



Economic Development Strategies for Floyd County, Indiana

April 2006



Acknowledgements

This study is a result of the efforts, over a semester, of graduate students in the PLAN 626 Economic Development course in the School of Urban and Public Affairs at the University of Louisville. It is composed of research findings and recommendations for the future economic development of Floyd County. It is hoped that the County Commission will find it useful to their deliberations in this regard.

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Research Team

The research team for this project was made up of graduate students from the University of Louisville. These students came from a diverse set of academic departments and programs, including the Political Science Department, Masters of Public Administration Program, Master of Urban Planning Program, and the Doctoral Program in Urban and Public Affairs. The students involved in the process were:

Tifinie Adams
Justyna Buszewski
Joe Dablow
Bridget Goins
John Johnson
Beth Jones
Nailya Kutzhanova
Susan McKinley
Ismaila Odogba
Brian Olberz
Kevin Steller
Shawnte' West

Dr. Thomas S. Lyons, Fifth Third Bank Professor of Community Development and course instructor, facilitated the research process.

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Introduction

Economic development is one of the main objectives of Floyd County's comprehensive plan. A viable economic growth strategy will improve the county by creating jobs, strengthening the revenue base, stabilizing the community and improving the residents' quality of life.

The majority of economic development within the county is currently concentrated in and near New Albany, the county seat. Two additional areas outside of the incorporated city limits of New Albany have been identified as commercial gateway districts: the Highlander Point corridor at the interchange of Hwy. 150 and I-64, and the Paoli Pike/Hwy. 62 – 64 corridor. These areas are anticipated to sustain highway service businesses such as restaurants and service stations, while also providing area residents with grocery stores, post offices, banks and other community service businesses.

Floyd County currently contains 292 acres of industrial activity, most of which is located within New Albany. Data

from Cornerstone 2005 states that 20.3 percent of the workforce in the county is employed in the top two industry sectors, healthcare and education, with 19.9 percent in the manufacturing sector and 10.5 percent in retail trade.

Floyd County occupies a favorable location between two larger commercial hubs - Louisville, KY and Clarksville, IN - and should exploit this advantage in its economic development strategy. The county must identify its market strengths and determine how it can best complement the existing industries, both within the county and within its regional market area

Floyd County has access to state-administered business expansion and attraction incentive programs through the Indiana Economic Development Corporation. The Southern Indiana Economic Development Council also provides assistance to communities and counties in helping them develop local tax incentive programs, tax increment financing, and infrastructure programs.

Floyd County's comprehensive plan emphasizes the need for establishing additional commercial districts with adequate buffering requirements, creating overlay-zoning districts to enhance design and development along commercial corridors, and generating economic development standards based on an improved "toolbox". To develop this toolbox, Floyd County must first identify criteria, based on sound economic theory, for choosing from among the economic development tools available.

The School of Urban and Public Affairs (SUPA) at the University of Louisville was approached by Floyd County officials to develop an initial analysis of existing economic conditions and make recommendations regarding future economic development within the county. The Economic Development class, within the University's master's program, was assigned to the project, under the direction of Dr. Thomas Lyons.

Team members have been in frequent communication with various stakeholders regarding the county's economic health.

With their input, the team has gained insight into Floyd County's economic development goals, needs and objectives. Throughout the course of our work, team members remained cognizant of the county's goals as defined in Cornerstone 2005: preserving and protecting the community's natural resources and beauty, retaining the county's existing rural character and development patterns, managing anticipated growth, enhancing economic activities, and securing infrastructure and service capacity. With these goals in mind, four key plan elements were identified:

- Land Use/Zoning
- Physical and Organizational Infrastructure
- Industry Clusters
- Business Development

This document will discuss our team's observations and analysis of each of these elements and close with a summary of the team's findings and a series of recommendations regarding each.. The goal is to provide information that can help county officials make informed decisions regarding economic development for the unincorporated areas of Floyd County.

Existing Land Use/Zoning Conditions

Before an economic development plan can be generated, Floyd County officials must have a clear picture of current land uses and environmental conditions. These elements must be identified before determining the most appropriate future uses of undeveloped land within the county. With this knowledge, a community can analyze strengths, identify possible weaknesses, and maintain an inventory of assets. Such knowledge can also help guide policy and development decisions.

Land Use

Fig. 1 shows current land use as classified by the United States Geological Survey. The two most dominant areas are deciduous forests and pastures, which account for over 70 percent of land use in Floyd County. Agricultural activities such as pasture and row crops account for almost 50 percent of land use, particularly in the northwest portion of the county. Forested areas are scattered throughout the county,

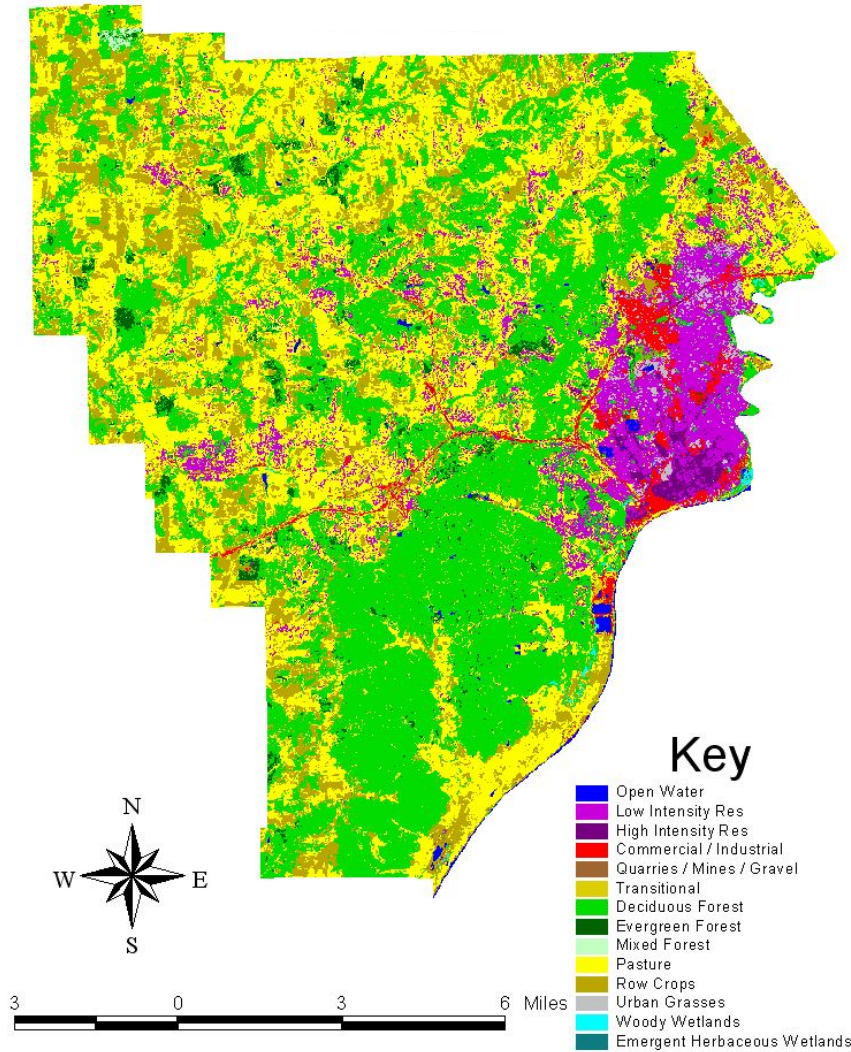


Fig. 1: Map of existing land uses in Floyd County, Indiana
Data Source: Indiana GIS Atlas (<http://igs.indiana.edu/arcims/statewide/download.html>)

concentrated in the southern portions.

Around 11 percent of county land is currently used for residential, commercial and industrial development. Most of the more densely developed residential areas are centered around the New Albany area, with pockets of residential development scattered throughout the townships and unincorporated areas. Industrial uses are largely located within New Albany.

Most of the land in Floyd County remains relatively open and undeveloped. There are distinct nodes of development, especially along the main roadways. Much of the open forest land lies within the hilly terrain of Floyds Knobs, while most of the pasture and farmland lies along or near the waterways throughout the county.

Fig. 2 shows the individual percentages of each land use category, clear evidence of the rural nature of Floyd County. Large areas of open land and the concentration of develop-

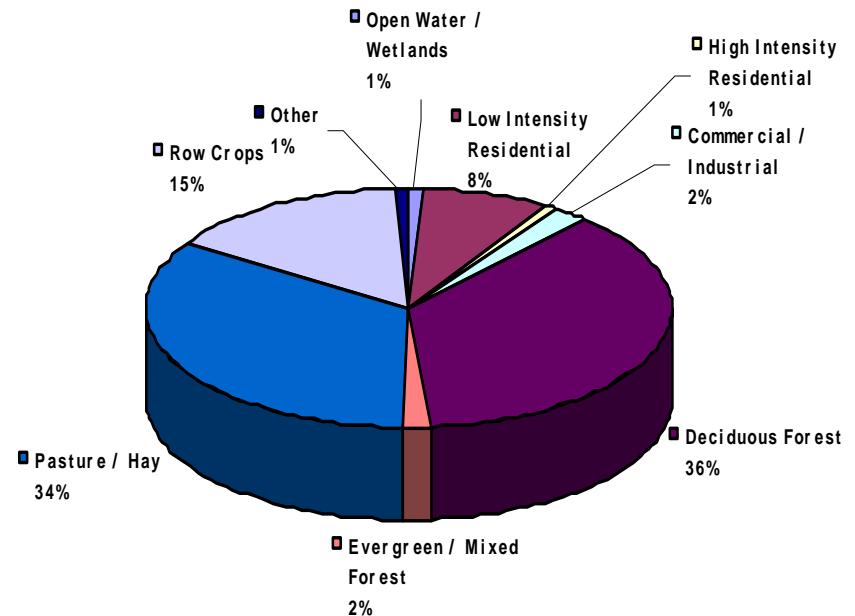


Fig. 2: Land use by percentage of total in Floyd County, Indiana
Data Source: Indiana GIS Atlas (<http://igs.indiana.edu/arcims/statewide/>)

ment in New Albany leave much of the county open and spacious, creating a more rural feel.

Geology

The geology of an area can influence where structures should be located, where infrastructure can be built, and what structural requirements are necessary for developed areas.

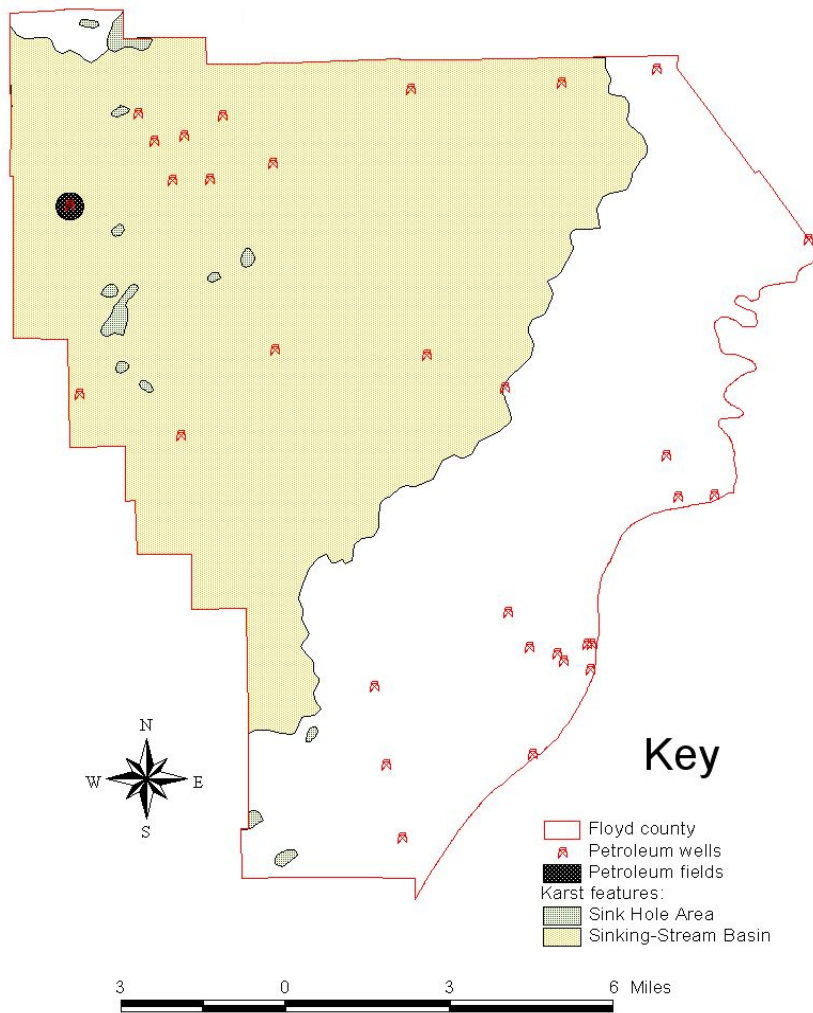


Fig. 3: Geologic characteristics of Floyd County, Indiana
 Data Source: Indiana GIS Atlas (<http://igs.indiana.edu/arcims/statewide/download.html>)

Fig. 3 shows major geologic characteristics of Floyd County that should be considered when creating an economic development plan. Much of the county is in a region known as karst, consisting of layers of limestone and sandstone prone to underground erosion by groundwater. These geological characteristics are very similar to those of Mammoth Cave, an area of very active karst features with numerous caves and sinkholes. While Floyd County does not have as many active karst features, they are prevalent enough to affect development potential in the area.

The northwestern portion of Floyd County is a sinking-stream basin, an area where surface water tends to flow below ground and then returns to the surface, another common characteristic of karst regions. This creates an additional concern because it implies easy and direct surface access to groundwater. This means that surface run-off, including pollutants from septic systems, can directly affect the groundwater in the area. In addition, the western region of the county is a sinkhole area, where sinkholes are active and can

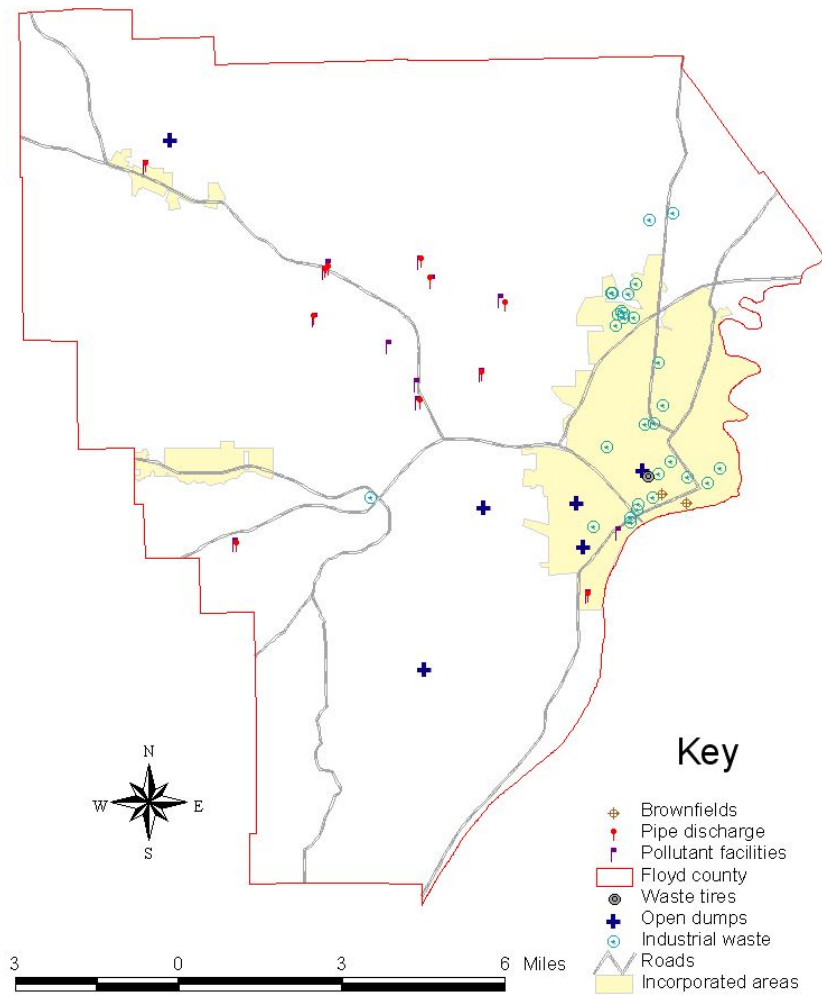


Fig. 4: Location of industrial-related activities in Floyd County, Indiana
 Data Source: Indiana GIS Atlas (<http://igs.indiana.edu/arcims/statewide/download.html>)

collapse with little warning. While most sinkholes are very small and do not pose much of a threat, they also should be taken into account as areas of the county are considered for additional development. Floyd County also contains over thirty oil wells and one oil field.

The county could also be affected by seismic activity. While Floyd County has not experienced a significant earthquake in forty years, there is the potential to be affected by activity along the New Madrid fault system.

Industry

One of the more important items to monitor for economic development are existing industrial impacts. Fig. 4 shows some of the industrial impacts in Floyd County. While some are scattered throughout the county, most are concentrated in the area around New Albany. Almost all of the industrial waste facilities are located within New Albany, along with a tire waste facility and at least one known brownfield. In addition, open dumps can be found throughout the county, as

well as facilities that process or create pollutants and those that discharge onto the surface areas.

The industrial activities indicated on this map could all potentially be deemed brownfields should they be vacated, abandoned, or underutilized. One factor that defines a brownfield is the presence or the suspected presence of some sort of contamination, which could come in the form of heavy metals, fertilizers, pesticides, chemicals, or any number of pollutants and contaminants associated with commercial activities. In order to redevelop these parcels, pollutants and contaminants must be remediated. The amount of cleanup required will depend on the next intended use for the property. If the area is to be used for residential development, the necessary mitigation will be far greater than if the property is to be used for commercial purposes. Funding and additional cleanup assistance may be available at the federal level through the U.S. Environmental Protection Agency (EPA).

In addition to the brownfield activities, the general effects of industry on the environment are also important. These in-

clude potential effects on groundwater, wetlands, air quality, and water quality and other aspects of the natural environment. By monitoring these existing industrial uses, Floyd County can plan for future uses, the potential creation of brownfields, and pollutants that might be affecting the area.

Hydrology

Knowledge of the natural assets of the county is also important. One of the major components of Floyd County's natural assets is its water system. This map shows the natural water system located within Floyd County and the locations of water wells that access that system.

The surface water system is quite extensive as it winds its way through the Knobs. As these channels enter flatter areas, flood plains exist that must be considered. These areas, indicated by the dark blue shaded regions, will affect what types of development, if any, can occur. Obviously, the most extensive flood plain area is located along the Ohio River. However, there are also flood plains surrounding some of the more major waterways in the central and west-

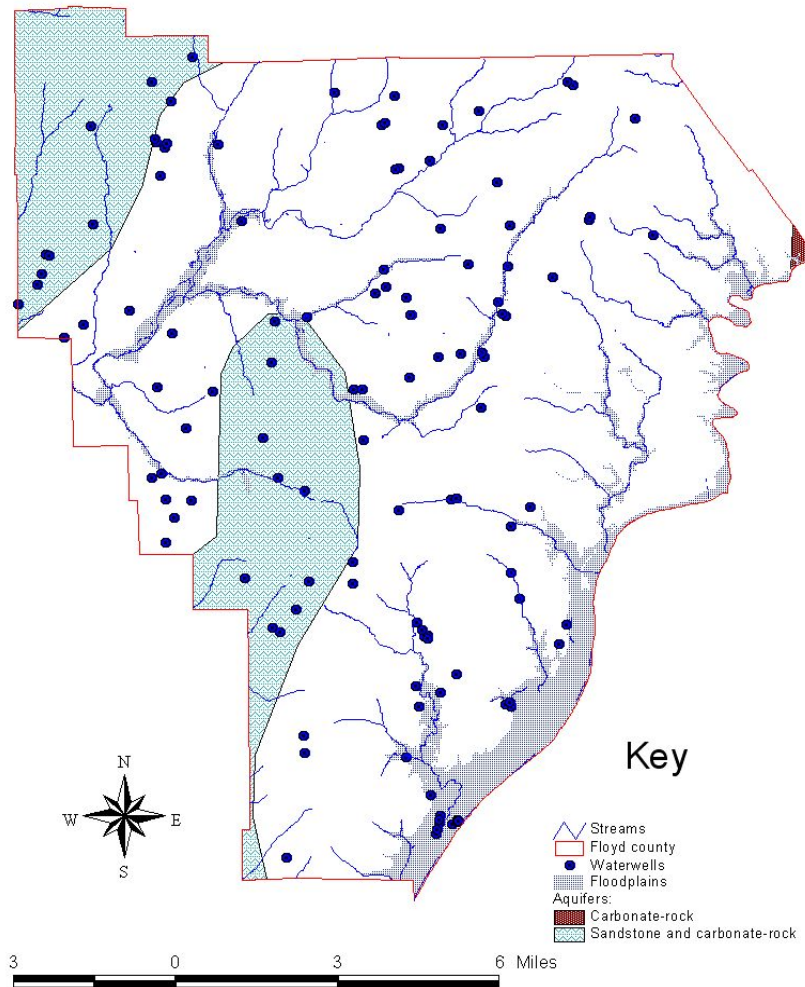


Fig. 5: Hydrology features of Floyd County, Indiana
 Data Source: Indiana GIS Atlas (<http://igs.indiana.edu/arcims/statewide/download.html>)

ern parts of the county.

Another significant aspect of the water system are the county's aquifers, the largest of which is located in the western part of the county. These aquifers are large reservoirs of groundwater that can be tapped for any number of uses. The large aquifers consist of sandstone and carbonate rocks, a condition common in karst regions. There is also a small carbonate aquifer in the eastern part of the county.

Planning and Zoning for Economic Development

Although changes are underway, virtually all of Floyd County outside of the municipality of New Albany is currently zoned for agricultural use. As a result, all new development, commercial or residential, must receive conditional approval from the Planning Commission or Board of Adjustment before proceeding.

At present, approval of a conditional use permit is an extremely demanding and complex process for both county officials and developers. In addition, the lack of an established procedure can create the perception of favoritism toward particular projects or participants. These undefined land issues result in an environment that both discourages potential developers and imposes an inefficient system on county officials, disrupting economic growth throughout the county.

By developing a system of zoning and land use regulation, Floyd County can identify areas of potential residential and

commercial growth so as to ensure sustainable economic development for both the residents and the community at large.

Zoning and Comprehensive Plans

A comprehensive plan is a statement of a community's vision of itself and its future, usually covering a twenty-year time period with updates every five years. Components of a comprehensive plan typically include transportation, economic development, and parks and recreation. Many plans incorporate additional components to deal with unique characteristics or issues within the community, such as historic areas, specific housing needs or the protection of natural resources. The statutes in most states, including Indiana, require the adoption of a comprehensive plan before zoning regulations can be established.

Zoning is a regulatory tool that is developed to complement and promote the goals identified in a community's comprehensive plan. Zoning ordinances generally set very specific development guidelines and requirements that give the community a legal basis for managing its growth in a way that is

in agreement with its concept of the future.

Land use regulations, supported by zoning ordinances, allow communities to separate incompatible land uses, manage traffic patterns, control aesthetics and protect and preserve environmentally sensitive areas. The primary goals are to protect property values and stabilize communities while preserving their unique character. Traditional zoning ordinances separate land uses into four general categories or districts: residential, commercial, industrial and agricultural. Within each of these categories, the land use is commonly described in terms of the allowable density, or number of dwelling units per acre, and intensity, or square feet of floor space per square foot of land that can be developed.

When the comprehensive plan, land use regulations, and zoning ordinances work in conjunction with each other, planners can make better, more informed decisions as to how land should be developed. Without this system, a community will continue to grow in an unplanned, uncontrolled manner. An example within the Highland Point area is the

extremely close proximity of the Lafayette South commercial development to nearby residential development. Even though a berm is in place between the two developments, subdivision residents now have legitimate issues with food and chemical odors, potentially declining property values and the safety of their children. Due to a lack of land use regulation, two incompatible uses were placed too near each other, resulting in a decreased quality of life for the homeowners and increased liability for the business owner.

Non-Traditional Zoning Options

While zoning ordinances are a necessary component of growth management, they cannot anticipate every circumstance and must allow for some flexibility. Additional zoning tools for Floyd County officials to consider include incentive zoning, overlay zoning and special districts.

Incentive zoning typically deals with issues regarding the structures themselves. In return for design concessions, usually regarding the size or height of a building, developers offer a public benefit. A developer might dedicate part of a building site for a public open space, for instance, in return

for permission to add floor space to a structure in the form of additional floors. Officials must be careful, however, that too many exceptions do not substantially erode the established land use and zoning regulations.

Overlay zones and special districts are another option that encourage creative thinking and flexibility in land use. These consist of specified areas usually designated to protect or preserve an existing condition such as an historic district or natural resource, while allowing for more flexible, yet compatible, development guidelines in other parts of the zone.

Another type of special district that has yielded positive results is the Business Improvement District (BID). In this situation, businesses within a particular geographic area form an organization that provides basic community services such as street and sidewalk clean-up, extra security, community marketing and after-school programs with the intention of revitalizing the area by attracting new businesses, patrons and even residents. Working with city officials, a special tax

is developed and applied to local businesses to pay for these services. The role of public officials in a BID is to bring the public organizations, such as school districts, together with the private businesses, and ensure that the BID is accountable to those who provide the funding.

Financing Tools

Two specific financing methods currently exist relating directly to land use: tax increment financing (TIF) and impact fees. Both require the existence of a zoning code and a comprehensive plan, and rely on identified land use supported by local zoning regulations and state law for implementation.

Tax increment financing (TIF) is a subsidy used to finance redevelopment within a particular area through anticipated increases in tax revenue produced by the redevelopment. It is organized through state enabling legislation and enforced on a local, city or county level. TIF has numerous potential uses in Floyd County: to fund new infrastructure, land acquisition or parceling services, planning and engineering services, business development such as job training and educa-

tion, and demolition or rehabilitation of existing structures. The TIF program can also be used to remediate existing brownfields for redevelopment.

Participation in the program requires the county to identify TIF districts for areas of blight within the community. A redevelopment plan must be established for each district and be approved by Floyd County's legislative body. Each individual plan must conform to the comprehensive plan and, through the use of a land use map, specify the types of land use — commercial, industrial or residential — within the district.

Impact fees are allowable under Indiana state law, and may be imposed by any county, city, township or town. They may be exacted on any new real estate development, residential or commercial, to mitigate or defray the capital costs of new or improved infrastructure required to serve that development. Eligible infrastructure projects include sewer systems and wastewater treatment facilities, public parks, road and bridge construction, flood control systems, and facilities for water treatment, storage or distribution.

A comprehensive plan is required in order to establish an impact fee ordinance. County officials must then identify impact zones within the county and develop a ZIP (Zone Improvement Plan) for each. Each ZIP must contain information on existing infrastructure, anticipated development and infrastructure needs for the following ten years, and funding sources and amounts used for infrastructure projects during the previous five years. When a ZIP proposes an improvement in service levels, it must indicate the nature, location and projected cost of the improvement, along with potential revenue sources. Any impact fees assessed must be based on a ZIP that is either new or has been updated within the previous year. A land use map identifying anticipated development patterns for the next ten years is required.

TIF and impact fees can be valuable financing tools for redevelopment and infrastructure improvements in Floyd County. They both require, however, a realistic determination of property values both before and after the proposed improvements, which is difficult when the potential future use of any given parcel is undefined.

Infrastructure

Infrastructure refers to physical infrastructure (such as sewers, roads and water access) and soft infrastructure (people and organizations). This study reviews Floyd County infrastructure elements including roads, water capacity and access, sewers, technology accessibility and railways. The county’s workforce demographics are examined, along with the organization of existing governmental entities.

Workforce and Transportation

Workforce and transportation infrastructure systems are strongly linked. The use of hard infrastructure such as roads by residents and commuters requires periodic maintenance, upgrades and expansions to address changing use and congestion issues.

As of January 2006, Floyd County had a labor force of 37,720 with 1,850 unemployed, resulting in an unemployment rate of 4.9 percent (Indiana Workforce Development, 2006). A ranking of unemployment rates within Indiana

ranks Floyd County 68th, compared to Hamilton County, with the lowest rate of 3.0 percent, ranked 92nd . From 2001 to 2004, average wages in Floyd County for all industries increased from \$28,462 to \$30,833; an 8.3 percent increase.

The four Indiana counties sending the most workers into Floyd County are Clark, Harrison, Washington, and Crawford. Kentucky is also a major source of commuter traffic. A total of 8,898 workers, or 25.4 percent of the workforce,

COUNTY	FROM	TO	AADT
Floyd	Exit 0 / Interstate 64 / U.S. 150	Exit 1 / State Street	48,540
Floyd	Exit 1 / State Street	Exit 3 / IN 111 / Grant Line Road	49,460
Floyd	Exit 3 / IN 111 / Grant Line Road	Exit 4 / Indiana 311	43,300
Floyd/Clark	Exit 4 / Indiana 311	Exit 6 / Interstate 65	39,280

Fig. 6: AADT for I-265 in Floyd County, Indiana
 Data Source: Indiana Department of Transportation 2000 Annual Average Daily Traffic Volumes Map

commuted into Floyd County in 2003, while 2,959 Floyd County residents or 6.4 percent commuted to jobs outside the county. This commuting pattern could result in traffic congestion as Floyd County develops. According to the Indiana Department of Transportation, the number of annual average daily trips (AADT) for I-265 within Floyd County alone is 180,580.

The interstate highway system in Floyd County consists of I-64, I-65 and I-265. I-265 (Lee H. Hamilton Highway) serves as a connector between I-64 and I-65 and provides a partial beltway around the core area of New Albany. The Kentuckiana Regional Planning and Development Agency (KIPDA) undertakes transportation improvement projects within the Louisville Metropolitan Area, of which Floyd County is a part. KIPDA places emphasis on pedestrian and bicycle systems, public transit, highway improvements and bridge construction. According to KIPDA, over \$15,000,000 will be spent on highway projects in Floyd County from 2006-2008.

PROJECT NAME	YEAR	KIPDA ID	COUNTY	BUDGETED FUNDS (\$)
Charlestown Road	2006-08	1245	Floyd	600,000
CR-9	2007	549	Floyd	500,000
CR-12	2006	550	Floyd	170,000
Daisy Lane	2006	308	Floyd	500,000
Greenville-Borden Road	2008	490	Floyd	350,000
I-64	2007	1243	Floyd	72,000
I-64	2007-08	1244	Floyd	300,000
Indiana 64	2007	59	Floyd	1,080,000
Indiana 64	2006-08	1208	Floyd	30,000
Indiana 111	2006-07	316	Floyd	900,000
Indiana 111	2006	998	Floyd/Clark	1,840,000
Kentuckiana Air Quality	2006	370	Floyd/Clark	262,250
McDonald Lane	2006-08	95	Floyd	1,100,000
Mt. Tabor Road	2007	309	Floyd	500,000
Ohio River Greenway	2008	540	Floyd/Clark	2,865,000
Specialized Transportation Capital Association	2006	1210	Floyd/Clark	164,259
Ticket to Ride	2006-08	56	Floyd/Clark	476,250
US 150	2007-08	586	Floyd	1,950,000
US 150	2007	1369	Floyd	650,000
Various	2006-08	992	Floyd/Clark	1,500,000
TOTAL				\$ 15,809,759

Fig. 7: Existing KIPDA projects affecting Floyd County, Indiana
 Data Source: Kentuckiana Regional Development and Planning Agency (KIPDA)

Utilities

Eight organizations provide and manage water for the homes and business of Floyd County. The largest, Indiana America, manages water service to the city of New Albany, with a current capacity of 25,805,000 gallons. Based on estimates of the average daily flow/usage, an untapped capacity exists. The ability of Floyd County to meet and maintain water demands due to economic expansion is sufficient.

UTILITY PROVIDER	CAPACITY (in gallons)
Town of Georgetown	3,000,000
Town of Greenville	10,000,000
Edwardsville Water	2,160,000
Floyds Knobs Water	645,000
Borden Tri-County	500,000*
Ramsey Water	7,000,000
Silver Creek Water	2,000,000*
Indiana America	24,000,000

* Estimate

Fig. 8: Water providers and capacity for Floyd County, Indiana
 Data Source: Don Lopp, Floyd County Planner, Floyd County Economic Development Office, Borden Tri-County Water Plant, Silver Creek Water

Other major utilities, such as electricity (Cingery, Harrison County REMC and Clark County REMC) and natural gas (Vectren) are available within Floyd County.

Sewers

The city of New Albany operates the only municipal sewer system in the county. In the 1990s, due to several violations of the Clean Air Act, the Environmental Protection Agency (EPA) assumed control of New Albany’s sewer system and passed a sewer connections ban. The subsequent absence of sewer credits has prevented construction in New Albany, and several development projects have been on hold since the 1990s. Since the recent completion of a \$44 million sewer improvement project by New Albany, the EPA has granted the city 350,000 sewer credits, with 340,000 additional credits to be issued as further upgrades are made to the sewer system.

Georgetown, a community within Floyd County, plans to begin construction of a new 350,000-gallon sewage treatment plant this summer. The City Council has voted to pur-

chase a 23-acre parcel of land for this purpose. Hence, Georgetown's dependence on New Albany for sewage treatment will cease.

Most county residents want to maintain the rural character of Floyd County and believe New Albany can adequately serve the entire county. A recent survey of Floyd County residents, conducted by Floyd County Planner Don Lopp, suggests that fifty-two percent believed new residential development should be on municipal sewers, while 29 percent said they preferred development on septic systems. The survey found that there is a strong preference for new development on municipal sewers, existing roads and water lines. Though controversy surrounds the idea of a new sewer plant within Floyd County, the connection between economic expansion and sewers cannot be overemphasized.

Technology

Wireless and broadband service availability are important factors to consider when analyzing infrastructure designed to

enable and attract businesses that use these services. Wireless systems offer users the ability to connect to a Local Area Network (LAN) without hard wiring, and these systems are rapidly changing. Two technologies, radio frequency (RF) and infrared, allow for this capability. In general, wireless systems are constructed internally, and it is not necessary to make wireless a public commodity. It is important, however, to make broadband capability in the form of T1, T2, and even T3 lines publicly available. These lines are often referred to as 'dedicated' lines because their bandwidth is either not shared or carefully managed. Several stakeholders in Floyd County have indicated that broadband capability would improve the Floyd County business environment.

Railways and Water Access

Railway access is available throughout the county. While it may be necessary to modify the existing system in some areas to facilitate new development, overall railway infrastructure is adequate. Water access is available via the Ohio River, but currently does not have any viable commercial or economic impact in Floyd County.

Capital Improvement Programming

A Capital Improvement Program (CIP) provides a detailed description of capital projects, project costs and funding sources. It is an important tool used to plan for major capital expenditures that match available resources with project needs. The goal of a CIP is to properly manage a community's long-term investments and to match available financial resources with major infrastructure needs. A CIP helps a community determine the amount of money needed for infrastructure and equipment to accommodate anticipated growth and development.

The CIP (usually covering a five to six year period) lists each proposed capital project, a time frame within which the projects are to be undertaken, financial requirements and methods of financing. It includes improvements to roadways, storm drainage, sanitary sewers, water systems, parks and other municipal facilities.

The details of each project are updated annually. Projects

are chosen based on rank of importance: urgent, essential, necessary, desirable, ongoing or deferrable. The plan describes the first year's projects in detail, then lists other projects for the following fiscal years. The projects following the first year are subject to change during the formulation process for each specific budget year. Each year the revenue estimates are adjusted, the project cost estimates are reviewed, and the program and project priorities are re-evaluated based on changes on the county's plans.

Factors such as population and employment forecasts are considered when developing a CIP to ensure that improvements will be adequate for the proposed time frame. As planning, budgeting and coordination of capital projects are all essential to the CIP process, funding opportunities from outside sources become easier to obtain because the process is based on accountable and sound fiscal management.

Floyd County's CIP should focus on the community's goals and needs, particularly as they relate to local economic development. More so, an avenue should be created for public

input. The final CIP document should be made available to the general public.

Formulating a CIP in Floyd County, Indiana

Because a capital improvement program (CIP) reflects the assets, needs and goals of a community, any CIP developed by Floyd County should resonate with the overall purpose of Cornerstone 2005. In Floyd County, the guiding principles of Cornerstone 2005 should form the criteria for the sequential order of capital improvements within the CIP.

The CIP is an expenditure plan; it assigns cost estimates and expected sources of revenue for each capital project. Bonds, grants, economic development funds and contributions from the general fund are various means for financing a CIP.

To make a CIP functional, a Capital Budget is required. A Capital Budget is a yearly fiscal plan showing fund sources and disbursements for a fiscal year. Thus, the CIP is adaptable and flexible, as annual reviews and revisions permit elected officials to reflect changes in the subsequent Capital

Budget.

Floyd County can develop a CIP as stipulated by Indiana State Statutes IC 36-7-4-503 (5) or IC 6-3.5-7-15. This allows the options of incorporating a CIP as an addition to the comprehensive plan or by imposing a county economic development income tax.

IC 36-7-4-503 (5)

Sec. 503. A comprehensive plan may, in addition to the elements required by section 502 of this chapter, include the following:

(5)A short and long range capital improvements program of governmental expenditures so that the development policies established in the comprehensive plan can be carried out and kept up-to-date for all separate taxing districts within the jurisdiction to assure efficient and economic use of public funds.

In synopsis, Indiana State Statute **IC 6-3.5-7-15** states that a county which imposes an economic development tax is to “adopt a capital improvement plan specifying the uses of the

revenue under this chapter; or designate the county or a city or town in the county as a recipient of all or a part of its share of the distribution”. Subsequent sections list other requirements. For instance, IC 6-3.5-7-15(e) states that the CIP should encompass a period of not less than two years, while IC 6-3.5-7-15(d) requires the CIP to include the following:

- *identification and general description of each project that would be funded by the county economic development income tax;*
- *estimated total cost of the project; and*
- *identification of all sources of funds expected to be used for each project.*

The CIP development process differs from locality to locality, but certain steps are identifiable in developing most CIP plans. A typical process involves:

- Identification of fund sources: All sources of capital funds are identified and the CIP time frame is determined.
- Assignment of funds: Each county agency is assigned a specific target which is included in a request package. The county treasurer and auditor can identify fund sources, while the planning

department assigns the specific agency targets. Request packages are sent to the agencies with instructions to list their capital projects over the stipulated time frame.

- Prioritization of projects: Agency capital requests are reviewed, analyzed and prioritized by established criteria. In this instance, capital requests can be assessed using the goals of Cornerstone 2005.
- Schedule of improvements: This stage involves the sequential scheduling of capital projects and their compilation into a document, i.e., the CIP plan. The document is then sent to county financial officers for recommendations.
- Adoption of Capital Budget: After further review and revision of the CIP, the City County adopts the Capital Budget for the new fiscal year.

For sound fiscal management, it is essential that county officials, department heads and the City Council are familiar with the CIP process.

Workforce

The population of Floyd County, based on 2004 estimates, is 71, 543. A population increase of about one percent occurred over the ten year period from 1990 to 2000. This is less than Indiana’s population increase of 2.6% over the

County Cities/Towns	1990 Census	2000 Census	2004 Estimate
Floyd County	64,404	70,283	71,543
New Albany	36,322	37,603	36,877
Georgetown	2,092	2,227	2,561
Greenville	508	591	585

Fig 9: Population data for Floyd County, Indiana
Data Source: U.S. Census via Indiana WorkOne

same time period.

Floyd County residents are well-educated, ranking fifteenth among the counties in the state for residents with a college degree. In 2000, 82.4% of the county population was at least a high school graduate and 20.4% had a bachelor's degree or

EDUCATION	1990	2000	% of population in 2000
Less than 9 th grade	4,663	2,524	5.4%
9 th -12 th , No diploma	6,449	5,686	12.2%
High School grad	14,585	15,410	33.0%
Some College	7,274	10,573	22.7%
Associate Degree	2,245	2,918	6.3%
Bachelor's Degree	3,627	6,050	13.0%
Graduate or Professional	2,656	3,448	7.4%
Total Population	41,499	46,609	100%

Fig. 10 Educational attainment in population 25 years and older for Floyd County, Indiana
Data Source: U.S. Census via Indiana WorkOne

higher. In the state of Indiana overall, 82.1 % of the population has at least a high school degree and 19.4% has a bachelor's degree or higher.

Floyd County consistently has better employment rates than

Year	Labor Force	Employed	Unemployed	Floyd County rate	Indiana rate
1994	36,470	35,020	1,450	4.0	4.5
1995	37,390	35,940	1,450	3.9	4.3
1996	37,930	36,600	1,330	3.5	3.9
1997	38,660	37,570	1,090	2.8	3.3
1998	39,070	38,210	860	2.2	2.9
1999	39,500	38,630	870	2.2	2.9
2000	38,220	36,970	1,250	3.3	2.9
2001	37,930	36,430	1,500	3.9	4.2
2002	37,410	35,600	1,810	4.8	5.2
2003	37,300	35,550	1,750	4.7	5.3
2004	37,200	35,390	1,810	4.9	5.2

Fig. 11: Unemployment rates in Floyd County, Indiana
Data Source: U.S. Census via Indiana WorkOne

the state of Indiana but is subject to the same general trends. As the county is subject to state and national trends for unemployment, the same can be said for the creation of jobs in different industries. Following the state and national trend, Floyd County actually lost 951 manufacturing jobs from 2001 to 2004. Overall the county gained 1,719 jobs over the

Job Category	Jobs Created 2001 – 2004	Median Income (2004)
Natural Resources and Mining	2	\$ 34,594
Construction	101	32,330
Manufacturing	-951	39,326
Trade, Transportation, and Utilities	646	25,262
Information	-55	36,875
Financial Activities	131	41,820
Professional	599	30,188
Education and Health Services	962	31,823
Leisure	364	11,161
Other Service	9	19,729
Government	317	32,522
All Industry	1,719	\$ 30,833

Fig. 12: New jobs and median income by sector for Floyd County, Indiana
 Data Source: North American Industry Classification System (NAICS) and U.S. Census via Indiana WorkOne

same time period.

Government

From the outside looking in, there appears to be at least some tension between city and county government. The two entities share office space in the city/county building. Floyd County elects three commissioners to serve as an executive and legislative body, while the seven county councilmen serve as a fiscal body. The City of New Albany elects a mayor to serve as executive and the legislative and fiscal authority rests with the elected city council. The city and county maintain separate public safety agencies — the sheriff heads the county effort and the chief of police is the city’s public safety leader. Fire departments are separate as well, as are most tasks of local governments.

After conversations with employees at the city/county building and people in the community, it is evident that there is a perception of ‘overlap’ between the two governing bodies. And sometimes perception is just as much a concern as reality. Upon examining the structures, however, there is no

such overlap. The jurisdiction of county and city government is clearly defined and rarely does one group cross over into the other's territory.

An unsettled issue remains. City and county government are not at ease with one another. It may be misalignment, or that one government could handle the responsibilities currently delegated to two. (There is an anecdote heard more than once that two 911 systems are maintained in southern Indiana to service a fraction of the people serviced by Louisville's one system). SI2020, a division of the Southern Indiana Chamber of Commerce, states as one of its objectives to "align governmental entities for the common good." In sum, it has been difficult to characterize the relationship between Floyd County and the City of New Albany. There is little hard evidence to support what a number of people feel. In the end, it is important to realize that the City of New Albany is linked to Floyd County and Georgetown and Greenville as well. Cooperation and alignment are the minimum that should take place. More drastically, "uni-government" may be appropriate.

Industry Clusters

Clusters are a dynamic component of local economic development. When interrelated firms are sited in close proximity to one another, both the firms and the community benefit. The firms share ideas, new technologies, markets and even employees. Clustering also creates an environment where firms can readily network to coordinate transactions, enable innovation and bring new products to market. Start-up firms benefit from a ready supply of both skilled workers and suppliers. In addition, cluster firms can easily compare performance, and tend to be driven by competition with one another.

This analysis uses U.S. Census Bureau County Business Patterns data from 1998 and 2003, comparing employment rates in Floyd County to those of Indiana as a whole. To identify clusters, this study researched groups of related industries in Floyd County that showed strong growth over this five-year period. Industry clusters were further defined by determining the location quotients of businesses throughout Floyd County. The location quotient is an analytical tool used, in this study, to compare an industry’s share of the local econ-

omy with its share of the larger state economy. Use of this tool helped determine how much of the growth in Floyd County’s clusters could be attributed to local factors.

In the course of this study, Floyd County industry clusters were compared to those of both West Louisville, Louisville Metro and the state of Indiana. Additional analysis compared the county to others in Region 12, an area identified for economic development efforts by the Indiana Department

Floyd County Industries

Industries	Number Employed	Number of Establishments	Location Quotient	Cluster
Advanced Manufacturing	6322		1.00	✓
Transportation and Warehousing	229	37	0.02	
Information	172	24	0.04	
Finance and Insurance	727	141	0.67	
Professional, Scientific, and Technical	1142	181	1.13	✓
Health Care and Social Assistance	4539	218	1.35	✓
Arts, Entertainment, and Recreation	175	25	0.57	
Accommodation and Food Services	2084	110	0.89	

Source: U.S. Census Bureau 1998-2003

Fig. 13: Industry Cluster analysis for Floyd County, Indiana
Data Source: U.S. Census Bureau County Business Patterns

of Commerce. Region 12 consists of Floyd, Harrison, Crawford, Orange, Washington, Scott and Clark counties in southern Indiana.

Floyd County Cluster Comparison

Cluster	Region 12	West Louisville	Floyd County
Advanced Manufacturing	✓		✓
Metal Manufacturing		✓	✓
Forest and Wood Products	✓		✓
Advanced Materials	✓		
Agribusiness, Food, Technology	✓		
Arts, Entertainment, and Recreation	✓		
Educational Services	✓		
Biomedical / Medical	✓		
Health Care and Social Assistance			✓
Local Health Services		✓	
Information Technology	✓		
Information, Communications & Media	✓		
Professional, Scientific, and Technical			✓
Advanced Business Services	✓		
Local Commercial Services		✓	
Transportation and Logistics		✓	
Advanced Logistics	✓		

Fig. 14: Industry cluster comparison for Floyd County, Indiana
 Data Sources:
 US Census Bureau, *County Business Patterns* 1998, 2003
 Indiana Department of Commerce, *2005 Region 12 Strategic Plan for Economic Development*
 Initiative for a Competitive Inner City (ICIC) in partnership with the City of Louisville, *West Louisville: A Competitive Assessment Strategy Project*, November 2001

Analysis identified three main clusters in Floyd County: the Professional, Scientific, and Technical Cluster; the Health-care Cluster and the Advanced Manufacturing Cluster (see Appendix). The means of evaluating the clusters can be found in the Appendix. These are areas in which Floyd County has a unique competitive advantage compared with the rest of Indiana. As such, they are industries that deserve special attention and whose growth should be fostered. While Region 12 showed a cluster in the Advanced Manufacturing category, neither it nor West Louisville showed evidence of clusters in either the HealthCare and Social Assistance or the Professional, Scientific and Technical categories.

The Professional, Scientific and Technical Cluster

The Professional, Scientific, and Technical cluster is relatively small, comprised of companies of 11 to 300 employees providing specialized design, research and development services in fields including accounting, payroll, architecture, and engineering. Advertising is also a competitive group within this cluster.

Many of the professions within this cluster are traditionally viewed as serving the local community only, with little potential for creating or attracting wealth from outside. Although these services are not typically considered exporting industries, it is advantageous to look at this grouping as a cluster to be nurtured for several reasons.

First, when viewed in the collective, these enterprises boast 1,142 employees in Floyd County, the third largest employment group in this study behind manufacturing and health care. Second, the nature of today's global economy and technology allows services to transcend local boundaries. For example, advertising, design, research and even accounting services are frequently transmitted over long distances via the internet. Therefore, companies engaging in these services have the option of locating in any attractive environment. These businesses can be highly flexible and are able to adapt quickly to market changes, making them valuable contributors to the local economy in its global context. Finally, these services fill gaps in the local supply chain, as

well as in regional and area clusters, for the manufacturing, education, and health care industries.

The common denominator among businesses in this cluster is an entrepreneurial nature. These are small, locally-owned businesses that frequently find advantages in clustering together to share ideas and resources as well as to spread risk. This study recommends several actions in order to nurture this cluster and contribute to the success and growth of its members:

- provide a strong centralized vehicle for the training, mentoring, and networking of new and existing entrepreneurs;
- identify opportunities in the supply chain that can be filled by existing or new entrepreneurs;
- establish linkages between educational services, marketing, and financial services through an entrepreneurial group;
- address infrastructure needs such as broadband access; and
- create and maintain cultural and entertainment attractions that appeal to knowledge-based workers.

Healthcare Cluster

The healthcare industry is another important cluster in Floyd County. This cluster is a large employer within the county and is experiencing strong growth in a number of sectors.

Healthcare clusters have also been identified in Louisville Metro and Region 12 in Indiana. Floyd County is well positioned to contribute to and benefit from the synergies of this extensive cluster. Its small, specialized healthcare firms are well-positioned to fill service gaps within the larger region, taking advantage of access to suppliers, regional markets and extensive infrastructure. With the proper support, Floyd County firms can identify and capitalize on further market niches within the very broad healthcare category.

It is important to note that although hospitals appear to be the largest employer within Floyd County's healthcare cluster, their growth has actually stagnated since 1998. Nonetheless, they are playing an important role in the growth of the healthcare industry as a whole, serving as an anchor for growth in healthcare services. Chief among the competitive sectors within the healthcare industry is Nursing and Resi-

dential Care Facilities. This sector is composed of Nursing Care Facilities and Residential Mental Retardation, Mental Health and Substance Abuse Facilities, which have both seen dramatic growth in employment between 1998 and 2003. These businesses show a strong competitive advantage and are particularly successful in exporting their products and services, and are currently growing faster in Floyd County than at the state level.

The second highly competitive sector is Ambulatory Healthcare Services, which most notably includes Offices of Physicians, Offices of Dentists, Offices of Other Health Practitioners, and Ambulatory and Emergency Centers. Offices of Physicians, in particular, have a relatively large export base. Home Healthcare Services is another important export industry in Floyd County, despite statewide declines.

Notwithstanding the strong growth of these sectors of the healthcare industry, Floyd County has not capitalized on other potential areas of growth. While the county is an important provider of healthcare services, it contributes little to

healthcare Research and Development, which has seen recent growth in Metro Louisville. In light of these facts, the following actions are suggested:

- ally with Indiana University Southeast to develop facilities for biomedical research and development similar to Louisville's relationship with the University of Louisville;
- fill in the missing links in the supply chain for Floyd County's healthcare cluster, focusing on certain sectors in which the county is not keeping pace with growth at the state level, including Outpatient Care Centers and Vocational Rehabilitation; and
- ensure that there are enough qualified employees in the county to keep pace with growth by partnering with educational institutions to help fill shortages.

Manufacturing Cluster

Manufacturing as a whole is a vital segment the Floyd County economy, employing 6,322 people in 2003 and accounting for one quarter of all employment. Approximately 120 different firms are involved in manufacturing processes spanning a wide variety of industries. Floyd County's manufacturing cluster is built around the following industries :

- Computer and Electronic Product Manufacturing;
- Printing and Related Support Activities and Paper Manufacturing;
- Fabricated Metal Product Manufacturing; and
- Furniture and Related Product Manufacturing and Wood Product Manufacturing.

These industries grew faster from 1998 to 2003 in Floyd County than they did in Indiana as whole. Additionally, they boast strong location quotients, indicating that they are producing more goods than they consume and exporting the excess.

Unfortunately, manufacturing is declining in Floyd County, losing approximately 850 employees between 1998 and 2003. Large-scale manufacturers are in many cases producing standardized goods that require less skilled workers. In the era of globalization, many such jobs are moving overseas where labor and other inputs are more cost-effective. It is especially important to note that even in the industries in which statewide trends indicate an overall decline, Floyd

County continues to be competitive. For instance, the county saw an increase of over 100 employees in the Computer and Electronic Product Manufacturing sector, while Indiana as a whole lost over 8,300 employees in this industry.

On one hand, this may work to the advantage of Floyd County, allowing manufacturers there to fill the void left by firms that have moved overseas. There may be enough demand for domestically produced metal, paper, furniture, and electronics products to sustain growth in these areas. Conversely, Floyd County may simply be delaying an inevitable decline of these industries. It may be naïve to think that Floyd County can buck statewide and national trends.

There are a number of steps that can be taken now to help the county evolve with the changing global economy:

- encourage industries to improve efficiency by adopting better business practices and more advanced technology;
- encourage companies to adopt improved marketing and adaptive production techniques to help them fill niche markets such as custom fur-

niture manufacturing and just-in-time computer parts manufacturing;

- provide retraining and continuing education programs to help laid-off workers adapt to the changing work environment; and
- ensure that those industries that are growing do not have an employment shortage.

Cluster Recommendations

The Floyd County industrial clusters identified by this study share some characteristics worth noting. Economic development strategies to strengthen these clusters should:

- integrate with the cluster activity within the regional and metropolitan areas;
- identify and fill gaps in the supply chain by promoting new business creation and business attraction in underserved industries;
- improve technology infrastructure including, but not limited to, broadband access;
- foster an attractive cultural and ecological environment;
- link with educational institutions to provide entry-level employees, highly skilled workers and continuing education for advancement opportunities;
- foster success and adaptability in the fast-paced global market by supporting entrepreneurial

thinking and behavior in both new and established businesses; and

- help new and established businesses share information that will help them make educated decisions on how best to grow their businesses.

Clusters thrive in the presence of a strong supply chain and an environment that attracts and retains highly-skilled workers. In addition, they rely on a community support system that is forward-thinking and dedicated to the success of its business members and the larger economy. Floyd County can foster further industry growth and concentration by focusing on the needs common to its strongest existing cluster groups.

When Floyd County creates an environment conducive to entrepreneurial thinking and activity, its economy will be better suited to accommodate rapid market and technology changes. Furthermore, a diverse set of industry clusters offers Floyd County citizens a wide range of educational, employment and advancement opportunities.

Business Development

Floyd County offers many incentives to businesses that locate, expand or consider this area for relocation. There is, however, a deficit of business-related information on Floyd County's official web site. To encourage business development in Floyd County, it is important to effectively market the county's potential benefits for businesses. Provision of basic business facts and information on existing businesses in Floyd County could be accomplished through the county's Web site or in the form of a marketing brochure. The factors of location, business climate, incentives and other relevant information should be easily accessible and highly visible to potential businesses. This is an important step in marketing the area as a business-supportive environment.

Floyd County enjoys the benefits of convenient proximity and access to three major interstates, I-65, I-64 and I-71. Another locational advantage is a close proximity to Louisville, home to a United Parcel Service hub, and Louisville International Airport, with more than 100 commercial daily flights.

Indiana's economy is strongly diversified with the presence of large life science and automotive companies. Transportation choices are expanded by the nation's second largest FedEx hub, located at the Indianapolis International Airport. With eight interstate highways and 11,000 total highway miles, Indiana is referred to as "The Crossroads of America".

Along with a strategic location, Indiana offers the lowest workers' compensation (\$1.88 per \$100 of payroll) and unemployment insurance costs in the Midwest. State taxes in Indiana, the lowest in the Midwest, are also very attractive to business. Another plus is a low cost of electricity: \$0.40 per one kWh. (State of Indiana website, www.indiana.gov).

Experts who recently spoke at Indiana University Southeast's annual Economic Outlook Forum in New Albany pointed out that employment in the regional economy has increased, with jobs added in transportation, warehousing, health care and social services categories. But there are warning signs of slow economic growth, decrease in personal income (4 percent over the last four years), and the

creation of predominantly low or medium paying jobs (www.News-tribune.net).

Key employment sectors in Floyd County are manufacturing, retail and government. Major employers include the New Albany - Floyd County Consolidated School Corporation (1,612 employees), Floyd Memorial Hospital (1,500 employees), Discount Labels (658 employees), Beach Mold and Tool (650 employees), FKI Security Group-FireKing International (490 employees) and The Pillsbury Company (488 employees).

Strengths

There are many strengths to New Albany and Floyd County as a whole, and utilization of those strengths is important for the economic development of Floyd County. The Southern Indiana Chamber of Commerce (SICC) has been an active in helping Indiana businesses to grow. The group was created in 1985 with the merger of the Floyd County and Clark County chambers. Since that time, the SICC has been a key participant in the implementation of the MBA program at IUS.

SICC is also involved in the Greenway Project which, upon completion, will run seven miles and link New Albany, Jeffersonville, and Clarksville at the Ohio River. Along with the site's natural beauty, the greenway will include attractions such as the New Albany Riverfront Amphitheater, Jeffersonville's Terraced Lawn and RiverStage, Clarksville's planned archaeological park. Floyd County will benefit by additional business attraction to the New Albany Riverfront Amphitheatre.

In early July, SICC will combine with the Southern Indiana Economic Development Council and Southern Indiana 2020 to become a single agency known as One Southern Indiana. Part of the mission of One Southern Indiana is to improve partnerships between educational institutions and businesses and to become a single source for business growth and expansion. One Southern Indiana also intends to serve as a unified voice that communicates the needs of business to public officials.

Another strength of Floyd County is the excellent healthcare

sector. Floyd Memorial Hospital and health care services employ 1,500 people. The county-owned Floyd Memorial Hospital has 252 beds and has just completed a \$65 million expansion which includes a new heart facility and expanded emergency room. Healthcare in Floyd County is considered an export industry, in that people from areas outside the county are attracted to bring their money into the county to spend.

Investors in Kentuckiana Medical Center LLC are also considering building a for-profit acute care hospital along Charlestown Road in New Albany. A year-long moratorium was placed on the building of specialty hospitals in both Floyd and Clark Counties which expired on March 29, 2006. The possibility of a private healthcare facility in New Albany will create a competitive atmosphere where service is at a premium and costs are lowered.

Floyd County has access to many higher education institutions, which creates a more educated public. Indiana Univer-

sity Southeast and six other graduate and post-graduate institutions form a consortium known as Kentuckiana Metroversity. Other Metroversity institutions include Bellarmine College, Jefferson Community and Technical College, Louisville Presbyterian Theological Seminary, Southern Baptist Theological Seminary, Spaulding University and the University of Louisville. Full-time students can take up to two courses, for a maximum of eight credit hours, during any one semester as a visitor to another member school. This provides Metroversity students the opportunity to learn at other institutions and take classes that perhaps are not offered at their own university. Because hundreds of courses are available, the educational horizons are significantly widened. Businesses are more likely to be attracted to the area through the shared knowledge base.

Contributing to the education of the public is the collaboration between libraries. Every Metroversity student has automatic access to the library of other Metroversity institutions, which will widen the access to tools such as scholarly books and journals.

Southern Indiana can use a educated public as a comparative advantage, through which Floyd County will reap benefits . Businesses are attracted to areas in which the public is educated and could become viable assets to the company. An educated public is also more likely to foster new innovations, which is pertinent to the success of a organization.

Floyd County also has an opportunity to capitalize on the new arena being proposed to Louisville. According to Jane Alcorn of Develop New Albany, “There would be a lot of potential (to market New Albany businesses) to groups that are coming in for a longer period of time. We definitely want to market to them, not only what we have in New Albany now, but what we have coming.” (*New Albany Tribune*, 3/25/2006). Developers have determined that the arena would be beneficial not only to Louisville, but also to New Albany, which would mostly benefit from events that take place over several days, such as conventions or sports tournaments. New Albany restaurants and hotels could make a substantial amount of money from arena events.

Downtown New Albany should be revitalized. Economic Redevelopment Director Paul Wheatley has suggested that the city take advantage of a law that would allow the creation of a downtown dining and entertainment district, which would give residents an alternative to traveling to Clarksville, Jeffersonville, or Louisville for fine dining. The principal feature of the law is that it lowers the requirements of obtaining a wine, beer, and liquor license. Current laws grant liquor licenses based upon population and volume of sales. If these current laws are relaxed, business owners would be able to obtain licenses “at will” (*The News Tribune* 3/22/2006). It would also help downtown businesses take advantage of their close proximity to Caesar’s and capture consumers passing through.

Critics of this plan include current business owners in the proposed dining and entertainment district. Those owners are against the project because they had to go through a more strenuous and expensive permitting process and feel that it is unfair that new businesses will not have to meet the same

requirements. There is also concern that new business owners will not be as vested in maintaining the historical nature of the architecture in the district as the current business owners have been.

Downtown New Albany has historic buildings that are not occupied at the moment. One company that has relocated to downtown New Albany is the Louisville Stained Glass Company, which chose its location over Corydon because of the location of the business. According to Janet Haynes, official from the Louisville Stained Glass Company, “Everyone thought New Albany had more business potential than Corydon” (*Tribune*, February 2002). Economic Development Director Wheatley, describes the company as a “crowning jewel” of downtown New Albany. A business such as the Louisville Stained Glass Company contributes to the quality of life in Floyd County, and will draw other local businesses as well.

Other projects such as the art-based work-study program Studio2000SI also contributes greatly to the quality of life.

The program was funded by a \$20,000 grant received from the Caesars Foundation of Floyd County. The program gives Floyd County youth between the ages of 14 and 18 the chance to work as an commissioned artists under the guidance of a master artist. This program could prove very beneficial to Floyd County in the future as art could be a sought after commodity in Floyd County.

Weaknesses

The sewer line connection ban enforced by the Environmental Protection Agency is a hindrance to attracting and creating new businesses in Floyd County. It is important to note that the County appears to be increasingly aware that this is one of the first issues that must be addressed to spur economic development. On April 3, 2006 the New Albany City Council introduced Ordinance G-06-07, a bill to create a three-member storm-water board with City Clerk Marcey Wisman as its secretary (*The News Tribune*, 4/4/2006). The creation of this panel would provide some relief for the current sewer board to rectify the problems that have caused the federal ban on the addition of more sewer line connections. Another weakness in relation to economic development in

Floyd County is its isolation from the larger regional economy. In the past, economic development organizations in Floyd County have tried to distance themselves from the Louisville economy, but progress is actually to be found in cooperation. The “Sunny Side of Louisville”, as some refer to Southern Indiana, is part of the Louisville Metropolitan Statistical Area. Drawing on the resources of Louisville makes Floyd County more attractive to businesses looking to relocate to the area.

Even today, however, not everyone agrees. In response to a question raised by the *News Tribune*, Kenton Griffon, Georgetown City Manager, addressed regionalization by saying that that “It would...be detrimental to those citizens that live out in the county, the rural areas, and/or the smaller towns like Georgetown, Greenville, Charlestown, etc. The reason – regionalization of the local governments could cause the cities to be more influential in their economic development efforts. The regional government’s focus would necessarily be on the more densely populated areas, not for the interests of the citizens who do not live in the population

centers” (*The News Tribune*, 3/24/2006).

Despite such opposition, as part of the Louisville Metropolitan Statistical Area, Floyd County stands to prosper from its proximity to the 16th largest city in the United States. The impending merger of key economic development groups in the area suggests that business interests are increasingly recognizing this. On July 1, 2006 the Southern Indiana Chamber of Commerce, the Southern Indiana Economic Development Council and Southern Indiana 2020 will merge to become “One Southern Indiana” (*Business First of Louisville* 127/2006). The merger of these organizations will unify economic development in Southern Indiana and provide effective support to business. Through the creation of this group, it is also hoped that Floyd County will attract the attention of state economic development leadership in Indiana and will create stronger relationships with Kentucky.

There is a desire to develop local economic development leadership in Floyd County. Currently, the Southern Indiana Chamber of Commerce has two programs designed to ac-

comply with this. SICC operates the Leadership Education And Development Institute (LEAD). The objective of this program is to help individuals develop their leadership skills as well as their personal abilities. The second program is Leadership Southern Indiana (LSI), whose objective is to help program participants understand the community's assets and to then learn how to use them. Floyd County has also been working to build social capital for supporting economic development activities.

It appears that Floyd County does not fully use its proximity to Caesars Casino to its advantage. Development of supporting business has been hindered by the lack of economic feasibility studies for this area. In casual conversations with county leaders, residents and visitors to the Casino, no one could explain why there was not more development activity in this area. Enroute to Caesars are numerous parcels of land and buildings for sale. In March of 2006, construction began on a Thornton's gas station, which is the most notable development in this area since Caesars opened in 1999.

Threats

The population of Floyd County is growing older, and there is a pressing need to retain younger residents. IU Southeast Economics Professor Dagney Faulk said the population is growing older, and that population needs health care services. This presents both an opportunity and a threat. Out-migration of the younger generation is another problem. Floyd County should consider developing a policy that would support the retention of young people, including college graduates, within the community.

In order to develop a viable economic development strategy, Floyd County needs to match its economic development efforts to its community character and its place in the larger metropolitan area. The support and development of local businesses can become an important tool in integrating the local economy with the larger Louisville metropolitan area. We have learned from discussions with major county stakeholders and conversations with local residents of Floyd County that they prefer to preserve the rural character of their community. While the rural character represents an important part of local quality of life, it does not have to be

viewed as being in direct opposition to economic development. In order to ensure that the rural character is preserved, careful economic development planning should be undertaken. The economic development plan must combine protection of the desired quality of life with advancement of the local economy.

There is a tendency to overemphasize New Albany’s economic development at the expense of the rest of Floyd County. It is important to balance the development of the city with that of the county.

Small Business Development

Floyd County’s workforce consisted of 37,710 people as of February, 2006. The unemployment rate was 5.5 percent of the total workforce: 2,080 workers are currently unemployed (Bureau of Labor Statistics Calculations: Indiana Business Research Center, Indiana University’s Kelley School of Business).

As of 2003, Floyd County had 1,813 businesses in operation, employing 24,948 workers. The following industries ac-

count for significant number of business establishments: construction (252), retail (232), health care and social services (218), professional, scientific and technical Services (181), and other services (auto services, personal services), (196)

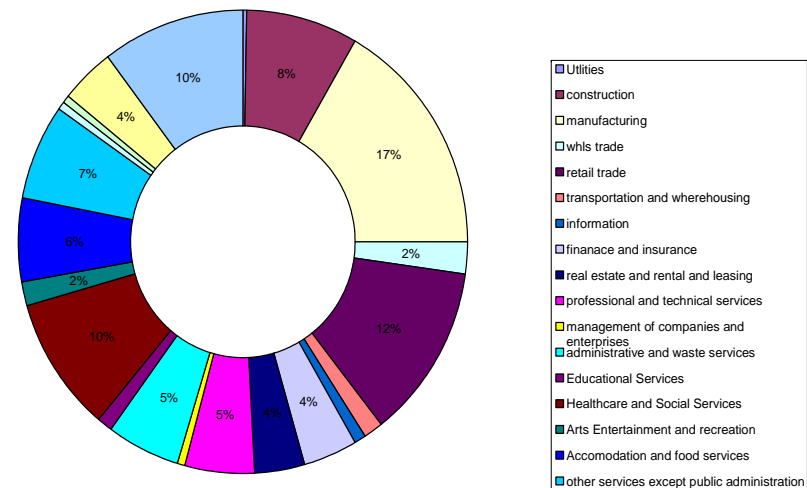


Fig. 15: Employees per industry sector in Floyd County, Indiana
Data Source: U.S. Census Bureau, County Business Patterns 2003

(County Business Patterns, 2003). The majority of businesses in Floyd County employ fewer than 50 people, with more than half of total businesses (1320) employing ten or less.

In light of this, the development and support of small businesses is an important economic development strategy. Birch (1979) demonstrated that small businesses create most new jobs U.S. jobs. Floyd County has a great asset in its indigenous small businesses and great potential for supporting them through the work of such organizations as the Small Business Development Center (SBDC), Southern Indiana

Chamber of Commerce, Southern Indiana Economic Development Council, Develop New Albany, New Albany Urban Enterprise Association, Service Corps of Retired Executives (SCORE), and Indiana University Southeast. These players can combine their efforts to create and develop an integrated strategy for business development and assistance in Floyd County.

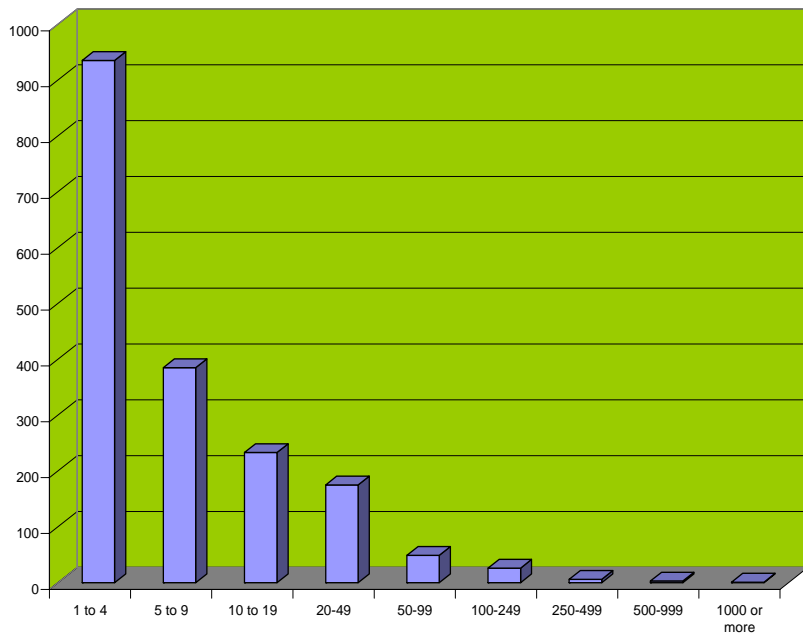


Fig. 16: Private companies by employment size in Floyd County, Indiana
Data Source: U.S. Census Bureau, County Business Patterns 2003

The Small Business Development Corporation (SBDC) in Southern Indiana is housed in the Southern Indiana Chamber of Commerce offices. This organization’s mission is to grow and support businesses in Floyd County, and also in Clark, Crawford, Floyd, Harrison, Orange, Scott and Washington counties in Indiana. The SBDC offers workshops and counseling that aids in enhancing business success for first-time business owners to seasoned owners who need to update and enhance the strategies that they use to maintain and grow their businesses. Approximately seven workshops are offered through SBDC monthly that range from creating e-commerce sites and managing human resources issues to undertaking the first steps in starting a business.

The SBDC can also schedule appointments with individual prospective and current business owners to provide objective assistance in the following areas:

- preparation of business plans;
- financial projections;
- development of accounting and recordkeeping systems;
- providing information on employee and tax issues; and
- research, including demographic data and information on competitors.

Currently, the Southern Indiana Chamber of Commerce provides most of the assistance for small businesses in Southern Indiana, including Floyd County.

The Southern Indiana Economic Development Council is located in New Albany Indiana. This organization is a non-profit entity that is privately funded. It provides marketing to commercial and industrial companies looking to relocate to Clark and Floyd counties.

Develop New Albany is located in The White House building in downtown New Albany and is a non-profit organiza-

tion devoted to the economic development and historic preservation of downtown New Albany. Through the work of trained business and community volunteers, this organization takes on many initiatives to revitalize downtown New Albany. Specific to small business, Develop New Albany's Economic Restructuring Committee performs market analyses, creates and maintains business and building databases, in addition to creating business retention and recruitment plans for the New Albany business community.

The New Albany Urban Enterprise Association (NAUEA) is closely tied to Develop New Albany. This organization, in accordance with a professional services contract with the City of New Albany, provides management of the urban enterprise zone in New Albany and also manages the numerous projects taking place in the UEZ. NAUEA is funded by the payment of participation fees by businesses in the UEZ that is equal to a percentage of incentives received during the year. In addition to general management of the UEZ this organization is responsible for the following tasks:

- oversees and administers business and resident tax incentive programs;
- maintains all records regarding zone programs and projects;
- acts as an agent in regard to matters of recruitment and retention in the UEZ;
- applies and administers grants on behalf of the UEZ; and
- supplies education to business owners in the UEZ on timely application for tax incentives.

The Service Corps of Retired Executives (SCORE) is a non-profit organization of retired business owners and executives who provide confidential business counseling and advice as well as offering training to those seeking their assistance. The SCORE office in Floyd County is located in New Albany.

Indiana University Southeast should be an integral partner in the development and success of small business retention and expansion in Floyd County. While there are numerous institutions of higher learning in the area, IUS is in the closest proximity and, therefore, is more prepared and equipped to obtain and maintain information and to provide assistance to the small business community in Floyd County.

It is important for various economic development organizations to join together in their efforts to develop entrepreneurial talent in Floyd County, as this investment in human capital has a high value for the future. The county's business development strategy should integrate principles of equity and sustainability, and should improve quality of life. Any Floyd county business assistance program should address the local shortage of minority-owned businesses: there are fewer than 100 minority businesses (less than 5 % of all private businesses) despite a minority population of 11.3 % (STATS Indiana IRBC).

Community Development Block Grant (CDBG) funds to support business creation and expansion are currently being used in New Albany. CDBG funds are not available for development in the county outside of New Albany due to the grant restrictions enforced by HUD, the granting authority. In prior years these funds have been used to fund business development programs and projects. For FY 2006 the proposed budget for this grant does not include any business

development program or project funding.

New Albany business leaders should seek collaboration with a non-profit organization to work with underrepresented groups participating in the larger business community. Floyd County officials should ensure that a strong relationship with One Southern Indiana continues to be developed. Advertising One Southern Indiana leadership programs is advantageous to business development, attraction and retention in Floyd County as this organization can act as a central source of information for businesses in the county and link Floyd County businesses to other regional groups with similar missions and objectives. The wheel need not be reinvented by Floyd County by creating new programs when there are already programs that exist within One Southern Indiana or similar groups. New Albany may use CDBG funding to support business development programs within this organization that are already in use and have appropriate staff to support and operate the programs.

Floyd County once had a Revolving Loan Fund that is not

currently active. According to information received from New Albany Redevelopment Commission, the Revolving Loan Fund program has been supported with grants. It is important to investigate an opportunity to renew funding for the Revolving Loan Fund. It is a comparatively low cost tool for business development, and it also has an advantage as a source of sustainable and self-renewing funds in the community.

The lack of partnership and coordination among various public and private economic development offices in Floyd County diminishes the potential for comprehensive economic development. Networking and collaboration among different agencies can secure stability and the realization of county wide economic development goals. It is also important to emphasize that overall business climate and networking opportunities play an important role in the success of economic development as has been demonstrated in many fast growing regions such as Silicon Valley or the Research Triangle.

People and businesses that are currently in Floyd County, as well as prospective businesses, should have access to highly visible programs that can assist businesses at different stages of their development and address a wide-range of business-related issues. Community economic development leaders can assess existing business assistance programs and address the gaps in service provision.

ISSUES AND RECOMMENDATIONS

Many factors must be considered in the process of creating an economic development plan for Floyd County. It is important for county officials and community leaders to recognize that Floyd County and New Albany are inextricably linked; what happens to one affects the other. Policymakers should also not lose sight of the single most significant asset attracting people to Floyd County -- its rural character. This asset need not be sacrificed in the name of economic development. Through the utilization of an economic development plan, based on the comprehensive plan already in place, Floyd County can continue to grow while still maintaining its unique appeal.

As businesses are forced to compete in a global market, adaptability, agility, and innovation are more important than ever. Entrepreneurs are becoming ever more aware that their ability to develop is closely linked to the economic health of the larger community in which they are located. In order to

fully participate in this growing global economy, it is essential that Floyd County evolve and adapt its economic environment to keep pace with rapid market changes.

This report considers four main aspects of Floyd County's economic environment: land use and zoning, the physical and organizational infrastructure, existing industry clusters, and general business development. Many of the issues raised by this study are not easily categorized, however, and include aspects of more than one of these subjects. Land use and infrastructure issues are often connected, for example, as environmental factors frequently dictate how and where infrastructure can be built. Existing technological infrastructure, physical conditions and geography will all be factors in determining the most appropriate business development strategies for Floyd County.

In addition, many programs outlined in this report rely on knowledge of or action from more than one of the areas studied. The utilization of impact fees, for instance, is directly tied to infrastructure needs, while Capital Improvement Pro-

grams (CIPs) contain aspects of business development strategy, land use regulation, business clusters and infrastructure. The infrastructure issues surrounding wastewater treatment affect business development strategies and are influenced by the geography of the county.

When all aspects of the Floyd County economy have been analyzed and considered, the common threads that emerge will provide the framework to guide future economic development decisions. The goal is to create a comprehensive infrastructure – physical, organizational and social -- that promotes business development in a way that furthers the interests of the entire community.

The recommendations developed as a result of this report can be classified into six basic categories:

Expand workforce development efforts:

- establish continuing education programs to help workers adapt their skills to a changing work environment
- form cooperative relationships with educational institutions to encourage highly qualified and well-trained workers to locate in Floyd County

- make use of state and federal grants, funds, and programs to promote workforce development

Encourage business development:

- develop and strengthen business incubators to promote entrepreneurial potential and to train, develop and facilitate existing business talent in the community
- promote equitable development with programs that target minority and female entrepreneurship
- promote the growth of research and development in all areas, particularly in the healthcare, manufacturing, and technology sectors
- help local area businesses engage in networking to encourage knowledge sharing, both within Floyd County and the larger region
- create a central agency for small business development to provide training, development, mentoring, and networking to new and existing entrepreneurs
- develop links with regional and statewide business and government agencies

Promote greater awareness of business needs:

- survey area businesses to identify their needs
- help businesses identify growth opportunities in the local economy by filling in missing gaps
- connect businesses with new technology to promote efficiency
- identify employment shortages

Create a business-friendly infrastructure:

- dedicate lines for broadband
- eliminate overlaps between city and county economic development agencies and identify ways to cooperate, using the strengths of both

Develop an inventory of land use and infrastructure:

- survey the county's existing land usage
- use GIS resources to maintain an inventory of land use and infrastructure, including Property Valuation Assessment data and land use regulations
- evaluate the possibilities of using impact fees and Tax Increment Financing (TIF) as tools for infrastructure development
- explore Capital Improvements Programming (CIP) as a tool for economic and business development
- develop a strategy for sewer development and evaluate alternatives to municipal sewers and septic systems; include New Albany and Georgetown in this discussion

Improve government relationships:

- ensure that all departments within the government communicate so that businesses have quick, accurate access to information
- evaluate the instances of overlapping services between Floyd County and New Albany and

look at the possibility of consolidating these services

- establish strong working relationships among Floyd County, New Albany, Georgetown, and Greenville so that economic development decisions benefit everyone

There is great potential for economic development in Floyd County. The data and recommendations in this report are designed to help county policymakers make informed decisions about the economic future of their community. Floyd County prides itself on its rural character. This is what attracts people to live in the county. Through diligence and planning, the county can maintain its rural character while sustaining economic development. By working with the community, businesses, and area governments, Floyd County can look forward to a strong economic future.

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Appendix

Competitive Advantage of Industries

Less Competitive	More Competitive	
25 Hospitals Plastics and Rubber Products 43 Manufacturing 41 Social Assistance 30 Merchant Wholesalers, Durable Goods 27 Food Manufacturing	<div style="background-color: #f4cccc; padding: 2px;">15 Wood Product Manufacturing</div> <div style="background-color: #f4cccc; padding: 2px;">11 Printing and Related Support Activities</div> <div style="background-color: #f4cccc; padding: 2px;">9 Fabricated Metal Product Manufacturing</div> <div style="background-color: #f4cccc; padding: 2px;">Computer and Electronic Product</div> <div style="background-color: #f4cccc; padding: 2px;">8 Manufacturing</div> <div style="background-color: #f4cccc; padding: 2px;">Furniture and Related Product</div> <div style="background-color: #f4cccc; padding: 2px;">12 Manufacturing</div> <div style="background-color: #fce4d6; padding: 2px;">Professional, Scientific, and Technical</div> <div style="background-color: #fce4d6; padding: 2px;">17 Services</div> <div style="background-color: #d9ead3; padding: 2px;">10 Ambulatory Health Care Services</div> <div style="background-color: #d9ead3; padding: 2px;">7 Nursing and Residential Care Facilities</div>	High Employment Concentration
28 Leather and Allied Product Manufacturing	13 Paper Manufacturing 18 Truck Transportation	Low Employment Concentration

1. Industries are ranked by two economic indicators:

- industry competitive status relative to state (shift-share)
- employment concentration relative to the state (location quotient)

I. Highly Concentrated & Competitive Industries = Highly specialized and the location gives the industry a competitive advantage.

II. High Concentration & Less Competitive Industries = High employment but do not have a competitive advantage.

III. Low Concentration & Less Competitive Industries = Industries are not concentrated or they are not specialized. They also do not have a competitive advantage.

IV. Low Concentration & Competitive = Emerging industries. They are less concentrated or specialized, but they have a competitive advantage.

Industry Ranking by Competitiveness at the SIC 3-digit level

	Industry Code	Industry Code Description	Number of Employees for week including March 12	1st Quarter	Annual	Total Establishments	Indiana	LQ	Change	Proportional Shift	Differential Shift	Total Shift
1	525	Funds, Trusts, and Other Financial Vehicles	10	0	0	1	1750	0.581973705	10	#N/A	#N/A	#N/A
2	517	Telecommunications	60	0	0	12	19442	0.314305314	60	#N/A	#N/A	#N/A
3	425	Wholesale Electronic Markets and Agents and Brokers	15	82	397	6	5426	0.281548282	15	#N/A	#N/A	#N/A
4	314	Textile Product Mills	10				3374	0.25730583	10	#N/A	#N/A	#N/A
5	515	Broadcasting (except Internet)	10	0	0	1	5140	0.198142798	10	#N/A	#N/A	#N/A
6	518	Internet Service Providers, Web Search Portals, and Data Processing Services	10	0	0	2	5884	0.173088712	10	#N/A	#N/A	#N/A
7	623	Nursing and Residential Care Facilities	1139	5918	24808	31	69537	1.668204104	386	44.0816331	341.9264	386.0080016
8	334	Computer and Electronic Product Manufacturing	722				18570	3.37535926	114	-187.879679	301.8861	114.0064608
9	332	Fabricated Metal	800				60436	1.14918245	174	-101.599258	275.6059	174.0066521
10	621	Product Manufacturing Ambulatory Health Care Services	1185	10570	52010	141	104753	1.152108266	351	166.8795662	184.1293	351.0088623
11	323	Printing and Related Support Activities	871				18117	4.17375143	31	-148.502524	179.5115	31.00892609
12	337	Furniture and Related Product Manufacturing	565				25478	1.92520874	122	-14.1509596	136.1557	122.0047075
13	322	Paper Manufacturing	269				11609	2.01164888	94	-30.9148071	124.9167	94.0018596
14	522	Credit Intermediation and Related Activities	462	4226	15332	67	56274	0.836133455	84	-12.17820793	96.1822	84.00401674
15	321	Wood Product Manufacturing	535				19059	2.4369599	-57	-100.084218	43.0905	-56.9937092
16	713	Amusement, Gambling, and Recreation Industries	175	0	0	18	21892	0.814130492	0	-38.39268488	38.3945	0.001859602
17	541	Professional, Scientific, and Technical Services	1142	8779	38150	181	102600	1.133600829	263	224.8157637	38.1936	263.0093405
18	484	Truck Transportation	163	1102	5104	25	50632	0.327871701	44	8.354480484	35.6468	44.00126453
19	523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	60	0	0	17	7590	0.805101964	33	4.354326078	28.6460	33.00028691
20	335	Electrical Equipment, Appliance, and Component Manufacturing	52				13440	0.33589132	-4	-23.0250347	19.0256	-3.99940493
21	485	Transit and Ground Passenger Transportation	10	0	0	1	3538	0.287861499	0	0.605621851	-0.6055	0.000106263
22	492	Couriers and Messengers	10	0	0	1	13190	0.0772141	0	0.768332241	-0.7682	0.000106263
23	488	Support Activities for Transportation	8	69	278	4	5834	0.139657728	-2	0.403101983	-2.4030	-1.999893737
24	512	Motion Picture and Sound Recording Industries	12	76	383	4	3505	0.3486861	-2	0.424017081	-2.4239	-1.999851232
25	622	Hospitals	1750	0	0	2	125035	1.425436456	0	4.269710411	-4.2511	0.018596022
26	712	Museums, Historical Sites, and Similar Institutions	10	0	0	1	2219	0.458969799	0	4.637309429	-4.6372	0.000106263
27	311	Food Manufacturing	750				33532	1.94176432	0	7.302678989	-7.2947	0.007969724
28	316	Leather and Allied Product Manufacturing	10				420	2.06702353	-50	-41.8044166	-8.1949	-49.9993624
29	611	Educational Services	60	0	0	11	51163	0.119436388	2	12.52666443	-10.5260	2.000616325
30	421	Merchant Wholesalers, Durable Goods	550	4618	18307	64	67806	0.826106379	-57	-46.17051096	-10.8230	-56.99354984
31	339	Miscellaneous Manufacturing	199				23787	0.72628674	-20	-5.42082072	-14.5769	-19.9976728
32	325	Chemical Manufacturing	86				23691	0.31514453	-16	0.468200025	-16.4671	-15.9989161
33	511	Publishing Industries (except Internet)	59	345	1498	5	13748	0.43707292	-59	-19.36888228	-39.6299	-58.9987461
34	315	Apparel Manufacturing	10				2185	0.39732226	-50	-0.57053196	-49.4288	-49.9993624
35	711	Performing Arts, Spectator Sports, and Related Industries	10	0	0	6	7192	0.141609286	-50	12.48845884	-62.4878	-49.99936242
36	483	Water Transportation	60	0	0	3	3750	1.629526375	0	68.57206615	-68.5714	0.000637578
37	524	Insurance Carriers and Related Activities	175	0	0	56	45685	0.390126841	-73	-1.631356154	-71.3660	-72.99736468
38	327	Nonmetallic Mineral Product Manufacturing	60				16090	0.3237352	-115	-30.7043001	-84.2938	-114.99814
39	422	Merchant Wholesalers, Nondurable Goods	286	2551	11966	28	38825	0.750232684	-151	-34.2769846	-116.7184	-150.9953563
40	336	Transportation Equipment Manufacturing	375				135224	0.24075327	-159	-39.1977955	-119.7965	-158.994326
41	624	Social Assistance	750	0	0	44	43339	1.762478341	0	149.0827353	-149.0748	0.007969724
42	333	Machinery	270				40388	0.58037157	-351	-127.604173	-223.3892	-350.993401
43	326	Plastics and Rubber Products Manufacturing	865				47479	1.58164588	-589	-167.492199	-421.4924	-588.984549
44	493	Warehousing and Storage	10	0	0	3	17568	0.057972107	-64	380.0811217	-444.0803	-63.99921365
45	721	Accommodation	70	178	792	3	32486	0.219453854	-680	333.0671803	-1013.0592	-679.9920303

Industry Ranking by Competitiveness at the SIC 4-digit level												
Ranking	Industry Code	Industry Code Description	Number of Employees for week including March 12	1st Quarter	Annual	Total Establishments	Indiana	LQ	Change	Proportional Shift	Differential Shift	Total Shift
1	4831	Deep Sea, Coastal, and Great Lakes Water Transportation	60	0	0	3	60	101.8453984	60	#N/A	#N/A	#N/A
2	6242	Community Food and Housing, and Emergency and Other Relief Services	60	0	0	2	2821	2.166155231	60	#N/A	#N/A	#N/A
3	5173	Telecommunications Resellers	10	0	0	1	1029	0.9897512	10	#N/A	#N/A	#N/A
4	3141	Textile Furnishings Mills	10				1219	0.712182019	10	#N/A	#N/A	#N/A
5	3271	Clay Product and Refractory Manufacturing	10				1291	0.672463115	10	#N/A	#N/A	#N/A
6	3113	Sugar and Confectionery Product Manufacturing	10				1414	0.613967384	10	#N/A	#N/A	#N/A
7	5259	Other Investment Pools and Funds	10	0	0	1	1750	0.581973705	10	#N/A	#N/A	#N/A
8	3255	Paint, Coating, and Adhesive Manufacturing	10				1750	0.496085647	10	#N/A	#N/A	#N/A
9	5171	Wired Telecommunications Carriers	60	0	0	7	13288	0.459867844	60	#N/A	#N/A	#N/A
10	5172	Wireless Telecommunications Carriers (except Satellite)	10	0	0	4	2444	0.416716033	10	#N/A	#N/A	#N/A
11	3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing	10				2366	0.366927253	10	#N/A	#N/A	#N/A
12	3342	Communications Equipment Manufacturing	10				2873	0.302175385	10	#N/A	#N/A	#N/A
13	4226	Chemical and Allied Products Merchant Wholesalers	10	0	0	1	3442	0.295890176	10	#N/A	#N/A	#N/A
14	4251	Wholesale Electronic Markets and Agents and Brokers	15	82	397	6	5426	0.281548282	15	#N/A	#N/A	#N/A
15	3326	Spring and Wire Product Manufacturing	10				3470	0.250187286	10	#N/A	#N/A	#N/A
16	4215	Metal and Mineral (except Petroleum) Merchant Wholesalers	10	0	0	1	4501	0.226272825	10	#N/A	#N/A	#N/A
17	5182	Data Processing, Hosting, and Related Services	10	0	0	2	4998	0.203772306	10	#N/A	#N/A	#N/A
18	5151	Radio and Television Broadcasting	10	0	0	1	7500	0.135793865	10	#N/A	#N/A	#N/A
19	6231	Nursing Care Facilities	879	5117	21131	9	42242	2.119267677	342	-11.26994956	353.2756559	342.0057063
20	5418	Advertising and Related Services	322	1642	7368	13	5007	6.549674115	294	3.23130667	290.7689909	294.0002975
21	6211	Offices of Physicians	696	6883	36069	68	43740	1.620585215	227	136.8543635	90.1506202	227.0049837
22	7222	Limited-Service Eating Places	1236	3035	13385	63	94094	1.337820822	219	36.1279782	182.8828287	219.0108069
23	3344	Semiconductor and Other Electronic Component Manufacturing	750				6052	10.75863204	161	-252.2633425	413.2696014	161.0062589
24	3379	Other Furniture Related Product Manufacturing	175				1875	8.102732228	115	8.514644886	106.4859927	115.0006376
25	3325	Hardware Manufacturing	175				4077	3.726422106	115	-18.58747822	133.5881158	115.0006376
26	6232	Residential Mental Retardation, Mental Health and Substance Abuse Facilities	175	0	0	18	11435	1.558630934	115	17.90457763	97.09605995	115.0006376
27	3222	Converted Paper Product Manufacturing	269				10525	2.218834377	94	-33.66334911	127.6652087	94.0018596
28	5221	Depository Credit Intermediation	387	3256	11024	49	39393	1.000537385	65	-16.6171335	81.62055517	65.00342167
29	7139	Other Amusement and Recreation Industries	175	0	0	17	18096	0.984910739	53	14.19574428	38.80555213	53.00129641
30	3273	Cement and Concrete Product Manufacturing	60				4913	1.060227822	50	-0.560892726	50.56099904	50.00010626
31	5414	Specialized Design Services	60	0	0	9	1650	3.703469034	50	-2.574151163	52.57425743	50.00010626
32	4225	Farm Product Raw Material Merchant Wholesalers	60	0	0	1	2028	3.013177468	50	-3.761813146	53.76191941	50.00010626
33	4217	Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers	60	0	0	2	5013	1.218975445	50	-0.250768883	50.25087515	50.00010626
34	3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	60				6299	0.826940671	50	2.348665369	47.65144089	50.00010626
35	3329	Other Fabricated Metal Product Manufacturing	175				10917	1.391648157	48	-22.44703294	70.44838247	48.00134954
36	4841	General Freight Trucking	115	783	3638	18	35822	0.326956083	45	11.87960098	33.12114286	45.00074384
37	5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	200	1837	7497	23	24108	0.844909561	37	89.36856787	-52.36683578	37.00173209
38	6116	Other Schools and Instruction	60	0	0	5	3691	1.655574074	37	13.41937782	23.58086658	37.0002444
39	6212	Offices of Dentists	187	1481	5984	32	16247	1.172221918	35	29.49231851	5.509296686	35.0016152
40	7223	Special Food Services	92	322	1347	11	10844	0.864051702	32	30.36730424	1.633333333	32.00063758
41	3231	Printing and Related Support Activities	871				18117	4.173751432	31	-148.5025243	179.5114504	31.00892609
42	6213	Offices of Other Health Practitioners	100	776	3497	27	10621	0.958905926	30	10.15923441	19.84150943	30.00074384
43	5413	Architectural, Engineering, and Related Services	208	2094	9214	36	18458	1.147678127	29	25.05217385	3.949728261	29.00190211
44	3399	Other Miscellaneous Manufacturing	175				10654	1.426001777	26	-16.11326684	42.11485016	26.00158332
45	5411	Legal Services	232	1848	8466	53	16679	1.416639633	25	25.23149944	-0.229299791	25.00219964
46	6243	Vocational Rehabilitation Services	175	0	0	3	8966	1.987836797	21	24.69504916	-3.693412709	21.00163645
47	5231	Securities and Commodity Contracts Intermediation and Brokerage	40	714	2576	12	4387	0.928610882	21	-0.175724026	21.17592593	21.0002019
48	4211	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	80	567	1984	9	9620	0.84694718	20	-5.964537483	25.96517506	20.00063758
49	3328	Coating, Engraving, Heat Treating, and Allied Activities	175				7240	2.098428581	15	-27.97185803	42.97355824	15.00170021
50	6216	Home Health Care Services	127	776	3508	5	10511	1.23055519	15	-34.93465693	49.93584708	15.00119015
51	5419	Other Professional, Scientific, and Technical Services	65	288	1323	16	9583	0.690801513	11	4.118498348	6.882075472	11.00057382
52	5222	Nondepository Credit Intermediation	58	886	3821	10	10002	0.590585194	11	-1.474224562	12.474724	11.00049944
53	3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	169				13854	1.059025047	9	-9.431800675	18.43350088	9.001700208
54	5223	Activities Related to Credit Intermediation	17	84	487	8	6879	0.251689457	8	0.850692295	7.149403341	8.000095637
55	6114	Business Schools and Computer and Management Training	10	0	0	1	692	1.471754313	6	0.978459771	5.021582734	6.000042505
56	5239	Other Financial Investment Activities	10	0	0	5	3750	0.271587729	2	6.231584062	-4.231499051	2.00008501
57	6111	Elementary and Secondary Schools	61	176	726	3	11165	0.55643254	1	10.47191887	-9.471281296	1.000637578
58	6221	General Medical and Surgical Hospitals	1750	0	0	1	115740	1.53991228	0	-1.25057099	1.269167012	0.018596022
59	3118	Bakeries and Tortilla Manufacturing	750				8307	7.838117385	0	69.45424093	-69.44627121	0.007969724
60	3363	Motor Vehicle Parts Manufacturing	375				78970	0.412253015	0	-76.46730013	76.47128499	0.003984862
61	3372	Office Furniture (including Fixtures) Manufacturing	375				8822	3.690276645	0	-7.902140305	7.906125166	0.003984862
62	6223	Specialty (except Psychiatric and Substance Abuse) Hospitals	175	0	0	1	2924	6.095398333	0	47.77068851	-47.76882891	0.001859602
63	6241	Individual and Family Services	175	0	0	16	18175	0.980629696	0	-52.88743999	0.001859602	0.001859602
64	6214	Outpatient Care Centers	60	0	0	8	16015	0.381562529	0	37.94172411	-37.94108654	0.000637578
65	3359	Other Electrical Equipment and Component Manufacturing	60				3912	1.331518223	0	-30.21633996	30.21697754	0.000637578
66	3251	Basic Chemical Manufacturing	60				2302	2.262771194	0	-11.58716474	11.58780231	0.000637578
67	3321	Forging and Stamping	60				5411	0.962650026	0	-12.2341719	12.23480947	0.000637578
68	3323	Architectural and Structural Metals Manufacturing	60				11776	0.442331801	0	-8.12271044	8.123348018	0.000637578
69	3259	Other Chemical Product and Preparation Manufacturing	60				2905	1.79308065	0	0.312056263	-0.311418685	0.000637578
70	3119	Other Food Manufacturing	60				5482	0.950182286	0	6.328526265	-6.327886887	0.000637578
71	3353	Electrical Equipment Manufacturing	60				4110	1.26737209	0	-27.87325507	27.87389265	0.000637578
72	3336	Engine, Turbine, and Power Transmission Equipment Manufacturing	60				7472	0.697122496	0	-15.96006969	15.96070727	0.000637578

Industry Ranking by Competitiveness at the SIC 4-digit level												
Ranking	Industry Code	Industry Code Description	Number of Employees for week including March 12	1st Quarter	Annual	Total Establishments	Indiana	LQ	Change	Proportional Shift	Differential Shift	Total Shift
73	7113	Promoters of Performing Arts, Sports, and Similar Events	10	0	0	2	1175	0.866769348	0	5.921515477	-5.921409214	0.000106263
74	5417	Scientific Research and Development Services	10	0	0	1	7173	0.141984384	0	29.41219418	-29.41208791	0.000106263
75	5122	Sound Recording Industries	10	0	0	1	307	3.317439688	0	-1.81322707	1.813333333	0.000106263
76	4922	Local Messengers and Local Delivery	10	0	0	1	564	1.805769476	0	-0.552657556	0.552763819	0.000106263
77	3343	Audio and Video Equipment Manufacturing	10	0	0	1	1129	0.768954722	0	-6.322369307	6.32247557	0.000106263
78	4854	School and Employee Bus Transportation	10	0	0	1	1372	0.7423134	0	1.587944101	-1.587837838	0.000106263
79	6115	Technical and Trade Schools	10	0	0	2	1555	0.654954331	0	2.129591442	-2.129485179	0.000106263
80	4227	Petroleum and Petroleum Products Merchant Wholesalers	10	0	0	1	1751	0.581641339	0	-4.205717695	4.205823958	0.000106263
81	7121	Museums, Historical Sites, and Similar Institutions	10	0	0	1	2219	0.458969799	0	4.637309429	-4.637203166	0.000106263
82	7111	Performing Arts Companies	10	0	0	1	2342	0.434865066	0	1.047276074	-1.047169811	0.000106263
83	4885	Freight Transportation Arrangement	10	0	0	3	2495	0.40819799	0	7.386865845	-7.386759582	0.000106263
84	5121	Motion Picture and Video Industries	10	0	0	3	3198	0.318465911	0	-1.471893737	1.472	0.000106263
85	7132	Gambling Industries	10	0	0	1	3750	0.271587729	0	-6.175314441	6.175420704	0.000106263
86	6215	Medical and Diagnostic Laboratories	10	0	0	1	4146	0.245647367	0	4.420975828	-4.420869565	0.000106263
87	3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	10	0	0	1	14781	0.058734178	0	-0.56420909	0.564315353	0.000106263
88	7115	Independent Artists, Writers, and Performers	10	0	0	1	278	3.663503541	0	3.627557243	-3.62745098	0.000106263
89	4884	Support Activities for Road Transportation	10	0	0	1	1257	0.810225922	0	3.487230727	-3.487124464	0.000106263
90	4228	Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers	10	0	0	1	3584	0.284166848	0	3.853991072	-3.853884809	0.000106263
91	5242	Agencies, Brokerages, and Other Insurance Related Activities	175	0	0	46	20456	0.871282007	-1	33.08811217	-34.08624194	-0.998129772
92	4842	Specialized Freight Trucking	48	319	1466	7	14810	0.330086369	-1	-5.508528814	4.509049503	-0.999479311
93	5416	Management, Scientific, and Technical Consulting Services	34	378	1304	15	10642	0.32538466	-5	20.93369962	-25.9332852	-4.999585574
94	4212	Furniture and Home Furnishing Merchant Wholesalers	4	9	36	3	2407	0.169248689	-6	-0.179412301	-5.820481436	-5.99893737
95	4221	Paper and Paper Product Merchant Wholesalers	12	95	422	4	2848	0.42912387	-8	-2.50055523	-5.499231951	-7.999787474
96	3391	Medical Equipment and Supplies Manufacturing	60	0	0	1	13133	0.396626764	-10	3.870571081	-13.86982724	-9.999256159
97	5241	Insurance Carriers	60	0	0	10	25229	0.24221031	-12	-8.858771213	-3.140463694	-11.99923491
98	4219	Miscellaneous Durable Goods Merchant Wholesalers	52	383	1163	11	6492	0.815767209	-12	-8.68205191	-3.317268007	-11.99931992
99	4218	Machinery, Equipment, and Supplies Merchant Wholesalers	174	1378	6303	16	16895	1.048896083	-13	-9.175926993	-3.82208589	-12.99801288
100	4213	Lumber and Other Construction Materials Merchant Wholesalers	141	1504	5436	10	4646	3.090874124	-18	37.88708404	-55.88539446	-17.99831042
101	3339	Other General Purpose Machinery Manufacturing	60	0	0	1	9293	0.560518594	-21	-13.72476265	-7.27437662	-20.99913927
102	3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	394	0	0	1	3863	8.854544482	-26	16.73662994	-42.73216689	-25.99553695
103	3219	Other Wood Product Manufacturing	141	0	0	1	12962	0.944369181	-34	-41.5029662	7.5048258	-33.9981404
104	7224	Drinking Places (Alcoholic Beverages)	20	54	215	6	8627	0.236108493	-34	-1.04296375	-32.95646243	-33.99942618
105	4214	Professional and Commercial Equipment and Supplies Merchant Wholesalers	10	0	0	7	11627	0.087593875	-50	3.820965087	-53.82032751	-49.99936242
106	3161	Leather and Hide Tanning and Finishing	10	0	0	1	60	14.46916469	-50	-39.42793385	-10.57142857	-49.99936242
107	3152	Cut and Sew Apparel Manufacturing	10	0	0	1	1750	0.496085647	-50	-2.052342555	-47.94701987	-49.99936242
108	7112	Spectator Sports	10	0	0	2	3294	0.309184573	-50	13.63700121	-63.63636364	-49.99936242
109	3335	Metalworking Machinery Manufacturing	10	0	0	1	7650	0.113483645	-50	-19.92952392	-30.0698385	-49.99936242
110	4216	Electrical and Electronic Goods Merchant Wholesalers	55	445	1916	5	6605	0.848069177	-52	-32.16457667	-19.83428632	-51.99886299
111	4229	Miscellaneous Nondurable Goods Merchant Wholesalers	58	421	1920	12	8548	0.691042713	-62	27.95454214	-89.95326698	-61.99872484
112	4931	Warehousing and Storage	10	0	0	3	17568	0.057972107	-64	380.0811217	-444.0803353	-63.99921365
113	4224	Grocery and Related Product Wholesalers	127	1416	6757	8	12535	1.03186004	-86	-29.81042957	-56.18730703	-85.9977366
114	6244	Child Day Care Services	248	743	2988	23	13377	1.88814075	-98	24.78329698	-122.7796203	-97.9963233
115	6233	Community Care Facilities for the Elderly	60	0	0	4	12578	0.485826356	-115	25.72682769	-140.7249681	-114.9981404
116	5111	Newspaper, Periodical, Book, and Directory Publishers	59	345	1498	5	12273	0.489601443	-116	-28.5223169	-87.4758235	-115.9981404
117	5415	Computer Systems Design and Related Services	60	0	0	15	9300	0.657067087	-122	-24.01785321	-97.98021281	-121.998066
118	3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	175	0	0	1	6823	2.226677844	-200	-42.62072285	-157.3752923	-199.9960151
119	3261	Plastics Product Manufacturing	865	0	0	1	36470	2.059088696	-589	-142.7239163	-446.260633	-588.9845494
120	7211	Traveler Accommodation	70	178	792	3	31219	0.228360226	-680	360.4774978	-1040.469528	-679.9920303

Source: U.S. Census Bureau.

Note: Some employment values are estimated based on ranges provided by U.S. Census. For industries in which there are only a few companies, employment levels are provided as a range to protect confidentiality. All ranges were replaced with the mean value of the range. For example, the range 500-999 was replaced with 750. The degree to which this skews data is unknown.
 N/A = Figures for 1998 did not exist for these industries at the 4-digit level indicating that either the industry did not exist in Floyd County at that time, or was not large enough to be captured in the data pool by the U.S. Census Bureau.

BROWNFIELD	ADDRESS	CITY	STATE	ZIP	PHONE
ST EDWARD COURT	NO AVAILABLE INFORMATION				
BREECE CENTER	32 E. 13th St.	NEW ALBANY	IN	47150	

INDUSTRIAL WASTE SITES	ADDRESS	CITY	STATE	ZIP	PHONE
BERT R HUNCILMAN & SON INC	2072 MCDONALD AVE	NEW ALBANY	IN	47150	8129453544
BIG T TRANSFER INC	222 W 4TH ST	NEW ALBANY	IN	47150	8122821386
BLUE GRASS CHEM SPEC PLANT 1	895 INDUSTRIAL BLVD	NEW ALBANY	IN	47150	8129481115
BRUCE FOX INC	1909 MCDONALD LANE	NEW ALBANY	IN	47150	8129453511
CAMEO MARBLE DIV OF LTD	540 CENTRAL CT	NEW ALBANY	IN	47150	8129445055
CONFORMA CLAD	4201 REAS LN	NEW ALBANY	IN	47150	8129482118
COYLE CHEVROLET	411 E SPRING ST	NEW ALBANY	IN	47150	8129487711
EARLS SERVICE CENTER	834 E EIGHTH ST	NEW ALBANY	IN	47150	8129441053
EDWARDSVILLE WRHSE/N ALBANY FLOYD CO SCH	4911 OLD GEORGETOWN RD	NEW ALBANY	IN	47122	8129494200
FIRE KING INTERNATIONAL INC	101 SECURITY PKWY	NEW ALBANY	IN	47150	8129488400
FLOYD MEMORIAL HOSPITAL	1850 STATE ST	NEW ALBANY	IN	47150	8129447701
FLOYDS KNOBS BODY REPAIR INC	1808 BEECHWOOD AVE	NEW ALBANY	IN	47150	8129454395
GENERAL SER ADMIN / FBI	121 W SPRING ST	NEW ALBANY	IN	47150	8129488002
IDEAL WOOD PRODUCTS INC	890 CENTRAL CT	NEW ALBANY	IN	47150	8129495181
INDIANA-AMERICAN WATER CO	2423 MIDDLE RD	NEW ALBANY	IN	47150	8122181500
K&I HARD CHROME INC	1900 E MAIN ST	NEW ALBANY	IN	47150	8129481166
KELLEY WM CO INC	620 DURGEE RD	NEW ALBANY	IN	47150	8129453529
KENTUCKY METALS INC	921 PROGRESS BLVD	NEW ALBANY	IN	47150	8129481573
LITHOCRAFT INC	1502 BEELER ST	NEW ALBANY	IN	47150	8129481608
MEILINK SAFE CO	111 SECURITY PKWY	NEW ALBANY	IN	47150	8129410024
JAMES THE CLEANER	1630 E SPRING ST	NEW ALBANY	IN	47150	8129446373
NEW ALBANY COUNTRY CLUB INC	1702 GRAYBROOK LN	NEW ALBANY	IN	47150	8129455259
NEW ALBANY FIRE DEPARTMENT	39 W FIFTH ST	NEW ALBANY	IN	47150	8129485311
OHIO VALLEY DOOR CORP	2143 WILLOW AVE	NEW ALBANY	IN	47150	8129455285
PLIABLE VENEERS	4140 CAPITOL DR	NEW ALBANY	IN	47150	8129446432
RAUCH INDUSTRIES	845 PARK PL	NEW ALBANY	IN	47150-2294	8129454063
REDI STRIP OF NEW ALBANY INC	4160-T CAPITAL DR	NEW ALBANY	IN	47150	8129481313
SAMTEC INC	520 PARK EAST BLVD	NEW ALBANY	IN	47150	8129446733
TRIBUNE	303 SCRIBNER DR	NEW ALBANY	IN	47150	8129446481

POLLUTANT PROCESSING FACILITIES	ADDRESS	CITY	STATE	ZIP	PHONE
CHIMNEYWOOD SEWAGE WORKS, INC.	3/4 MILE W OF US 150, 1/2 MILE N OF OLD VINCENNES ROAD JNC	CLARKSVILLE	IN	47150	8122840090
CLEAN CAR AUTO WASH CORP.	4600 WILLIAMSBURG STATION ROAD	FLOYDS KNOBS	IN	47119	8129485320
COUNTRY VIEW SUBDIVISION	SR 150, 2.25 MILES SE OF GALENA, IN	FLOYDS KNOBS	IN	47150	8129672234
DEERWOOD ENVIRONMENTAL, INC.	3424 KNOBS VALLEY DR	FLOYDS KNOBS	IN	47119	8129236372
FLOYD KNOBS ELEMENTARY SCHOOL	4487 ST. MARY'S ROAD	FLOYDS KNOBS	IN	47119	8122856979
GALENA ELEM & FLOYD CENTRAL HS	6697 OLD VINCENNES ROAD	FLOYDS KNOBS	IN	47119	8129235150
GREENVILLE ELEMENTARY SCHOOL	7025 CROSS STREET	GREENVILLE	IN	47151	8122856979
HIGHLANDER POINT SHOPPING CENT	710 HIGHLANDER POINT DR	FLOYDS KNOBS	IN	47119-9442	8129485338
HIGHLANDER VILLAGE SUBDIVISION	ON US 150, 1 MILE E OF GALENA, SW 1/4 OF SEC 11, T2S, R5E	GALENA	IN	31430	8122844262
JACOBI'S CAR WASH & STORE	HWY 150 & NAVILLETON ROAD	GALENA	IN	47119	8129451263
LANESVILLE WELCOME CENTER I-64	I 64 W BOUND	LANESVILLE	IN	47136	8125225649
NEW ALBANY MUNICIPAL STP	30 WEST NINTH STREET	NEW ALBANY	IN	47150	8129485320
PSI GALLAGHER GEN. STATION	PSI ENERGY, INC., 30 JACKSON STREET	NEW ALBANY	IN	47150	8129448471
WYMBERLY WOODS UTLS. / AQUA SOURCE	SCOTTSVILLE RD & US 150	FLOYDS KNOBS	IN	47119	8122856972

OPEN DUMPS	ADDRESS	CITY	STATE	ZIP	PHONE
EASTRIDGE	NO AVAILABLE INFORMATION				
HUMPHREY	NO AVAILABLE INFORMATION				
INDIANA CORE	3248 CORYDON PIKE	NEW ALBANY	IN	47150	8129458075
LISENBY	NO AVAILABLE INFORMATION				
PIERCE	NO AVAILABLE INFORMATION				
SKEENS	NO AVAILABLE INFORMATION				

TIRE WASTE	ADDRESS	CITY	STATE	ZIP	PHONE
CCE INCORPORATED	1031 E 6TH STREET	NEW ALBANY	IN	47150	8129458977