENT

PROPERTY IMPROVEMENT

PUBLIC ART/HISTORY



1



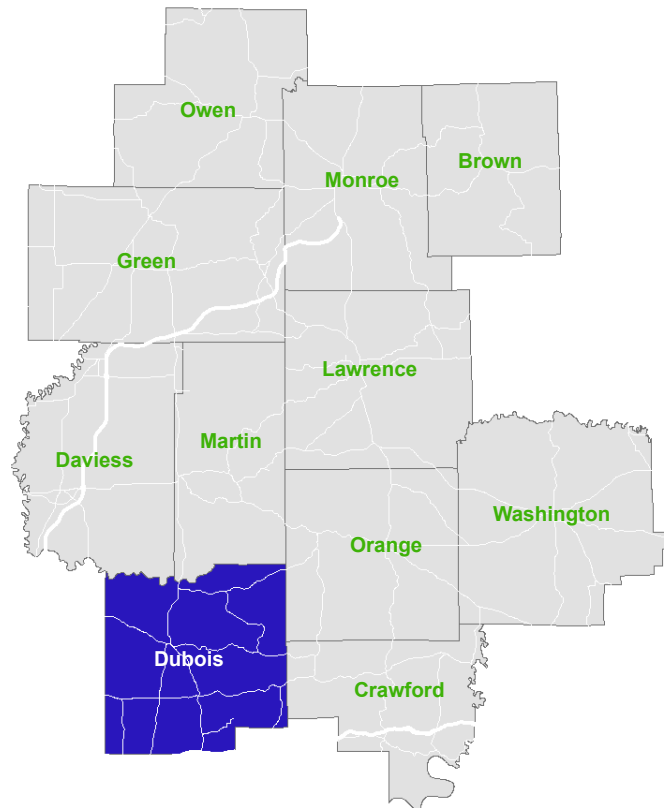
## 2. OUR STORY

### Local & Regional Context

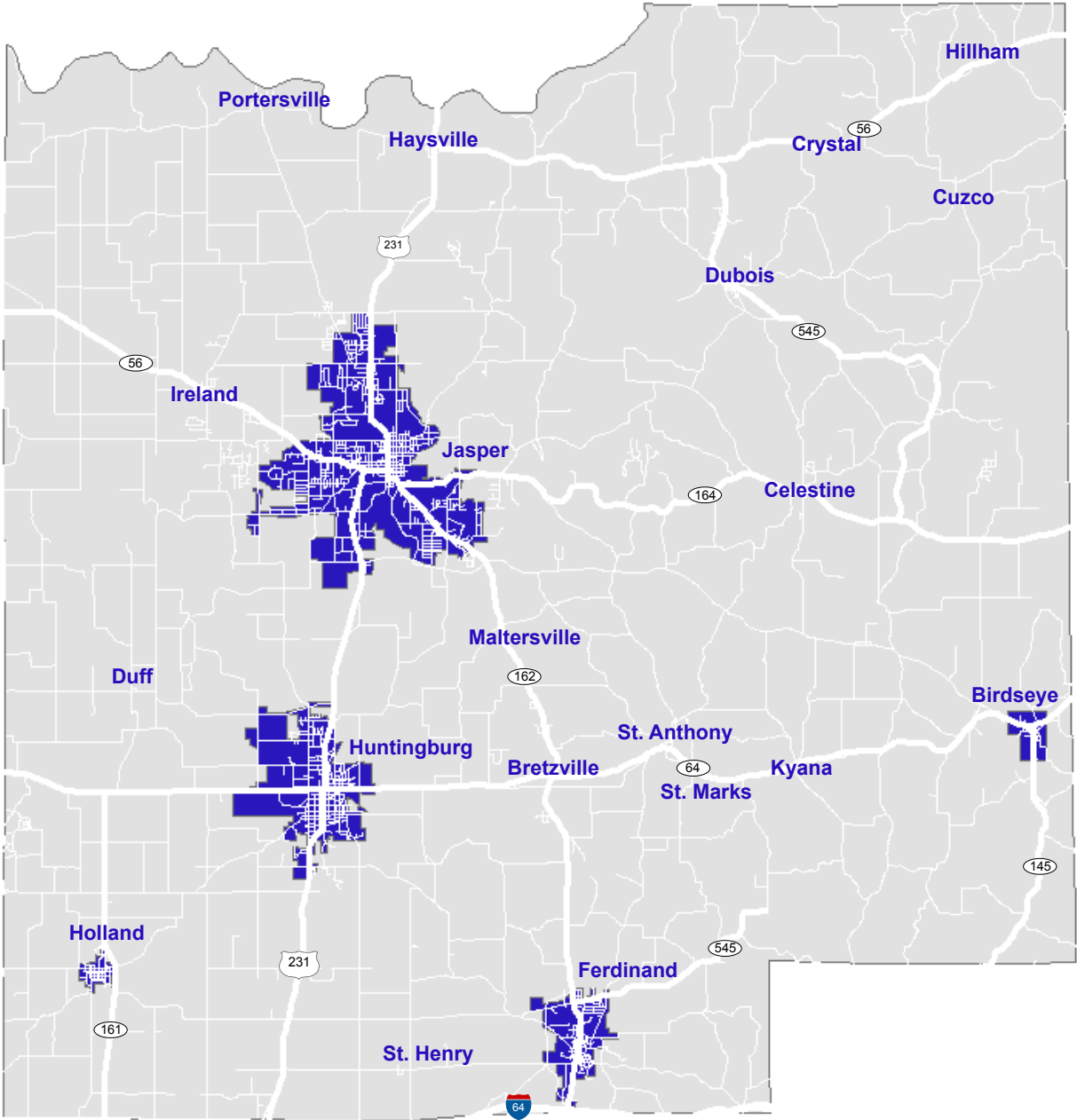
Dubois County is located in Southern Indiana with Interstate 64 running along the southern border of the county limits. The county is part of the Indiana Uplands, an 11-county region encompassing Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties. The county is located approximately one hour away from large population centers such as Louisville, Kentucky and Evansville, Indiana and is approximately 30 minutes away from regional destinations such as French Lick, Indiana and Santa Claus, Indiana.

The county is approximately 432 square miles, has 12 townships and includes incorporated communities of Jasper, Huntingburg, Birdseye, Ferdinand, and Holland. Dubois County is also a part of the Jasper Micropolitan Statistical Area which also includes Pike County.

#### Indiana Uplands



Dubois County



## History Snapshot

Prior to its official formation in 1818, Dubois County was inhabited by Indian Tribes. These tribes developed Indian trails, which established a foundation for early settlement and growth. In addition to the Indian Trails, a cleared 10-20-foot path stretching from Illinois to Kentucky, known as Buffalo Trace, was located in the county and served as a principal road for early travelers. The establishment of Buffalo Trace and the Indian Trails - as well as natural features such as the White River and Patoka River, enhanced the growth and development of the county. For example, Portersville (the first seat of Dubois County )was located along Buffalo Trace and the White River.

Before the official establishment of Dubois County, the first white settlers arrived in 1801. Portersville, Ireland, and Haysville were the first areas to develop along principal travel routes, with the current County Seat of Jasper developing in the mid-1820's. Other communities in Dubois County that were not along the principal routes developed 20 to 30 years later.

## Previous Planning Summary

Dubois County has several adopted community partner plans that outline a focus for the future. Prior to developing this plan, it was decided that this effort should not just add to the “to do” list for the county, but review and consolidate that “to do” list through the lens of quality of life and workforce attraction as well as identify next steps. The following summarizes the reviewed plans and outlines the components of the plans that relate to quality of life and workforce attraction.

## Dubois County Comprehensive Plan – 2009

The Dubois County Comprehensive Plan was adopted in 2009 and will likely be updated in the near future. However, many of the big ideas expressed in this plan are still valid for today. The vision statement for the plan states, “Dubois County strives to be a great place to live, work and visit by embracing change that fosters economic development opportunities. Preserving historic, natural and rural features that foster tourism and a unique rural living environment are also priorities to the county.” The plan provides policy statements for Land Use and Infrastructure as well as objectives for Economic Development, Community, Transportation, Utilities, Environment, Housing, and Recreation. The major highlights of projects that could be considered in this plan include the following:

- Pursue an advanced manufacturing training center that could be supported by area universities and colleges to promote training and higher education offerings.
- Address deteriorated or abandoned industrial and commercial properties within the entire county throughout a combination of incentives and enforcement actions.
- Explore economic development opportunities in and around the interchanges at I-64/SR 162, I-64/US 231, and I-64/SR 161.
- Create and enhance higher education opportunities to allow for more economic development possibilities.
- Encourage downtown revitalization efforts within communities in Dubois County that capitalize on the rehabilitation of existing buildings.
- Encourage the development of bikeways and trails that are consistent with the vision for bikeway and trails set forth in the Indiana Trails program and plans.
- Encourage more recreational opportunities throughout the county for all ages.
- Consider the addition of new facilities and activities such as baseball/softball and soccer complexes at or near existing parks to provide adequate recreational opportunities.
- Encourage more diverse cultural recreational opportunities throughout the county, in areas such as arts and entertainment.
- Develop a regional trail connecting Huntingburg, Ferdinand, and Ferdinand State Forest.



## INDOT Long Range Transportation Plan 2030 & Next Level Roadways Dubois County

The INDOT Long Range Transportation Plan 2030 is a statewide transportation plan. The plan addresses commerce corridors that directly enhance economic vitality and international competitiveness or provide service to all parts of Indiana and the United States. This plan identifies improvements to US 231 from Interstate 64 to the north of Jasper to improve the corridor to reduce congestion and travel time.

The Next Level Roadways Dubois County plan outlines roadway projects from 2018 to 2021 within Dubois County. These roadway projects include Hot Mix Asphalt (HMA) Overlays/Preventative Maintenance, Structure Pipe Linings, adding Auxiliary/Turn Lanes, and Bridge Replacement/Bridge Deck Overlays.

## Comprehensive Economic Development Strategy – Indiana Region 15

The CEDS Plan for Indiana Region 15 covers Dubois County as well as Crawford, Orange, Perry, Spencer and Pike County. During this planning process the committee established four regional economic development goals that focused on helping businesses succeed, enhancing regional connectivity, enhancing quality of life, and attracting tourists and enhancing arts. The following objectives listed in the plan relate to attracting workforce and improving quality of life.

- Promote Ride-Sharing Opportunities.
- Increased connectivity of trails within communities and the region.
- Promote youth activities.
- Develop and market trails – bike, hike, horse-riding, motorcycle, jeeps.

## Dubois County Housing Study

The 2015 housing study defined the County's housing market, quantified local housing demand, and outline a housing strategy and action plan. The strategies in this study included a demand for 225-375 housing units in Jasper over the next five years, 75-125 units in Huntingburg, and 100-175 units in Ferdinand. Actions and strategies for these included focusing development near job clusters, developing more affordable housing, and improving amenities offered and curb appeal locally. This study also highlights a pilot project introducing 30-50 affordable units at \$150,000 to purchase or \$675 to rent.

## Dubois County Parks & Recreation Plan 2017-2021

This plan was adopted in 2017 and provides a need analysis and recommendations for parks facilities and programs throughout the county. This plan includes parks projects for Dubois County, Birdseye, Ferdinand, Holland, Huntingburg, and Jasper. The following projects are relevant to the Dubois County Quality of Life and Workforce Attraction Plan.

- Dubois County – Paved paths around the Lake.
- Birdseye – Community Center.
- Holland – Paved Walking Path.
- Ferdinand – Trails and Landscaping at Old Town Lake.
- Huntingburg – Upgraded Playground at City Park and Connector Trails.
- Jasper – Municipal Swim Pool/Splash Park.

## Safety Mitigation Plan

This hazard mitigation plan for Dubois County was approved by FEMA in 2019. This plan includes 63 actions between 2019 and 2023 to be completed for hazards such as flooding, hazmat, tornados, earthquakes, thunderstorms, winter storms, drought, erosion, and fire throughout the various municipalities in the County.



## Healthy Community Action Plan

Dubois County was designated as a Healthy Community for 2018-2020 and as part of that designation established three goals: recruiting four organizations annually to go through the AchieveWELL process (8 total), work with the Indiana State Department of Health to conduct a bike/walk audit of a 3-block area in Jasper to inform the Comprehensive Plan (which has been completed), and reduce food insecurity in Dubois County by getting a Supplemental Nutrition Assistance Program (SNAP) program accepted at 2 Farmers' Markets by the start of the 2019 market season.

## Activating the City of Jasper, Indiana

This 2018 IU School of Environmental Affairs (SPEA) report analyzed Jasper's current and future mixed-use development, public-private partnerships, development and activation along the downtown riverfront benchmarked Jasper to three "sister" cities and provided recommendations through the city's bicentennial in 2030. The recommendations that relate to this planning process include:

- Repurpose the existing library for recreational use.
- Redevelop the Hoosier Desk site.
- Develop an indoor recreational facility.
- Implement a bike-share program.
- Create a community garden.
- Create a regional transit route.

## Jasper Main Street Assessment

In December of 2018, the Indiana Office of Community and Rural Affairs (OCRA) visited Jasper, IN to complete a two-day workshop focused on applying the National Main Street Approach and proven principles in order to identify enhancement strategies for the downtown area. The assessment is still underway, but the results should be considered as part of this plan when finalized.

## Jasper Comprehensive Plan

The Impact Jasper Comprehensive Plan is a recent planning project (2019), which includes approximately 100 different strategies related to the economy, community, legacy, and livability. The following strategies are projects that may be considered as part of this planning process.

- Create a business incubator and co-working spaces.
- Work with educators and local organizations to offer more quality and affordable learning options.
- Improve commerce opportunities along 3rd Avenue (including Jasper Manor Shopping Center).
- Develop or sell city-owned property.
- Complete the Courthouse Square Improvements.
- Reinvent public spaces to include artistic, cultural, and social characteristics that promote better urban design and quality of place.
- Construct an outdoor permanent marketplace.
- Implement a regional greenway.
- Implement and encourage public art.
- Develop a website or call center that will serve as a single source for connecting with available healthcare and social service organizations.
- Develop an indoor sports/recreational facility and aquatic center.

## Jasper – Downtown Riverfront Plan

The Jasper Downtown and Riverfront Master Plan was adopted in 2013 and includes five key components; strengthen the courthouse square, enhance the relationship with the river by building critical mass, reuse the former industrial properties, connect downtown, and integrate art into the public realm. Specific action steps from this plan that are related to this plan include:

- Develop a Façade Improvement Program.
- Bring a public market hall/marketplace to nearby riverfront property.
- Focus on the Veneer Mill, Hoosier Desk and Jasper Cabinet properties.
- Create a pedestrian bridge over the Patoka River as an iconic symbol of the spirit of Jasper.

## Huntingburg Comprehensive Plan

The Huntingburg Comprehensive Plan kicked-off during the development of this plan and will likely reflect various project ideas that contribute to quality of life and workforce attraction. Action steps and projects identified in this plan, should be considered for inclusion in this plan.

## Huntingburg Stellar Communities Plan

The 2014 Huntingburg Strategic Investment Plan included nine projects, including Market Street Park, which recently won the Indiana Uplands Regional Quality of Place Award from the Regional Opportunities Initiative, Inc. Other projects included in this plan include; 14th Street Reconstruction, 4th Street Water Main Replacement, St. Joseph Hospital Campus Redevelopment, Senior Center, Heritage Trail, Maintenance/Emergency Shelter, Community Gateways, 9th Street Extension, 4th and Market Street Park, and Workforce Housing. This plan is nearly complete, with construction underway for the remaining project.

## Huntingburg Active Living Program

In October of 2016, the City of Huntingburg hosted a day long Active Living workshop to raise awareness of potential options or opportunities to enhance and support active living. Following this workshop Huntingburg's next steps included developing an Active Living Action Plan and reviewing progress with Health by Design. The following objectives relate to Dubois County quality of life and workforce attraction.

- Create and implement a connected trail system through and around Huntingburg.
- Develop a grant program to assist business owners and residents to improve declining and dilapidated buildings.

## Ireland Vision Plan

The Ireland Vision Plan was completed in 2016 to celebrate 200 years of hometown heritage to create a vision for the future. The planning process collected hundreds of big ideas which were narrowed down to develop several catalyst projects. The catalyst projects include:

- Ireland Central Green & Community Center.
- Ireland Regional Park.
- Pedestrian Access & Safety.
- Dubois Regional Trail.
- Commercial & Business Growth.
- Ireland Elementary School Support.
- Community Wayfinding.

## Ferdinand Comprehensive Plan

In 2016 the Town of Ferdinand completed a revision to their 2007 Comprehensive Plan. This revision mostly consisted of updating the following objectives:

- Continue promoting Ferdinand as a safe place to raise a family
- Work to develop additional new housing options to grow the community
- Enhance the visual appearance of Main Street by eliminating power lines and utilizing underground utility services
- Promote additional connectivity throughout town, increasing safety and travel options for pedestrians.
- Continue protecting and promoting Ferdinand's heritage and historic architecture
- Develop and expand the park and recreation system to improve quality of place

## Town of Holland

The Town of Holland does not have an existing plan, but it currently has two ongoing projects which will enhance the quality of place: a Town Park - which will include three concrete pads and a water project - and the rehabilitation of the Holland 200,000-gallon water tower.



## 2018 Library Strategic Plan

This strategic plan was developed to understand strengths and weaknesses, but to also determine a vision, goals, and objectives for the Library. Objectives that relate to this planning effort include:

- Explore and deliver learning opportunities through programs, services, and technology that meet the needs and interests of our community.
- Research and implement best practices in technology, services, and programming to expand the library's reach and improve customer satisfaction.

## Dubois Community Foundation Strategic Plan 2019-2023

The Foundation's primary goals are to sustain 10% annual growth forever, create nonprofit excellence in the region to multiply the effect of philanthropy, and proactively partner with the community to address unmet needs. As part of this strategic plan, the foundation is planning on utilizing information acquired in this planning process to help address community needs.

## Tri-County Strategic Plan 2016 & Re-Imagine Your Y Campaign

The 2016 Tri-County Strategic Plan, provides four overarching strategies: impacting community health through corporate wellness programs, investigating potential facility expansion at the current site and explore potential facility partners in Jasper, work to improve community health by launching programs targeting quality of life for those diagnosed with chronic disease, and the development of retention strategies.

In January of 2019, the YMCA embarked on a capital campaign for \$2,700,000 to increase space and programming capacity for the growing membership. Expanded capacity for the YMCA includes a new wellness center, expanded group exercise studios, a new program center, additional gymnasium programming, as well as various program additions such as a STRIDE Running/Character Program, Heritage Hills Middle School Satellite

Facility, After School Programs for Dubois Elementary/Jasper/Holy Trinity, a before school program and Tell City Summer Camp Transportation.

## Jasper Community Arts Strategic Plan

The Jasper Community Arts Strategic Plan was completed for the year 2019-2023. This plan lists several facility improvements, programmatic improvements, and branding of JCA. Examples include expanding programs to reach a diverse audience, increasing the number and diversity of programs offered, hosting a Tedx event, providing unique gallery exhibits, adding a classic film series to the Astra, increasing the social media presence, developing a community calendar app, etc. Each of these contribute to the quality of life and workforce attraction within Dubois County.

## St. Anthony Project List

St. Anthony does not have a formal plan, but identified several potential projects for their community. These included:

- Access to high speed internet.
- Recreational program(s) using the St. Anthony Community Center ballfields/tennis courts such other local tournaments or YMCA programs.
- Expanding the existing quarter mile walking trail owned by the Church to walk around Town.
- Senior housing.
- More businesses such as retail.
- Create a "Brewery tour" or "Winery tour" of Dubois County.
- Remove open ditches and improve stormwater.
- More subdivisions/development in rural areas.
- Creating a Town "committee."
- Create a Town Social Media account.
- Bury utility lines underground.
- Develop a farmer's market.
- Create a local 4th of July Celebration.

## Dubois County Fairgrounds

Currently there are no ongoing projects at the Fairgrounds, but future improvements include developing a new and larger ADA accessible restroom for the Grandstand Arena and updating the heating and cooling systems of the Clover Pavilion.

## Vincennes University – Jasper Strategic Plan 2017-2022

This plan articulates six strategic priorities. These priorities focus on enhancing enrollment and recruitment efforts, emphasizing partnerships with industry/K-12/higher education, improving student retention and success, cultivating internal and external resources, identifying and investigating opportunities to establish new programs and enhance existing programs, develop and implement a Communication Strategy that promotes and reinforces VUJ's role and identity with Indiana and elsewhere.

## Greater Jasper Consolidated Schools Strategic Plan 2019-2026

The GJCS Strategic Plan includes updates for Jasper High School, Jasper Middle School, Ireland Elementary School, Fifth Street Elementary School, Tenth Street Elementary School, the Administration Building, the Alumni Stadium, and Ruxer Field. The expenditures highlighted in this plan include security system enhancements, structural and maintenance projects, equipment purchases, space expansions, and demolition. These were identified to ensure that GJCS is able to successfully improve the physical condition and academic environment for students while maintaining a sound fiscal position.

## Northeast Dubois School Corporation Strategic Plan (2017)

The Strategic Plan for Northeast Dubois mostly focuses on optimizing powerful learning processes and experiences, building engagement through effective two-way communication, developing leadership among highly qualified staff, and providing safe and innovative learning environments. The next steps for this plan focus on communication methods, training and professional development opportunities, hiring and other strategies. No physical projects are identified in this strategic plan.

## Southeast Dubois County School Corporation Long Term Plans

The Southeast Dubois County School Corporation has recognized the following long-term gaps that they will work to address.

- Mental Health First Aid.
- Training for parents with Pre-K and K-12 Kids.
- Overwhelmed Special Education System.
- Shortage of Teachers.
- Less State Funding.

## Memorial Hospital Strategic Plan

The current Memorial Hospital Strategic plan has been developed for fiscal year 2018 through 2020. This plan focuses on the following strategic objectives that relate to this plan:

- Be the workplace of choice.
- Deliver role model performance in quality and patient safety.
- Deliver an extraordinary experience.

## HUB 19 Plan

HUB 19 is the outcome of the Dubois County Ready Schools Implementation Plan & Grant from Regional Opportunity Initiatives. Hub 19 serves as a hub for career awareness and innovation through meaningful collaboration between Dubois County schools, industry and communities. The following are upcoming initiatives through HUB 19:

- Develop county-wide graduate profile.
- Expand website capabilities and information.
- Create a Dubois County financial literacy framework.
- Create a Dubois County work ethic certification program.
- Change perceptions about local and relevant career opportunities.
- Support teachers innovating in the classroom.

## Other General Identified Projects:

- Regional Trail in Dubois County connecting Jasper, Huntingburg, and Ferdinand
- Broadband Connectivity
- Jasper Schoolhouse Visitor Experience



## 3. ENGAGEMENT

### The Planning Process

The process to create the Dubois County Quality of Life & Workforce Attraction Plan was divided into three developmental phases:

**1**

#### **phase 1: story development**

This initial phase could also be characterized as an information gathering phase of previous planning efforts, existing conditions, and community input through roundtable focus group meetings.

**2**

#### **phase 2: vision & opportunities**

During this phase, the QPAT Team discussed key takeaways from the first development phase, and identified next steps and priorities to focus on.

**3**

#### **phase 3: solutions**

This final phase included the development of implementation strategies and next steps, prioritization of the big ideas, and a public presentation of the plan concepts.



**action**



**results**



## Engagement Summary

Although this plan focused on consolidating previous planning efforts, this plan also included other engagement opportunities to validate and revise the priorities that are repeated in the various partner plans. These opportunities included ongoing QPAT Team Working Sessions with key representatives in the County, Community Round Table Focus Group Sessions with major community groups, and a Public Presentation and Workshop to gain additional feedback before the plan was approved by the Regional Opportunities Initiative, Inc. (ROI).

### Ongoing QPAT Working Sessions

The QPAT Team met three times during the development of this plan, once for each phase of the process. The first working session occurred in March of 2019, and the group discussed the planning process, existing plans that should be reviewed, identified groups for the roundtable discussions, identified criteria to prioritize projects, and preliminarily outlined potential priority projects throughout the county.

The second QPAT working session was held in early June of 2019, and the committee discussed the workforce data, overarching topics and big ideas for this plan that resulted from the existing plans and focus group discussion, and discussed a preliminary prioritization of those ideas.

The third QPAT working sessions occurred in July of 2019 to review the draft plan and discuss the implementation strategies, final prioritization, and next steps.



QPAT Working Session #2



QPAT Working Session #2



## Community Roundtable Focus Groups

In May of 2019, five focus group meetings were held with the;

- Latino Community
- Major Employers/Industries
- Government Agencies & Elected Officials
- Youth/Emerging Professionals: and
- Major Community/County Institutions.

Each group were asked questions to understand what quality of life meant to them, what assets they believed were successful in attracting people, what amenities or workforce opportunities are missing that could aid in population attraction, and what the priorities for this plan should be. The following provides a summary of the feedback collected during these roundtable discussions.

### What Does Quality of Life Mean to You?

- Ability to Get to Know People and Build Relationships
- Representation of the Hispanic Population or Other Diverse Groups/Inclusive
- Safety/Cleanliness
- Job Opportunities Available
- Access to Family-Oriented Events
- Availability of Parks & Community Spaces
- Rapid Response from Police and Feeling Safe
- Presence of Strong Schools Overall (Primary, Secondary, Vincennes University Jasper)
- Diverse Entertainment Options Available
- Having a Sense of Community
- A Safe Place to Raise Your Family
- Low-Threshold for Getting Involved
- Mobility Access and Transportation Options
- Access to Affordable Housing Options
- Ability to Age in Place
- Access to Healthcare
- An Attractive Place to Live/Beautification
- Strong Faith Community

### What is Missing from Quality of Life?

- Local Retail and Grocery Shopping Options
- Affordable Housing Options between \$100,000-\$200,000.
- High Speed and Reliable Internet
- Multi-Use Trail/Sidewalks
- Alternative Transportation Options (Biking, Walking, Public Transit)
- Kids Attractions/Businesses (Chuck E Cheese)
- Opportunity for More Public Art
- More Entertainment Businesses
- Adult Sports and Recreational Options (Soccer)
- Improved Water Recreation
- Promotion of Existing Assets and Overcoming the Small-Town Perception
- Increased Cultural Diversity
- Promote Local Destinations to Travelers in the Region
- More Job Opportunities in a Variety of Fields/Industries
- Affordable Childcare Providers
- Clean-Up Major Transportation Corridors
- Improve Dilapidated Buildings
- More Options for Indoor Activities
- Provide Spanish Translation Services
- More Landscaping and Trees
- Improve Gateways (Airport, Major Roadways)
- More Placemaking Projects Implemented
- Continued Communication Between Municipalities



*Latino Roundtable Focus Group*



### Why Do You Live Here?

- Scenery
- Location
- “Small Town” Life
- Family
- Supportive Community
- School Systems
- Job Opportunities
- Safety

### People are Commuting Because...

- They Prefer Rural Living
- They Have the Ability to Drive
- Lack of Available Housing
- Typically Move Jobs Regionally
- College Grads Typically Move Away

### Are there Job Opportunities?

- Numerous Opportunities Available for Low-Wage or Low-Skill Jobs
- Educational Opportunities are Available
- Some Companies Do Not Promote Within
- Some Jobs Need More Flexibility
- Limited Opportunities for Middle Income Jobs
- Incomes Not High Enough to Afford Child Care
- Have Access to Larger Job Markets
- Need Improved Work Ethic
- Universities Push Larger Cities to New Grads Versus Jasper/Dubois County
- Need Bilingual HR Professionals
- No County-Level Representation Advocating for Businesses and Employees in Dubois County
- Not Enough Professional Jobs
- Address Substance Abuse

### What are the Priorities?

- Workforce Attraction
- Housing Options
- Recreation/Soccer Field
- Child Care
- Drug Prevention and Rehabilitation
- Diversity and Inclusion/Representation of Minority Groups
- Translation Services/Education
- Mid-States Corridor
- Policy Development Through Planning and Zoning
- Health and Wellness Opportunities
- Wayfinding and Gateways
- Communication and Collaboration

### Public Presentation & Workshop

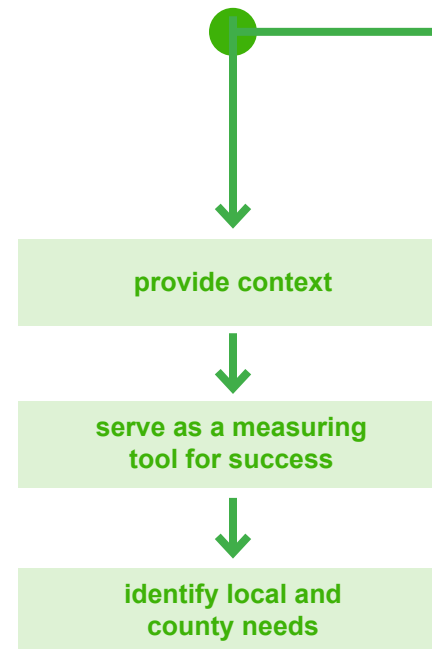
The Public Presentation & Workshop was held on July 24, 2019 at Vincennes University Jasper. The meeting included a presentation on the plan - including the planning process, big ideas, priorities, and next steps - and then attendees were given an opportunity to provide feedback on the plan. Approximately 31 people signed in, including two news outlets to cover the material. The group talked about adding short-term housing options to the affordable housing big idea, stating that it was hard to attract interns without short-term rental options available. The group also briefly discussed what they perceived to be priorities for the county, including workforce housing, affordable child care, high speed internet, and more. Each person was asked to identify their priorities on a sheet, and write down any other feedback they had. Each exercise was collected at the end of the meeting and incorporated into the plan.



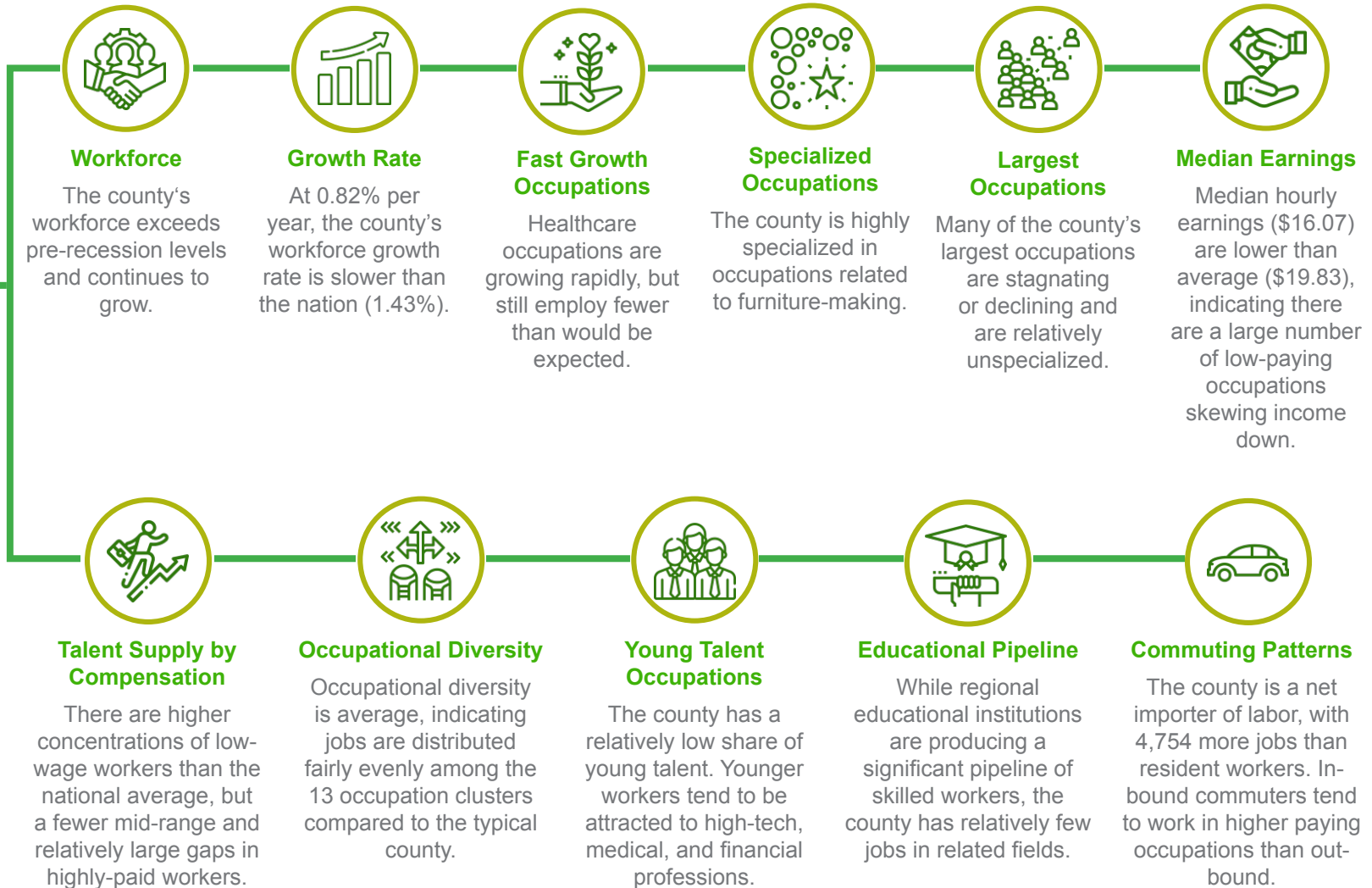
## 4. DATA ANALYSIS

### Introduction

The following analysis offers a snapshot of the existing condition of Dubois County's workforce, as it pertains to workforce retention and attraction. This analysis provides context for the overall quality of life and workforce attraction plan, serves as a baseline assessment against which future performance may be measured, and provides potential strategies for improving opportunities for the current and future workforce. This section includes the key takeaways, a deeper dive into key metrics - such occupational strengths, earnings, talent supply, occupational diversity, young talent occupations, educational pipeline, and commuting patterns – and, finally, conclusions and potential strategies to increase workforce attraction and retention.



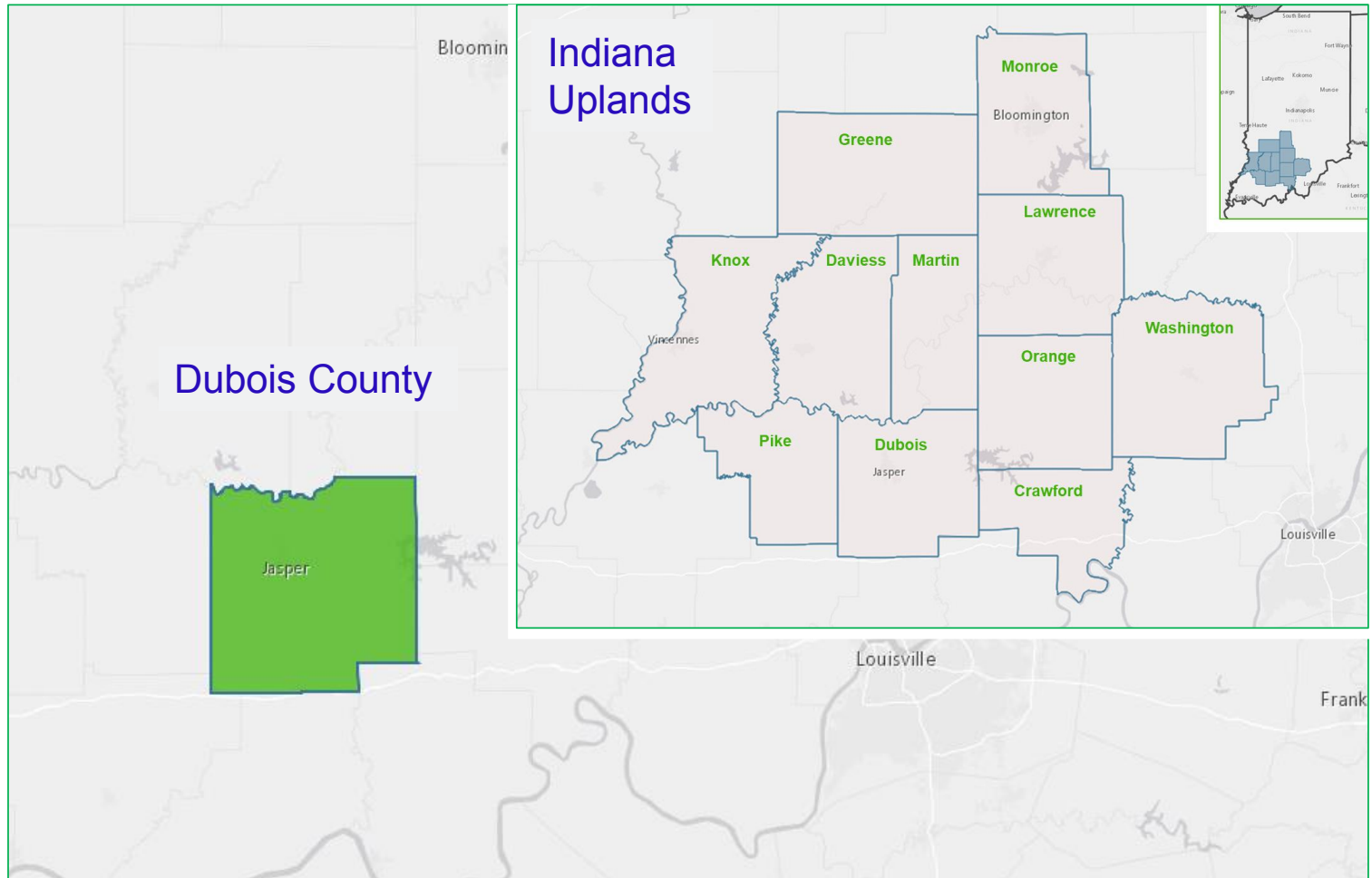
# Key Takeaways



*\*data sources are provided on page 21*

## Region of Analysis

Dubois County, Indiana is the region of analysis for this report. In order to provide context, benchmarking data is provided for the broader 11-county Indiana Uplands region, the State of Indiana, and the United States, where relevant.



## Data Source

All data used in the creation of this report was sourced from Economic Modeling Specialists, Inc. (Emsi) which is primarily derived from the U.S. Census Bureau and the Bureau of Labor Statistics. Emsi is a national leader in providing accurate and detailed industry and workforce data for communities. Emsi uses official data sources as the foundation for their proprietary econometric models, using historical trends and econometrics to create projections. So, while the foundation for a particular estimate may be an “outdated” source (such as the 2010 U.S. Census), Emsi can provide estimates for current and projected years. For more information regarding Emsi and their econometric model, see <https://www.economicmodeling.com/>.

Unless otherwise noted, all data and statistics used in this report are from 2018, while long-term trends are based actual and projected growth from 2013-2023. Since Emsi's projections are backwards-looking, they predict economic trends and growth past on past performance and do not anticipate major developments or changes in the local economy. Recent or current developments will not be captured in the data.

All data is current as of the second quarter of 2019 and includes 3 classes of workers:

- QCEW Employees (which matches data reported by the Bureau of Labor Statistics)
- Non-QCEW Employees (which includes employment in an employer-employee relationship, but is not covered by QCEW, such as employment in military, railroad, non-profits and religious organizations, and miscellaneous government workers)
- Self-Employed

Combining these 3 classes of workers provides the most complete estimate of job activity in a region.

While this report contains data from reputable sources, it is important to validate growth projections and substantiate talent challenges by following up with regional employers to gain real-time information. Often, government data may underestimate the true magnitude of real-time hiring needs, since changes in the private sector can occur more rapidly than public sector data can track. Employer outreach to ask for industry and occupation-specific hiring projections and the reasons behind those projections (i.e. turnover, retirement, new job creation, etc.) is highly recommended.



### Emsi's Data Sources

- Bureau of Economic Analysis
- U.S. Census Bureau
- Bureau of Labor Statistics
- Employment and Training Administration (ETA)
- U.S. Department of Education, National Center for Education Statistics
- U.S. Department of Health and Human Services, National Center for Health Statistics
- U.S. Postal Service
- U.S. Railroad Retirement Board
- State industry projections produced by all 50 individual states



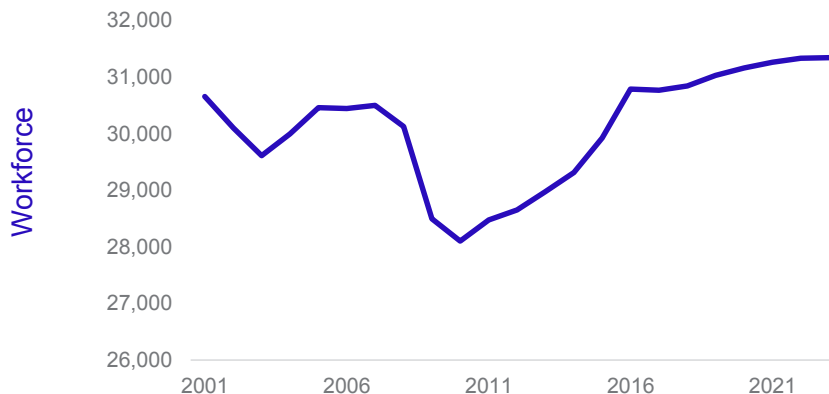
# Analysis



## Workforce

As of 2018, Dubois County has a workforce of 30,843 with a labor force participation rate of 67.8%.

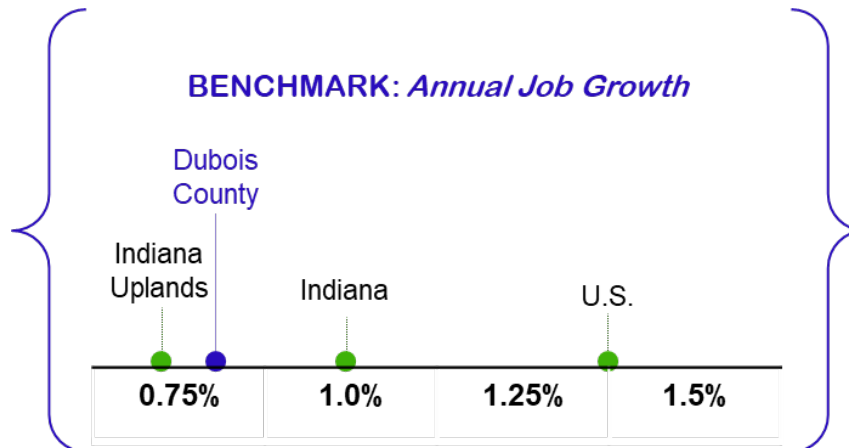
The county's workforce recovered to pre-recession levels in 2016 and continues to grow. Jobs increased by 77 since 2016 and are projected to increase by an additional 498 by 2023.



## Annual Growth Rate

At 0.82% per year, the county's workforce growth rate from 2013 – 2023 is slower than the nation (1.43%).

Growth rates vary across the county, with zip code 47521 (Celestine, IN) growing the fastest (7.2% per year) and 47541 (Holland, IN) declining the most (-2.4%).





## Fast Growth Occupations

The x axis represents annual occupation employment growth averaged over 10 years (based on actual growth from 2013 – 2018 and projected growth for 2019 – 2023). The further to the right on the x axis, the faster the employment growth.



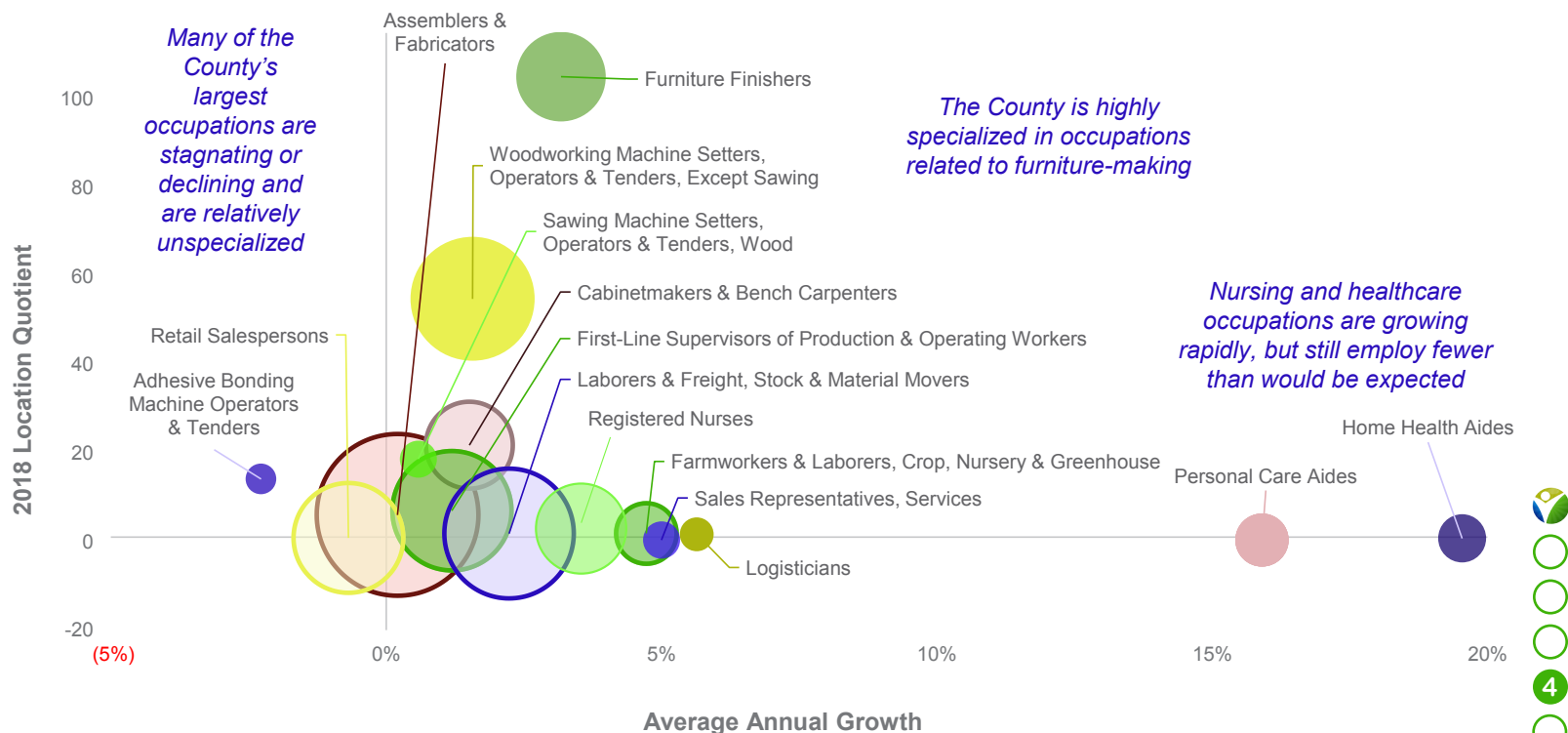
## Specialized Occupations

The y axis represents the Location Quotient (LQ), which measures the degree of employment concentration in a given occupation relative to national employment. A LQ = 1.0 indicates employment levels are proportionate to national employment. A LQ > 1.0 means there is more employment than expected, while a LQ < 1.0 signals less employment than anticipated. The higher on the y axis, the more specialized the occupation within the county.



## Largest Occupations

Bubble size represents 2018 employment for each occupation. The larger the bubble, the greater the employment. The largest bubble (Assemblers & Fabricators) represents 1,508 jobs and the smallest (Adhesive Bonding Machine Operators & Tenders) represents 51 jobs.

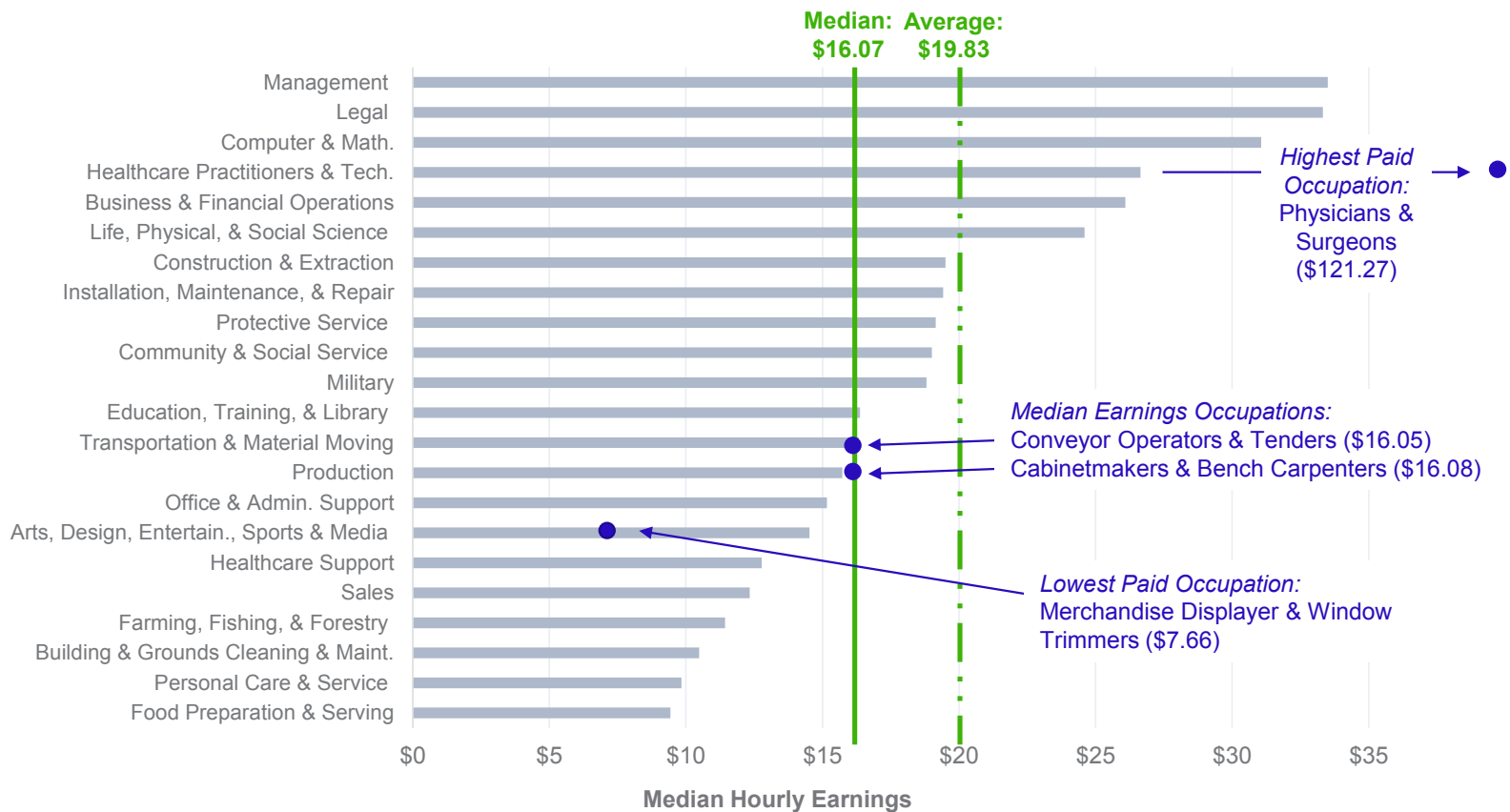


\*Methodology: occupations limited to those that had over 50 employees, then the top 5 occupations for each metric (annual growth, LQ, and 2018 employment) are plotted



## Median Earnings

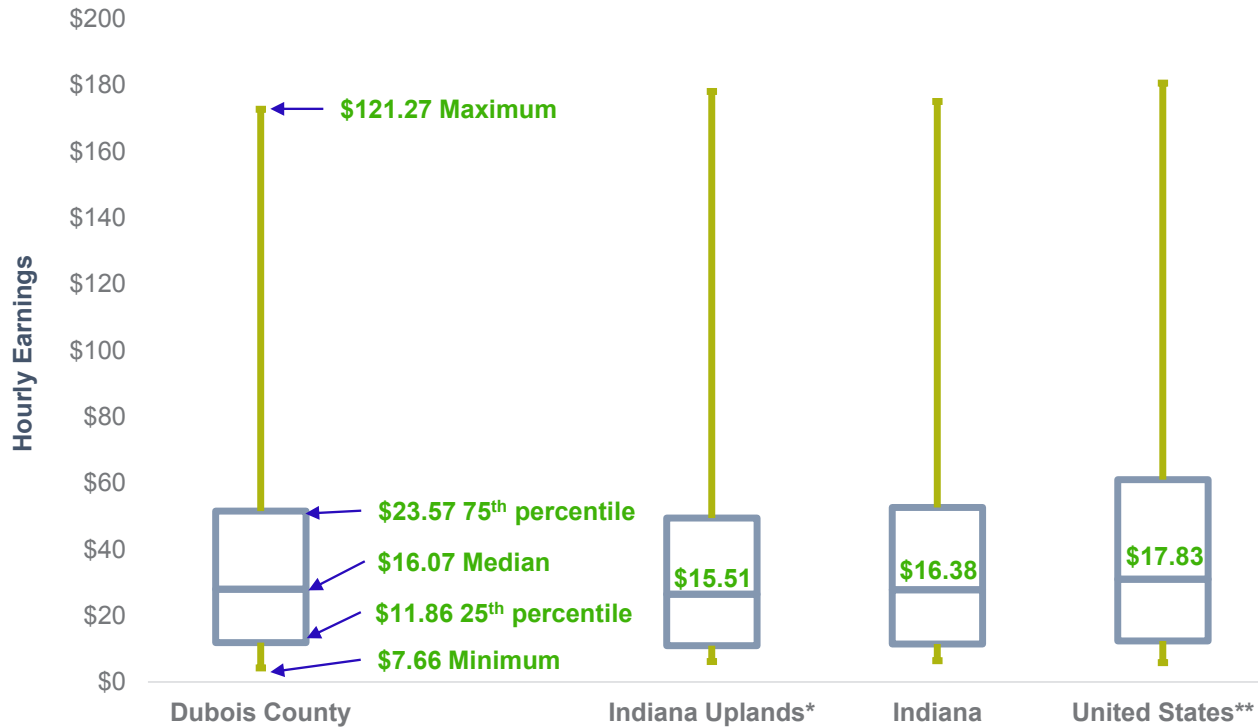
Dubois County's median hourly earnings by major occupation group is shown below, along with examples of earnings for specific occupations. The median hourly earnings in Dubois County is \$16.07, which means half of workers earn \$16.07 or more, while the other half earns below \$16.07. The Production and Transportation & Material Moving occupation groups are most likely to earn a median salary. Professional occupations make up the majority of the top-paying occupations, with a few notable exceptions: Construction & Extraction and Installation, Maintenance & Repair. Both of these occupation groups fall within the county-wide average earnings of \$19.83.





## BENCHMARK: Hourly Earnings

Generally speaking, Dubois County's hourly earnings are higher than in the Indiana Uplands but lower than the state and the nation. However, Dubois County has the smallest gap between the 25<sup>th</sup> and the 75<sup>th</sup> percentiles – and the smallest difference between the minimum and maximum hourly earnings -- than the other regions of analysis. This may indicate there is less disparity in the County than the region, state, and the nation.



\* The top paying occupation – Anesthesiologists, with median hourly earnings of \$234.11 -- was omitted as it is likely to include a few outliers.

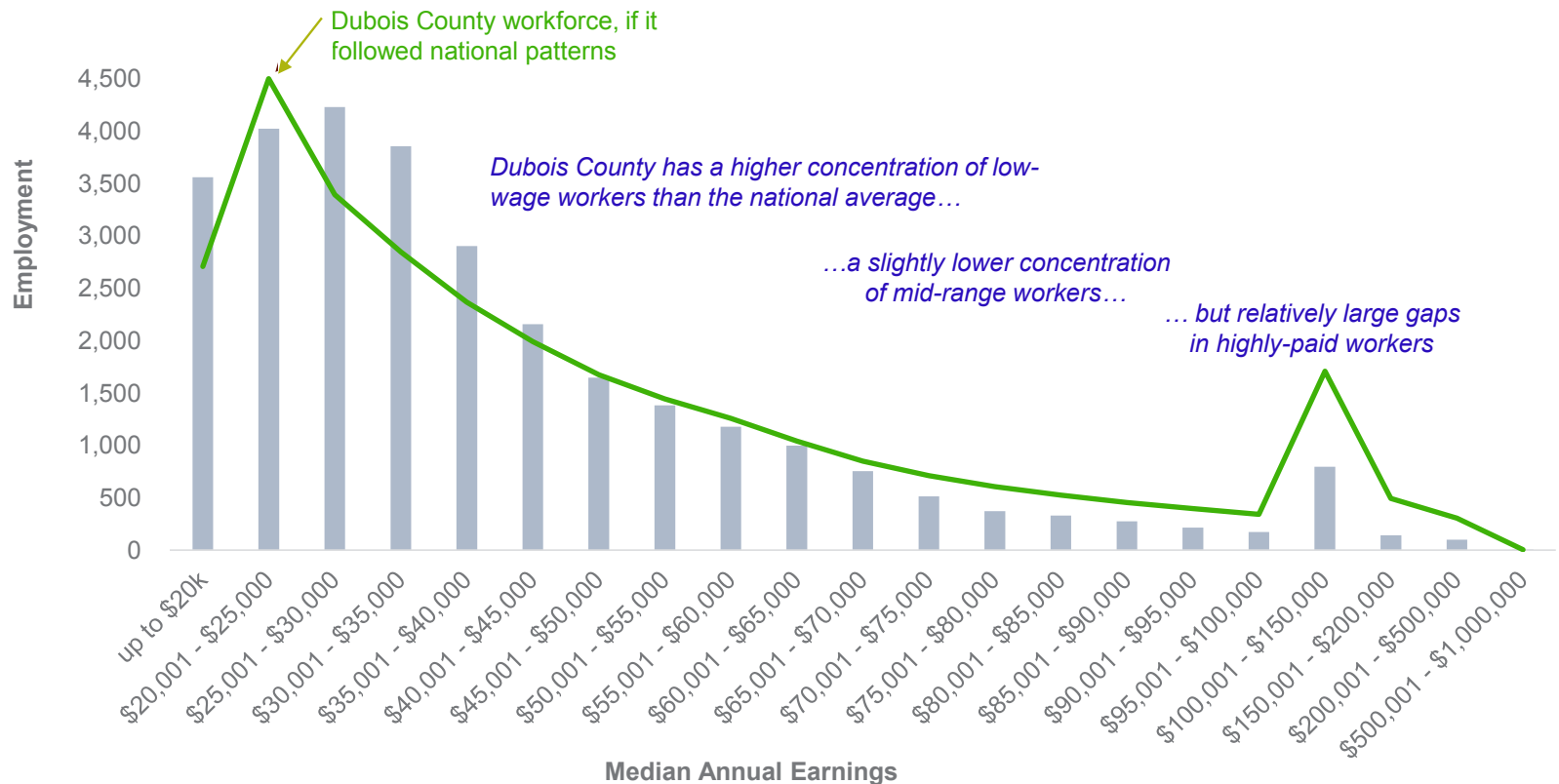
\*\* Source: Median & percentile earnings, BLS May 2018 National Occupational Employment & Wage Estimates.





## Talent Supply by Compensation

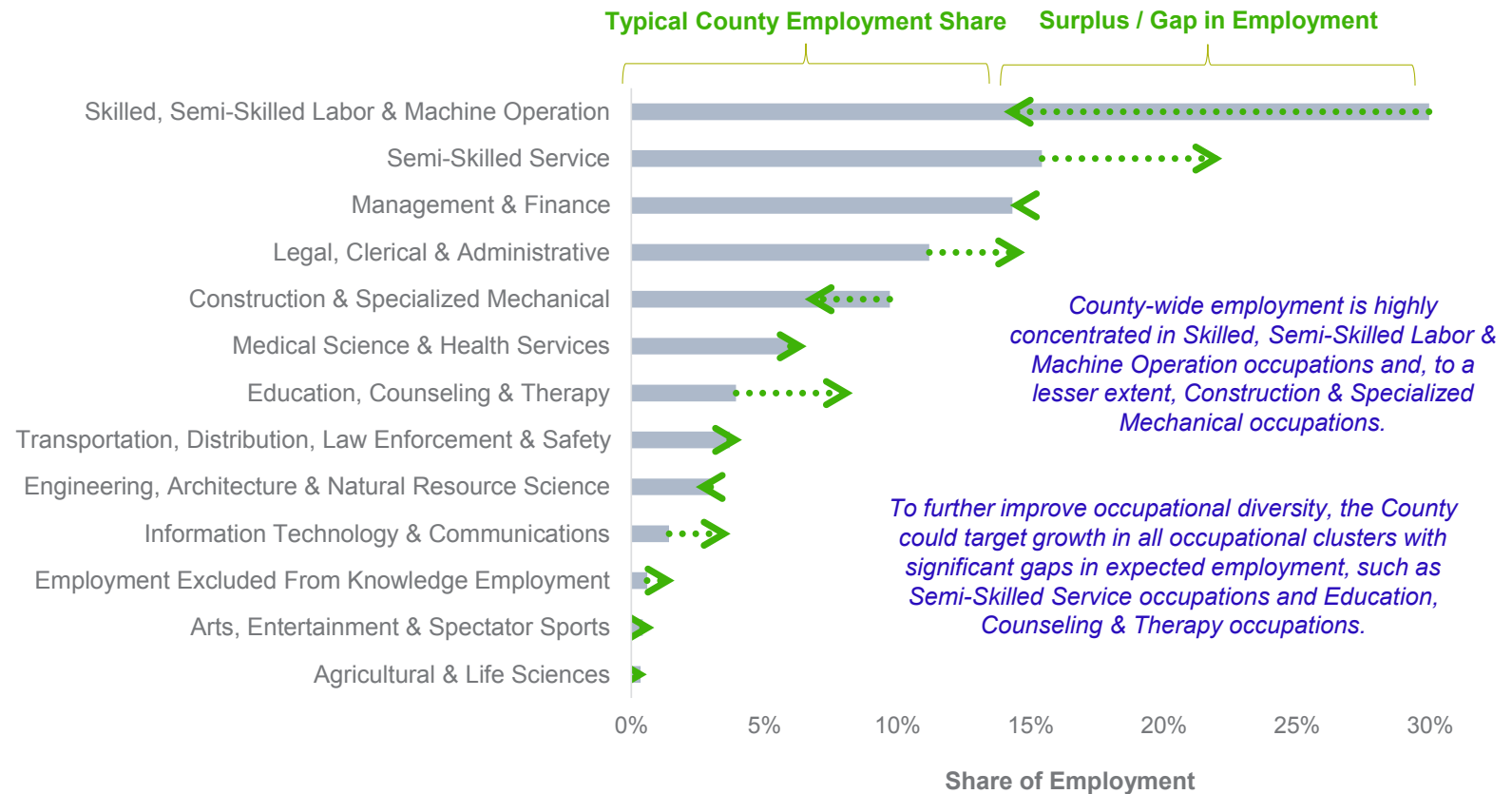
Dubois County's available workforce across wage points are displayed below compared to the distribution of workers if the county followed national trends. There are 2,759 more workers earning below \$40,000 per year than would be expected, while there are exactly 2,759 fewer workers earning above \$60,000. Just over 37% of workers exceed the county, state, and national median earnings. Workforce attraction and retention efforts should target mid-high range jobs in order to provide better opportunities for advancement within the county.





## Occupational Diversity

Dubois County's share of employment by occupational cluster is displayed below, along with the expected share of employment if the county followed typical occupational patterns. Out of 3,142 counties in the nation, Dubois County ranks 1,585, resulting in an occupational diversity score of 49.6%. This means occupation diversity is typical in Dubois County, and employment is distributed evenly between the 13 occupation clusters compared to the typical county. Occupational diversity is important from an economic perspective, as diversity can signal economic stability and a region able to withstand economic pressures. However, it is also significant from a workforce attraction and retention perspective, since greater diversity increases the likelihood that the county offers the types of jobs that workers want and allow trailing spouses and children to find employment close to home.

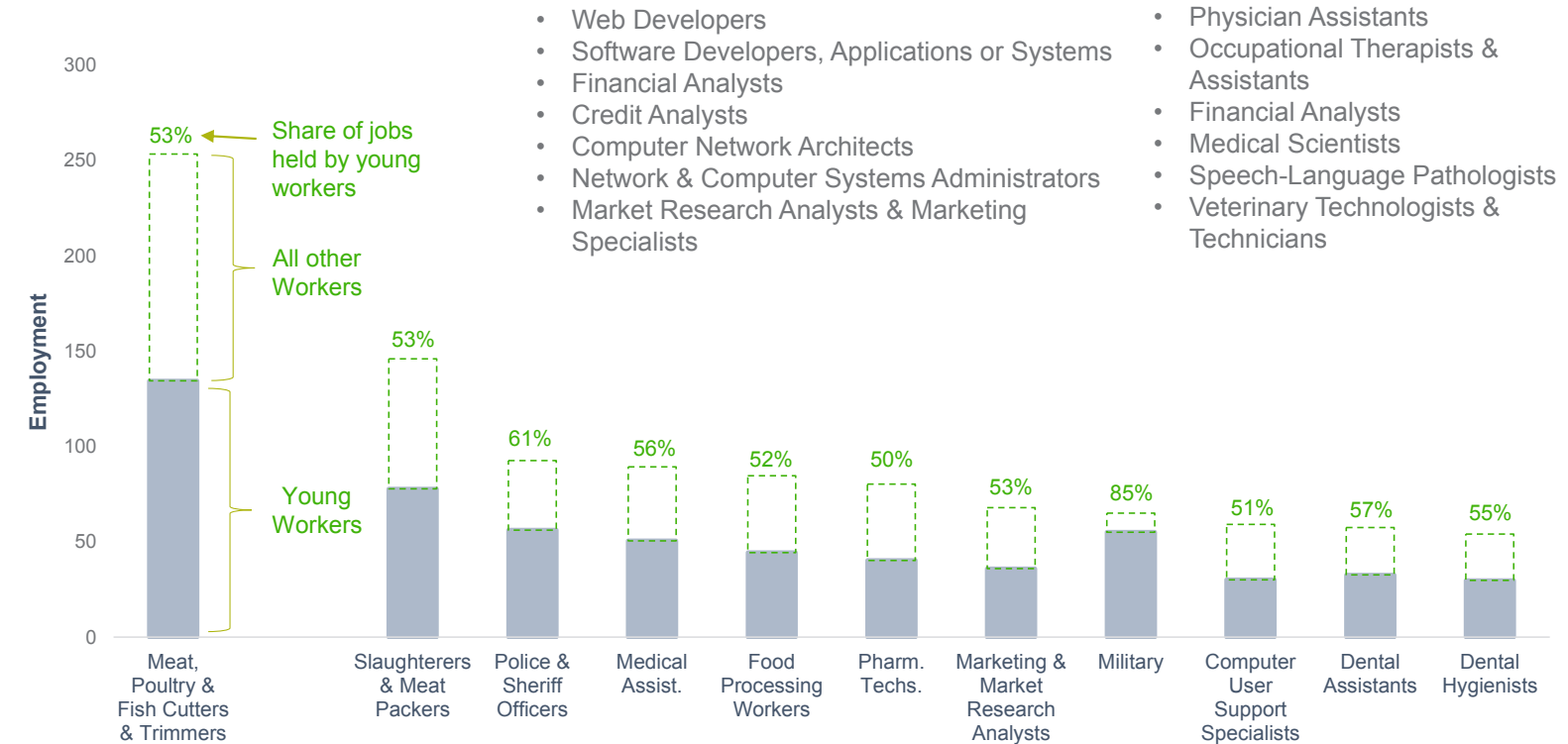




## Young Talent Occupations

The county has a relatively low share of young talent, but a high retirement risk (the national average for an area this size is 12,132 people 55 or older, while the county has 13,395). This makes retention and attraction of young talent particularly important for the county's economic stability. Occupations with a high proportion of young workers are displayed below.\* For example, young workers comprise 53% of Meat, Poultry & Fish Cutters and Trimmers.

However, the occupations shown here are a function of the types of jobs available in the Region, not necessarily the jobs young workers would choose. The most popular occupations for young workers at the national level generally fall into technology, finance, and medical fields:

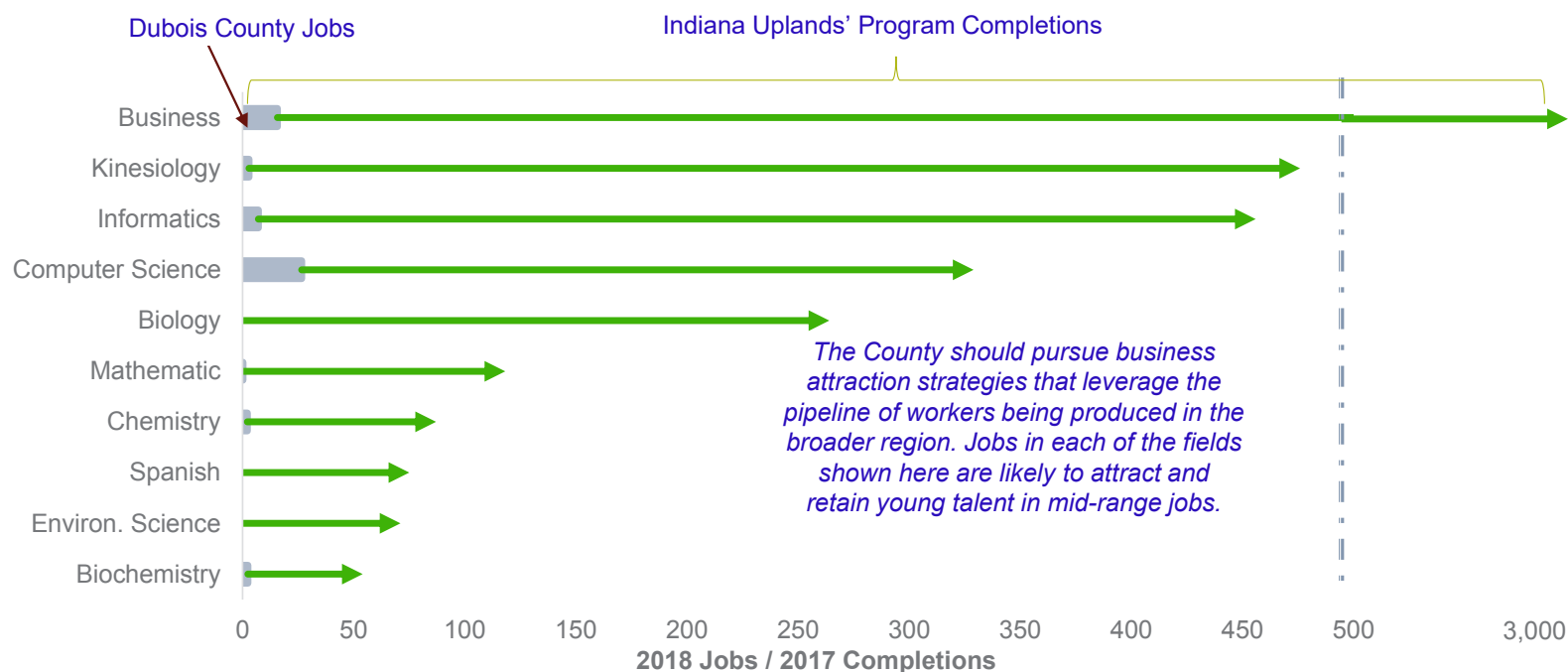


Methodology: All occupations with at least 50 employees and with over 50% of jobs occupied by young people are shown. "Young Talent" is defined as workers between the ages of 25 – 44 in 2018. This includes the full Millennial generation (ages 22 – 37 in 2018) and a portion of Generation X (ages 38 – 53 in 2018).



## Post-Secondary Educational Pipeline

While no program completions were reported in Dubois County, the 11-county Indiana Uplands produces a significant talent pipeline (11,612 completions in 2017). This pipeline has been fairly consistent over the past 5 years, with a 2.7% increase since 2013. Regional completions span across 174 programs. With 2,911 completions in 2017, Business/Commerce programs account for 25.1% of the talent pipeline. However, the remainder of the completions are distributed across a wide variety of programs ranging from Law to Cosmetology. The relationship between relevant program completions in the broader Indiana Uplands and the number of Dubois County jobs associated with that program are displayed below. For example, while there were nearly 3,000 Business program completions in 2017 alone in the Indiana Uplands, Dubois County only had 16 jobs associated with a business degree.



Methodology: All relevant programs in the Indiana Uplands with at least 50 completions in 2017 were plotted in relation to associated jobs available. Programs for the types of occupations that would be unrealistic attraction targets (such as secondary school teachers or government workers) or do not have specific occupations associated with them (such as liberal arts and general education) were excluded. A standard numerical code for a post-secondary course of study, developed and defined by the U.S. Department of Education's National Center for Education Statistics. See <https://nces.ed.gov/ipeds/cipcode/>.





## Commuting Patterns & Preferences

With a net of 4,754 more jobs than resident workers, Dubois County is a net importer of labor. Approximately 40.8% of the workforce lives and works in Dubois County.

While more than half of the workforce commutes less than 10 miles, nearly 10% are willing to drive more than 50 miles to work in Dubois County. The map shows the top 10 home origins for Dubois County's workforce.\*

Commuters are unlikely to feel excessively burdened by their drive times. Considering the small towns and semi-rural nature of many of these communities, residents state that driving 20 – 30 minutes to go to the grocery store is fairly common.\*\*

Based on market segmentation of the labor shed, there are few differences between the lifestyle preferences of the top commuter communities.\*\*\*

All can be characterized as valuing strong family and community ties, preferring traditional or rural lifestyles near metro areas, and spending their leisure time outdoors gardening, hunting, fishing, and camping. This means that workforce attraction policies or initiatives to encourage existing commuters to move to Dubois County are unlikely to have much of an impact, another sentiment expressed through stakeholder engagement.

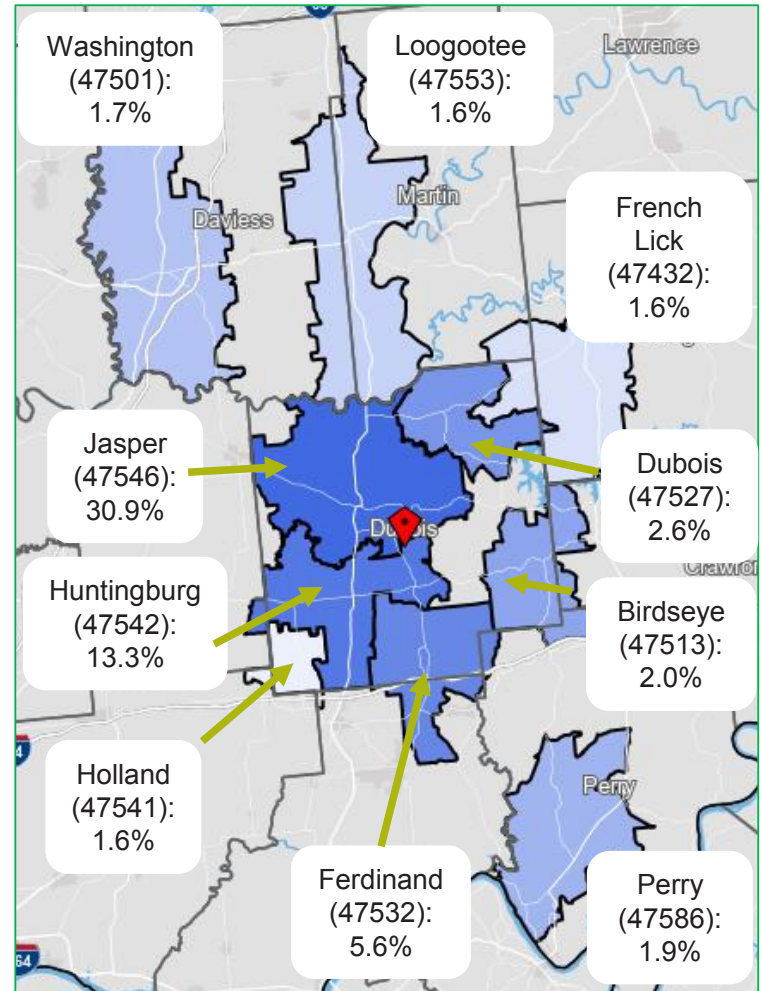
\*Source: Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2015.

Although this data source is dated, it is an authoritative source and the proportions are likely to remain relatively consistent over the past 4 years.

\*\*Based on feedback gathered during focus groups.

\*\*\*Source: Esri Business Analyst, 2019. Tapestry Segmentation represents the latest generation of market segmentation systems that began over 30 years ago. The 68-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic composition. See: <https://www.esri.com/en-us/arcgis/products/tapestry-segmentation/overview>

### Home Location of Dubois County Workers

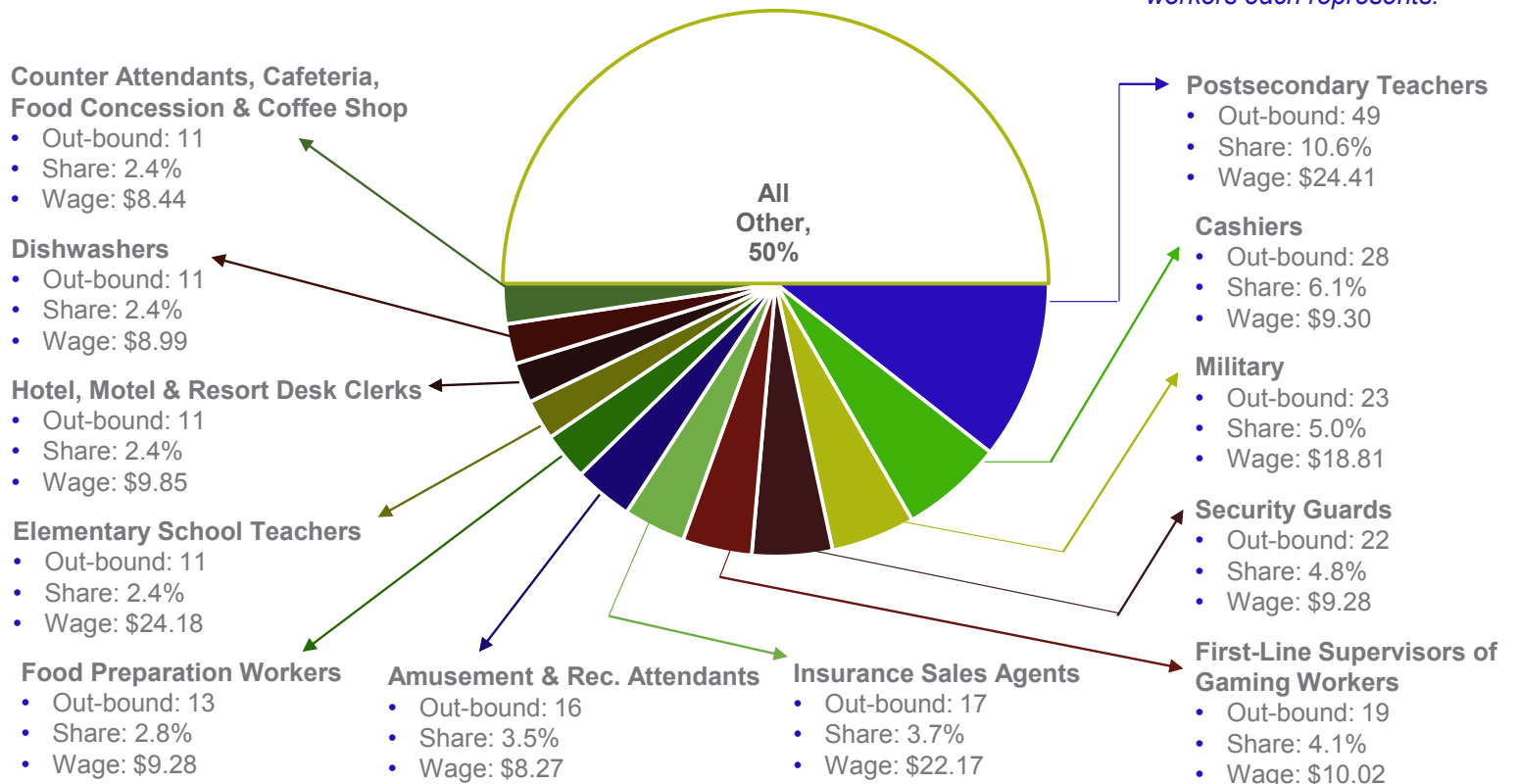


**All Other Locations: 37.1%**

## Out-Bound Commuter Occupations

The top occupations that commute out of Dubois County for work are displayed below, along with the number of workers commuting out, the occupation's share of total out-bound commuters, and its median hourly earnings. For example, the 49 outbound Postsecondary Teachers account for 10.6% of all out-bound commuters. Postsecondary Teachers are likely traveling to Bloomington or Vincennes, Military service members are likely reporting to Crane Naval Base, while Supervisors of Gaming Workers and Amusement & Recreation Attendants are likely commuting to French Lick.

*With a few notable exceptions, out-bound commuters tend to work in low-wage service and retail jobs. Outbound commuting in these occupations does not represent a threat to the county's workforce given the relatively small number of workers each represents.*



Methodology: All out-bound commuter occupations with more than 50 employees reported



## In-Bound Commuter Occupations

The top occupations that commute in to Dubois County for work are displayed to the right, along with the number of workers commuting in, the occupation's share of total in-bound commuters, and its median hourly earnings. For example, while the 424 in-bound Assemblers & Fabricators only represents 8.6% of all in-bound commuters, commuters represent 28.2% of the county's workers in this occupation.

With 46.8% of in-bound commuters working in Production occupations, the industries they are most likely to be employed in are:

- Wood Kitchen Cabinet & Countertop Mfg.
- Wood Office Furniture Mfg.
- Upholstered Furniture Mfg.
- Motor Vehicle Transmission & Power Train Parts Mfg.

*In-bound commuters tend to have higher quality jobs than out-bound commuters. Local hiring policies and training programs to encourage residents to fill jobs currently occupied by commuters can help ensure that the county's quality entry-level and mid-level jobs are benefitting local residents.*

Methodology:  
All in-bound commuter occupations with more than 100 employees reported

### Inspectors, Testers, Sorters, Samplers & Weighers

- In-bound: 105
- Share of In-bound: 2.1%
- In-bound Share of Jobs: 27.6%
- Wage: \$13.98

### Helpers – Production Workers

- In-bound: 113
- Share of In-bound: 2.3%
- In-bound Share of Jobs: 31.8%
- Wage: \$14.10

### Carpenters

- In-bound: 119
- Share of In-bound: 2.4%
- In-bound Share of Jobs: 37.2%
- Wage: \$19.45

### Assemblers & Fabricators

- In-bound: 424
- Share of In-bound: 8.6%
- In-bound Share of Jobs: 28.2%
- Wage: \$17.42

### Woodworking Machine Setters, Operators & Tenders

- In-bound: 343
- Share of In-bound: 6.9%
- In-bound Share of Jobs: 40.9%
- Wage: \$14.31

### First-Line Supervisors of Production & Operating Workers

- In-bound: 275
- Share of In-bound: 5.6%
- In-bound Share of Jobs: 33.0%
- Wage: \$26.78

### Laborers & Freight, Stock & Material Movers

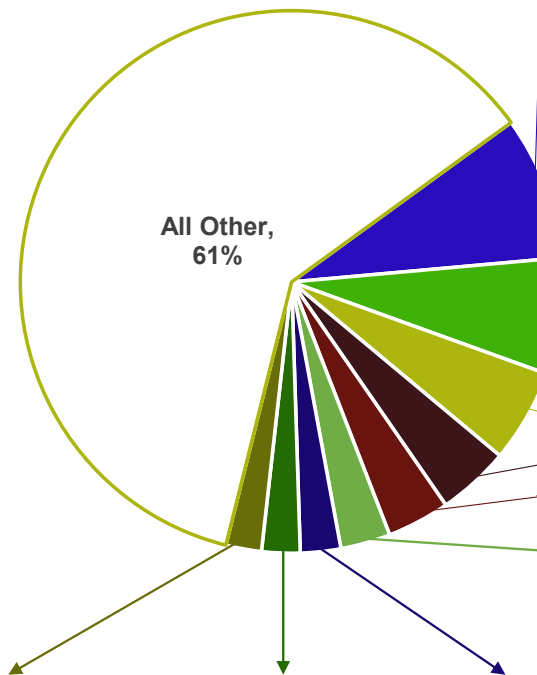
- In-bound: 213
- Share of In-bound: 4.3%
- In-bound Share of Jobs: 21.7%
- Wage: \$15.66

### Cabinetmakers & Bench Carpenters

- In-bound: 185
- Share of In-bound: 3.7%
- In-bound Share of Jobs: 40.7%
- Wage: \$16.08

### Furniture Finishers

- In-bound: 147
- Share of In-bound: 2.9%
- In-bound Share of Jobs: 33.7%
- Wage: \$14.27





## Conclusion

Dubois County is an attractive job center for the wider region; however, businesses report workforce shortages are hindering growth. Further exacerbating the issue is the county's relatively low supply of young workers, high retirement risk, concentration of jobs in low-paying occupations, and lack of opportunities for advancement. In order to address these issues, workforce attraction efforts to increase the labor supply should also include strategies to increase the quality of jobs.

Given the significant number of workers who commute in on a daily basis, reducing reliance on imported labor would provide stability for businesses. However, these workers tend to have strong family and community ties with a preference for rural or small-town living. While there are likely to be portions of the in-bound commuters who may be induced to move to Dubois County with improvements in access to housing or other quality of life issues, workforce attraction efforts should extend beyond this segment of the labor force.

Dubois County should concentrate workforce attraction efforts on an under-utilized, but extremely valuable regional resource- the talent pipeline that is currently being supplied by the educational institutions in the broader Indiana Uplands region. Attracting and growing the types of jobs that younger workers are likely to find appealing will help address current and future labor shortages while also ensuring income growth and opportunities for all residents. Based on this conclusion, the following workforce attraction priorities and next steps are recommended:



### Potential Strategies:

- Align target industries and incentive policies with industries that hire occupations that are attractive to young talent and provide middle-income jobs
- Provide incentives (and meet with existing employers to discuss) to encourage promoting from within, automation planning, and up-skilling
- Retirement projection study to detail which occupations will be affected
- Creative marketing to young talent
- Collaborate with educational institutions to develop strategies for targeted talent pipelines



## 5. CONTEXT

### Big Ideas & Potential Next Steps

Following the review of existing partner plans, data analysis, and engagement with the five community roundtable focus groups, fifteen big ideas emerged. These big ideas - the main focus areas of this plan - highlight the key factors Dubois County should target to improve quality of life and workforce attraction and retention. Each big idea is further explored in further detail in this section including potential next steps, precedent imagery, and/or conceptual renderings.

## Big Ideas

Workforce Housing

Population Attraction &  
Retention

Affordable Child Care

High Speed Internet

Gateway Improvements

Regional Connectivity

Expanded Recreational  
Facilities & Programming

Language Barriers

Promotion & Asset  
Development

Small Business Development

Public Art/History

Property Improvement

Addiction Prevention &  
Rehabilitation

Attraction of Middle Income  
Jobs

Education

Large Business/Industry  
Attraction

## Workforce Housing

Workforce housing, or middle-income housing, are housing units that are affordable to service-type occupations such as teachers, police officers, nurses or similar type professions. This type of housing is typically priced at \$150,000 (assuming a 20% down payment), or with rent between \$425-\$625 for a single earner. As indicated in the 2015 Dubois County Housing Study, 58% of the housing supply is within the \$150,000 range, but is likely older construction. Older homes may have not been built to modern construction standards, or may require regular maintenance. Regular maintenance for low-wage workers is usually less-feasible than newer construction. It was also concluded in the housing study that the rental inventory was in-adequate in both quality and options available. While workforce housing was thoroughly highlighted as a need in the 2016 Housing Study, this issue was also highlighted in the community roundtable focus group discussions for this planning process. Each group identified the lack of diversity in the housing options, and quality options within the \$100,000-\$200,000 price range. These groups suggested that the cost of land in Dubois County and the cost of construction were reasons why more affordable housing units were not being developed. Potential next steps or incentives for the development of workforce housing could include the implementation of county-wide planning & zoning or the creation of a land banking program.

### Potential Next Steps

- Establish county-wide land use control ordinances.
- Land bank vacant or abandoned property to exchange with developers in return for workforce housing.
- Develop short-term housing options for interns or short-term workers interested in working in Dubois County.



## Population Attraction & Retention

According to the 2017 American Community Survey, the population of Dubois County is at 42,379 people. Since the 2010 census, the County has grown by approximately 500 people or 1%. While the County is growing, the attraction of a skilled workforce is necessary to fill open jobs and to continue to grow the local economy. Working with all local and regional municipal partners, the County should take steps to actively attract and retain population. This key overarching topic is being addressed through the next steps of several other topics by implementing placemaking and quality of life projects, expanding existing marketing campaigns, as well as increasing job opportunities locally. One potential next step for incentivizing young professionals to move to the County includes a potential housing assistance program. In 2018, Grant County, Indiana, implemented a Grants for Grads program, where they provided a \$5,000 forgivable loan towards purchasing a home, or \$2,500 for renters who signed a one year lease. Eligible participants were required to have an associate degrees or higher. This program resulted in twenty homebuyers with the average age of 31, and 19 renters with the average age of 25. Collectively the group made \$1,726,408 in 2018 and filled jobs in the local school system, local universities, and in manufacturing and distribution.

### Potential Next Steps

- Develop an incentive program to encourage young professionals to move to Dubois County such as a housing assistance or relocation program.

## Affordable and Quality Child Care

Affordable and quality child care was not highlighted as a priority in the existing plans reviewed as part of this process, however this big idea and goal was repeated in each of the community roundtable focus groups as a high priority for Dubois County. High-quality childcare should meet minimum health & safety requirements, provide an environment to support development and learning, use a planned curriculum to prepare children for kindergarten, and receive national accreditation if possible. The focus groups acknowledged that the cost of child care was comparable to the wages that were being brought in, therefore the preferred alternative was to have one parent stay at home rather than pay for childcare. The presence of quality and affordable child care would increase the ability and incentive for parents to work, increasing workforce availability in Dubois County. Potential next steps that the county can take to expand affordable child care include supporting the expansion of existing facilities to increase capacity in exchange for a reduced rate, or developing a partnership to create an affordable child care program. The Tri-County YMCA or other childcare providers are a potential partner that could support an affordable child care program, supplemented by support from Dubois County, as well as sponsorships from local businesses.

### Potential Next Steps

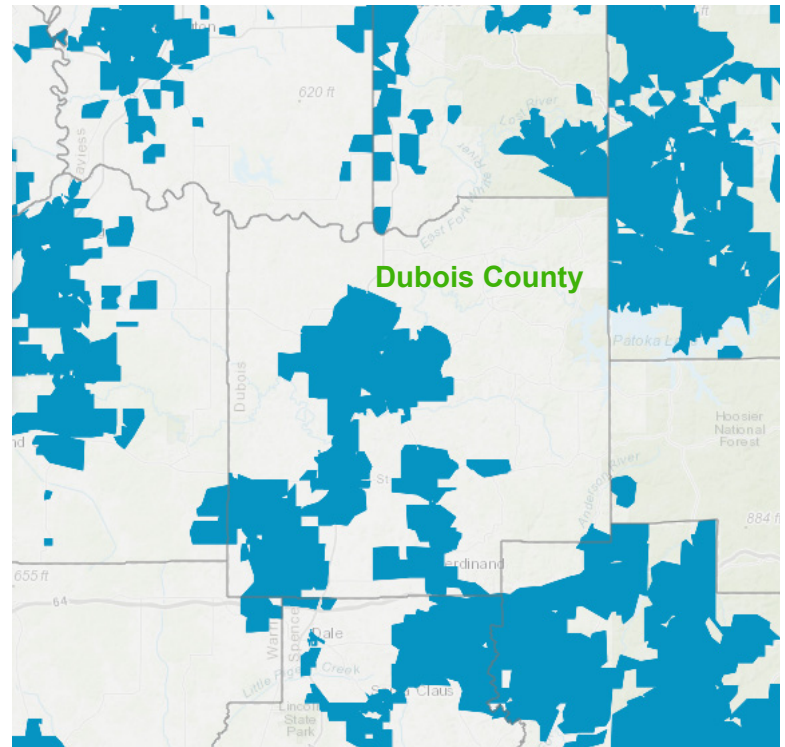
- Support the expansion of existing high-quality child care facilities to expand their capacity.
- Develop an affordable and high-quality child care program and/or facility supported by partnerships with the Tri-County YMCA or other child care providers and local businesses.

## High Speed Internet

Expanding access to high speed internet across Dubois County is a priority based on several recent planning efforts and the community roundtable focus groups. The recent advancement of technology and its integration in everyday life is a major reason why high-speed internet has become a key component to business development and quality of life. Fiber optics - which significantly increase internet speeds, provides a more significant connection, and is less likely to go down during a power outage - has recently been installed in the City of Jasper. The map shows areas that are covered with download speeds at 25 mbps, and upload speeds of 3mbps (indicated in blue). The rural areas of the county may have internet service, but not at high-speeds. Currently, the State of Indiana has a Next Level Connections program with funding available for broadband planning and installation. Phase one of the program is reserved for areas that are not currently served by internet. In the second phase, funding is anticipated to open up to areas with slow-speeds. Dubois County may be eligible for funding to increase internet speeds.

### Potential Next Steps

- Apply for next level connection or other grant funding to increase high speed internet in the rural areas of the county.



*Broadband Coverage, 25mbps/3mbps*



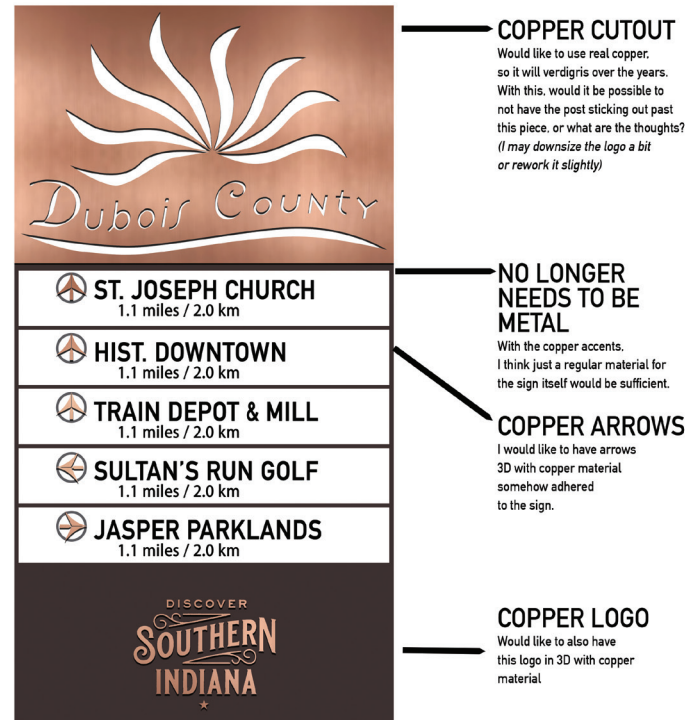
## Gateway Improvements

In addition to the maintenance and improvement of private property, gateway improvements were also identified as a key takeaway and big idea in this process. Like property maintenance, gateways help contribute to a positive perception of the community, and as the entryway, often serve as the first impression. Each focus group discussed the typical journey of potential residents and other visitors in the county and identified key entry points. These included the Huntingburg Airport, and major thoroughfares such as US 231, State Road 56, State Road 162, State Road 161, State Road 162, future interchanges for the Mid-States Corridor and others. Furthermore, the Dubois County Convention & Tourism Bureau recently designed new wayfinding signage to replace the decade-old wayfinding signs that are currently located throughout the County. Dubois County and other Cities and Towns in the county could build upon the design of the new wayfinding signs to develop gateway signs, helping to facilitate positive impressions. In addition to gateway signage, entryways to the county could also be improved through roadway and aesthetic improvements to US 231 and physical enhancements to or near the Huntingburg Airport.

### Potential Next Steps

- Complete and install county-wide wayfinding signage.
- Design and install gateway signs near prominent entry-ways to the county, cities, and towns.
- Create banners that promote Dubois County that can be installed on light posts.
- Improve the US 231 corridor through physical roadway and aesthetic improvements.
- Install aesthetic improvements to and near the Huntingburg Airport.

## WAYFINDING SIGN DESIGN DRAFT



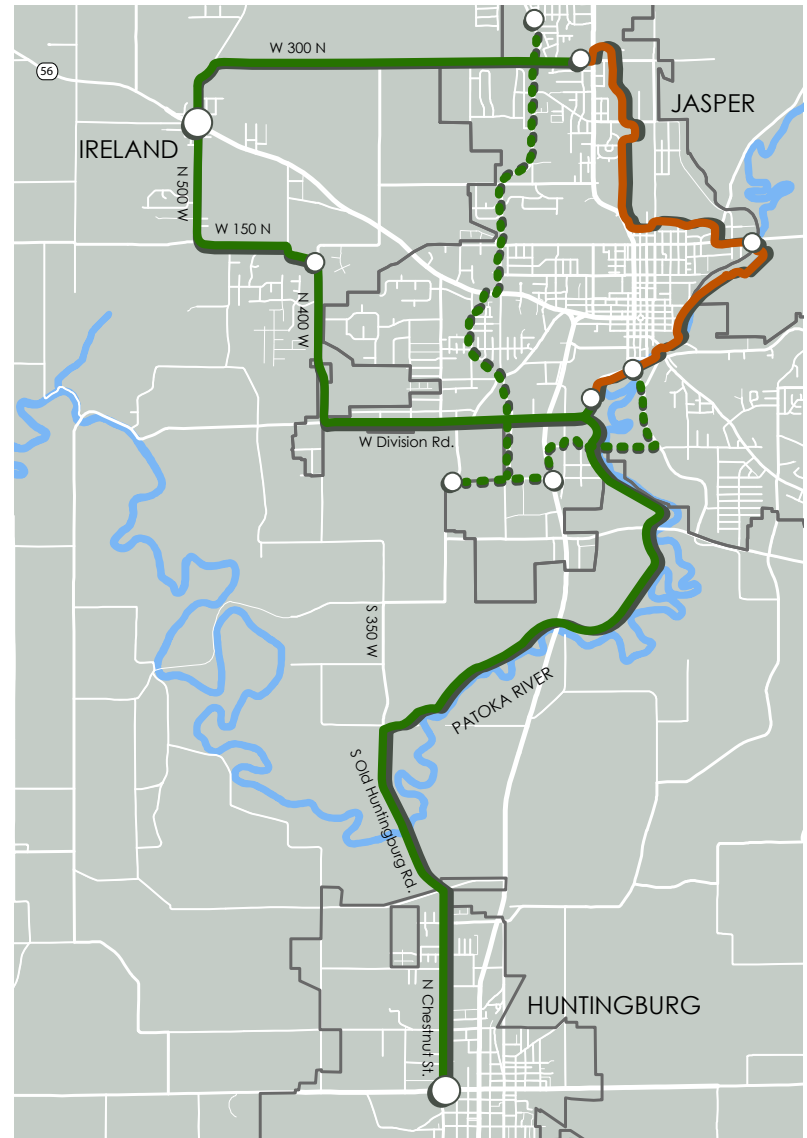
Wayfinding Signage Design - Dubois County Tourism

## Regional Connectivity

This big idea is a broad topic that covers a variety of alternative modes of transportation for the county, including multi-use trails, sidewalks, and public transit services. A regional trail was identified in several of the community plans reviewed as part of this process, with general connections to include Jasper, Ireland, Ferdinand, and Huntingburg. While this broad idea is in the process of being further defined, this project could benefit existing residents and help attract new residents. Additionally, a regional transit service was also discussed as a need for Dubois County. The roundtable focus group discussions highlighted that the current on-demand transit option was limited and that transportation is a barrier for the current workforce. This issue was also recently explored as part of the Impact Jasper Comprehensive Plan. As a major employment and tourist hub, these strategies considered a potential public transit system and a trolley service. The public transit system would support connectivity to jobs, education (Vincennes University Jasper and others), and everyday needs, furthering quality of life and reducing the cost of living. A trolley system would add to the list of “things to do” and promote tourism. To build upon a regional trail and regional transit services, the local expansion of sidewalks and trails enhancing connections from neighborhoods to resident needs (grocery/shopping need, place of employment, parks, and other destinations or amenities) is another method to promoting connectivity and quality of life for the local residents. Finally, the Regional Development Authority has recently raised \$7m in funding to develop an Environmental Impact Statement for the future route of the Mid-States Corridor. Dubois County should continue to support efforts to implement the Mid-States Corridor.

### Potential Next Steps

- Implement a public transit service connecting residents to jobs, education, and everyday needs.
- Develop a regional multi-use trail connecting Huntingburg, Ireland, Jasper and Ferdinand.
- Expand sidewalks and trail connections within local municipalities.
- Support the RDA's efforts to implement the Mid-States Corridor.



*Regional Multi-Use Trail - Ireland Vision Plan*



### Expanded Recreational Facilities & Programming (Indoor, Adult, Senior)

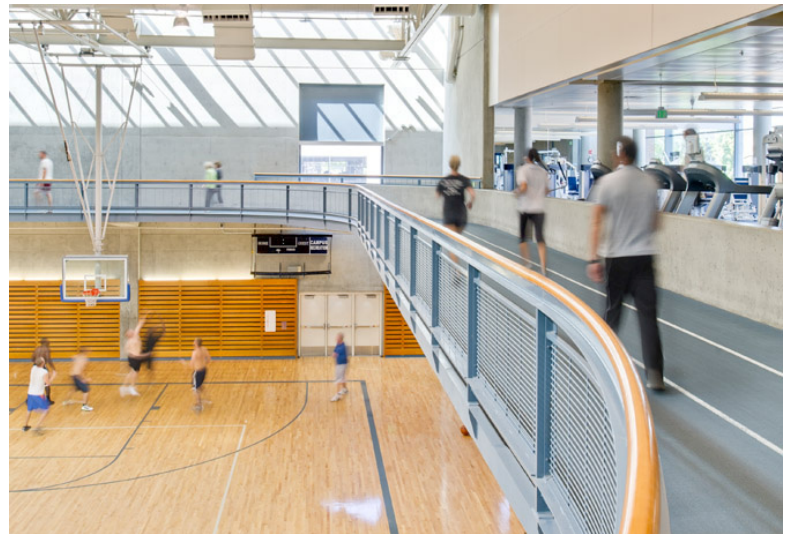
A strong parks system includes a variety of park or recreational facility types and sizes, has parks or facilities that are geographically dispersed, and offers a variety of program options for different user groups. In the community roundtable focus groups, each group explored reasons why friends, family, and colleagues lived outside of the county. Many noted that outsiders had a perception that because they lived in a “small town” that there wasn’t anything to do, or the same amenities that they enjoyed in a larger community would not be located in Dubois County. Each group recognized the availability of strong parks and programs, but also identified a lack of recreational options for cooler months, adults, and seniors. The idea of expanded park facilities and programming for indoor related activities, adults and seniors was also echoed in other plans throughout the county such as the 5-Year Parks and Recreational Master Plan, the Dubois County Comprehensive Plan and the Impact Jasper Comprehensive Plan.

#### Potential Next Steps

- Construct an indoor recreational facility that has the flexibility to offer a variety of recreational activities.
- Expand the amount of indoor recreational activities and programs for all ages.
- Expand the amount of recreational activities and programs for adults and seniors.
- Support projects identified in various partners plans such as the Dubois County 5-Year Parks and Recreation Master Plan.



*Pickleball Courts - Pickleball, Inc.*



*Elevated Track, Basketball Court & Exercise Area - Boise State University Recreation Center*



## Language Barriers

Diversity and inclusion are major topics, at the forefront of many communities, organizations, and companies. According to the 2017 American Community Survey, approximately 7.1% of the Dubois County population identifies as Hispanic or Latino. While this number is comparable to the State of Indiana (6.7%), 24.1% of the population identifies as Hispanic or Latino in Huntingburg. As mentioned in the engagement summary, one community roundtable focus group was comprised of local residents that identify with the Hispanic Community. During this focus group discussion, language was identified as a barrier to employment and navigating important documents such as utility bills or other types of forms. While English language education is offered for school-aged students, it is limited for adults. Next steps to reduce language barriers for the Hispanic population include translation of important documents, more options for translation and educational services for adults, and encouraging local companies to hire a bilingual employee in their human resources department to encourage hiring.

### Potential Next Steps

- Offer translation of important documents such as utility bills.
- Provide translation services and educational training for adults several times during the day to accommodate work schedules.
- Encourage employers to hire bilingual human resource employees to reduce the barrier for the Hispanic community to find employment.

## Small Business Development

During the review of existing plans and conversations that were held in the focus group meetings, several suggested additional shopping and grocery options, and other small or local businesses would add to the quality of life. Small business development starts with a culture of entrepreneurship and a strong support system for new and emerging businesses. Small businesses and entrepreneurs in Dubois County receive support from the South Central Indiana Small Business Development Center in Bloomington; however, the local Chamber of Commerce, higher education institutions, and other technical assistance programs and organizations can help fill in gaps in service and programming. Strategies to encourage and support small business development include resource referrals, partnership development and resource-sharing, and co-locating support for start-ups and entrepreneurs – including technical and financial assistance, low-cost space rentals, and business planning and mentorship – in a single location, such as a business incubator.

### Potential Next Steps

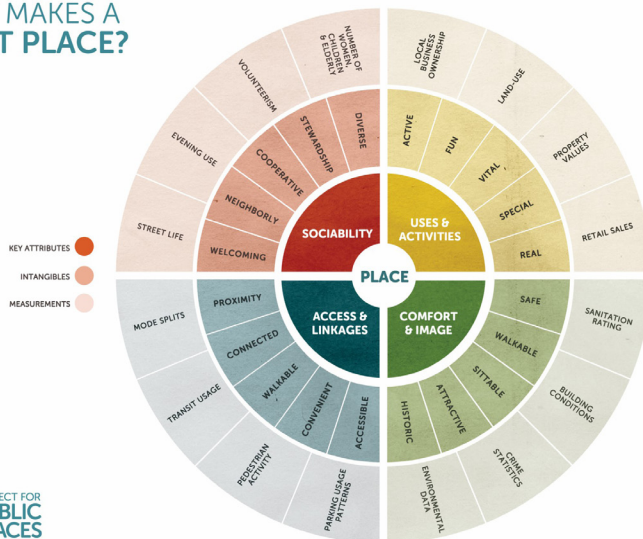
- Collaborate with partners to provide technical assistance programs for small businesses.
- Help direct small businesses to state programs and local lending institutions that can offer financial assistance.
- Combine technical assistance, financial assistance, space, business resources into one location such as a business incubator to facilitate entrepreneurship.





Nebraska Tourism Marketing - CNN

## WHAT MAKES A GREAT PLACE?



Placemaking Wheel - Project for Public Spaces

## Promotion of Assets & Tourism Development

Dubois Strong completed a Facebook Marketing Campaign in 2018 that generated 10 million ad views and 43,000 clicks, resulting in 1,000 people to look at job listings at 15 manufacturing companies in the county. The Dubois County Convention & Bureau focuses on promoting destinations and assets for the purposes of generating visitors. While individual efforts are being done to market and promote the County, coordination between efforts - or even the combination of efforts to pool resources for one marketing campaign - could be more effective. This could also include connecting to and utilizing the Indiana Uplands Brand. Expansion of a marketing campaign could also be in the form of physical billboards promoting destinations or a single website and brand that promotes living, working, and traveling in Dubois County, acting as a central location for all information necessary for a potential resident or visitor. This would capture all elements of and all information necessary for a potential resident or visitor. In addition to promotion of existing assets, the county could also work to implement new assets and further develop tourism and destinations. This could take the form of a placemaking project near Patoka Lake or other natural setting.

## Potential Next Steps

- Coordinate various marketing efforts that are occurring throughout Dubois County and the region such as the Indiana Uplands.
- Work to leverage regional tourists to travel to Dubois County through billboards and expanded marketing campaign.
- Develop a placemaking project at Patoka Lake.
- Establish a robust website/welcome packet/app that links job opportunities, travel destinations or entertainment options, housing options and information about Dubois County to help market it as a great place to live, work, and play.
- Support downtown revitalization and enhancement efforts.
- Complete the Jasper School House Experience.

## Public Art/History

The presence of public art and celebration of the local history adds to the identity of Dubois County, promoting a positive impression and local pride and ownership. Individual communities throughout the county have art installations (such as murals, sculptures and other features that add to the quality of life). The installation of art throughout the county should continue through methods such as murals, sculptures, crosswalk or streetscape painting, utility box painting, integration of art sculpture into everyday objects such as bike racks or benches, and more. Each piece can tell a story about Dubois County history, values, or culture. In addition to installing art, the county could focus on celebrating history through interpretive signage at or near historic sites, structures, and districts. To further advance the promotion of art and history in Dubois County, the county could also map each art installation and historic site or feature for locals or visitors to explore. This map could be an online interactive version through a website or smartphone application, or through a physical brochure.

### Potential Next Steps

- Install art installations throughout the county.
- Map historic sites and structures, art installations and other art destinations throughout Dubois County for a printable brochure and an online interactive version.
- Implement interpretive signage that matches the wayfinding signs to promote and share the History of Dubois County.
- Support projects identified in partners plan such as the Jasper Community Arts Strategic Plan.



*Interpretive Signage Example - Interpretive Signage Company*



*INDY Sculpture - Indy Star*

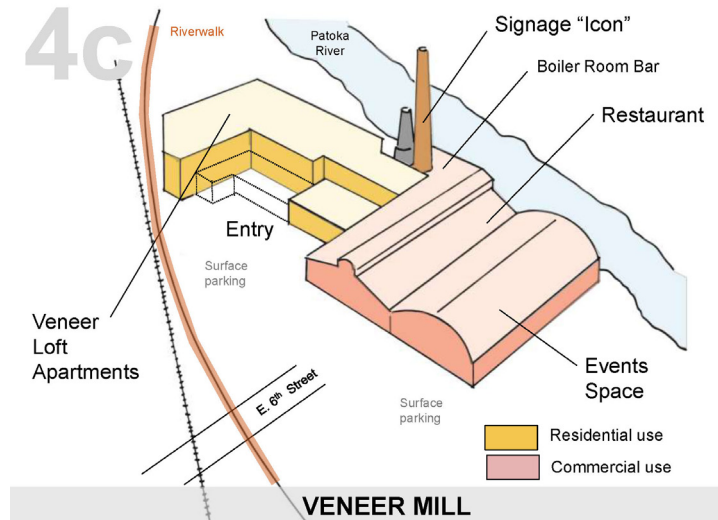


### Property Improvement (Vacant, Dilapidated, etc.)

The overall appearance of Dubois County is directly linked to the maintenance and appearance of private property, especially those that are located in highly visible areas. This issue or desire for Dubois County is well documented in several community plans such as the Dubois County Comprehensive Plan and the Jasper Comprehensive Plan. As noted in our community roundtable focus groups, perception is important when trying to attract people to live in the county. In conjunction with county-wide clean-up days and the enforcement of property maintenance codes, the county should consider creating an owner-occupied rehabilitation program. Currently, the state offers competitive funding through the IHEDA, using CDBG funding to assist homeowners with structural and hazard material remediation of their home. This program will also help promote Workforce Housing due to the age of affordable housing options in Dubois County and their need to be both attractive and feasible for low-wage earners.

#### Potential Next Steps

- Implement an Owner-Occupied Rehabilitation Program.
- Create county-wide clean-up days.
- Expand county staff to better enforce property maintenance codes.
- Address abandoned and dilapidated property.



*Adaptive Reuse Project - Jasper Downtown + Riverfront Master Plan*



## Addiction Prevention & Rehabilitation

Addiction is a national issue plaguing all communities. While addiction significantly harms the individual, it also has an impact on the larger community, including increased crime, increase homelessness, increased need for health care, and a reduction in a productive workforce. A productive workforce with a high participation rate is crucial for a community's economic health, especially in times of a tight labor market. Substance abuse can be combatted through prevention, treatment, and rehabilitation programs such as counseling and medical treatment. Current healthcare options for substance abuse in the county include Memorial Hospital and Health Care Center and a non-profit treatment center, Southern Hills Counseling Center. Expanding access to options for substance abuse treatment and counseling is one method that could help with the reduction of substance abuse in the county.

### Potential Next Steps

- Develop a substance abuse rehabilitation and treatment facility.
- Work with public and private partners to expand counseling programs for those suffering from addiction.

## Attraction of “Middle” Income Jobs

As part of the data analysis, it was discovered that the median hourly earnings (\$16.07) are lower than average (\$19.83), indicating there are a large number of low-paying occupations skewing income down. There are also higher concentrations of low-wage workers than the national average, but fewer mid-range and highly-wage workers. To improve equity and provide residents opportunities for advancement, the county should focus on attracting “middle” income jobs (above \$50,000 per year) and encouraging employers to promote from within and up-skilling existing workers, versus importing labor. In 2018, Dubois County revamped their tax abatement program that scores prospective companies based on the addition of local employees, providing a drug-free and safe environment, work and construction that will be completed by local businesses, and increased wage scale as a way to increase wages and attract businesses. The county should continue efforts such as these by aligning target industries and other incentive policies to improve the quality of jobs filled by residents. In addition, since many jobs in Dubois County are in production occupations, it will become increasingly important to encourage technology adoption and the up-skilling of the existing workers in order for the county to remain competitive.

### Potential Next Steps

- Align target industries and incentive policies with industries that will provide middle income jobs and include commitments to hiring locally.
- Encourage promoting from within and up-skilling existing workforce to encourage employee retention during BRE meetings with existing employers.
- Provide training incentives to encourage employers to up-skill existing workforce.
- Develop an awareness campaign about the importance of automation in remaining competitive.



## Education

Education and the ability to advance skills locally will play a key role in increasing wages and expanding businesses. In addition to the local school corporations, Dubois County is home to Vincennes University Jasper (VUJ) and Hub 19. Hub 19 is a career and innovation hub that is an outcome of the Dubois County Ready Schools Implementation Plan & Grant. It is a collaborative effort between the local school corporations, VUJ, and industry partners, with a focus on implementing the ready schools grant plan and strategies, managing the grant budget, supporting teachers with similar goals, and acting as a liaison between education and industry. Hub 19 was awarded a 3-4 year Ready Schools Implementation Grant from Regional Opportunity Initiatives in 2018 focusing on teacher innovation, employability skills, career exploration and awareness, engaged and relevant learning environments, and advanced manufacturing. The following potential next steps outline what should be accomplished next through the Ready Schools Implementation Grant. In addition, Dubois County should continue to support education efforts led by the Library, including a maker space or mobile library that could include books and programming supplies such as STEM equipment.

### Potential Next Steps

- Develop grade level exemplars for graduate profiles.
- Expand the HUB 19 website capabilities.
- Create a financial literacy framework and work ethic certification program.
- Change perceptions about local and other relevant career opportunities as part of an awareness campaign.
- Consider re-use of the recently closed Celestine Elementary School.
- Implement a maker space and/or mobile library.

## Large Business/Industry Attraction

Business attraction efforts should align with workforce retention and attraction strategies in order to ensure the county is providing opportunities for residents to grow and advance. This analysis suggests leveraging underutilized talent pipelines of recent graduates within the Indiana Uplands – in programs such as business, kinesiology, informatics, computer science, and biology – to attract new and large employers to the county. In addition, the county should target industries that are more attractive to young workers. These industries generally fall into technology, finance, and medical fields. Furthermore, Dubois Strong recently completed an economic resiliency study that examined Dubois County's industry strengths, weaknesses, and opportunities for growth in order to provide potential target industries for business attraction and expansion aimed at sustaining long-term economic growth. This study suggested four potential strategies for diversification such as filling supply chain gaps, industries similar to furniture manufacturing, industries that rely on Dubois County's strengths, and industries that help aspirational communities grow and diversify. A diversified economy provides a wider variety of jobs and occupations and is more likely to attract young talent, higher-skilled workers, and provide career advancement opportunities, all of which are important for the County's workforce attractiveness.

### Potential Next Steps

- Integrate economic resiliency target industries into the economic development strategy and actively pursue employers that increase resiliency.
- Target Industries that are attractive to young talent, provide occupational diversity, and leverage the educational pipeline.

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## 6. SOLUTIONS

### Introduction

The solutions section prioritizes the potential next steps identified in the previous section based on a variety of criteria. The potential next steps are prioritized in the following tables, and organized by their corresponding big idea. This section also outlines potential partners or other resources that could be used for implementation purposes and promote collaboration and progress.

### Evidence to Support the Potential Next Steps

The following table illustrates the rationale behind the potential next steps. The table identifies whether these next steps are an idea originated in a local plan, are support by analytical data, are supported by community input, have resources available to implement the next step, have the potential to build capacity or relationships, the potential impact, and the sustainability of the potential next steps. Each of these columns represent a snap shot in time, and as resources become available, community support strengthens or declines, local plans are updated, or other circumstances change, this table may shift as well.

- **Evidence in Plans:** this box is checked if the next step shows up in the existing local plans, if it shows up in two or more plans, it is represented with a ✓+.
- **Supported by Data:** There is data to support the need for this next step. This data is readily available through either US Census, the American Community Survey, EMSI, or was documented in another local plan. Note that data may either not have been produced or may not be relevant for some of the next steps; the absence of data does not necessarily weaken the case for a next step. Additional data may need to be collected to pursue some funding sources.
- **Supported by Input:** This next step was supported by the community round table focus groups or provided during the public meeting, the QPAT Team, or collected in another local plan.
- **Resources Available:** There are some or significant technical or financial resources available to devote to this next step.
- **Capacity/Collaboration:** This project or program leverages other resources or partners.
- **Sustainability:** This next step has the ability (or has the resources available) to be a long-term project or program.
- **Impact:** This next step is anticipated to have a low, moderate, or high impact on Dubois County by improving the quality of life or attracting/retaining workforce.



Big Idea Matrix									
Big Idea		Potential Next Steps (Projects, Programs, Policies)	Evidence in Plans	Supported by Data	Supported by Input	Resources Available	Capacity/ Collab.	Sustain-ability	Impact
1	Workforce Housing	Establish county-wide land use control ordinances.	✓	✓	✓		✓	✓	Mod.
		Land bank vacant or abandoned property to exchange with developers in return for workforce housing.	✓+	✓	✓	✓	✓	✓	Low
		Develop short-term housing options for interns or short-term workers interested in working in Dubois County.		✓	✓			✓	Mod.
2	Population Attraction & Retention	Develop an incentive program to encourage young professionals to move to Dubois County such as a housing assistance or relocation program.	✓+	✓	✓		✓		High
3	Affordable and Quality Child Care	Support the expansion of existing high-quality child care facilities to expand their capacity.			✓		✓		Mod.
		Develop an affordable and high-quality child care program and/or facility supported by partnerships with the Tri-County YMCA or other child care providers, and local businesses.			✓		✓	✓	High
4	High Speed Internet	Apply for next level connection grant funding to increase high speed internet in the rural areas of the county.	✓	✓	✓	✓	✓	✓	Mod.
5	Gateway Improvements	Complete and install county-wide wayfinding signage.	✓		✓	✓		✓	Mod.
		Design and install gateway signs near prominent entry-ways to the county, cities, and towns.	✓		✓	✓		✓	Mod.
		Create banners that promote Dubois County that can be installed on light posts.	✓		✓			✓	Low
		Improve the US 231 corridor through physical roadway and aesthetic improvements.			✓			✓	Low
		Install aesthetic improvements to and near the Huntingburg Airport.			✓	✓		✓	Mod.
6	Regional Connectivity	Implement a public transit service connecting residents to jobs, education, and everyday needs.	✓+		✓		✓	✓	Mod.
		Develop a regional multi-use trail connecting Huntingburg, Ireland, Jasper and Ferdinand.	✓+		✓	✓	✓	✓	Mod.
		Expand sidewalks and trail connections within local municipalities.	✓+		✓	✓		✓	Mod.
		Support the RDA's efforts to implement the Mid-States Corridor.	✓	✓	✓		✓		High
7	Expanded Recreational Facilities & Programming	Construct an indoor recreational facility that has the flexibility to offer a variety of recreational activities.	✓+	✓	✓		✓	✓	High
		Expand the amount of indoor recreational activities and programs for all ages.	✓+	✓	✓			✓	Mod.
		Expand the amount of recreational activities and programs for adults and seniors.	✓+	✓	✓			✓	Mod.
		Support projects identified in various partners plans such as the Dubois County 5-Year Parks and Recreation Master Plan.	✓+	✓	✓			✓	Mod.
8	Language Barriers	Offer translation of important documents such as utility bills.	✓		✓			✓	Mod.
		Provide translation services and educational training for adults several times during the day to accommodate work schedules.	✓		✓		✓	✓	Mod.
		Encourage employers to hire bilingual human resource employees to reduce the barrier for the Hispanic community to find employment.	✓		✓		✓		Mod.

## Big Idea Matrix

Big Idea		Potential Next Steps (Projects, Programs, Policies)	Evidence in Plans	Supported by Data	Supported by Input	Resources Available	Capacity/ Collab.	Sustain-ability	Impact
9	Promotion of Assets & Tourism Development	Coordinate various marketing efforts that are occurring throughout Dubois County and the region such as the Indiana Uplands.	✓	✓		✓	✓	✓	Mod.
		Work to leverage regional tourists to travel to Dubois County through billboards and expanded marketing campaign.	✓						Low
		Develop a placemaking project at Patoka Lake.	✓			✓		✓	Mod.
		Establish a robust website/welcome packet/app that links job opportunities, travel destinations or entertainment options, housing options and information about Dubois County to help market it as a great place to live, work, and play.	✓		✓		✓	✓	High
		Support downtown revitalization and enhancement efforts.	✓+	✓	✓	✓		✓	Mod.
		Complete the Jasper School House Experience.	✓			✓		✓	Low
10	Small Business Development	Collaborate with partners to provide technical assistance programs for small businesses.	✓+	✓	✓	✓	✓	✓	Mod.
		Help direct small businesses to state programs and local lending institutions that can offer financial assistance.	✓	✓	✓	✓		✓	Low
		Combine technical assistance, financial assistance, space, business resources into one location such as a business incubator to facilitate entrepreneurship.	✓+	✓	✓			✓	Mod.
11	Public Art/ History	Install art installations throughout the county.	✓		✓	✓		✓	Mod.
		Map historic sites and structures, art installations and other art destinations throughout Dubois County for a printable brochure and an online interactive version.			✓			✓	Low
		Implement interpretive signage that matches the wayfinding signs to promote and share the History of Dubois County.	✓		✓	✓		✓	Low
		Support projects identified in partners plan such as the Jasper Community Arts Strategic Plan.	✓		✓			✓	Mod.
12	Property Improvement	Implement an Owner-Occupied Rehabilitation Program.	✓+		✓	✓	✓		Mod.
		Create county-wide clean-up days.	✓						Low
		Expand county staff to better enforce property maintenance codes.	✓					✓	Low
		Address abandoned and dilapidated property.	✓+			✓	✓	✓	Mod.
13	Drug Prevention & Rehabilitation	Develop a substance abuse rehabilitation and treatment facility.	✓	✓	✓		✓	✓	Mod.
		Work with public and private partners to expand counseling programs for those suffering from addiction.	✓	✓	✓		✓	✓	Mod.

## Big Idea Matrix

Big Idea		Potential Next Steps (Projects, Programs, Policies)	Evidence in Plans	Supported by Data	Supported by Input	Resources Available	Capacity/ Collab.	Sustain-ability	Impact
14	Attraction of "Middle" Income Jobs	Align target industries and incentive policies with industries that will provide middle income jobs and include commitments to hiring locally.		✓	✓		✓		Mod.
		Promote from within and upskill existing workforce for employee retention in BRE meetings with existing employers.		✓	✓		✓		High
		Provide training incentives to encourage employers to up-skill existing workforce.		✓	✓		✓		Mod.
		Develop an awareness campaign about the importance of automation in remaining competitive.		✓	✓		✓		Mod.
15	Education	Develop grade level exemplars for graduate profiles.	✓	✓					Mod.
		Expand the HUB 19 website capabilities.	✓	✓					Mod.
		Create a financial literacy framework and work ethic certification program.	✓	✓				✓	Mod.
		Change perceptions about local and other relevant career opportunities as part of an awareness campaign.	✓	✓					Mod.
		Consider re-use of the recently closed Celestine Elementary School.						✓	Low
		Implement a maker space and/or mobile library.					✓	✓	High
16	Large Business/ Industry Attraction	Integrate economic resiliency target industries into the economic development strategy and actively pursue employers that increase resiliency.	✓+				✓		Mod.
		Target Industries that are attractive to young talent, provide occupational diversity, and leverage the educational pipeline.	✓+				✓	✓	High



## Project Prioritization

The following next steps have been prioritized based on the evidence of need or support (from previous planning efforts, community input, QPAT team input, or data) and the availability of resources to complete the project (grant funding available or funds have been allocated for). While all action steps are priorities for Dubois County, the action steps are prioritized into three tiers.

- Tier 1 is considered a high priority
- Tier 2 is considered a moderate priority
- Tier 3 is considered a low priority

Big Idea Prioritization Matrix			
Big Idea		Potential Next Steps (Projects, Programs, Policies)	Priority Tier
1	Workforce Housing	Establish county-wide land use control ordinances.	1
		Land bank vacant or abandoned property to exchange with developers in return for workforce housing.	1
		Develop short-term housing options for interns or short-term workers interested in working in Dubois County.	1
2	Population Attraction & Retention	Develop an incentive program to encourage young professionals to move to Dubois County such as a housing assistance or relocation program.	1
		Support organizations such as Grad Grid to aid in the attraction and retention of talent.	1
3	Affordable Child Care	Support the expansion of existing high-quality child care facilities to expand their capacity.	3
		Develop an affordable and high-quality child care program and/or facility supported by partnerships with the Tri-County YMCA or other childcare programs, and local businesses.	1
4	High Speed Internet	Apply for next level connection grant funding to increase high speed internet in the rural areas of the county.	1
5	Gateway Improvements	Complete and install county-wide wayfinding signage.	3
		Design and install gateway signs near prominent entry-ways to the county, cities, and towns.	1
		Create banners that promote Dubois County that can be installed on light posts.	3
		Improve the US 231 corridor through physical roadway and aesthetic improvements.	1
		Install aesthetic improvements to and near the Huntingburg Airport.	1
6	Regional Connectivity	Implement a public transit service connecting residents to jobs, education, and everyday needs.	1
		Develop a regional multi-use trail connecting Huntingburg, Ireland, Jasper and Ferdinand.	2
		Expand sidewalks and trail connections within local municipalities.	3
		Support the RDA's efforts to implement the Mid-States Corridor.	3
7	Expanded Recreational Facilities & Programming	Construct an indoor recreational facility that has the flexibility to offer a variety of recreational activities.	2
		Expand the amount of indoor recreational activities and programs for all ages.	2
		Expand the amount of recreational activities and programs for adults and seniors.	2
		Support projects identified in various partners plans such as the Dubois County 5-Year Parks and Recreation Master Plan.	1
8	Language Barriers	Offer translation of important documents such as utility bills.	2
		Provide translation services and educational training for adults several times during the day to accommodate work schedules.	2
		Encourage employers to hire bilingual human resource employees to reduce the barrier for the Hispanic community to find employment.	2

Big Idea Prioritization Matrix			
Big Idea		Potential Next Steps (Projects, Programs, Policies)	Priority Tier
9	Promotion of Assets & Tourism Development	Coordinate various marketing efforts that are occurring throughout Dubois County and the region such as the Indiana Uplands.	3
		Work to leverage regional tourists to travel to Dubois County through billboards and expanded marketing campaign.	3
		Develop a placemaking project at Patoka Lake.	3
		Establish a robust website/welcome packet/app that links job opportunities, travel destinations or entertainment options, housing options and information about Dubois County to help market it as a great place to live, work, and play.	1
		Support downtown revitalization and enhancement efforts.	3
		Complete the Jasper School House Experience.	3
10	Small Business Development	Collaborate with partners to provide technical assistance programs for small businesses.	1
		Help direct small businesses to state programs and local lending institutions that can offer financial assistance.	1
		Combine technical assistance, financial assistance, space, business resources into one location such as a business incubator to facilitate entrepreneurship.	1
11	Public Art/ History	Install art installations throughout the county.	1
		Map historic sites and structures, art installations and other art destinations throughout Dubois County for a printable brochure and an online interactive version.	2
		Implement interpretive signage that matches the wayfinding signs to promote and share the History of Dubois County.	2
		Support projects identified in partners plan such as the Jasper Community Arts Strategic Plan.	3
12	Property Improvement	Implement an Owner-Occupied Rehabilitation Program.	1
		Create county-wide clean-up days.	1
		Expand county staff to better enforce property maintenance codes.	1
		Address abandoned and dilapidated property.	1
13	Drug Prevention & Rehabilitation	Develop a substance abuse rehabilitation and treatment facility.	2
		Work with public and private partners to expand counseling programs for those suffering from addiction.	1
14	Attraction of "Middle" Income Jobs	Align target industries and incentive policies with industries that will provide middle income jobs and include commitments to hiring locally.	1
		Promote from within and upskill existing workforce for employee retention in BRE meetings with existing employers.	1
		Provide training incentives to encourage employers to up-skill existing workforce.	1
		Develop an awareness campaign about the importance of automation in remaining competitive.	1
15	Education	Develop grade level exemplars for graduate profiles.	2
		Expand the HUB 19 website capabilities.	2
		Create a financial literacy framework and work ethic certification program.	2
		Change perceptions about local and other relevant career opportunities as part of an awareness campaign.	2
		Consider re-use of the recently closed Celestine Elementary School.	2
		Implement a maker space and/or mobile library.	1
16	Large Business/ Industry Attraction	Integrate economic resiliency target industries into the economic development strategy and actively pursue employers that increase resiliency.	3
		Target Industries that are attractive to young talent, provide occupational diversity, and leverage the educational pipeline.	3



## How Should this Section be Used?

While this section outlines the priorities, potential partners, and potential resources to facilitate implementation, any partner in Dubois County can lead or champion the development of any identified potential next steps. The implementation of these next steps are not solely Dubois Strong or the Dubois County government to complete, and implementation will ideally include a variety of potential partners to achieve these actions.

Furthermore, the prioritization of these projects are not set in stone, but are intended to serve as a starting point. Should funding or technical resources become available or community needs or preferences change, these next steps are flexible and can be shifted between each of the tiered priorities.

## Next Steps

The following table identifies potential partners and resources that could be utilized to facilitate the implementation of the potential next steps per big idea.

Big Idea Resources & Partners Matrix				
Big Idea		Potential Next Steps (Projects, Programs, Policies)	Potential Partners	Potential Resources
1	Workforce Housing	Establish county-wide land use control ordinances.	<ul style="list-style-type: none"> <li>Dubois County</li> <li>Local Municipalities</li> <li>Developers</li> <li>Habitat for Humanity</li> <li>Property Owners</li> <li>Tri-Cap</li> <li>Huntingburg Housing Authority</li> <li>Housing Managers</li> <li>Local Realtors</li> </ul>	<ul style="list-style-type: none"> <li>ROI</li> <li>IHCDA</li> <li>Consultant</li> <li>Dubois County Community Foundation</li> </ul>
		Land bank vacant or abandoned property to exchange with developers in return for workforce housing.		
		Develop short-term housing options for interns or short-term workers interested in working in Dubois County.		
2	Population Attraction & Retention	Develop an incentive program to encourage young professionals to move to Dubois County such as a housing assistance or relocation program.	<ul style="list-style-type: none"> <li>Dubois Strong</li> <li>Jasper Chamber of Commerce</li> <li>Huntingburg Chamber of Commerce</li> <li>Local Employers</li> <li>Grad Grid</li> </ul>	<ul style="list-style-type: none"> <li>ROI</li> <li>IHCDA</li> <li>Dubois County Community Foundation</li> </ul>
		Support organizations such as Grad Grid to aid in the attraction and retention of talent.		

## Big Idea Resources & Partners Matrix

Big Idea		Potential Next Steps (Projects, Programs, Policies)	Potential Partners	Potential Resources
3	Affordable Child Care	Support the expansion of existing high-quality child care facilities to expand their capacity.	<ul style="list-style-type: none"> <li>• YMCA</li> <li>• Local Day Care Providers</li> <li>• Local Employers</li> <li>• Dubois County</li> </ul>	<ul style="list-style-type: none"> <li>• ROI</li> <li>• Dubois County Community Foundation</li> <li>• Dubois Strong</li> </ul>
		Develop an affordable and high-quality child care program and/or facility supported by partnerships with the Tri-County YMCA and local businesses.		
4	High Speed Internet	Apply for next level connection grant funding to increase high speed internet in the rural areas of the county.	<ul style="list-style-type: none"> <li>• Local Internet Service Providers</li> <li>• Dubois County</li> </ul>	<ul style="list-style-type: none"> <li>• ROI</li> <li>• OCRA</li> <li>• Next Level Connections</li> <li>• Dubois County Community Foundation</li> </ul>
5	Gateway Improvements	Complete and install county-wide wayfinding signage.	<ul style="list-style-type: none"> <li>• Dubois County Convention &amp; Tourism Bureau</li> <li>• Dubois County</li> <li>• Local Municipalities</li> <li>• INDOT</li> <li>• Huntingburg Airport</li> </ul>	<ul style="list-style-type: none"> <li>• ROI</li> <li>• Indiana Office of Tourism Development (IOTD)</li> <li>• Dubois County Community Foundation</li> </ul>
		Design and install gateway signs near prominent entry-ways to the county, cities, and towns.		
		Create banners that promote Dubois County that can be installed on light posts.		
		Improve the US 231 corridor through physical roadway and aesthetic improvements.		
		Install aesthetic improvements to and near the Huntingburg Airport.		
6	Regional Connectivity	Implement a public transit service connecting residents to jobs, education, and everyday needs.	<ul style="list-style-type: none"> <li>• Dubois County</li> <li>• Local Municipalities</li> <li>• INDOT</li> <li>• RDA</li> </ul>	<ul style="list-style-type: none"> <li>• ROI</li> <li>• Next Level Trails</li> <li>• INDOT</li> <li>• IDNR</li> <li>• Dubois County Community Foundation</li> </ul>
		Develop a regional multi-use trail connecting Huntingburg, Ireland, Jasper and Ferdinand.		
		Expand sidewalks and trail connections within local municipalities.		
		Support the RDA's efforts to implement the Mid-States Corridor.		
7	Expanded Recreational Facilities & Programming	Construct an indoor recreational facility that has the flexibility to offer a variety of recreational activities.	<ul style="list-style-type: none"> <li>• Dubois County Parks &amp; Recreation Board</li> <li>• Dubois County</li> <li>• Local Municipalities</li> <li>• Tri-County YMCA</li> </ul>	<ul style="list-style-type: none"> <li>• ROI</li> <li>• IDNR</li> <li>• Community Input</li> <li>• Dubois County Community Foundation</li> </ul>
		Expand the amount of indoor recreational activities and programs for all ages.		
		Expand the amount of recreational activities and programs for adults and seniors.		
		Support projects identified in various partners plans such as the Dubois County 5-Year Parks and Recreation Master Plan.		
8	Language Barriers	Offer translation of important documents such as utility bills.	<ul style="list-style-type: none"> <li>• ALASI</li> <li>• Dubois County</li> <li>• Local Municipalities</li> <li>• Local Employers</li> </ul>	<ul style="list-style-type: none"> <li>• ROI</li> <li>• Dubois County Community Foundation</li> </ul>
		Provide translation services and educational training for adults several times during the day to accommodate work schedules.		
		Encourage employers to hire bilingual human resource employees to reduce the barrier for the Hispanic community to find employment.		





## Big Idea Resources & Partners Matrix

Big Idea		Potential Next Steps (Projects, Programs, Policies)	Potential Partners	Potential Resources
9	Promotion of Assets & Tourism Development	Coordinate various marketing efforts that are occurring throughout Dubois County and the region such as the Indiana Uplands.	<ul style="list-style-type: none"> <li>Dubois Strong</li> <li>Dubois County Convention &amp; Tourism Bureau</li> <li>Dubois County</li> <li>Local Municipalities</li> <li>Jasper Chamber of Commerce</li> <li>Huntingburg Chamber of Commerce</li> <li>Library</li> </ul>	<ul style="list-style-type: none"> <li>ROI</li> <li>IOTD</li> <li>CreatINg Places</li> <li>QuIP</li> <li>IDNR</li> <li>Dubois County Community Foundation</li> </ul>
		Work to leverage regional tourists to travel to Dubois County through billboards and expanded marketing campaign.		
		Develop a placemaking project at Patoka Lake.		
		Establish a robust website/welcome packet/app that links job opportunities, travel destinations or entertainment options, housing options and information about Dubois County to help market it as a great place to live, work, and play.		
		Support downtown revitalization and enhancement efforts.		
		Complete the Jasper School House Experience.		
10	Small Business Development	Collaborate with partners to provide technical assistance programs for small businesses.	<ul style="list-style-type: none"> <li>Jasper Chamber of Commerce</li> <li>Huntingburg Chamber of Commerce</li> <li>Dubois Strong</li> <li>Lending Institutions</li> </ul>	<ul style="list-style-type: none"> <li>ROI</li> <li>Dubois County Community Foundation</li> <li>Current Blend</li> <li>LIVEwire</li> <li>IEDC</li> </ul>
		Help direct small businesses to state programs and local lending institutions that can offer financial assistance.		
		Combine technical assistance, financial assistance, space, business resources into one location such as a business incubator to facilitate entrepreneurship.		
11	Public Art/ History	Install art installations throughout the county.	<ul style="list-style-type: none"> <li>Dubois County Convention &amp; Tourism Bureau</li> <li>Jasper Community Arts</li> <li>Local Artists</li> <li>Dubois County Museum</li> <li>Local Contractors</li> </ul>	<ul style="list-style-type: none"> <li>ROI</li> <li>IHCDA</li> <li>Grant Administrator</li> <li>CreatINg Places</li> <li>QuIP</li> <li>Indiana Arts Commission</li> <li>Dubois County Community Foundation</li> <li>IDNR</li> </ul>
		Map historic sites and structures, art installations and other art destinations throughout Dubois County for a printable brochure and an online interactive version.		
		Implement interpretive signage that matches the wayfinding signs to promote and share the History of Dubois County.		
		Support projects identified in partners plan such as the Jasper Community Arts Strategic Plan.		
12	Property Improvement	Implement an Owner-Occupied Rehabilitation Program.	<ul style="list-style-type: none"> <li>Dubois County</li> <li>Local Municipalities</li> <li>Property Owners</li> <li>Residents</li> </ul>	<ul style="list-style-type: none"> <li>ROI</li> <li>Volunteers</li> <li>Donated Materials</li> <li>Dubois County Community Foundation</li> </ul>
		Create county-wide clean-up days.		
		Expand county staff to better enforce property maintenance codes.		
		Address abandoned and dilapidated property.		
13	Drug Prevention & Rehabilitation	Develop a substance abuse rehabilitation and treatment facility.	<ul style="list-style-type: none"> <li>Memorial Hospital &amp; Health Care</li> <li>Dubois County Health Department</li> </ul>	<ul style="list-style-type: none"> <li>ROI</li> <li>ISDH</li> <li>Dubois County Community Foundation</li> </ul>
		Work with public and private partners to expand counseling programs for those suffering from addiction.		
14	Attraction of "Middle" Income Jobs	Align target industries and incentive policies with industries that will provide middle income jobs and include commitments to hiring locally.	<ul style="list-style-type: none"> <li>Dubois Strong</li> <li>Jasper Chamber of Commerce</li> <li>Huntingburg Chamber of Commerce</li> <li>Local Employers</li> <li>Dubois County</li> <li>Local Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>ROI</li> <li>Dubois County Community Foundation</li> <li>IEDC</li> </ul>
		Promote from within and upskill existing workforce for employee retention in BRE meetings with existing employers.		
		Provide training incentives to encourage employers to up-skill existing workforce.		
		Develop an awareness campaign about the importance of automation in remaining competitive.		

## Big Idea Resources & Partners Matrix

Big Idea		Potential Next Steps (Projects, Programs, Policies)	Potential Partners	Potential Resources
15	Education	Develop grade level exemplars for graduate profiles.	<ul style="list-style-type: none"> <li>HUB 19</li> <li>VUJ</li> <li>Southwest Dubois County Schools</li> <li>Northeast Dubois County Schools</li> <li>Southeast Dubois County School Corp.</li> <li>GJCS</li> <li>Local Employers</li> <li>Dubois County</li> <li>Local Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>ROI</li> <li>Dubois County Community Foundation</li> </ul>
		Expand the HUB 19 website capabilities.		
		Create a financial literacy framework and work ethic certification program.		
		Change perceptions about local and other relevant career opportunities as part of an awareness campaign.		
		Consider re-use of the recently closed Celestine Elementary School.		
		Implement a maker space and/or mobile library.		
16	Large Business/ Industry Attraction	Integrate economic resiliency target industries into the economic development strategy and actively pursue employers that increase resiliency.	<ul style="list-style-type: none"> <li>Dubois Strong</li> <li>Jasper Chamber of Commerce</li> <li>Huntingburg Chamber of Commerce</li> <li>Dubois County</li> <li>Local Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>ROI</li> <li>Dubois County Community Foundation</li> <li>IEDC</li> </ul>
		Target Industries that are attractive to young talent, provide occupational diversity, and leverage the educational pipeline.		



## Implementation

The purpose of this planning effort is to not only identify the next steps for improving quality of life and workforce attraction/retention, but also grow the county's ability to implement projects by growing partnerships, initiating collaboration amongst various partners, and expanding the county's capacity to leverage other resources. While all projects are important to advance quality of life and workforce attraction in Dubois County, projects that move forward initially should advance prosperity in the region, have a potential or significant impact on workforce development and attraction, be a sustainable project or long-term program, and leverage other partners and funding sources.

Beyond this plan, it is up to the QPAT Team or other implementation committees to determine which projects meet the criteria above, and are feasible given the time-frame, resource availability, and community support behind the project. Each big idea can be owned by a different party or committee, which would take responsibility for identifying tasks associated with the next step, assigning start and completion dates per tasks, as well as a responsible individual. This should help leading organizations keep the committees organized and ensure progress is being made.

## Potential Resources

The following list outlines potential resources referenced in the Big Ideas Resources & Partners Matrix.

- Dubois County Community Foundation
- Indiana Arts Commission
- Indiana Economic Development Corporation (IEDC)
- Indiana Housing & Community Development Authority
  - CreatINg Places
- Indiana Department of Natural Resources (IDNR)
  - Next Level Trails
  - Land Water Conservation Funding (LWCF)
  - Recreation Trails Program (RTP)
- Indiana Department of Transportation (INDOT)
- Indiana Office of Community and Rural Affairs (OCRA)
  - Next Level Connections
  - Main Street Revitalization Program
  - Public Facilities Program
  - Quick Impact Placebased Program (QuIP)
- Indiana Office of Tourism Development (IOTD)
- Indiana State Department of Health (ISDH)
- Regional Opportunities Initiative, Inc. (ROI)



**DUBOIS  
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quality of life +  
workforce attraction plan

