

TALENT ATTRACTION & RETENTION BEST PRACTICES SCAN & RECOMMENDATIONS REPORT

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SUBMITTED TO:

**RADIUS
INDIANA**

SUBMITTED BY:



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Executive Summary and Recommendations

Radius Indiana hired Thomas P. Miller & Associates, LLC in order to understand the region's needs and opportunities related to workforce, particularly talent attraction and retention. The eight counties of the Radius region have not experienced sufficient workforce growth to fill jobs in Manufacturing, Healthcare and Social Assistance, and Retail Trade, among other industry sectors. There was an average of 7,958 job postings per month in all of the Radius counties from April 2018 to March 2019.¹ Simultaneously, the Radius Region is projected to lose 694 in population per year over the next five years, while 32,912 people are near retirement age.² Yet, the Radius Region is a rural area with a low cost of living and plenty of accessible jobs, especially for veterans. To conduct this analysis, TPMA has gathered information on Radius Indiana counties, their industry and workforce needs, as well as ten comparable case studies on workforce and talent campaigns from various peers across the United States.

Executive Summary

The eight counties which compose the Radius Region range from populations of 10,200 to 45,600. The region hosts numerous stable and growing industry sectors including **Government; Manufacturing; Retail Trade; and Healthcare & Social Assistance**. In addition, the region's **veteran-friendly reputation** is an asset for attracting and retaining military families and defense contractors. Regional leaders recognize the importance of communicating the quality of life and job opportunities to audiences within and outside of the region. Fostering a sense of community cohesiveness and optimism will stimulate more workers, families, and businesses to settle for the long-term in the Radius Region.

TPMA's best practices research uncovered various strategies that communities across the United States are using to grow and retain their workforce. Five themes comprise the ten strategies highlighted by TPMA, which include **Workforce & Business Development; Community Branding; Housing Incentives; Veteran Support; and Technology-Based Talent Recruitment**. Within these core themes, the following are some of the more significant trends woven across the best practices:

- Regions successful with talent attraction and retention have a **clearly articulated community personality** that is conveyed in various forms of media (print, social, and word-of-mouth). To take root the community personality requires input and buy-in from significant stakeholder groups (i.e.: community leaders and major employers).
- Regions with well laid out strategic plans are more likely to be successful. Numerous of the listed best practices have **specific quantitative goals** in terms of retention and recruitment of individuals, as well as correlated initiatives such as angel investments and organizational memberships.
- Numerous **technology-based solutions** exist for regions and communities seeking to promote their regions to nonresidents. Solutions have various levels of sophistication from simple web-site development to highly specific target marketing.

1. "Job Postings Analytics [of Radius Region counties]," Emsi, March 28, 2019.
2. Retirement aged is considered individuals aged 55 to 64.

- Communities most successful with workforce attraction and retention create strategies that **link to significant anchor economic players** such as employers, military bases and industry associations. Such efforts have a ring of authenticity to prospective relocators and also link to organizations that operate with enough scale to truly provide significant employment options to new workers.
- Incentive programs that provide either money or property to individuals to relocate have had mixed results. Much like economic development incentive packages, such programs are not sufficient to create a wave of new opportunities. Furthermore, communities should be careful to not overinvest in such programs, but rather **find ways to turn-over under-utilized assets** such as land and buildings prior to making significant capital investments. In cases of rent or down-payment subsidies, communities should also establish parameters that encourage individuals' investment in the community and properties at play.

Recommendations

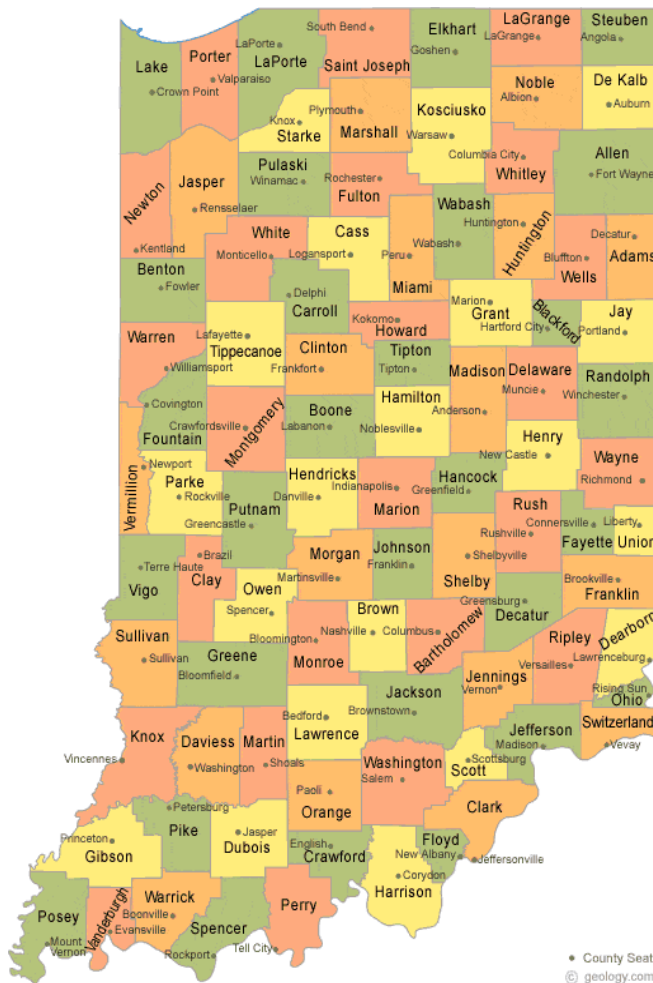
This information has guided TPMA's recommendations for the Radius region in order to strengthen its workforce, talent, and retention. TPMA's recommendations are as follows:

- Work with economic development leaders and organizations in all eight Radius counties to create a united plan that defines the community's personality. This profile should be linked with concise objectives, goals, and funding mechanisms
 - Examples of such goals to consider include drawing new businesses, entrepreneurship, and absorbing young graduates to the region
- Develop a regional brand and recruitment toolkit
 - Strengthen the Radius Indiana website with resources that can be shared throughout the region and establish a social media presence for recruitment and attraction
 - Advertise the low cost of living, recreational opportunities, and proximity to retail and city amenities
- Consider using technological recruitment programs in order to hire local talent
- Develop a military program in partnership with Crane and locally situated defense contractors that creates opportunities for connecting, sharing of job opportunities and prospective employees, and fosters a sense of community.

The Radius Region will need cooperation with other economic development entities in the region and a dedication to the campaign. The Radius Region must be inclusive of business, community partners, and higher education institutions to enable a successful implementation of these recommendations.

About Radius and the Radius Region

Figure 1: Map of Indiana



Radius Indiana is the leading organization for attracting businesses and talent within Southwestern Indiana. Radius Indiana is focused on developing local talent and business, which are major assets of the region. Radius Indiana encompasses eight counties: Crawford, Daviess, Dubois, Greene, Martin, Orange, Lawrence, and Washington.

The region has a predisposition for the defense and national security industry since it is home to Naval Support Activity Crane, which is one of the biggest naval installations globally. The Radius Indiana team is made up of five members dedicated to community support, tourism, and development and who additionally collaborate with other local, regional, and state economic development leaders. It has a Board that consists of members who have regional and individual county expertise. The members are local government officials, high management at large companies, and economic development

specialists. Radius Indiana understands the significance of major industries, resources, and the assets of their unique region.³

County Overviews

In order to assess the workforce of the Radius Indiana region, it is important to understand the industrial, communal, and demographic characteristics of all eight counties.⁴

3. "Radius Indiana," Radius Indiana, accessed March 28, 2019, <http://www.radiusindiana.com/>.

4. "Large Indiana State Map," State of Indiana, accessed March 28, 2019, https://www.in.gov/sos/elections/files/county_seat_map.pdf.

Crawford County has a population of 10,562 residents. Out of those that are of working age, 4,873 are in the labor force. The unemployment rate as of 2018 was 4.5%.⁵ Residents aged twenty to twenty-nine are expected to decrease by 19.2% by 2023. Residents aged fifty to fifty-nine are expected to decrease by 5.1% by 2023.⁶ Overall, the population is expected to stay essentially the same through 2023. The population is not highly diverse, as 95.9% of the population is white. Males and females are nearly split equally in population in Crawford County.⁷ Crawford County is also home to 853 veterans.

A minor portion of the population holds some high school education (11.7%). In Crawford County, 47.9% of individuals have obtained a High School diploma. Another 17.2% of Crawford County residents have some college experience. Residents with an Associate’s Degree make up 7.2% of the population. The violent and property crimes present in Crawford County are below the national averages. The median household income was \$40,100 in 2017.⁸ Crawford County ranks as the twentieth county in Indiana in terms of cost of living. The median home value is \$86,700.⁹

Table 1: Socioeconomic Statistics for Crawford County

Characteristics	Figures
Population	10,562 Residents
Labor Force	4,873
Unemployment Rate	4.5%
Median Household Income	\$40,100
Median Property Value	\$86,700
Percent Change of 20-29 Year Olds	-19.2%
Percent Change of 50-59 Year Olds	-5.1%
Veterans and Average Number of Veterans in county of Size	853 Veterans 614 Veterans

Table 2: Educational Attainment in Crawford County

Educational Level	Percent of Adult Population (25+)
Some High School Education	11.7%
Received High School Diploma	47.9%
Some College Experience	17.2%
Associate’s Degree	7.2%
Bachelor’s Degree	6.6%
Graduate Degree and Higher	4.6%

5. “Economic Overview of Crawford County, IN,” Emsi, accessed March 28, 2019.
 6. “20-29 and 50-59 Age Groups’ Population Estimates,” Ersi, accessed April 16, 2019.
 7. “Population Demographics Report of Crawford County, IN,” Emsi, accessed March 28, 2019.
 8. “Economic Overview of Crawford County, IN,” Emsi, accessed March 28, 2019.
 9. “Crawford County,” Niche, accessed March 28, 2019, <https://www.niche.com/places-to-live/c/crawford-county-in/>.

To the Northwest of Crawford County is Daviess County. **Daviess County** is about triple the size of Crawford County with 33,323 residents. There are 16,217 people in their labor force. The unemployment rate in 2018 was a meager 2.9%.¹⁰ Residents ages twenty to twenty-nine are expected to drop 14.3% by 2023. Fifty to fifty-nine-year olds are anticipated to decrease 7.7% in the same time frame.¹¹ The population is 91.3% White. Males and females make up nearly complete halves of the population.¹² There are less than 2,000 Veterans residing in Daviess County. Significantly, 18.8% of the population has less than a ninth-grade education. Residents with some high school education account for 8.1% of the population. A total of 35.8% of the population have a high school diploma. Of the adult population, 14.3% possess some college experience, while 10.1% hold an Associate’s Degree. The median household income in 2017 was \$48,400.¹³ Daviess County has a median home value of \$115,400 and is a safe community.¹⁴

Table 3: Socioeconomic Statistics in Daviess County

Characteristics	Figures
Population	33,323 Residents
Labor Force	16,217
Unemployment Rate	2.9%
Median Household Income	\$48,400
Median Property Value	\$115,400
Percent Change of 20-29 Year Olds	-14.3%
Percent Change of 50-59 Year Olds	-7.7%
Veterans and Average Number of Veterans in county of Size	1,954 Veterans 1,925 Veterans

Table 4: Educational Attainment in Daviess County

Educational Level	Percent of Adult Population (25+)
Some High School Education	8.1%
Received High School Diploma	35.8%
Some College Experience	14.3%
Associate’s Degree	10.1%
Bachelor’s Degree	7.9%
Graduate Degree and Higher	5.0%

10. “Economic Profile of Daviess County, IN,” Emsi, accessed March 28, 2019.
 11. “20-29 and 50-59 Ag Groups’ Population Estimates,” Esri, accessed April 16, 2019.
 12. “Population Demographics Report of Daviess County, IN,” Emsi, accessed March 28, 2019.
 13. “Economic Profile of Daviess County, IN,” Emsi, accessed March 28, 2019.
 14. “Daviess County,” Niche, accessed March 28, 2019, <https://www.niche.com/places-to-live/c/daviess-county-in/>.

Dubois County is much larger than the two previously highlighted counties. Dubois County boasts a population of 42,638. Out of the population, 23,385 people participate in the labor force. Its 2018 unemployment rate was only 2.6%.¹⁵ Those aged twenty to twenty-nine are expected to drop by 8.5% in 2023. Fifty to fifty-nine-year olds are also estimated to decrease within this time frame by 9.2%.¹⁶ There is 90.1% of the population that is White and it should go down by 1% by 2023. The second largest ethnic group, Hispanics, is supposed to increase by 13%. The male and female populations are nearly equal in Dubois County.¹⁷ There are about 2,500 veterans living in the County. Residents that have completed some high school education make up 7.8%. Most Dubois County residents, 40.3%, have a high school diploma and another 16.4% have had some college experience. Residents with an Associate’s Degree account for 9.8% of the population. In 2017, the median household income was \$57,300.¹⁸ The median home value is \$146,000. It is ranked as the eighth best county to live in Indiana. The county’s public schools are ranked “A-” by Niche.com.¹⁹

Table 5: Socioeconomic Statistics in Dubois County

Characteristics	Figures
Population	42,638 Residents
Labor Force	23,385
Unemployment Rate	2.6%
Median Household Income	\$57,300
Median Property Value	\$146,000
Percent Change of 20-29 Year Olds	8.5%
Percent Change of 50-59 Year Olds	9.2%
Veterans and Average Number of Veterans in county of Size	2,503 Veterans 2,475 Veterans

Table 6: Educational Attainment in Dubois County

Educational Level	Percent of Adult Population (25+)
Some High School Education	7.8%
Received High School Diploma	40.3%
Some College Experience	16.4%
Associate’s Degree	9.8%
Bachelor’s Degree	13.8%
Graduate Degree and Higher	6.1%

15. “Economic Profile of Dubois County, IN,” Emsi, accessed March 28, 2019.
 16. “20-29 and 50-59 Age Groups’ Population Estimates,” Ersi, accessed April 16, 2019.
 17. Population Demographics Report of Dubois County, IN,” Emsi, accessed March 28, 2019.
 18. “Economic Profile of Dubois County, IN,” Emsi, accessed March 28, 2019.
 19. “Dubois County, IN,” Niche, accessed March 28, 2019, <https://www.niche.com/places-to-live/c/dubois-county-in/#schools>.

Greene County is North of Dubois County and has a population of 32,029. The labor force is made up of 13,629. Its unemployment rate in 2018 was 4.5%.²⁰ Greene County is expected to face deficits in several age groups of their population. When looking at those of a younger working age, twenty to twenty-nine year olds are predicted to decrease 17.4% by 2023. Fifty to fifty-nine year olds are also estimated to decrease during this time period as well. Fifty to fifty-nine year olds are projected to decrease 9.0%.²¹ Whites make up a majority of the population at 96.5%. Hispanics are expected to increase by 13% by 2023. Males make up 50.1% of the population while females make up 49.9%.²² There are 2,077 veterans that reside in Greene County. Residents with some high school experience account for 9.8% of the population. There is 41.5% of the population that has a high school diploma. There is 19.9% of residents with some college experience and 10.5% have an Associate’s Degree. In 2017, \$49,600 was the median household income.²³ The county’s average home value is affordable at \$95,900.²⁴

Table 7: Socioeconomic Statistics in Greene County

Characteristics	Figures
Population	32,029 Residents
Labor Force	13,629
Unemployment Rate	4.5%
Median Household Income	\$49,600
Median Property Value	\$95,900
Percent Change of 20-29 Year Olds	-17.4%
Percent Change of 50-59 Year Olds	-9.0%
Veterans and Average Number of Veterans in county of Size	2,077 Veterans 1,871 Veterans

Table 8: Educational Attainment in Greene County

Educational Level	Percent of Adult Population (25+)
Some High School Education	9.8%
Received High School Diploma	41.5%
Some College Experience	19.9%
Associate’s Degree	10.5%
Bachelor’s Degree	8.3%
Graduate Degree and Higher	5.3%

20. “Economic Profile of Greene County, IN,” Emsi, accessed March 28, 2019.
 21. “20-29 and 50-59 Age Groups’ Population Estimates,” Ersi, accessed April 16, 2019.
 22. “Population Demographics Report of Greene County, IN,” Emsi, accessed March 28, 2019.
 23. “Greene County, IN,” Emsi, accessed March 28, 2019.
 24. “Greene County, IN,” Niche, accessed March 29, 2019, <https://www.niche.com/places-to-live/c/greene-county-in/>.

Lawrence County is to the Southeast of Greene County. Lawrence County has a population that is similar to Dubois County with 45,569 residents. There are 21,025 locals in the labor force. Its unemployment rate in 2018 was up to 3.8%.²⁵ Lawrence County residents aged twenty to twenty-nine years old are predicted to decrease 13.3% by 2023. Fifty to fifty-nine-year olds are estimated to fall by 7.1% by 2023.²⁶ Out of the residents in Lawrence County, 95.5% of them are White. Those who are Bi-Racial, Non-Hispanic are expected to increase by 11% in 2023. 50.5% of residents are female and 49.5% are male.²⁷ Lawrence County has more veterans than the national average with 3,802 veterans residing in its boundaries. Out of the population, 7.8% have some high school experience. There is 43.4% of residents that graduated from high school. There is 19.5% of residents with some college education and 10.5% have an Associate’s Degree. The average household income was \$50,000 in 2017.²⁸ Its median home value is \$109,200.²⁹ The city of Bedford in Lawrence County is twenty-five miles from Bloomington, IN. The County is also home to Oakland City University, Bedford location and the Stonegate Arts and Education Center.³⁰

Table 9: Socioeconomic Statistics in Lawrence County

Characteristics	Figures
Population	45,569 Residents
Labor Force	21,025
Unemployment Rate	3.8%
Median Household Income	\$50,000
Median Property Value	\$109,200
Percent Change of 20-29 Year Olds	-13.3%
Percent Change of 50-59 Year Olds	-7.1%
Veterans and Average Number of Veterans in county of Size	3,802 Veterans 2,655 Veterans

Table 10: Educational Attainment in Lawrence County

Educational Level	Percent of Adult Population (25+)
Some High School Education	7.8%
Received High School Diploma	43.4%
Some College Experience	19.5%
Associate’s Degree	10.5%
Bachelor’s Degree	9.1%
Graduate Degree and Higher	5.0%

25. “Economic Profile of Lawrence County, IN,” Emsi, accessed March 28, 2019.
 26. “20-29 and 50-59 Age Groups’ Population Estimates,” Emsi, accessed April 16, 2019.
 27. “Population Demographics Report of Lawrence County, IN,” Emsi, accessed March 28, 2019.
 28. “Economic Profile of Lawrence County, IN,” Emsi, accessed March 28, 2019.
 29. “Lawrence County, IN,” Niche, accessed March 29, 2019, <https://www.niche.com/places-to-live/c/lawrence-county-in/>.
 30. “Lawrence County, Indiana,” Lawrence County, Indiana, accessed March 28, 2019, <https://lawrencecounty.in.gov/home>.

Martin County is another smaller county located in the Radius region. There are 10,195 people located in the County. About half of those residents, 5,156, are in the labor force. It only had a 2.9% unemployment rate in 2018.³¹ The County will particularly see a drop in twenty to twenty-nine year olds by 2023; this age group is expected to decrease 15.5%. Those fifty to fifty-nine will also decrease 9.1% by 2023.³² White residents make up 96.9% of the population. The Hispanic population is expected to grow 19% by 2023. The County has nearly identical numbers of female and male residents.³³ There are 861 veterans located in this County. Residents with some high school experience make up 9.2% of the population. There is 43.9% of residents that have graduated from high school. Residents with some college experience make up 18.1% of the population and 14% have an Associate’s Degree. The median household income was \$49,400 in 2017.³⁴ Its median home value is \$97,900.³⁵

Table 11: Socioeconomic Statistics in Martin County

Characteristics	Figures
Population	10,195 Residents
Labor Force	5,156
Unemployment Rate	2.9%
Median Household Income	\$49,400
Median Property Value	\$97,900
Percent Change of 20-29 Year Olds	-15.5%
Percent Change of 50-59 Year Olds	-9.1%
Veterans and Average Number of Veterans in county of Size	861 Veterans 594 Veterans

Table 12: Educational Attainment in Martin County

Educational Level	Percent of Adult Population (25+)
Some High School Education	9.2%
Received High School Diploma	43.9%
Some College Experience	18.1%
Associate’s Degree	14%
Bachelor’s Degree	6.0%
Graduate Degree and Higher	4.2%

31. “Economic Profile of Martin County, IN,” Emsi, accessed March 28, 2019.
 32. “20-29 and 50-59 Age Groups’ Population Estimates,” Ersi, accessed April 16, 2019.
 33. “Population Demographics Report of Martin County, IN,” Emsi, accessed March 28, 2019.
 34. “Economic Profile of Martin County, IN,” Emsi, accessed March 28, 2019.
 35. “Martin County, IN,” Niche, accessed March 28, 2019, <https://www.niche.com/places-to-live/c/martin-county-in/>.

Orange County is one of the southern-most counties in Indiana. There are 19,358 people living in Orange County. The labor force is made up of 8,304 people. Its unemployment rate was 4.1% in 2018.³⁶ Those aged twenty to twenty-nine are expected to decrease 14.7% by 2023. Residents aged fifty to fifty-nine are also expected to decrease by 10.9% by that time.³⁷ Out of the residents in Orange County, 94.5% are White. Hispanic and Black residents are anticipated to increase by 19% and 15%, respectively. There are approximately equal numbers of male and female residents.³⁸ There are 1,334 veterans living in Orange County. There is 11.9% of residents with some high school education while 43.8% of the population did graduate from high school. Residents that have some college education make up 19.2% of the population and those with Associate’s Degree make up 7.1%. The median household income was \$42,800 in 2017.³⁹ Its median home value is \$90,400.⁴⁰

Table 13: Socioeconomic Statistics in Orange County

Characteristics	Figures
Population	19,358 Residents
Labor Force	8,304
Unemployment Rate	4.1%
Median Household Income	\$42,800
Median Property Value	\$90,400
Percent Change of 20-29 Year Olds	-14.7%
Percent Change of 50-59 Year Olds	-10.9%
Veterans and Average Number of Veterans in county of Size	1,334 Veterans 1,130 Veterans

Table 14: Educational Attainment in Orange County

Educational Level	Percent of Adult Population (25+)
Some High School Education	11.9%
Received High School Diploma	43.8%
Some College Experience	19.2%
Associate’s Degree	7.1%
Bachelor’s Degree	7.5%
Graduate Degree and Higher	5.0%

36. “Economic Profile of Orange County, IN,” Emsi, accessed March 28, 2019.

37. “20-29 and 50-59 Age Groups’ Population Estimates,” Ersi, accessed April 16, 2019.

38. “Population Demographics of Orange County, IN,” Emsi, accessed March 28, 2019.

39. “Economic Profile of Orange County, IN,” Emsi, accessed March 28, 2019.

40. “Orange County, IN,” Emsi, accessed March 28, 2019.

Washington County has a population of 27,794 people. The labor force is up to 13,615 of the population. The unemployment rate was 3.7% in 2018.⁴¹ Residents aged twenty to twenty-nine are supposed to go down 11.9% by 2023. Residents aged fifty to fifty-nine years old are estimated to drop 5.4% by 2023.⁴² White residents account for 96.7% of the population. Hispanics and Bi-racial non-Hispanic groups are the second and third most populous groups residing in the County. Males and females split the population almost equally.⁴³ There are 2,195 veterans within Washington County. Residents with some high school education make up 10.5% of the County. Out of the population, 45% have graduated from high school. Residents with some college experience total 19.1% of the population. Residents that hold Associate’s Degrees make up 8.7% of the population. The median household income was \$46,900 in 2017.⁴⁴ Its median home value is \$106,200.⁴⁵

Table 15: Socioeconomic Statistics in Washington County

Characteristics	Figures
Population	27,794 Residents
Labor Force	13,615
Unemployment Rate	3.7%
Median Household Income	\$46,900
Median Property Value	\$106,200
Percent Change of 20-29 Year Olds	-11.9%
Percent Change of 50-59 Year Olds	-5.4%
Veterans and Average Number of Veterans in county of Size	2,195 Veterans 1,618 Veterans

Table 16: Educational Attainment in Washington County

Educational Level	Percent of Adult Population (25+)
Some High School Education	10.5%
Received High School Diploma	45%
Some College Experience	19.1%
Associate’s Degree	8.7%
Bachelor’s Degree	6.8%
Graduate Degree and Higher	4.6%

41. “Economic Profile of Washington County, IN,” Emsi, accessed March 28, 2019.
 42. “20-29 and 50-59 Age Groups’ Population Estimates,” Emsi, accessed April 16, 2019.
 43. “Population Demographics Report of Washington County, IN,” Emsi, accessed March 28, 2019.
 44. “Economic Profile of Washington County, IN,” Emsi, accessed March 28, 2019.
 45. “Washington County, IN,” Niche.com, accessed March 28, 2019, <https://www.niche.com/places-to-live/c/washington-county-in/>.

Industry and Workforce Needs

Numerous industries are present and positioned to grow in the counties-composing the Radius region. This information shapes the strength of industry in the region and alludes to what future businesses would be particularly fruitful in the Radius region. The growing industries were identified based on the projected increased percentage of jobs within an industry over the next five years. In Crawford County, the major employing industries are Government, Manufacturing, and Retail Trade. The top three growing industries are Manufacturing, Professional, Scientific, and Training Services and Transportation and Warehousing.⁴⁶ The Crawford County Economic Development Corporation is a resource for workforce, educational, and recreational information. Besides economic assets, O'Bannon Woods State Park and Patoka Lake are a few places that tourists flock to in Crawford County.⁴⁷

Daviess County's biggest industries for jobs are Manufacturing, Government, and Construction. The growing industries are Manufacturing, Retail Trade, and Agriculture, Forestry, Fishing, and Hunting.⁴⁸ The Daviess County Economic Corporation is the main entity for workforce and community resources. For example, it highlights the County's proximity to the I-69 highway. Many residents are employed by the Naval Surface Warfare Center.⁴⁹ Perdue Foods is a large employer located in Daviess County.⁵⁰

Manufacturing, Healthcare and Social Assistance, and Retail Trade are the largest employing industries in Dubois County. Manufacturing, Healthcare and Social Assistance, and Support and Waste Management and Remediation Services are the top three growing industries.⁵¹ Dubois Strong serves as an influential public-private partnership throughout the County.⁵²

Government, Retail Trade, and Health Care and Social Assistance are the largest employing industries in Greene County. Manufacturing, Healthcare and Social Assistance, and Government are industries that are growing the fastest in the County.⁵³ Greene County has the Linton-Stockton Chamber of Commerce that is focused on propelling the community forward.⁵⁴

46. "Economic Overview of Crawford County, IN," Emsi, accessed March 28, 2019.

47. Crawford County Economic Development, accessed March 28, 2019, <https://www.selectcrawfordcounty.com/>.

48. "Economic Profile of Daviess County, IN," Emsi, accessed March 28, 2019.

49. Daviess County Economic Development Corporation, accessed March 28, 2019.

50. "Economic Profile of Daviess County, IN," Emsi, accessed March 28, 2019.

51. "Economic Profile of Dubois County, IN," Emsi, accessed March 28, 2019.

52. Dubois Strong, accessed March 28, 2019, <https://duboisstrong.com/>.

53. "Economic Profile of Greene County, IN," Emsi, accessed March 28, 2019.

54. Linton-Stockton Chamber of Commerce, accessed March 28, 2019, <http://lintonchamber.org/>.

Lawrence County’s largest employing industries are Manufacturing, Healthcare and Social Assistance, and Government. Manufacturing, Retail Trade, and Construction are the biggest industries growing in the County.⁵⁵ Lawrence County has an Economic Development Growth Council focused on expanding business.⁵⁶

Government, Professional, Scientific, and Technical Services, and Manufacturing are the main industries for employment in Martin County. Government, Transportation and Warehousing, and Accommodation and Food Services are the fastest growing industries in Martin County.⁵⁷

Table 17: Major Employing Industries

Industries	Crawford	Daviess	Dubois	Greene	Lawrence	Martin	Orange	Washington
Government	✓	✓		✓	✓	✓	✓	✓
Manufacturing	✓	✓	✓		✓	✓	✓	✓
Retail Trade	✓		✓	✓				✓
Construction		✓						
Healthcare and Social Assistance			✓	✓	✓			
Professional, Scientific, and Technical Services						✓		
Accommodation and Food Services							✓	

Orange County’s best industries for employment include Accommodation and Food Services, Manufacturing, and Government. Accommodation and Food Services, Construction, and Education Services fall among the biggest growing industries.⁵⁸ The Orange County Economic Development Partnership brings together industry-dedicated actors.⁵⁹ French Lick Resort is a major employer in Orange County.⁶⁰

Manufacturing, Government, and Retail Trade are the largest employing industries in Washington County. Retail Trade, Construction, and Government are the top growing industries in Washington County.⁶¹ The Washington County Economic Growth Partnership

55. “Economic Profile of Lawrence County, IN,” Emsi, accessed March 28, 2019.

56. Lawrence County Economic Development Growth Council, accessed March 28, 2019, <http://www.lawrencecountygrowth.com/home.aspx>.

57. “Economic Profile of Martin County, IN,” Emsi, accessed March 28, 2019.

58. “Economic Profile of Orange County, IN,” Emsi, accessed March 28, 2019.

59. Orange County Economic Development Partnership, accessed March 28, 2019, <http://ocedp.com/>.

60. “Economic Profile of Orange County, IN,” Emsi, accessed March 28, 2019.

61. “Economic Profile of Washington County, IN,” Emsi, accessed March 28, 2019.

provides industry sectors and business incentive information.⁶² The River Hills Economic Development District and Regional Planning Commission is a collaborative organization with other Southeastern Indiana counties.⁶³

Table 18: Fastest Growth Industries

Industries	Crawford	Daviess	Dubois	Greene	Lawrence	Martin	Orange	Washington
Government				✓		✓		✓
Manufacturing	✓	✓	✓	✓	✓			
Retail Trade		✓			✓			✓
Construction					✓		✓	✓
Healthcare and Social Assistance			✓	✓				
Professional, Scientific, and Technical Services	✓							
Accommodation and Food Services						✓		
Transportation and Warehousing	✓					✓	✓	
Agriculture, Forestry, Fishing, and Hunting		✓						
Support and Waste Management and Remediation Services			✓					
Education Services							✓	

62. Washington County Economic Growth Partnership, accessed March 28, 2019, <https://wcegp.org/>.

63. River Hills Economic Development District & Regional Planning Commission, accessed March 28, 2019, <http://www.riverhills.cc/>.

Curated Best Practices

TPMA has completed research on regions and communities throughout the United States that have innovative, successful programs and initiatives for workforce talent, attraction, and retention. TPMA has spoken with Radius Indiana, regional economic development leaders, Workforce Board Directors of Regions 8, 10, and 11, Crane, and others in order to inform TPMA about regional talent and attraction issues. TPMA has considered the characteristics such as quality of place, population, popular industries, and the feedback from representatives in the Radius region in order to find comparable best practices.

TPMA has found ten case studies that are applicable to the workforce needs of the Radius region. TPMA highlights the program information, performance, and outcomes of these case studies. Based off these case studies and the understanding of Radius Indiana, TPMA provides recommendations for the Radius region.

Concordance of Best Practices

For ease of reading and references, TPMA has identified five themes that categorize each case study, as follows:

- Workforce & Business Development;
- Community Branding;
- Housing Incentives;
- Veteran Support; and
- Technology-Based Talent Recruitment.

These themes are listed at the top of Table 19 and each case study number and name is listed in the corresponding column. Note that some case studies touch on numerous themes.

Table 19: Best Practice Themes

Themes	Case Study Number	Case Study
Workforce and Business Development	1 & 2	Forward Sioux Falls Elevate Rapid City Q2030 Regional Action Plan
Community Branding	3, 6, & 10	Greenville, SC and Livability.com Toledo, OH #ItMattersWhereYouMakeIt
Housing Incentives	4 & 5	Free Land, Housing, and Kansas Grant for Grads
Veteran Support	7	Orion Military Programs
Technology-Based Talent Recruitment	8 & 9	T.Map WorkHere

Case Study #1: Forward Sioux Falls

Theme: Workforce and Business Development

Located in Sioux Falls, South Dakota, Forward Sioux Falls is a partnership with the Sioux Falls Area Chamber of Commerce and the Sioux Falls Development Foundation. Forward Sioux Falls is driven to attract more businesses and jobs to strengthen the economy of Sioux Falls. Forward Sioux Falls has a history of successful programming. The first Sioux Falls program began in 1987 and lasted until 1991. The first Forward Sioux Falls program was based on making Sioux Falls a competitive, economic development city compared to others throughout the United States in the 1990s. Specifically, Forward Sioux Falls set out to increase jobs, businesses, and the tax base of local governments. Since inception, more than 6,000 jobs have been created; also, the program garnered more than \$250 million in additional capital investment, and Sioux Falls' business was noted in United States newspapers and trade publications. The first campaign's fundraising goal was \$1.4 million and \$1.8 million was raised.

Sioux Falls implemented four additional Forward Sioux Falls programs up until 2011. The succeeding campaigns included other economic development elements with proven successes and each campaign goal grew; the last campaign, Forward Sioux Falls V, had a campaign goal of \$8.5 million and raised \$10.5 million. Additionally, their Future Sioux Falls campaign from 2009-2010 helped in making a new economic development strategy.

Forward Sioux Falls is currently running the Forward Sioux Falls 2021 Program. Its initiatives are organized by the Forward Sioux Falls Joint Venture Management Committee, which has Sioux Falls Area Chamber of Commerce, Sioux Falls Development Foundation, and other representatives. The Forward Sioux Falls 2021 program has several categories:

- Workforce Attraction, Retention & Development
- Foundation Park: an 820-acre industrial park under development by the Sioux Falls Development Foundation
- USD Discovery District (under construction): to be an 80-acre hub with 26 buildings for Medical and Biotech needs; anticipate 2,800 high-wage research and technology jobs
- Entrepreneurship & Innovation includes Zeal Center for Entrepreneurship and support for other programs and start-ups
- Business Advocacy & Quality of Place Enhancement: responds to community need
- Business Recruitment, Retention & Expansion
- Air Service & International Trade: have the International Trade Center at the Sioux Falls Regional Airport, which is a port of entry; support transport of products across the globe

Each of these categories have clear outcomes for 2021. Workforce Attraction, Retention & Development is particularly relevant to the Radius Indiana region. There are 140,000 people in the Sioux Falls' labor force. Forward Sioux Falls used Market Street Services, a consulting firm, to assess its workforce, education, and training. A Strategic Action Workforce Agenda was produced after the assessment about ways to aid their workforce now and in the future. Sioux

Falls' Strategic Action Workforce Agenda organizes its goals under Talent Attraction and Retention and Talent Development. Its preliminary initiatives are:

- Develop a cradle-to-career coalition in the Sioux Falls area
- Design and implement a talent marketing campaign, incorporating and coordinating existing efforts
- Develop and optimize a comprehensive online talent portal
- Identify and advance priority programs to support targeted populations in the region

The Workforce Attraction, Retention & Development 2021 outcomes are to add 15,000 more people to their labor force, align messages and programs, grow the number of students, degree completions, and post-secondary credentials, and expand career focus for grades K-12. One way it plans to grow its labor force are keeping graduates from high schools and colleges in the area and working within Sioux Falls.

Business Advocacy & Quality of Place Enhancement is another aspect of this campaign to lobby on regional issues, work with other chambers of commerce, and add to parks and other community assets. Its 2021 outcomes are making a worthwhile federal lobbying program, building public policy and relationships with politicians, and that votes on ballots are reflective of economic development concerns. The lobbying program would deal with issues affecting Sioux Falls and South Dakota. Entrepreneurship & Innovation involves the Zeal Center for Entrepreneurship, which has contributed about 730 jobs. The Zeal Center for Entrepreneurship is an incubation and entrepreneurship program and it brings entrepreneurs, investors, and other like-minded individuals together. For example, the center had the Accelerator Challenge that resulted in the launch of twenty-six companies. The Innovation Expo occurs once a year and invites about 500 attendees, which largely consists of networking for entrepreneurs and investors.

Sioux Falls is greatly augmenting its investments for new businesses to start and entrepreneurial events. The 2021 outcomes are to make ten new businesses annually through their Accelerator Challenge program, angel fund investments for twenty regional companies, micro loans for twenty companies, and two hundred fifty more jobs. The angel fund investments range from \$50,000 to \$150,000. Though not specifically mentioned, at this range of funding, angels are likely local to the area.⁶⁴ Business Recruitment, Retention & Expansion is focused on consistently marketing what Sioux Falls has to offer in media outlets and markets. Its business recruitment also includes visits, tours, and trade shows to convince businesses to come to Sioux Falls. The outcomes for 2021 are more awareness of Sioux Falls by site-selectors, broadening its economy, and making a Sioux Falls' brand a mainstay for business. Forward Sioux Falls has identified legitimate categories and plans. Its 2021 outcomes create a structure to abide by and defines where they want to take the region in the future.⁶⁵

64. "Falls Angel Fund wraps year of investing with multiple deals," Sioux Falls Business, published December 19, 2018, <http://siouxfalls.business/falls-angel-fund-wraps-year-of-investing-with-multiple-deals/>.

65. Forward Sioux Falls, accessed March 28, 2019, <http://forwardsiouxfalls.com/>.

Case Study #2: Elevate Rapid City

Theme: Workforce and Business Development

Elevate Rapid City is a public-private partnership of the Rapid City Chamber of Commerce, Ellsworth Development Authority, Rapid City Economic Development Partnership, and the Economic Development Foundation. It is located in Rapid City, South Dakota, which is one of the state's largest cities. Elevate Rapid City is concerned with making and maintaining jobs, bolstering industry and business needs, and building relationships with community development organizations, among other purposes. These major players in the Rapid City region tried to rework what was happening in economic development in 2015. This led to work with Convergent Nonprofit Solutions and over 100 interviews with significant community members.⁶⁶ Convergent Nonprofit Solutions is a company that focusing on fundraising and campaign management with non-profit organizations.⁶⁷ The partnership was an outcome and interviewees said that they gain from the work of these four groups.

A major outcome of this effort were the four strategies that have formulated Elevate Rapid City's strategic direction. The economic development plan expends a total of \$4.25 million over a five-year period. There is a goal attributed to each strategy and a couple outcomes per strategy.

- The first strategy is Innovation and Entrepreneurship. The goal of the Innovation and Entrepreneurship strategy is to make high-paying, local jobs with a particular focus on start-up companies. The objectives are to aid in constructing an Innovation Center in Rapid City, supporting their Incubator and Accelerator programs like donating seed money, and getting the South Dakota School of Mines and others involved in careers.
- The second strategy is directly related to supporting and extending the economic impact of Ellsworth Air Force Base. Its objectives are to spread the scope of the Ellsworth Air Force Base's mission, make sure development around the Air Force Base is compatible with the base itself, and to better the quality of life related to the Air Force Base, for example, military housing.
- The third strategy is Workforce Development. Their goal is to ensure Rapid City is a magnet for talent. This strategy and its objectives are more elaborate due to the implications of workforce development. The first objective is entirely about increasing workforce skills. It focuses on working with schools and universities to make sure students get skills that ready them for careers. Examples include Black Hills State University and Western Dakota Tech. They are also interested in tools like an Education Skills Gap Analysis or Workforce Housing Analysis so they understand what is lacking. The second objective is to make a talent attraction and retention program. This includes internships and apprenticeships that reflect the prevalence of the outdoors. It wants to support networking events and job opportunities for younger working

66. "The Strategic Plan," Elevate Rapid City, accessed March 28, 2019, <https://www.elevaterapidcity.com/the-strategic-plan/>.

67. Convergent Nonprofit Solutions, accessed April 17, 2019, <https://www.convergentnonprofit.com/>.

populations. It is also open to a market strategy. It wants to evolve their Military Outreach Program. Lastly, it is concerned with filling the lack of workforce skills for under and unemployed people in the region.

- It’s fourth strategy is new business investment so that the business reputation becomes even stronger. It wants to have meaningful relationships in the area and apply resources to Healthcare and Life Sciences, Manufacturing, Energy, and other industries. Its second objective is about making Rapid City an Outdoor industry hub for recreation and tourism purposes. They want to make campaigns about the outdoor industry amenities and working with other, similar partners such as Visit Rapid City.⁶⁸

Tables 20 and 21 are taken from the Elevate Rapid City Strategic Plan publication. Elevate Rapid City wants to make sure it fulfills the outcomes in the right column. As such, they have identified clear indicators of growth that must be attained. As demonstrated in Table 3, Elevate Rapid City also has annual and 5-year budgets in relation to each of the four strategies.

Table 20: Outputs vs. Outcomes⁶⁹

METRIC	5-YEAR GOALS
Job Growth	Create 2,245 primary jobs
Job Growth	Create 2,510 secondary jobs
Investment	\$300 million minimum
Earnings	\$228,923,679 annual total earnings
Annual Consumer Expenditures	\$126,540,542
Per Capita Income	Increase by 15%
Web Traffic and Relocation Inquiries	15% year over year

Table 21: Elevate Rapid City Budget Allocations⁷⁰

(July 2018 - June 2023)

STRATEGIC AREAS	ANNUAL BUDGET	5-YEAR BUDGET
Innovation and Entrepreneurship	\$ 280,000	\$1,400,000
Retain and Expand Missions for Ellsworth AFB	\$ 200,000	\$1,000,000
Workforce Development and Talent Attraction	\$ 260,000	\$1,300,000
New Business Investment	\$ 110,000	\$ 550,000
TOTALS	\$ 850,000	\$4,250,000

68. “The Strategic Plan,” Elevate Rapid City, accessed March 28, 2019, <https://www.elevaterapidcity.com/the-strategic-plan/>.

69. “Outputs vs. Outcomes,” Elevate Rapid City, accessed March 28, 2019, <https://www.elevaterapidcity.com/wp-content/uploads/2018/09/2018-Elevate-Rapid-City-Strategic-Plan.pdf>.

70. “Elevate Rapid City Budget Allocations,” Elevate Rapid City, accessed March 28, 2019, <https://www.elevaterapidcity.com/wp-content/uploads/2018/09/2018-Elevate-Rapid-City-Strategic-Plan.pdf>.

Case Study #3: Greenville, South Carolina and Livability.com

Theme: Community Branding

Greenville, South Carolina is located in the upper northwestern part of South Carolina. Greenville, South Carolina is a southern town with a population of 62,776 people (2016). There are 31,965 residents working within the city.⁷¹ The unemployment rate for the metropolitan area of Greenville, South Carolina was 3% in October 2018.⁷² Its biggest industries are Government, Manufacturing, and Retail Trade. The industries that are growing the most are Health Care and Social Assistance, Manufacturing, and Accommodation and Food Services. The average age of Greenville residents is thirty-four years old. The median household income in 2016 was \$45,360. The average property value is \$237,800.⁷³ In terms of the educated population for the metropolitan area, 28.4% of residents graduated from high school. There are 20.1% of people that have some college experience. There are 9.1% and 17.3% of residents with an Associate’s Degree and Bachelor’s Degree, respectively.⁷⁴

Table 22: Socioeconomic Statistics of Greenville, South Carolina⁷⁵⁷⁶⁷⁷

Characteristics	Greenville (SC)	Radius Region (IN)
Population	62,776 Residents	221,469 Residents
Labor Force	31,965	106,154
Unemployment Rate (Metropolitan rate)	3.0%	3.5%
Most Significant Industries	Government, Manufacturing, and Retail Trade	Manufacturing, Government, and Retail Trade
Median Household Income	\$45,360	(Average Earnings per Job) \$49,200
Median Property Value	\$237,800	\$105,963
Received High School Diploma	28.4%	42.0%
Some College Experience	20.1%	18%
Associate’s Degree	9.1%	9.8%
Bachelor’s Degree	17.3%	9.0%

71. Greenville, SC, Datausa, accessed March 28, 2019, <https://datausa.io/profile/geo/greenville-sc/>.

72. “Regional Comparison Report of Greenville-Anderson, SC,” Emsi, accessed March 28, 2019.

73. “Greenville, SC,” Datausa, accessed March 28, 2019, <https://datausa.io/profile/geo/greenville-sc/>.

74. “Economic Profile of Greenville, SC,” Emsi, accessed March 28, 2019.

75. “Industry Table of Greenville-Anderson, SC,” Emsi, accessed March 28, 2019.

76. “Economic Profile,” Emsi, accessed April 28, 2019.

77. In Tables 22, 23, 24, 25, and 26, Radius Region (IN) data reflects average earnings per job. Average earnings per job differs in calculation from median household income on the left columns of these tables, but supplies some comparison between the two.

Greenville, South Carolina sought a way to improve its image in order to bring people to the area. As a result, the Greenville Chamber of Commerce announced their talent attraction initiative called *Live Here. Love Here* at the end of 2018. Greenville, South Carolina utilized Livability.com.⁷⁸ Livability.com is a host for small and medium town information. It broadcasts



enticing pictures, studies, and articles about cities throughout the United States. Quality of life topics such as education, housing, entertainment, and business are advertised online and ranked. Livability.com showcases top 10's and top 100's for colleges, vacations, small towns, and other categories.⁷⁹

According to their website, "Livability partners with cities to develop content marketing programs with one simple goal: attracting and retaining residents and businesses."⁸⁰

In conjunction with Livability.com, Greenville, South Carolina made a publication called *Live Here. Love Here.* designed to recruit



78. "Introducing Live Here. Love Here., Our Talent Attraction Initiative," Greenville Chamber, published November 12, 2018, <http://greenvillechamber.org/blog/2018/11/12/accelerate/introducing-live-here.-love-here.-our-talent-attraction-initiative/>.

79. Livability.com, accessed March 28, 2019, <https://livability.com/>.

80. "About Livability," Livability.com, accessed March 28, 2019, <https://livability.com/about>.

talented workers to the area.⁸¹ It is a nearly fifty-page publication containing an array of eye-catching features. Examples of content sections include: Arts, Cuisine, and Community; Business Climate; Education & Workforce; and Health Care. It also includes profiles on its economy and community. The introduction of the publication describes the Greenville Chamber. It notes accolades of the city, for example, it was ranked in the Top 10 small cities where business is thriving by *Entrepreneur*. The introduction compares Greenville's location to major Southern cities, describes its cost of living index, and employment industries.⁸²

The Greenville Chamber hopes that local businesses use *Live Here. Love Here*. It is available in print and digital versions. The online publication can be shared and some printed versions are in circulation with advertisers and community leaders. Greenville, South Carolina is also highlighted on Livability's website. The initiative shows up on social media from Livability.com and the Greenville Chamber as well.⁸³

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81. "Introducing Live Here. Love Here., Our Talent Attraction Initiative," Greenville Chamber, published November 12, 2018, <http://greenvillechamber.org/blog/2018/11/12/accelerate/introducing-live-here.-love-here.-our-talent-attraction-initiative/>.
 82. "Live Here. Love Here," Livability.com and Greenville Chamber, 2018, [file:///C:/Users/kbattafarano/Downloads/848_GreenvilleSC_18%20\(4\).pdf](file:///C:/Users/kbattafarano/Downloads/848_GreenvilleSC_18%20(4).pdf).
 83. "Introducing Live Here. Love Here., Our Talent Attraction Initiative," Greenville Chamber, published November 12, 2018, <http://greenvillechamber.org/blog/2018/11/12/accelerate/introducing-live-here.-love-here.-our-talent-attraction-initiative/>.

Case Study #4: Free Land, Housing, and Kansas

Theme: Housing Incentives

Rural areas in the United States have had to think creatively about how to attract people to their regions. One possibility is for rural areas to create an incentive for newly recruited arrivals in the community to build homes on vacant land. An example is the home site program located in Lincoln, Kansas (formerly called Lincoln Center, Kansas). Lincoln is home to 1,319 people. Nearly 600 people work within Lincoln, Kansas.⁸⁴ It is located in Lincoln County, Kansas, which has an unemployment rate of 3.1%.⁸⁵ High employment industries in the city include Health Care and Social Assistance, Educational Services, and Retail Trade. Lincoln residents tend to be older and average forty-three years old. The median household income in 2016 was \$42,833. The average property value is \$68,400. A total of 32.8% of Lincoln County residents have a high school degree. Lincoln County residents that have attended some college make up 28.6% of the population. There are 14.4% and 12.4% of county residents with an Associate’s Degree and Bachelor’s Degree, respectively.⁸⁶

Table 23: Socioeconomic Statistics of Lincoln, Kansas^{87,88}

Characteristics	Lincoln (KS)	Radius Region (IN)
Population	1,319 Residents	221,469 Residents
Labor Force	600	106,154
Unemployment Rate (Lincoln County, KS Rate)	3.1%	3.5%
Most Significant Industries	Government and Agriculture, Forestry, Fishing, and Hunting, and Wholesale Trade	Manufacturing, Government, and Retail Trade
Median Household Income	\$42,833	(Average Earnings per Job) \$49,200
Median Property Value	\$68,400	\$105,963
Received High School Diploma	32.8%	42.0%
Some College Experience	28.6%	18%
Associate’s Degree	14.4%	9.8%
Bachelor’s Degree	12.4%	9.0%

The early stages of Lincoln, Kansas’s home site program began in 2002 and the home site land consisted of a subdivision. The land was originally used for agriculture and turned into a subdivision. The city council agreed to give out sites of land to 21 eligible people in October of 2004. Lincoln, Kansas highlights its amenities such as low-crime, recreation, and access to

84. “Lincoln Center, KS,” Datausa, accessed March 28, 2019, <https://datausa.io/profile/geo/lincoln-center-ks/>.

85. “Unemployment Rate (Not Seasonally Adjusted),” Kansas Business and Industry Data Center, accessed March 28, 2019, http://ipsr.ku.edu/BIDC/data/dz_unemployment_rate.shtml,

86. “Economic Profile of Lincoln County, KS,” Emsi, accessed March 28, 2019.

87. “Industry Table of Lincoln County, KS,” Emsi, accessed March 28, 2019.

88. “Economic Profile,” Emsi, accessed April 28, 2019.

medical care as convincing factors to move to the city.⁸⁹ Applicants for the home site program have a lot of flexibility. Prospective land owners must complete an application, which importantly must include proof of financial stability and the design criteria should be compatible with the city. City council must approve the application and then the land owner and city have to sign an agreement. The program gives applicants two to three years before the house needs to be built. The land owner has a lot of lenience and will work with the contractor; all of the lots are developed and only a house needs to be constructed. There are also no requirements for selling it. Despite high aspirations and considerable marketing, since its beginning, only two houses have been developed.⁹⁰

The city of Lincoln, Kansas's home site program has notably not been successful for a few reasons, which also point toward what would make a more successful home site program. The home site program was marketed in a way that suggested it was merely free land rather than land in which to build a home. People have inquired about the home site program incorrectly thinking it is either free land at their leisure or that a house was already constructed on the property. The city also did not buy dilapidated houses or scattered properties but developed agricultural land into a subdivision putting forward considerable investment in the process. The city is still paying off bonds from this undertaking and will throughout the next few years.⁹¹

The home site program in Lincoln, Kansas was developed with some inspiration from a similar program in Marquette, Kansas. However, the Marquette, Kansas program differs in the fact that it is located closer to more populated areas. Marquette, Kansas is close to Salina, McPherson, and Hutchinson, Kansas, which means Marquette residents can commute to these areas for work. In addition, Marquette, Kansas has a better proximity to higher education. Their application also requires a developer's agreement and more information is listed on their website.⁹²

89. "Free Home Site Program," City of Lincoln, Kansas, accessed March 28, 2019, <http://www.lincolnks.org/Housing.html>.

90. Kelly Larson (Economic Development Director) in discussion with the author, March 22, 2019.

91. Kelly Larson (Economic Development Director) in discussion with the author, March 22, 2019.

92. "Land Giveaway," City of Marquette, KS, accessed March 28, 2019, <http://www.marquettেকansas.com/land.html>.

Case Study #5: Grant for Grads

Theme: Housing Incentives

Another significant program is located not too far from the Radius Indiana region in Grant County, Indiana, which is northeast of Indianapolis. It is called Grant for Grads, which is a housing assistance program in collaboration with the Affordable Housing and Community Development Corporation that was established in 2012.⁹³ Grant County is home to 65,923 people. A total of 32,433 make up the county’s workforce. It had a 4.1% unemployment rate as of October 2018. Its biggest industries are Educational Services, Health Care and Social Assistance, and Manufacturing. The industries that are growing the most are Transportation and Warehousing, Accommodation and Food Services, and Government.⁹⁴ The average age is forty years old. The median property value is \$84,600.⁹⁵ The median household income is \$42,000 as of 2017. Out of the residents, 41.4%, have a high school degree. Residents with some college education account for 20.6% of the population. Residents with an Associate’s Degree and Bachelor’s Degree make up 7.7% and 9.7% of the population, respectively.⁹⁶

Table 24: Socioeconomic Statistics of Grant County, Indiana^{97,98}

Characteristics	Grant County (IN)	Radius Region (IN)
Population	65,923 Residents	221,469 Residents
Labor Force	32,433	106,154
Unemployment Rate	4.1%	3.5%
Most Significant Industries	Educational Services, Health Care and Social Assistance, and Manufacturing	Manufacturing, Government, and Retail Trade
Median Household Income	\$42,000	(Average Earnings per Job) \$49,200
Median Property Value	\$84,600	\$105,963
Received High School Diploma	41.4%	42.0%
Some College Experience	20.6%	18%
Associate’s Degree	7.7%	9.8%
Bachelor’s Degree	9.7%	9.0%

The Grant County Economic Growth Council is the main economic development body of the county and created Grant for Grads in 2016 as a way to increase the young professional population in the community. Grant County has incentives for renters and buyers to live in the area. The target group is for those with Associate’s degrees or a more advanced professional degree. People can apply if they have a job offer in Grant County. They can also apply if they

93. “Grant for Grads,” Grant County Economic Growth Council, accessed March 28, 2019, <http://grantcounty.com/gcegc-2/programs/grant-for-grads/>.

94. “Economic Profile of Grant County, IN,” Emsi, accessed March 28, 2019.

95. “Grant County, IN,” Datausa, accessed March 28, 2019, <https://datausa.io/profile/geo/grant-county-in/>.

96. “Economic Profile of Grant County, IN,” Emsi, accessed March 28, 2019.

97. “Industry Table of Grant County, IN,” Emsi, accessed March 28, 2019.

98. “Economic Profile,” Emsi, accessed April 28, 2019.

have been in their full-time job for under two years. They will also pay some of a monthly rent if a person has been employed full-time under a year. The Homebuyer Incentive Program means that people can get a maximum of \$5,000 toward buying a home, which could cover a down payment or other costs. The money originally put down will be forgiven at 20% a year if the residents stay in their house. The Affordable Housing and Community Development Corporation works with the homebuyer.

The alternative to buying a home is renting; therefore, the Renter Incentive Program is the other option. As long as the rent is lower than or equal to the Fair Market Rent designated by the Department of Housing and Urban Development then 20% of monthly rent is covered by Grant for Grads. The most a renter can receive is \$2,500 and they must sign onto a yearly lease agreement. The Grant County Economic Growth Council has many resources on its website related to housing in Grant County. If someone starts out as a renter and they eventually become a home owner then they can get money toward their home.

In 2016, the average home buyer in the Grant for Grads program was thirty-one years old. The average renter was twenty-five years old. The recipients of the Homebuyer Incentive Program receive average annual wages of \$42,993. The recipients of the Renter Incentive Program receive average annual wages of \$36,921. The median price of a home was \$106,022. Grant for Grads recipients largely work for the Grant County School system, local universities, and in manufacturing and distribution.⁹⁹

In 2018, there were twenty homebuyers. There were nineteen more renters. Employers can assist in the advertising of the program and nineteen employers did so in 2018. A combination of \$1,726,408 is what renters and homebuyers made in income in 2018.¹⁰⁰ The Grant for Grads program has proven effective at attracting and retaining

About the 2016 Grant For Grad Recipients



31

Average Buyer Age



25

Average Renter Age



\$42,993

Average Buyer Income



\$36,921

Average Renter Incon



\$106,022

Average Buyer Home Price

99. "Grant for Grads," Grant County Economic Growth Council, accessed March 28, 2019, <http://grantcounty.com/gcegc-2/programs/grant-for-grads/>.

100. "What has the Grant County Economic Growth Council Done?" Grant County Economic Growth Council, accessed March 28, 2019, <http://grantcounty.com/wp-content/uploads/2018-year-in-review.pdf>.

workers since its inception. It has received state accolades and it is unclear of its level of popularity within the region.¹⁰¹

Case Study #6: Toledo, Ohio #ItMattersWhereYouMakeIt

Theme: Community Branding

Toledo, Ohio is home to 278,512 people. The labor force is made up of 124,666 residents.¹⁰² The unemployment rate in October 2018 was 5.1% in Lucas County, where Toledo is located.¹⁰³ Popular industries include Healthcare and Social Assistance, Manufacturing, and Retail Trade. The most common age of Toledo residents is thirty-five. The median household income is \$35,301. The average property value is \$79,100.¹⁰⁴ In Lucas County, 30.5% of residents have a high school diploma. Residents with some college experience make up 24.0%. Residents with an Associate’s Degree and Bachelor’s Degree make up 9.3% and 15.5%, respectively.¹⁰⁵

Table 25: Socioeconomic Statistics of Toledo, Ohio¹⁰⁶¹⁰⁷

Characteristics	Toledo (OH)	Radius Region (IN)
Population	278,512 Residents	221,469 Residents
Labor Force	124,666	106,154
Unemployment Rate	5.1%	3.5%
Most Significant Industries	Health Care and Social Assistance, Government, and Retail Trade	Manufacturing, Government, and Retail Trade
Median Household Income	\$35,301	(Average Earnings per Job) \$49,200
Median Property Value	\$79,100	\$105,963
Received High School Diploma	30.5%	42.0%
Some College Experience	24.0%	18%
Associate’s Degree	9.3%	9.8%
Bachelor’s Degree	15.5%	9.0%

Toledo, Ohio has evolved in terms of its branding. In April 2014, Toledo began a branding initiative with the following motto: “It Matters Where You Make It.” The initiative emphasizes the opportunity and richness of Toledo. According to the Toledo Regional Chamber of Commerce website, “Our powerful, consistent messaging and the tools can be used by all

101. “The State Praises Grant County’s Grants for Grad Program,” Grant County Economic Growth Council, published June 4, 2018, <http://grantcounty.com/uncategorized/state-praises-grant-countys-grants-grad-program/>.

102. “Toledo, OH,” Datausa, accessed March 28, 2019, <https://datausa.io/profile/geo/toledo-oh/>.

103. “Economic Profile of Lucas County, OH,” Emsi, accessed March 28, 2019.

104. “Toledo, OH,” Datausa, accessed March 28, 2019, <https://datausa.io/profile/geo/toledo-oh/>.

105. “Economic Profile of Lucas County, OH,” Emsi, accessed March 28, 2019, https://e.economicmodeling.com/analyst/?t=2g7z5#h=HT1w2&page=edo_economy_overview.

106. Industry Table of Lucas County, OH,” Emsi, accessed March 28, 2019.

107. “Economic Profile,” Emsi, accessed April 28, 2019.

community partners to promote the region.”¹⁰⁸ Specifically, the Toledo Toolkit consists of the following:

- Toledo Region Video
- Little Green Book
- Toledo Region Media Kit
- Toledo Region Overview Document
- Toledo Region Terminology
- 2018 Toledo Magazine

The Toledo Region Video is a persuasive visual, which is ideally to be used on social media platforms for recruiting talent. For example, an attractive summary of Toledo, Ohio is prevalent in what is called the “Little Green Book.”¹⁰⁹ It is an over thirty-page book that can be in print or accessed digitally. Businesses trying to reel in employees and other community



entities can utilize the book. The book has the motto on the cover and its pages start with similar titles such as “Make It Big” and “Make A Move.” It discusses careers in a variety of industries and it stresses that it has the capital, networks, and talent for a productive career. Toledo has arts, entertainment, and sports. There are thirty-six colleges in a sixty-mile radius. The book has a plethora of eye-catching visuals to match the magnitude of its text.¹¹⁰

The Toledo Region Media Kit gives an abundance of examples for using the Toledo brand.¹¹¹ The Toledo Region Overview Document is a quick list of facts such as population, major industries, major employees, and transportation in order to get an understanding of the makeup of Toledo,

Ohio.¹¹² The Toledo Region Terminology explains colloquial monikers and their explanations. For example, Toledo is also known as the Glass City since it has historical roots in the making of

108. “Talent Attraction Tools,” Toledo Regional Chamber of Commerce, accessed March 28, 2019, <https://www.toledochamber.com/talent-attraction.html>.

109. “Toledo Toolkit,” Toledo Regional Chamber of Commerce, accessed March 28, 2019, <https://toledoregion.com/toolkit/>.

110. “Little Green Book,” Toledo Regional Chamber of Commerce, accessed March 28, 2019, https://issuu.com/toledoregion/docs/toledo_region._it_matters_where_you.

111. “Toledo Region Media Kit,” Toledo Regional Chamber of Commerce, accessed March 28, 2019, <https://drive.google.com/file/d/0B6xIDUsuWOFIMXBmQXNQQ1lpUzg/view>.

112. “Toledo Overview,” Toledo Regional Chamber of Commerce, accessed March 28, 2019, <https://drive.google.com/file/d/0B6xIDUsuWOFIY04xWmlUU2I5WE0/view>.

glass and its use in artistic movements.¹¹³ The 2018 Toledo Magazine shows milestones in the community, current developments, honors leaders in the area, and breaks down its business development services. Additionally, the Toledo region website has a newsletter that people can sign up for to get via email and other updates.¹¹⁴

113. "Toledo Terminology," Toledo Regional Chamber of Commerce, accessed March 28, 2019, <https://drive.google.com/file/d/0B6xIDUsuWOFIc2IMdXVfQmstaTQ/view>.

114. Wendy Gramza, *Toledo 2018 In Review*, 2018, <https://indd.adobe.com/view/15d46ac5-91c3-4ec7-acb4-afc1d1b1d465>.

Case Study #7: Orion Military Talent Programs

Theme: Veteran Support

Orion is a military recruitment firm based in Cary, North Carolina. They work with businesses to develop military talent programs and offer other recruiting services. They are involved in military and veteran outreach. They hold more than seventy hiring conference per year with former military candidates and companies looking to hire them. Also, their website has information for choosing to hire veterans and recommendations for hiring veterans. Orion says that it “addresses all phases of the process, from sourcing, candidate attraction and recruiting, through onboarding, integration, and retention.”¹¹⁵

Siemens Corporation is a large company that makes technologies that assist in generating power, transmission, and medical diagnoses. They require highly skilled employees for engineering, industrial, and other needs.¹¹⁶ Siemens is aware of the large number of jobs to fill with a decreasing supply of people that can work the jobs. Siemens understands the importance of hiring veterans.¹¹⁷

Orion started partnering with Siemens in early 2003 since Siemens had a military hiring initiative. In 2010 in collaboration with Orion, the Siemens Military Talent Program began. It helps to bring in former military members to work there. It has a marketing campaign and training set up specifically for this group of workers. From 2013 to 2018, Siemens hired more than 2,500 veterans. Siemens intends to hire 300 more veterans annually through 2021.

Siemens has done this in a variety of ways. It figured out the company areas that had employment needs and determined talent pools that would satisfy these areas. Siemens made sure that new employment orientation was much more engaging. While Siemens has a multitude of operating departments, it wanted to make sure some information was communicated across the different operating teams. Also, a new employee website was created for new employees and Human Resources employees.

In order to retain employees, Siemens makes sure it has individual training and development for employees, openness to national job positions, and communication regarding performance. Siemens is a very digital business that demands adept, trained employees. It has increased its states and apprenticeship program participants twofold. It even has an online and classroom training center in Orlando, Florida.

115. “Orion Military Talent Programs,” Orion Talent, accessed March 28, 2019, <https://www.orientalent.com/hire-military/military-talent-programs/>.

116. “About Siemens,” Siemens, accessed March 28, 2019, <https://new.siemens.com/us/en/company/about.html>.

117. “Veterans at Siemens,” Siemens, accessed March 28, 2019, <https://new.siemens.com/us/en/company/jobs/life-at-siemens/veterans.html>.

Case Study #8: T.Map

Theme: Technology-Based Talent Recruitment

T.Map is a technology company that is entirely focused on Indiana job recruitment. T.Map is aware that Indiana needs more individuals to fill its employment needs. Indiana is predicted to go into negative labor force in the future and T.Map wants to remedy this prediction. It is focused on mapping a network of potential candidates for companies that need additional workers. It has a talent database to draw from and T.Map has a unique algorithm to detect who would move for a new job. Their talent database accounts for a variety of factors such as involvement in organizations or awards, referrals and relationships with co-workers, education, and skills. T.Map creates profiles for job candidates.



And then T.Map creates marketing campaigns in order to connect candidates with businesses. Its talent pipeline encompasses communities, for example, reaching out to graduates of Indiana universities so they will remain in the state. It engages with businesses to recruit individuals that are specialized in their fields such as Manufacturing or Health Care. It also works to make pipelines for high-value positions, for example, engineers, mid-level managers, and executives.¹¹⁸

For example, T.Map works to get software engineers and tracked progress on this campaign. It did so by having a “Change Your Life” display advertisement, “Software Opportunities” display advertisement, and an advertisement that appeared after software job searches occurred. They saw the best results when it came to the “Software Opportunity” advertisement. For example, it was clicked on one hundred ninety-eight times compared to five from the “Change Your Life” advertisement and ten from the software opportunities searches. T.Map received a total of sixteen respondents. It is also going to expand its presence by displaying advertisements on Facebook. It received traction from working age adults ages eighteen to forty-four, from males and females, and people from cities with more than 100,000 residents. This is one sample of the talent generation that T.Map is creating.¹¹⁹

118. “Intro to T.map,” Tmap.com, accessed March 28, 2019.

119. “Project Update,” Tmap.com, published November 29, 2018.

Case Study #9: WorkHere

Theme: Technology-Based Talent Recruitment

WorkHere is another company that involves interesting recruiting techniques as well as a real possibility of being used in the Radius region. The company WorkHere was established in 2015 in Indianapolis. The founders of WorkHere had experience working on job boards and career search websites such as Monster.com. WorkHere uses hyperlocal, geo-fenced technology in order to pull in job applicants. This means it uses GPS to draw from candidates in a twelve-mile radius. Therefore, WorkHere can pull from applicants regardless of where they are living and appeal to them from any location. It has a number of strategies to appeal to candidates. It attracts commuters, people that have attended events or pass by billboards. It appeals to candidates that go to businesses or are from feeder industries.



WorkHere operates by dispensing job advertisements via social media or other website content. The job candidate clicks on the advertisement and is connected to a chat platform with a WorkHere employee. A candidate profile is developed and delivered to potential companies. Characteristics of a candidate's profile include a summary of the candidate, contact information, skills, employment

history, military service, education, and licenses. Employers can verify credentials of job candidates and advertise that they are open to employ certain groups such as veterans or ex-offenders with employer badges. WorkHere is interested in candidate engagement and not merely online job application services. It decreases time of employees to interview candidates and helps with retention due to pulling from local candidates.

WorkHere works directly with businesses in order to make a thorough plan on how to recruit talent for them. Examples of WorkHere customers include Uber, Instacart, Crew Carwash, and UPS. Sales and business leaders at WorkHere discuss and work together with businesses interested in recruiting workers. A client success manager follows up with the employer about how WorkHere's recruiting practices are going.¹²⁰

A notable example of what WorkHere can do is its collaboration with Project Indy. Project Indy is part of Mayor Joe Hogsett's Youth Jobs Program. Project Indy is a system of employers, local organizations, and corporations. This group is dedicated to finding employment and aiding in developing workforce skills for young adults in Marion County. Through WorkHere, employers are able to find talented young workers and young adults are able to gain from valuable job experiences.¹²¹ In 2017, there were 3,200 participants and 1,600 jobs created. In 2018, there were 5,400 participants, 3,000 jobs created, and five hundred places to work.² WorkHere is also working with Indiana INTERNet to aid young adults in finding internships. Indiana

120. "WorkHere Overview Deck," WorkHere, accessed March 28, 2019.

121. "Case Study: Project Indy," WorkHere, 2017.

INTERNet has over 4,300 students in search of job learning experiences.¹²² WorkHere is initiating work outside of Indiana as well.

WorkHere can be utilized in the Radius Region. Although the Radius region is rural, the GPS technology can advertise to commuters and people traveling throughout the counties. The mobile app is easily accessible and appealing to college graduates and young working adults.

122. "Indiana INTERNet Taps WorkHere to Connect Students to Career-Accelerating Internships," WorkHere, published February 19, 2019, <https://workhere.com/blog/indiana-internet-taps-workhere/>.

Case Study #10: Q2030 Regional Action Plan

Theme: Workforce and Business Development



The Quad Cities are located in the midwestern region of the United States. The Quad Cities span two states, Iowa and Illinois, which contrasts to other economic development organizations and chambers of commerce that are merely in one city or area. The Quad Cities are the following: Davenport, Iowa, Bettendorf, Iowa, Moline, Illinois, Rock Island, Illinois, and East Moline, Illinois.¹²³ This region consists

of Clinton, Muscatine, and Scott counties of Iowa and Henry, Mercer, and Rock Island counties in Illinois.¹²⁴ The Quad Cities have a population of 471,551, which is nearly split equally amongst women and men. There are 244,703 people that are considered their labor force. They have a 4.4% unemployment rate. The median household income is \$48,719. The total percentage of residents that have graduated from high school is 35.0%. Out of the Quad Cities, 22.6% of residents have some college experience. Residents with an Associate's Degree and Bachelor's Degree make up 9.8% and 13.8%, respectively.¹²⁵

123. "About the Quad Cities," QuadCities.com, accessed March 28, 2019, <https://www.quadcities.com/about/>.

124. "Regional Profile," Quad Cities Chamber, accessed March 28, 2019, <https://quadcitieschamber.com/locate-start-grow/locate/regional-profile>.

125. "Quad Cities Region Demographics," Quad Cities Chamber, accessed March 28, 2019, file:///C:/Users/kbattafarano/Downloads/Quad%20Cities%20Demographics%20(1).pdf.

Table 26: Socioeconomic Statistics of Quad Cities¹²⁶

Characteristics	Quad Cities	Radius Region (IN)
Population	471,551 Residents	221,469 Residents
Labor Force	244,703	106,154
Unemployment Rate	4.4%	3.5%
Most Significant Industries	Manufacturing, Healthcare and Social Services, and Wholesale and Retail Trade	Manufacturing, Government, and Retail Trade
Median Household Income	\$48,719	(Average Earnings per Job) \$49,200
Received High School Diploma	35.0%	\$105,963
Some College Experience	22.6%	42.0%
Associate's Degree	9.8%	18%
Bachelor's Degree	13.8%	9.8%
		9.0%

The Quad Cities Chamber of Commerce is passionate about its joint communities and economic development. It was created in 2010 and made the Regional Opportunities Council to think strategically about how it should position the region. It devised a plan for the future called the Q2030 Regional Action Plan. The actors involved in this plan include non-profit organizations, businesses, governments, and academic institutions, among others. The Regional Action Plan designated a Steering Committee of over sixty volunteers in the area that are representative of the actors described above.

The Steering Committee brainstormed how to attract more residents, investment money, and employment opportunities. The Steering Committee looked at past data, its current position, and figured out ways to expand its mission. The Chamber also did focus groups and shared a survey, which had 4,000 total participants. Principles and lessons were derived from the community feedback.¹²⁷ Examples of principals include “be open to new ideas and share credit and responsibility for challenges.”¹²⁸

Significantly, the Steering Committee, survey answers, and meetings have led to the establishment of four initiatives: Cool Places, Creative People, Connected Region, and Prosperous Economy.

- Cool Places involves the number of visitors to the Quad Cities, community event attendance, and satisfaction with residents’ quality of life. It wants to make its proximity to the Mississippi River a tourist spot, revitalize neighborhoods, and create forums for different community constituencies.

126. “Economic Profile,” Emsi, accessed April 28, 2019.

127. “Q2030: A Regional Action Plan,” Quad Cities Chamber of Commerce, accessed March 28, 2019, <https://www.q2030.org/>.

128. “About Q2030, Community Input,” Quad Cities Chamber of Commerce, accessed March 28, 2019, <https://www.q2030.org/about-q2030/>.”

- The Creative People initiative deals with population, younger residents that are twenty-five to thirty-four, higher education attainment, and children prepared for Kindergarten. They want to work on career development by starting in childhood, partnerships among schools and high education institutions, and formulate a marketing program to attract talent from outside of the Quad Cities region.
- The third initiative, Connected Region, encompasses agreements amongst governments across Iowa and Illinois and employees at the Quad Cities Chamber. It gauges how connected the community is by utilizing a survey and how non-profit organizations are working together. They would like to work on a regional brand and transportation services.
- Lastly, the fourth initiative, Prosperous Economy, considers the per capita income and Gross Domestic Product (GDP) across the Quad Cities region. Other examples of the last initiative include support of start-ups, for medium-sized businesses to grow, and focusing on growing economic clusters.

In order to tell how well the initiatives are working, the Quad Cities Chamber determined success measures. They are Talent, Economic Opportunity, and Community Pride. In terms of talent, they aim to have over 20,000 more workers aged twenty-five to thirty-four years old, which would be 20% more than the twenty-five to thirty-four year olds (based on 2014-2015 Census data). The Chamber is convinced that this age group is innovative and necessary for continued growth. They also anticipate that the number of residents with education past high school will increase twofold by 2030. For the Economic Opportunity initiative, they believe per capita income will increase by 30% by 2030. It has lofty goals for Gross Domestic Product; it aims to have a GDP of \$25 billion and \$40 billion by 2021 and 2031, respectively. They also want to decrease poverty.

Their Community Pride initiative is to capture civic pride and how content Quad City residents are with where they live. They intend to have increases in these measures by 2030. They will use the 2016 survey to weigh community satisfaction and satisfaction will be accessed every year. The Quad Cities Chamber has truly made growth in a number of areas a process, drawn from numerous economic and community actors, and have clear measures about how to develop.¹²⁹

129. "Q2030: A Regional Action Plan," Quad Cities Chamber of Commerce, accessed March 28, 2019, <https://www.q2030.org/>.

Conclusion

TPMA has provided information on the Radius Region and case studies to give assistance on workforce development and attraction issues in the Radius Region. Radius Indiana can incorporate this information and recommendations in order to better situate itself as a competitive region. Each strategy should be positioned in the Radius region based on the most significant local needs of the communities. The Radius Region should pull resources that already exist in their communities. In order to apply the strategies, TPMA suggests that leaders come together to discuss best practices and the best options for their communities. Therefore, the discussions could lead to similar programs or unique grass-roots efforts.

Although all case studies are applicable to the Radius region, it should be noted that some are better suited to a region while others work particularly well in individual counties. For example, the strategies of Forward Sioux Falls, Elevate Rapid City, and Q2030 in the Quad Cities are dependent on regional partnership. The strategies of these three case studies involve a number of regional entities such as community members, businesses, and economic development organizations. The strategies and goals were a result of collaboration and their outcomes will be based on how well they work together.

In contrast, the case studies of Grant for Grads and home site program in Lincoln, Kansas are unique to their individual counties. Grant County, Indiana recognized that there is a talent pool of university graduates and young professionals and affordable housing to sway them to reside in the region. The parameters of their housing program were development with their county's characteristics in mind. Similarly, the home site program in Lincoln, Kansas was made because of open land that could be utilized for housing, which varies amongst regions. The requirements of the home site program were derived from the local government and economic development leaders. Home site programs have occurred in rural, small towns with an understanding of their housing needs rather than a regional program.

The technology-based case studies could be manipulated for a region or a smaller area like a county. T.map and WorkHere certainly have flexibility in their coverage, advertisements, and employing potential.