



MARTIN COUNTY, INDIANA

QUALITY OF PLACE & WORKFORCE ATTRACTION PLAN

DEVELOPED 2019

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MARTIN COUNTY, INDIANA



Rich with history and thriving innovation, Martin County is a crossroads. County residents value the neighborly approach to life that is a cornerstone of every community. On any given day, residents can be found helping their neighbors through good times and bad. It has been this way for as long as anyone can remember.

Located in the heart of Southern Indiana, with rolling hills to the east and flat farm land to the west, the diverse landscape provides a variety of recreational opportunities. Visitors and residents enjoy hiking the trails of Hoosier National Forest, and visiting Hindostan Falls is a reminder of the colonies from another time. The winding White River and West Boggs Lake provide opportunities for fishing and aquatic sports. It is easy to be awestruck as you witness the beautiful sunrises and sunsets of this scenic county.

The people of Martin County are focused on family and country. The sense of family is prevalent throughout the county as people come together to build each other up. Home to the world's third largest naval installation, residents prove their commitment to defending our country every day through their work supporting the warfighter. NSA Crane is a great asset for Martin County as it provides economic stability and ensures that the region is relevant within the national defense sector.

Home to two school districts, Martin County is proud of the sense of family that is instilled in young residents during each school day. The schools in the county are committed to small class sizes, STEM education, and robust relationships with local industries. These are indicators that there is a strong commitment to providing high quality education in Martin County.

Residents continue to recognize Martin County's role in national security, key industry sectors, and the prosperity of the Indiana Uplands. The priorities outlined in this plan provide guidance to increasingly fulfill this role.

TIMELINE

December-May

- QPAT Continues Meeting Regularly
- County-Wide Survey
- Focus Groups Conducted
- Broadband Summit
- Employer Summit

2020 & Beyond

- Implement Plan Throughout the County

October-November

- Ready Communities Workshop
- The QPAT Formed
- First QPAT Meeting

June-August

- Community Surveyed to Prioritize Objectives
- Plan Finalized and Submitted for Review

2018

2019

2019

2020+

REALIZING **MARTIN COUNTY'S** ROLE IN REGIONAL **PROSPERITY** WITHIN THE **INDIANA** ★ **UPLANDS**

Home to the third largest naval installation in the world and 16,500 acres of national and state forests, Martin County is a community that understands the importance of both work and play. The residents of the county believe in values such as putting family first, working hard, maintaining honesty, and helping neighbors. Whether boating on West Boggs Lake, fishing on the White River, or hiking through the Hoosier National Forest, many find themselves stopping to enjoy the natural beauty of the county.

Through the development of this Quality of Place and Workforce Attraction Plan, leaders in the county have celebrated all of the good that makes the county a great place to live, work, and play in the Indiana Uplands. This same team of leaders has listened to the community to identify ways to improve the community and make it a place valued by generations to come.



'WE WANT TO ENSURE THAT OUR CHILDREN, FAMILIES, AND EMPLOYERS HAVE EVERY REASON TO STAY IN THE INDIANA UPLANDS'

-TINA PETERSON, CEO, REGIONAL OPPORTUNITY INITIATIVES

NAVAL SUPPORT ACTIVITY CRANE

Martin County is home to Naval Support Activity Crane Division, the **3rd largest** naval installation and covers **100 square miles**. Residents of Martin County are proud to play their role in supporting the warfighter. As the third largest employer in southwest Indiana, NSA Crane provides many jobs to the people of Martin County. In addition to NSA Crane, the county is home to numerous government contractors and defense support services. According to the Occupational Needs Assessment conducted by Regional Opportunities Initiatives, Inc., Martin County is home to **4,927** jobs in the national security and defense sector. The average income of an employee in the defense sector is **\$89,001**. As the defense sector prepares to add hundreds of jobs a year, there is great opportunity for Martin County to become home to these high wage earners.



NSA Crane Gate

NSA Crane is located at the interchange of **US HWY 231** and **Interstate 69**. Connecting the State of Indiana with the hub of innovation and national defense, I-69 provides quick access to metropolitan areas. With the interchange at the Martin County's border, residents appreciate a rural lifestyle with convenient access to the rest of the Indiana Uplands. Just outside the gates of NSA Crane is WestGate Technology Park, where businesses and contractors thrive and develop solutions to some of the most complicated challenges facing our national defense. In the heart of the park is the **64,000 square foot** WestGate Academy, which provides Martin County and regional innovators with resources and support to succeed.

2000+
Defense Employees

Defense Sector
Jobs Added Per Year
650

23%
Employees in Defense
55+

Average Income of Defense Sector
Employee
\$89,001

Martin Co Alliance/ROI Occupational Needs Assessment

Westgate @ Crane Tech Park

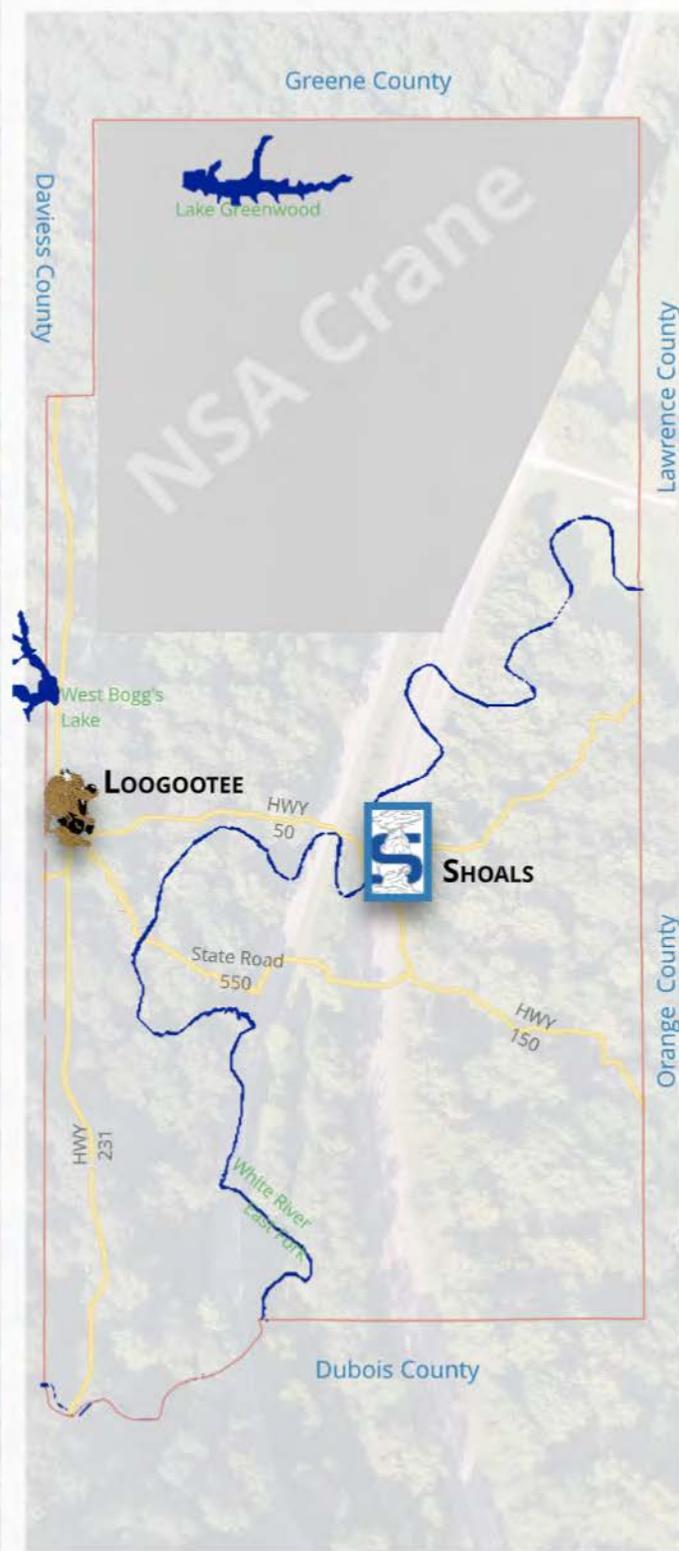
ASSETS

Events

- Community Holiday Parades
- Martin County 4-H Fair
- Loogootee Summer Fest
- Shoals Catfish Festival
- West Boggs Park Events

Recreation

- Hindostan Falls
- Hoosier National Forest
- Jug Rock Nature Preserve
- Martin County State Forest
- West Boggs Park



Economic

- NSA Crane
- WestGate at Crane Technology Park
- US Gypsum
- National Gypsum
- Crane-related Contractors

Education

- Martin County Museum
- Purdue Extension Office
- Shoals Community Schools
- Loogootee Community Schools
- WestGate Academy

HWY 50, Through Martin State Forest

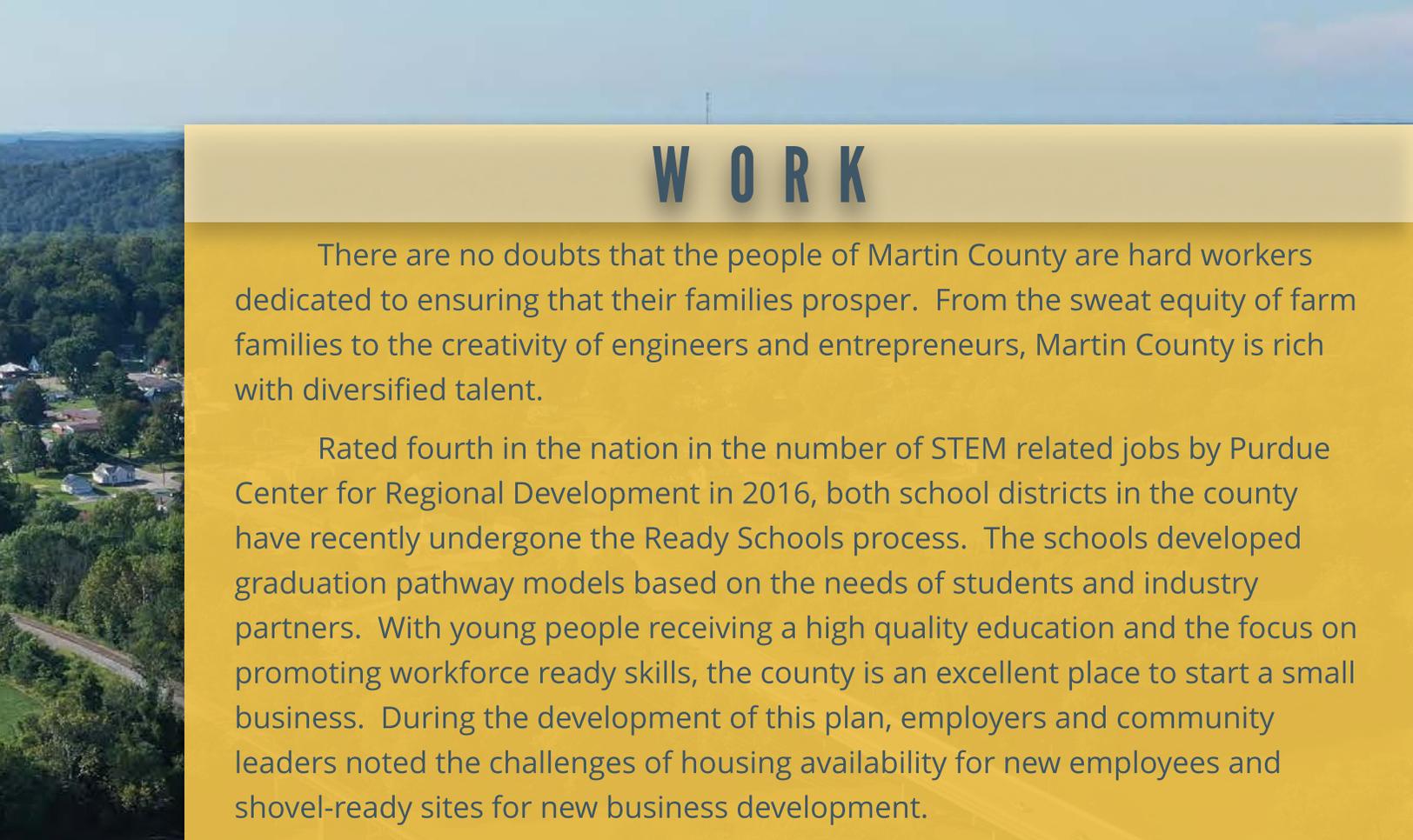
WHAT IS QUALITY OF PLACE AND WORKFORCE ATTRACTION?

The residents of Martin County are committed to continuing the longstanding traditions that make the county a great place to live, work, and play. In addition, residents are focused on how to improve the quality of life and how to attract a highly qualified workforce.



LIVE

Since the county was founded in 1820, residents have fallen in love with its beautiful sights and sounds. With nearly 16,500 acres of national and state forests, Martin County's beauty is abundant. From the rolling hills of the east to the flat farm ground of the west, the neighborly people of Martin County are committed to taking care of their families and supporting their neighbors. It is not uncommon to find families gathering in their backyards or in one of the many parks to eat and celebrate this place they call home. As groups met to discuss the quality of life in Martin County, nearly every resident expressed a desire to improve the county's quality of life and to encourage more young people to move into the county. The most commonly mentioned needs were housing, broadband, and access to healthcare. Increasing access to these three components of quality of life would be a considerable win for the county as it seeks to attract young people to settle here.



W O R K

There are no doubts that the people of Martin County are hard workers dedicated to ensuring that their families prosper. From the sweat equity of farm families to the creativity of engineers and entrepreneurs, Martin County is rich with diversified talent.

Rated fourth in the nation in the number of STEM related jobs by Purdue Center for Regional Development in 2016, both school districts in the county have recently undergone the Ready Schools process. The schools developed graduation pathway models based on the needs of students and industry partners. With young people receiving a high quality education and the focus on promoting workforce ready skills, the county is an excellent place to start a small business. During the development of this plan, employers and community leaders noted the challenges of housing availability for new employees and shovel-ready sites for new business development.



P L A Y

While the county is already a great place to live and work, the opportunities for recreation are ever improving. In addition to a national and state forest, Martin County boasts an abundance of local parks, such as West Boggs Park's 622 acre lake which provides a beautiful space for fishing and boating. Residents and visitors enjoy these nature havens where they can picnic, camp, hike, run, and bike yet both these groups indicated a need for increased access to trails and indoor/outdoor community recreation spaces and entertainment activities.

County communities come together for festivals and fairs throughout the year. The Shoals Catfish Festival is celebrated every year during the July 4th week. This festival combines the joy of riverfront living and the closeness of a small town community. The City of Loogootee hosts its Summer Fest each year in June. Its street festival brings together residents young and old to enjoy the summer time magic.



ENGAGEMENT

QUALITY OF PLACE ADVISORY TEAM

To guide the development of this plan, a Quality of Place Advisory Team (QPAT) was assembled. During a planning meeting hosted by Regional Opportunities Initiative in Paoli, IN, the core team of eight community leaders developed a list of 40 people to engage in the creation of the QPAT. The people assembled in this group included elected officials, community leaders, business owners, lifelong Martin County residents, people who have relocated to Martin County, students, members of the workforce, and retirees. The team met twice a month from October until June in a conference room at the Martin County Learning Center. At each meeting, the QPAT members expressed a need to ensure Martin County makes progress while retaining the family charm that so many have come to love. As one member explained, "We support each other through the good times and the bad. We want to make sure that we keep this style of community."

As the team met to discuss survey results, demographic data, and information gathered through community input sessions, each member of the team provided an important perspective. The meetings journeyed from reviewing and synthesizing data to developing the priorities and objectives of this plan. Between each meeting, team members conducted interviews, attended summits to gather input, and discussed the plan with their neighbors and coworkers.

Organizations Represented

Bo-Mac's Drive In	Loogootee City Council	Martin County Council	Radius Indiana
City of Loogootee	Loogootee Community School Corporation	Martin County Council on Tourism	RJ's Food Mart
Daviess Martin County Joint Parks and Recreation Department	Martin County Chamber of Commerce	Martin County Humane Society	Shoals Community School Corporation
East Fork Rural Water	Martin County Community Corrections	Martin County Prosecutor's Office	Shoals News
German American Bank	Martin County Community Foundation	Martin County Sheriff's Dept.	Shoals Town Council
Hawkins Health Center	Martin County Commissioners	Martin County Solid Waste District	Town of Crane
Loughmiller Machine		Purdue University Martin County Ext.	Town of Shoals

QPAT Team (above), Martin County Museum (background)

QUALITY OF PLACE ADVISORY TEAM

Core Team

Laura Albertson

Ms. Albertson is the Director of Martin County Solid Waste District. She has resided in the county for 35 years. Throughout that time, Ms. Albertson has been a member of a wide array of organizations. Her commitment to ensuring the continued beautification of Martin County is evident through her work designing and managing the county's Material Recovery Facility.

Noel Harty

Mayor Harty has served the Loogootee community for the past 8 years as mayor. His impact goes beyond the city limits as he works on various Martin County and regional boards. These include economic development, education, and community corrections.

Dena Held

Ms. Held joined the Martin County family this year as the Purdue University Martin County Extension 4-H Youth Development Educator. She has a robust resume that ranges from work in juvenile delinquency to non-profit management. Her passion for youth and family development makes her a valuable asset to the team as we seek to improve the health of our community through this planning process.

Jameson Hibbs

Mr. Hibbs joined the Martin County family in 2015 first as the Assistant Director and then the Director of Daviess and Martin Joint Counties Parks and Recreation Department. His passion is to ensure that the people and tourists of Martin County have the best places to play.

Curt Johnson

Mr. Johnson has served as the Director of the Martin County Community Foundation for 4 1/2 years. He works with the people of Martin County to help them find ways to give back to the community through grants and scholarships. His goal and mission is to improve the quality of life in the county.

Tim Kinder

Mr. Kinder has served as the Executive Director of the Martin County Alliance for nine years. He focuses on ensuring the continued prosperity of the county through economic development, supporting small business development, and entrepreneurship.

Joe Lannan

Mr. Lannan is a lifelong resident of Martin County. As a small business owner and community organizer, he is committed to ensuring the ongoing development of Martin County for future residents. His passion for education has resulted in connecting various schools to industry partners within The Uplands.

QPAT Team

Bill Bauer	Claude Hatfield	Barb McFeaters	Travis Roush
Mallory Berry	Brooke Hawkins	Amy Money	Sierra Rutledge
Cade Chezem	Marie Hawkins	Teresa Nolley	Larry Sherfick
Dara Chezem	Clint Hoffman	Carolyn Parsons-Downey	Kim Showalter
Kathy Collins	Jenell Hoffman	Cecil Ragsdale	James Stiles
Steve Deckard	Courtney Hughett	Candace Roush	Evan Wagoner
Kenneth Frye	Curt Johnson	January Roush	Aureola Wright
Dan Gregory	Pamela Loughmiller		

ENGAGEMENT COUNTY-WIDE SURVEYS

eSolve Solutions

A comprehensive survey, developed by eSolve Solutions, was designed to measure views on personal satisfaction, social interactions, and amenities throughout Martin County. The survey link was shared through newspapers, word-of-mouth, and social media. To ensure the opportunity for every resident to complete the survey, a mailer was created and sent to every residence in the county. Over **350** people, all of which were Martin County residents, completed the survey, the results of which are shared in the appendix of this plan. Survey highlights include:

- **81%** of the respondents were female
- **74%** of respondents were married
- **67%** of respondents worked in Martin County
- **89%** of respondents are homeowners

The survey revealed that respondents want a community that is safe, encourages a healthy lifestyle and spending time with family, offers more affordable childcare, provides increased job opportunities, and has activities for kids and ways to socialize for adults.

ENGAGEMENT

FOCUS GROUPS

Ten focus groups were convened by eSolve Solutions. Each group consisted of five to six county residents who were invited by members of the QPAT team to provide their insight. The guiding questions for the focus groups were developed based on the county-wide survey results. Consultants asked groups to provide input on the need for childcare, job opportunities, and social activities for adults and children. The participants shared their perspective on the county's strengths and areas in need of growth. In addition, the participants provided feedback on county branding concepts. Altogether, **58 people participated in focus groups**. The focus groups helped the QPAT team understand the need for priorities focused on social activities for adults and children that promote health and well being and include both indoor and outdoor opportunities. For example, one participant explained that she travels to other counties to provide her children the opportunity to play sports or watch live theater.

The focus groups also helped to clarify the concern with job opportunities. Groups explained that while the unemployment rate is low, there is an issue with people not having a high-paying job due to lack of qualifications. While schools are focused on preparing students for post-secondary or workforce success, there is a group of adults in the county who do not have the proper training for the jobs that are available. In addition, the lack of affordable child care can be a barrier for parents seeking employment.

Similar to the survey, focus group participants were asked to provide a word that best describes Martin County. Responses included: rural, safe, poor, naturally beautiful, close-knit, backward, and historical. The focus groups also expressed a need to promote the county through branding and ensuring that people inside and outside of the Martin County are aware of its opportunities. Focus group input is further explained in the Solutions portion of this document.



ENGAGEMENT

BROADBAND SUMMIT

2/21/19



On February 21, 2019, the Quality of Place Advisory Team hosted a county-wide Broadband Summit. The meeting was advertised in local newspapers, on the Martin County Community Building's marquee, and on social media. The summit was well received with over 80 people attending including residents, school leaders, elected officials, business owners, utility representatives, broadband service providers, and many others. The meeting opened with a presentation from Robert Gallardo, a broadband expert from the Purdue Center for Regional Development and the leading author of the Martin County Broadband Study. Following the presentation, the attendees were divided into two smaller groups to provide time for a facilitated discussion. Members of the groups expressed concerns such as a lack of ability to work from home, lack of access for students to complete homework, and lack of access to telemedicine opportunities. One parent explained, "My child can't complete homework from home because we have no internet at home. This is an issue because we have to find a place for him to do homework or he has to stay at school late." The greatest concern was that Martin County would not be a viable option for potential residents due to lack of connectedness. As young people leave the community and consider returning or businesses consider locating to the county, the lack of broadband access is a considerable limitation.

After the discussion, the group learned about the Broadband Ready Community initiative and the requirements to pass such an ordinance. Following the meeting, the Martin County Alliance worked with the Martin County Council, the Shoals Town Council, and the Loogootee City Council to pass a joint resolution. This resolution meets all of the components required by the State of Indiana in order to be declared a Broadband Ready Community. The resolution provides assurance to potential broadband providers that Martin County is prepared to remove or lessen barriers to further broadband installation and service.

ENGAGEMENT

EMPLOYER SUMMIT

5/1/19

On May 1, 2019, the Quality of Place Advisory Team hosted an employer summit. The purpose of this gathering was to provide employers the opportunity to share their perspectives on workforce attraction. Twenty-five employers attended the meeting to share their input on the strengths and weaknesses of the county. In addition, the meeting was attended by the local economic development organization (LEDO) director and board members, various elected officials, and community school leaders. The employers shared their opinions on providing training for current employees, attracting high demand employers, and retaining high school graduates. Employers explained that while there are people in the county who are not employed, there are limited opportunities for these people to receive qualifications for employment. There is a lack of transportation to organizations that offer the training or a general lack of knowledge of opportunities. The need for increasing a potential employee's capacity is a considerable barrier. The lack of broadband access can have an impact on this too, as employees seek affordable ways to receive training, online resources are not accessible. In addition, as employers are competing with other counties for employees, the lack of housing, broadband, and other amenities prevents new employees from relocating to Martin County.



While the Ready Schools planning process required industry leaders and local school districts to partner for the design process, business leaders in attendance expressed a desire to continue partnering with local schools to provide certifications, internships, soft skills development, and mentorships for post-secondary education.

ENGAGEMENT

NONPROFIT GRANT WRITING WORKSHOP

8/17/19

“The workshop helped me to understand how well-developed vision and mission statements prepare my organization to apply for competitive grant funds.”

-Rhonda Sanders, 4-H Council

In August 2019, a partnership of the Martin County Alliance, the Martin County Community Foundation, and eSolve Solutions hosted a grant writing workshop. A total of 35 people attended representing 30 organizations in the county. Participants learned about setting a clear vision and mission for their organization, creating SMART goals, and developing a long range plan. In addition, those in attendance were provided with grant writing tips to help with applying for funding sources to better help achieve their goals.



Representatives attend non-profit grant writing workshop

ENGAGEMENT

350

Survey Responses



Broadband Summit

58

Participated in Focus Groups

Businesses Attended Employer Summit

20

85

Attended Broadband Summit



QPAT Meeting

35

Attended Grant Writing Workshop

CONTEXT

REVIEW OF OTHER PLANS

During the Quality of Place and Workforce Attraction Plan development process, a comprehensive crosswalk of county planning documents was developed. The resulting document includes the 2009 Martin County Comprehensive Plan, 2014 City of Loogootee Comprehensive Plan, 2017 Town of Shoals Comprehensive Plan, and the 2019 Martin County Quality of Place and Workforce Attraction Plan. The objectives of each plan have been organized into six categories. The tables are titled: Recreation, Healthcare, Branding, Infrastructure, Housing, and Workforce. This document is provided in the appendix and is designed to help entities further understand how various plan components work in tandem. This document has been leveraged by the Martin County Community Foundation and other groups to develop a cohesive direction throughout the county.



**MARTIN COUNTY
COMPREHENSIVE PLAN**



**LOOGOOTEE COMPREHENSIVE
PLAN**



**SHOALS COMPREHENSIVE
PLAN**

CONTEXT

IDENTIFYING PRIORITIES

The Quality of Place and Workforce Development Plan has been designed to propel Martin County into the future. Compiling the data gathered through surveys, focus groups, and summits was key in identifying the priorities of this plan. In addition, data from various state and national sources have been used to identify the priorities and objectives. The needs of the county have been compiled into five priorities. Each priority has objectives that are labeled as short-term, mid-term, and long-term goals.



Housing

**Health and
Wellness**

Branding

Recreation

Workforce

CONTEXT

HOUSING

4811

Total Housing Units

Housing is a considerable concern for both quality of place and workforce attraction. Through the process of gathering data for this plan, residents and employers alike echoed this priority. The countywide survey was the first indicator that this area of need should be addressed. **Eighty-nine percent** of survey respondents own their home, and **56%** of respondents indicated that affordable housing is not available in the county. Several of the open comments to the survey mentioned knowing a family that considered moving to Martin County because of a new job but were unable to find housing and relocated elsewhere.

Participants in all ten focus groups discussed, at length, the need to address housing issues in the county. The top issues mentioned were: a lack of support for developers, a lack of strategy for incentivizing property cleanup or redevelopment, and a need for reducing barriers for flexible housing development.



During the April 2019 Regional Opportunities Initiative Update to the Region, consultants presented their findings from the regional housing study. The Martin County information that was presented aligned to the data collected through the development of this plan. The objectives identified through the housing presentation have been enveloped into the three housing objectives of this plan. Finally, the presenters noted the average age of housing in Martin County is from 1978 and that without modern amenities, young people are relocating elsewhere. One of the amenities mentioned most frequently throughout the development of this plan was the need for broadband. This gap was the spur for a broadband summit in the county. As a result of this summit, broadband is a factor identified as a need in this plan.

81%
Owner Occupied

Renter Occupied
19%

26%
Households with Children

Median Home Value
\$97,900

ROI Housing Study, 2010 Census, 2017 American Community Survey

HOUSING OBJECTIVES

- ▶ 1.1 Develop community-based plan for incentivizing redevelopment and clean-up of targeted properties.
- ▶ 1.2 Develop county-wide model to address housing needs that includes reducing/removing barriers.
- ▶ 1.3 Reduce barriers for investors providing housing at diverse assessed value points.

INDIANA UPLANDS REGIONAL HOUSING

STUDY OBJECTIVES FOR MARTIN COUNTY



1. Identify ways the city of Loogootee and the towns of Crane and Shoals are willing to share risk on lot development.
2. Develop partnerships between stakeholders, to support development of new lots with a targeted campaign on the benefits of supporting community development.
3. Further code enforcement efforts.
4. Pool funding to address gap financing needs in development of market rate rentals.

Objective 1.1 Creating a plan for targeting properties for redevelopment and clean-up is the first housing objective. By incentivizing this work, the community planning groups can focus on assisting developers with improving specific areas throughout the county. Abandoned or dilapidated houses should be considered a first priority for revitalization. This objective may include a focus on offering tax incentives or down payment assistance to encourage first-time home buyers or attract young people to relocate to the county.

Objective 1.2 As the county leadership seeks to encourage the development of new homes throughout the county, careful consideration should be taken to remove barriers. Leadership at each level should be involved in exploring best practices for reducing building barriers for developers. By creating a strategic plan for development, leadership can ensure developers have access to utilities and other infrastructure needed. This may also include clear and consistent communication of codes and zoning laws.

Objective 1.3 Reducing barriers for investment in affordable housing across diverse socioeconomic demands will benefit developers and residents alike. This may include providing support for the development of various housing models such as single family, duplex, or apartments. The development of a streamlined process for ensuring annexation, utility installation, or road development could prove beneficial. Careful consideration should be made for high demand amenities such as broadband and recreation.

CONTEXT

HEALTH AND WELLNESS

The second priority to emerge during the planning process was the health and wellness of the community. The recreational opportunities of Martin County are numerous. The forests offer places to hike and enjoy the nature. There are several hiking trails in the county, many of which lack proper signage or advertisement. West Boggs Park offers residents the opportunity to get outside and enjoy recreational activities such as boating and fishing. Even with these opportunities, there is a lack of focus on encouraging health and wellness. Martin County's ranking as the third most obese county in the State of Indiana makes the lack of health and wellness programming a concern. Since 2015 over **30%** of Martin County has been considered obese. Currently, this percentage has risen to nearly **40%**. In addition, Martin County ranks second in the state for prevalence of diabetes. While these numbers are staggering, **99%** of those residents surveyed believed that being healthy is very important. It is crucial to support people in reaching a higher level of health.

The Quality of Place and Workforce Advisory Team's (QPAT) discussion of health and wellness focused on the need to create programs to encourage healthier life choices and increased access to healthcare. Focus group participants expressed a desire to use the trails and parks located throughout the county. QPAT members discussed the need to increase trail access in the county.

The importance of these venues was reinforced by **95%** of survey participants indicating that they believe exercise helps quality of life. Focus group and survey participants alike commented that they are not aware of the events and opportunities within the county for recreation. Comments in the survey included several mentions of needing indoor public facilities for recreation during the winter months.

According to Data USA, Martin County has a patient to clinician ratio of **5,113 to 1**. In comparison to the State of Indiana's ratio of **1,505 to 1**, Martin County is in desperate need of healthcare resources. The QPAT discussed this statistic during several meetings and one of the greatest opportunities for growth in this area is the development of a plan to increase access to healthcare both in person and through telemedicine options. Again, this opportunity for improvement is dependent upon the development of broadband access throughout the county. Working with healthcare providers, the county can remove potential barriers for residents and healthcare providers seeking to implement creative solutions.

2nd
County Rank for Diabetes in
Indiana

Patient to Primary Care Physician
5113:1

3rd
County Rank for Adult Obesity
in Indiana

County Health Rankings & Roadmaps 2019

HEALTH AND WELLNESS OBJECTIVES

- ▶ 2.1 Create and implement health awareness programming for both physical and mental healthcare.
- ▶ 2.2 Develop a plan to increase access to healthcare in the county including in-person and telemedicine options.
- ▶ 2.3 Develop and advertise county-wide recreation plan to encourage healthy living.

Objective 2.1 By strategically incorporating physical and mental healthcare awareness into a community wide action plan, residents will gain an understanding of best practices for living a healthy life. Community leaders can incorporate wellness learning into their events. For example, encouraging people to participate in events like 5K walk/runs or joining a community walking or hiking club.

Objective 2.2 Community leaders and organizations, such as those in the local systems of care, should develop a collaboration with healthcare providers. This collaboration should work together to attract clinicians to the county. In addition, developing a plan to address barriers, advertise, and implement telemedicine options in the county should be at the forefront of this collaboration.

Objective 2.3 Creating and publishing a county-wide recreation plan would provide a social structure around events such as hikes, bike rides, walks, and runs would increase awareness of the opportunities available. In addition, the plan should include preparing for the creation of indoor facilities that allow for recreation during the winter months.

C O N T E X T

BRANDING

Creating a Martin County brand and marketing plan will help to support the communication of the quality of place and workforce attraction strategies enumerated in this plan. **Seventy-two percent** of those surveyed indicated that Martin County has a strong sense of community. As the county appeals to those seeking to relocate for jobs in the county, it is critical for the county to have marketing materials and branding that clearly communicates the beauty and advantages of settling in the county.

The need for redeveloping the main street areas of both Loogootee and Shoals was a discussion point in focus groups and the employer and broadband summits. Attracting residents to visit the areas during festivals and regularly patronizing the businesses through beautification and strategic marketing was identified as a need. In the county-wide survey, **90%** of respondents indicated that social activities are important. In addition, when asked if the county has activities for adults and children, **23%** agreed that there are activities for adults, and **39%** agreed there are activities for children. Developing spaces that act as a central hub for hosting and sharing events is an important part of this priority.

Near the end of each stakeholder input opportunity participants were asked to provide three words that describe Martin County. This information can be used in the branding of the county. The most common words are included in the table below.

Small

Beautiful

Caring

Friendly

Scenic

Safe

Hardworking

Rural

Family-Focused

BRANDING OBJECTIVES

- ▶ 3.1 Develop materials and mechanisms for new and potential residents to connect them into community.
- ▶ 3.2 Develop an online marketing plan to target potential residents and visitors.
- ▶ 3.3 Create Main Street organizations for the city of Loogootee and the towns of Crane and Shoals.
- ▶ 3.4 Create a festival/event calendar to share with stakeholders via web, mail, news, and radio.

Objective 3.1 Developing a sense of community and increased involvement is crucial as people relocate to a place like Martin County. With a strong sense of community and a desire to know your neighbor, the people moving to Martin County will be able to quickly connect with the programs, events, and groups that are established.

Objective 3.2 As the county seeks to increase tourism and brand for future residents and visitors, a targeted online marketing campaign that shares the branding of the county and focuses on communicating strengths will help to ensure consistent messaging for future residents and visitors.

Objective 3.3 The development of Main Street organizations will assist the communities in developing a key group of stakeholders to lead improvement efforts. These groups will be eligible for grant funds from additional sources such as OCRA. The Main Street organizations should work with other groups in the county to connect residents, potential residents, and visitors with community events through marketing.

Objective 3.4 The creation of a festival and event calendar will help to increase attendance at events throughout the county. Currently, there is not a central hub for finding what events are happening or ways to identify how you can become involved in the community. A common location for this information will help to increase attendance and build an even stronger sense of community.

C O N T E X T

RECREATION

During the data collection process for this grant, one of the first topics to come to light was the need for increased recreation in the county. While the people of Martin County are hard workers, **99%** of those surveyed expressed a desire for a healthy work-life balance. Ensuring that the county is a place where people are able to work and relax is an important consideration. While there are many recreational activities in Martin County, it is crucial that residents are aware of them. Nearly **85%** of those surveyed indicated that community events are important to them. However, only **29%** believe that there are plenty of activities for adults and only **39%** believe that there are enough activities for children. The lack of recreational facilities and events was mentioned throughout the development of this plan. Participants in the focus groups and in the employer summit noted that many parents take their children out of the county to use recreational facilities.

With Martin County ranking **2nd** and **3rd** in the State of Indiana for the percentage of residents who are diabetic or obese, increasing recreational opportunities is an important consideration for the county. In fact, **95%** of residents surveyed indicated that they believe exercise helps the quality of life. The creation of indoor and outdoor recreation facilities and the improvement of current facilities are a focus of not only this plan, but also the comprehensive plans throughout the county.

95%

Believe Exercise Improves
quality of life

Miles of Trails in Martin State Forest

13.4

71%

Desire More Adult Recreation

County-Wide Survey 2018, Martin County Tourism Council

RECREATION OBJECTIVES

- ▶ 4.1 Increase indoor and outdoor recreation events through revitalizing current spaces and developing new venues for both recreational and cultural events.
- ▶ 4.2 Develop system for marking current trails throughout the county.
- ▶ 4.3 Increase resident and visitor access to walking/biking trails and recreational facilities.

Objective 4.1 Throughout the county there are small parks that are in need of revamping. Some of these spaces need new picnic equipment or new playground equipment. In addition, there are some spaces that would be excellent for adding parks or recreation amenities. The need for a venue focused on cultural events and the arts would bring new opportunities to the community that are not currently present.

Objective 4.2 There is a lack of awareness of the trails that are available throughout the county. By developing a county-wide method for marking these trails, residents and visitors alike will be able to locate the trails. Martin County branded signage at the beginning of each trail and a website or pamphlet denoting the trails should be available. The team addressing this objective may consider trail challenges or walking and hiking groups that are competing to cover the most miles. Groups may also consider developing historical landmark trails through the county for visitors to follow as they drive.

Objective 4.3 The continual development of trails would be a great addition to the county. Groups taking on this project should seek opportunities to connect communities in the county and in other counties. The development of these trails would be in line with the Indiana Governor's trail initiative.

C O N T E X T

WORKFORCE

According to the Indiana Department of Workforce, Martin County's unemployment rate has remained at **2.7%** for the last two years. With such a low unemployment rate, it is crucial for the county to consider ways to attract new residents to fill vacant positions. The Quality of Place and Workforce Development Team hosted a Martin County Employer Summit, in which **25 employers** gathered to discuss their point of view with regards to workforce attraction in the county.

Data gathered during the early stages of the development of this plan was shared with employers who were asked to provide feedback on their priorities. Employers explained that next to housing and recreation, the lack of quality broadband keeps new employees from choosing to live in Martin County. The employers also discussed the need to retain young people in the county or encourage them to return after college.

2.7%
Unemployment Rate

County Labor Force
5214

1511
Residents Work
Outside County

Commuters From Monroe, Lawrence,
Greene, Daviess, and Dubois
3140

Stats Indiana 2017 Data

WORKFORCE OBJECTIVES

- ▶ 5.1 Create a county-wide workforce and education coalition focused on ensuring communication between schools, employers, and adult education leaders.
- ▶ 5.2 Increase programming for regionally relevant workforce demands to retain students who are graduating.
- ▶ 5.3 Increase broadband quality and access across the county.

Objective 5.1 A county-wide coalition of schools, employers, and adult education leaders will help to ensure that all three groups are working together to prepare students for success beyond high school. Working with adult education professionals will help to support those who need additional training to meet the needs of employers. The partnerships will act as a liaison between groups.

Objective 5.2 As the county is seeking to retain the young people graduating from high school and college, a plan for encouraging them to move back is crucial. This plan may include programs that offer home purchasing assistance and ways to connect young people to the community. The plan should include modes to communicate these opportunities to young people.

Objective 5.3 The impact of increasing broadband access and quality throughout the county is a linchpin for many of the initiatives throughout this plan. Students, employers, employees, and visitors need access to broadband for everything including work, entertainment, and healthcare. By connecting residents and businesses to the world through broadband, Martin County could increase income, access, and attraction.

SOLUTIONS

The solutions to the identified needs of the county have been outlined in the following tables. Each solution has been ranked based on stakeholder feedback, number of mentions in focus groups, county-wide surveys, and interviews. In addition, the solutions have been aligned to the five categories identified by the QPAT team. The projects have been placed into short-, mid-, and long-term goals and should be addressed by the county in order of rank. Short-term goals should be completed in 1-2 years, mid-term goals should be addressed within 2-3, and long-term goals within 3-5 years.

Each objective has been placed into one of six categories. These categories are aligned to the objectives of various other community plans in the county.



QPAT Team (Upper Left) Discuss Focus Group Priorities (Lower Right)

SOLUTIONS CHART

H O U S I N G O B J E C T I V E S

Project		Category	Action Steps	Term	Priority Ranking
1.1	Develop community-based plan for incentivizing redevelopment and clean-up of targeted properties.	Housing	<ul style="list-style-type: none"> Review similar plans in other communities Pass relevant ordinances to allocate funds Communicate plan with residents and developers 	Short Term	1st
1.2	Develop county-wide model to address housing needs that includes mitigating/removing building barriers.	Housing	<ul style="list-style-type: none"> Work with ROI Regional Housing Study to prioritize barriers Develop county-wide coalition to address housing barriers 	Short Term	2nd
1.3	Reduce barriers for investors providing housing at diverse assessed value points.	Housing	<ul style="list-style-type: none"> County-wide coalition should work with elected officials to reduce barriers and streamline processes for building 	Mid Term	3rd

SOLUTIONS CHART

HEALTH AND WELLNESS OBJECTIVES

Project		Category	Action Steps	Term	Priority Ranking
2.1	Create and implement health awareness programming for both physical and mental healthcare.	Health and Wellness	<ul style="list-style-type: none"> • Create county-wide Health and Wellness Committee to develop a plan for supporting increased health in the county • Develop educational programming • Streamline county-wide activities to focus on healthier living (i.e. develop county health competitions, a calendar of biking, running, and other exercise activities) 	Short Term	1st
2.2	Develop a plan to increase access to healthcare in the county including in-person and telemedicine options.	Health and Wellness	<ul style="list-style-type: none"> • Work with healthcare providers to leverage partnerships that increase healthcare access • Develop a plan to provide all residents with access to broadband for telemedicine purposes • Secure a location for community accessed telemedicine • Develop partnerships with IU Center for Rural Engagement and IU School of Public Health 	Long Term	2nd
2.3	Develop and advertise county-wide recreation plan to encourage healthy living.	Health and Wellness	<ul style="list-style-type: none"> • Create county-wide Health and Wellness Committee to create alignment of county events that promote healthy living • Committee should develop an advertising campaign to communicate events to residents 	Mid Term	3rd

SOLUTIONS CHART

BRANDING OBJECTIVES

Project		Category	Action Steps	Term	Priority Ranking
3.1	Develop materials and mechanisms for new and potential residents to connect them into community.	Branding	<ul style="list-style-type: none"> • Develop print and digital resources to share current opportunities in the county • Create an ongoing process for updating print and digital communications 	Short Term	1st
3.2	Develop an online marketing plan to target potential residents and visitors.	Branding	<ul style="list-style-type: none"> • Create county committee to develop branding and marketing materials that will be used to share Martin County's resources • Develop a marketing plan that will focus on print and digital media • Develop a county app to share communications 	Mid Term	2nd
3.3	Create Main Street organizations for the city of Loogootee, and the towns of Crane and Shoals.	Infrastructure	<ul style="list-style-type: none"> • Create community based leadership teams to create Main Street organizations • Develop strategic plans for the organizations to engage funding resources and events to attract renewed energy to Main Street designated areas 	Short Term	3rd
3.4	Create festival/event calendar to share with stakeholders via web, mail, news, and radio.	Recreation	<ul style="list-style-type: none"> • Main Street organizations and other county-wide committees should collaborate to create a county-wide event calendar • Develop a process for adding events to the calendar • Share the county-wide event calendar online 	Mid Term	4th

SOLUTIONS CHART

RECREATION OBJECTIVES

Project		Category	Action Steps	Term	Priority Ranking
4.1	Increase indoor and outdoor recreation events through revitalizing current spaces and developing new venues for both recreational and cultural events.	Recreation	<ul style="list-style-type: none"> Engage county-wide committee to develop a plan for strategically addressing events and organizations Seek funding opportunities to address spaces or create new venues Ensure events are published in county-wide calendar and marketing 	Short Term	1st
4.2	Develop system for marking current trails throughout the county.	Recreation	<ul style="list-style-type: none"> Create a collaborative committee of county leaders, park officials, and others to develop a process for marking trails throughout the county <ul style="list-style-type: none"> Develop wayfinding signage Secure funding for signage Create digital and print materials to share trails 	Short Term	2nd
4.3	Increase resident and visitor access to walking/biking trails and recreational facilities.	Recreation	<ul style="list-style-type: none"> Develop a strategic plan for increasing access to trails with phased development Create plan for sharing trail development plan with community stakeholders <ul style="list-style-type: none"> Secure funding for phase 1 	Long Term	3rd

SOLUTIONS CHART

W O R K F O R C E O B J E C T I V E S

Project		Category	Action Steps	Term	Priority Ranking
5.1	Create county-wide workforce and education coalition focused on ensuring communication between schools, employers, and adult education leaders.	Workforce	<ul style="list-style-type: none"> • Develop committee to meet quarterly to engage in strategic conversations for workforce development • Develop mutually beneficial relationships between employers and educational institutions 	Short Term	1st
5.2	Increase programming for regionally relevant workforce demands to retain students who are graduating.	Workforce	<ul style="list-style-type: none"> • Identify strategies that can be leveraged to increase retention of graduates • Create program to share strategies with potential residents/graduates 	Long Term	2nd
5.3	Increase broadband quality and access across the county.	Workforce	<ul style="list-style-type: none"> • Identify targeted priority areas to increase broadband access • Develop relationships with providers to encourage development of broadband access in targeted areas 	Long Term	3rd

APPENDIX

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COUNTY DATA

Population over Time	Number	Rank in State	Percent of State	Indiana
Yesterday (2010)	10,380	88	0.2%	6,484,192
Today (2018)	10,217	88	0.2%	6,691,878
Tomorrow (2020 projection)*	10,309	88	0.2%	6,852,121
Percent Change 2010 to Today	-1.6%	54		3.2%

*Projection based on 2010 Census counts.

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

Population Estimates by Age, 2018	Number	Rank in State	Pct Dist. in County	Pct Dist. in State
Preschool (0 to 4)	617	86	6.0%	6.3%
School Age (5 to 17)	1,662	88	16.3%	17.2%
College Age (18 to 24)	752	87	7.4%	9.8%
Young Adult (25 to 44)	2,276	88	22.3%	25.4%
Older Adult (45 to 64)	2,882	88	28.2%	25.6%
Seniors (65 and older)	2,028	87	19.8%	15.8%
Median Age	43.3			Median Age = 37.9

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

Household Types	Number	Rank in State	Pct Dist. in County	Pct Dist. in State
Households in 2017 (Includes detail not shown below)	4,251	87	100.0%	100.0%
Married With Children	741	87	17.4%	18.8%
Married Without Children	1,424	87	33.5%	30.0%
Single Parents	370	84	8.7%	9.6%
Living Alone	1,280	86	30.1%	28.3%

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

Housing	Number	Rank in State	Pct Dist. in County	Pct Dist. in State
Total Housing Units in 2018 (estimate)	4,826	88	100.0%	100.0%
Total Housing Units in 2017 (Includes vacant units)	4,811	88	100.0%	100.0%
Owner Occupied <small>(Pct. distribution based on all housing units)</small>	3,422	86	71.1%	61.2%
Median Value (2017)	\$97,900	66		
Renter Occupied <small>(Pct. distribution based on all housing units)</small>	829	88	17.2%	27.7%
Median Rent (2017)	\$391	91		

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

Education	Number	Rank in State	Percent of State	Indiana
School Enrollment (2018/2019 Total Reported)	1,479	89	0.1%	1,117,590
Public	1,479	89	0.1%	1,054,903
Adults (25+ in 2017 ACS)	7,106	88	0.2%	4,369,451
with High School diploma or higher	83.5%	82		88.3%
with B.A. or higher degree	11%	86		25.3%

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

Income and Poverty	Number	Rank in State	Percent of State	Indiana
Per Capita Personal Income (annual) in 2017	\$37,462	64	83.0%	45,150
Median Household Income in 2017	50,203	58	92.7%	\$54,134
Poverty Rate in 2017	12.5%	42	94.0%	13.3%
Poverty Rate among Children under 18	16.7%	49	93.8%	17.8%
Welfare (TANF) Monthly Average Families in 2018	13	82	0.2%	6,032
Food Stamp Recipients in 2018	714	88	0.1%	605,854
Free and Reduced Fee Lunch Recipients in 2018/2019	752	89	0.1%	514,915

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

Labor Force, 2018	Number	Rank in State	Percent of State	Indiana
Total Resident Labor Force	5,214	86	0.2%	3,381,713
Employed	5,071	86	0.2%	3,265,580
Unemployed	143	89	0.1%	116,133
Annual Unemployment Rate	2.7	81	79.4%	3.4
July 2019 Unemployment Rate	2.7	1	84.4%	3.2

Source: STATS Indiana, using data from the Indiana Department of Workforce Development

Employment and Earnings by Industry, 2017	Employment in County	Pct Dist. in County	Earnings (\$000)	Pct Dist. in County	Avg. Earnings Per Job
Total by place of work	8,840	100.0%	\$751,166	100.0%	\$84,974
Wage and Salary	7,596	85.9%	\$527,532	70.2%	\$69,449
Farm Proprietors	248	2.8%	\$8,185	1.1%	\$33,004
Nonfarm Proprietors	996	11.3%	\$22,058	2.9%	\$22,147
Farm	288	3.3%	\$9,049	1.2%	\$31,420
Nonfarm	8,552	96.7%	\$742,117	98.8%	\$86,777
Private	3,608	40.8%	\$167,282	22.3%	\$46,364
Accommodation, Food Serv.	Data not available due to BEA non-disclosure requirements.				
Arts, Ent., Recreation	Data not available due to BEA non-disclosure requirements.				
Construction	227	2.6%	\$9,182	1.2%	\$40,449
Health Care, Social Serv.	223	2.5%	\$6,654	0.9%	\$29,839
Information	40	0.5%	\$1,577	0.2%	\$39,425
Manufacturing	427	4.8%	\$28,744	3.8%	\$67,316
Professional, Tech. Serv.	746	8.4%	\$61,689	8.2%	\$82,693
Retail Trade	411	4.6%	\$9,669	1.3%	\$23,526
Trans., Warehousing	327	3.7%	\$20,625	2.7%	\$63,073
Wholesale Trade	100	1.1%	\$6,268	0.8%	\$62,680
Other Private (not above)	558*	6.3%*	\$15,247*	2.0%*	\$27,324*
Government	4,944	55.9%	\$574,835	76.5%	\$116,269

Source: U.S. Bureau of Economic Analysis

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

COUNTY DATA

Total: 4.8k



2013 2014 2015 2016 2017

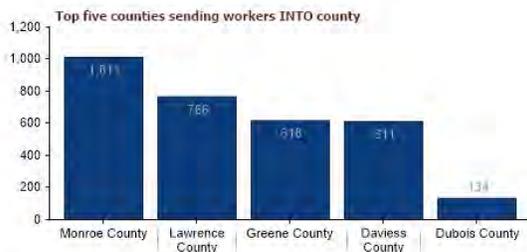
Total: 4.8k



2013 2014 2015 2016 2017

Commuting Patterns: Top five counties sending workers INTO county, 2017

County	Number	Pct. Five County Total
Monroe County	1,011	32.2%
Lawrence County	766	24.4%
Greene County	618	19.7%
Daviess County	611	19.5%
Dubois County	134	4.3%



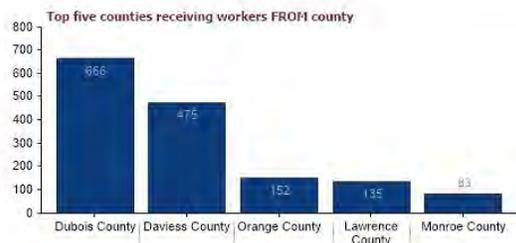
Source: Indiana Department of Revenue

Housing	Number	Rank in State	Pct. Dist. in County	Pct. Dist. in State
Total Housing Units in 2018 (estimate)	4,826	88	100.0%	100.0%
Total Housing Units in 2017 (includes vacant units)	4,811	88	100.0%	100.0%
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<small>(Pct. distribution based on all housing units)</small>				
Median Value (2017)	\$97,900	66		
Renter Occupied	829	88	17.2%	27.7%
<small>(Pct. distribution based on all housing units)</small>				
Median Rent (2017)	\$391	91		

Residential Building Permits, 2018	Units	Pct. Dist. in County	Pct. Dist. in State	Cost (\$000)	State Cost (\$000)
Total Permits Filed	8	100.0%	100.0%	\$730	\$4,879,857
Single-Family	2	25.0%	76.4%	\$370	\$4,269,197
2-Family	6	75.0%	2.0%	360	\$49,353
3- and 4-Family	0	0.0%	0.2%	\$0	\$6,163
5+ Family	0	0.0%	21.4%	\$0	\$555,144

Commuting Patterns: Top five counties receiving workers FROM county, 2017

County	Number	Pct. Five County Total
Dubois County	666	44.1%
Daviess County	475	31.4%
Orange County	152	10.1%
Lawrence County	135	8.9%
Monroe County	83	5.5%



Source: Indiana Department of Revenue

Rent vs Own in Martin County, IN

80.5% 2017 HOMEOWNERSHIP

77.9% 2016 HOMEOWNERSHIP

In 2017, 80.5% of the housing units in Martin County, IN were occupied by their owner. This percentage grew from the previous year's rate of 77.9%.

This percentage of owner-occupation is higher than the national average of 63.9%. This chart shows the ownership percentage in Martin County, IN compared to its parent and neighboring geographies.

Data provided by the Census Bureau ACS 5-year Estimate

Geography	Homeownership Percentage
Martin County, IN	80.5%
Greene County, IN	~70%
Lawrence County, IN	~65%
Dubois County, IN	~60%
Orange County, IN	~55%
Daviess County, IN	~50%
Indiana	~65%
United States	63.9%

COUNTY DATA

Property Value in Martin County, IN

\$97,900

2017 MEDIAN
± \$7,983

\$95,400

2016 MEDIAN
± \$5,318

In 2017, the median property value in Martin County, IN grew to \$97,900 from the previous year's value of \$95,400.

The following charts display, first, the property values in Martin County, IN compared to its parent and neighbor geographies and, second, owner-occupied housing units distributed between a series of property value buckets compared to the national averages for each bucket. In Martin County, IN the largest share of households have a property value in the \$100k - \$125k range.



Data provided by the [Census Bureau ACS 5-year Estimate](#).

5,113 to 1

PATIENT TO PRIMARY CARE PHYSICIAN RATIO

Primary care physicians in Martin County, IN see an average of 5,113 patients per year. This represents a 50.3% increase from the previous year (3,401 patients).

The following chart shows how the number of patients seen by primary care physicians has been changing over time in Martin County, IN in comparison to neighboring states.

Data provided by the [County Health Rankings & Roadmaps County Health Rankings](#).

701 to 1

PATIENT TO MENTAL HEALTH PROVIDER RATIO

Mental health providers in Indiana see an average of 701 patients per year. This represents a 4.63% decrease from the previous year (735 patients).

The following chart shows how the number of patients seen by mental health providers has been changing over time in Indiana in comparison to neighboring states.

Data provided by the [County Health Rankings & Roadmaps County Health Rankings](#).

Personal Satisfaction			
	Strongly Agree/ Agree	Neutral	Disagree/Strongly Disagree
Being healthy is very important	99%	1%	0%
Availability of support is important	97%	3%	0%
Sense of safety is important	100%	0%	0%
Exercise helps quality of life	95%	4%	1%
Taking part in social activities is important	89%	11%	0%
Being friendly with neighbors is important	92%	8%	0%

Social Interaction			
	Strongly Agree/ Agree	Neutral	Disagree/Strongly Disagree
Spending time with family is important	98%	2%	0%
Maintaining work-life balance is important	99%	1%	0%
Having cultural diversity is important	80%	9%	1%
Participating in community events is important	84%	16%	0%
My community is beautiful	73%	21%	6%
I live in a good community	85%	12%	3%
My community is clean	51%	31%	18%
People in my community are accepting of others that are different from themselves	40%	32%	28%

	Amenities		
	Strongly Agree/ Agree	Neutral	Disagree/Strongly Disagree
My county has opportunities to meet and make friends	36%	40%	24%
My county has a sense of community	72%	21%	7%
My county has activities for adults	23%	40%	37%
My county has activities for kids	39%	32%	29%
My county has job opportunities	35%	35%	31%
My community has affordable housing	44%	32%	24%
My community has affordable childcare	32%	49%	19%
My community has good schools	75%	18%	7%
My community has good access to healthcare	44%	27%	29%
My community has good civil services	81%	14%	5%

CROSSWALK

Branding

Focus		City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
1.1	Branding Material		Develop effective marketing and promotional materials.		Develop materials and mechanisms for new and potential residents to connect them into community.
1.2	Online Event Platform		Develop a calendar of events and activities through social media.		Develop an online marketing plan to target potential residents and visitors.
1.3	Expand Local Events		Expand on the success of local tourism events.		Develop an online marketing plan to target potential residents or visitors. Increase targeted ads to regionally target audience for events. (To include branding such as logos and colors.)
1.4	Buy Local Campaign		Develop a "buy local" campaign and infrastructure.		
1.5	Local Signage		Develop local wayfinding signage.		

CROSSWALK

Health and Wellness

Focus		City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
2.1	Increase Access				Create and implement health awareness programming for both physical and mental healthcare.
2.2	Health Awareness Programming				Develop a plan to increase access to healthcare in the county including in person and telemedicine options.
2.3	Increase Resiliency				Develop and advertise county-wide recreation plan to encourage healthy living.

Housing

Focus		City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
3.1	Housing Program/ Model	Implement zoning for the City of Loogootee and the surrounding two-miles. Create a buffer area in the unincorporated area of Martin County.	Maintain and rehabilitate existing housing stock.	Consider the development of a dilapidated housing program and pursue grants and loans to assist in housing rehabilitation and maintenance.	Develop county-wide model to address housing needs that includes reducing/removing building barriers.
3.2	Promoting Housing		Identify suitable locations and promote the development of new housing developments and subdivisions.		Develop community-based plan for incentivizing redevelopment and clean up of targeted properties.
3.3	Increase Housing	Redevelop the former Loogootee East Elementary School into affordable senior apartments.	Create housing opportunities within and near the downtown historic district.		Reduce barriers for investors providing housing at diverse assessed value points.

CROSSWALK

Infrastructure

Focus		City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
4.1	Broadband	Improve broadband/fiber optic infrastructure.	Increase broadband access/speed and cell phone coverage. Expand public Wi-Fi from the library.		Increase broadband access across the county.
4.2	Industry	Develop an industrial park.	Identify and market available commercial/industrial property within and near Shoals.		
4.3	Overnight Lodging	Develop hotel and bed and breakfast options.	Develop additional overnight accommodations.		
4.4	Main Street Program		Participate in Indiana Main Street Program.		Create Main Street organizations for the City of Loogootee and the towns Crane and Shoals.
4.5	Economic Development		Create a local revolving loan fund to help finance local business.	Prepare an economic development strategy identifying assets, emerging business sectors. This will capitalize on the economic development opportunities fostered by Interstate 69.	

CROSSWALK

Infrastructure

Focus		City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
4.6	Downtown Plan		Perform a standalone downtown plan.		
4.7	Parking		Address parking challenges at peak times in downtown area and develop opportunities.		
4.8	Leadership				Utilize Quality of Place Advisory Team to develop other organizations to target specific needs around the county and communicate with each organization.
4.9	Public Wi-Fi		Expand public Wi-Fi from the library.		

CROSSWALK

Infrastructure

Focus		City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
4.10	Code		Review and improve code enforcement.		
4.11	Visitor's Center		Create Shoals visitor's center.		

CROSSWALK

Recreation

Focus		City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
5.1	Trails	Create a multi-use trail connecting Loogootee with West Boggs Park.	Prepare a parks/trails plan.	Develop trails connecting incorporated communities and major recreation areas such as the Martin State Forest and West Boggs Lake.	Develop system for marking current trails throughout the county.
		Create a walking trail in Loogootee.	Create a walkable & bikeable community.		Increase resident and visitor access to walking/biking trails and recreational facilities.
5.2	Parks	Develop an east side park.	Enhance the Shoals Community Park.		
		Create pocket parks in place of abandoned buildings downtown.			

CROSSWALK

Recreation

Focus	City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
5.3 Events/ Festivals		Coordinate with communities along US 50 to develop coordinated events/festivals along the US 50 corridor.		Create festival/event calendar to share with stakeholders via web, mail, news, and radio.
5.4 Recreational and Wellness	Develop a YMCA recreation center.		Create more active recreation facilities at existing recreation areas.	Increase indoor and outdoor recreation events through revitalizing current spaces and developing new venues for both recreational and cultural events.
5.5 ADA Access		Pursue expansion and ADA access improvements for the Shoals Library.		
5.6 Downtown Improvements	Create a downtown plaza/gazebo.			

CROSSWALK

Recreation

Focus		City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
5.7	Community Center	Develop a community center.	Develop a multi-purpose Shoals town center.		
5.8	Historic Properties			Protect historic properties through grants and tax incentives.	
				The completion of an inventory of historic structures throughout Martin County comparable to the other 84 counties in Indiana.	
				Check archaeological site records for major construction projects.	
5.9	Recreation and Wellness				Develop and advertise county-wide recreation plan to encourage healthy living.

CROSSWALK

Recreation

Focus		City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
5.10	Pool	Develop a pool/aquatic center.			
5.11	Obtaining New Ideas		Compare and benchmark Shoals against other similarly sized communities to obtain new ideas and perspectives.		
5.12	Increased Tourism-Based Development	The need for tourism-based development based upon local natural resources/attractions including increased lodging development.			Develop a "Visit Martin County Website" to be used to promote events and attractions.

CROSSWALK

W o r k f o r c e

Focus		City of Loogootee	Town of Shoals	Martin County	Martin County QPAT Plan
6.1	Workforce and Education Coalition				Create county-wide workforce and education coalition focused on ensuring communication between schools, employers, and adult education leaders.
6.2	Collaboration				Develop collaboration between employers and county Quality of Place Advisory Team to ensure communication and marketing.
6.3	Training Plan				Create plan for continually offering programming to train current and perspective workers to ensure increased skill and pay.
6.4	Increase Workforce Programming				Increase programming for regionally relevant workforce demands to retain students who are graduating.

PARTNER ORGANIZATIONS



The Martin County Alliance for Economic Growth, Inc. is the local economic development organization (LEDO) for Martin County, Indiana. They are a county-wide, public-private collaboration dedicated to assisting our existing business base with retention and expansion efforts; recruitment of new business; support entrepreneurship; and to serve as a local business resource. Ultimately, they strive to strengthen the tax base that provides public services to our residents and businesses, employment opportunities and workforce development programs for our citizens, and promoting our assets that make Martin County a great place to live, work, and play.

Board of Directors

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Dick Cresgy, Vice President
Mike Arvin, Treasurer
Pam Loughmiller, Secretary
Barb McFeaters
Laura Albertson
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Bill Schmidt
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January Roush
Terry Hasler
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Valerie O'Brien
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The core mission of the Martin County Community Foundation is to build permanent funds and to distribute income from those funds to projects, organizations, charitable needs, and civic endeavors that will enhance the quality of life for the people of Martin County, Indiana. This mission is being accomplished by providing a unique professional service, one of continuity for donors, in an equal and non-partisan fashion. The foundation strives to understand local needs and seek creative solutions to meet those needs through commitment of long-term capital as well as taking advantage of sharing expertise in resource development.

Board of Directors

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PARTNER ORGANIZATIONS

Solve Solutions

Operating in the heart of the Indiana Uplands, eSolve Solutions is a firm focused on meeting clients where their needs exist. Leveraging a customized design thinking process, we partner with organizations across the state developing strategic plans, facilitating decision making, supporting organizations with positioning for competitive grant funding, and providing ongoing support for high quality implementation and evaluation.

Our team uses a customized 6-step design thinking process to support organizations in setting and realizing their goals:

- **E**ngaging in a growth mindset
- **S**ampling human centered needs
- **O**bserving relevant data
- **L**everaging elements of successful models
- **V**erifying the prototype plans for intended outcomes
- **E**xecuting the plan

We are proud to have partnered with ROI and Martin County to complete the planning portion of the Martin County Quality of Place and Workforce Attraction Plan. We look forward to working with eligible organizations within the county to support their roles in ensuring our geographic home is a welcoming place to live, work, and play as we truly realize regional prosperity.

Project Team

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Project Lead

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