

# ORGANIZATIONAL ACTION PLAN

Made possible by the generous support of the Foellinger Foundation and  
prepared by the Community Research Institute at Indiana University-  
Purdue University Fort Wayne

*NewAllen Alliance*  
*June 2014*



## Introduction

Communities of East Allen County,

The future of the communities in East Allen County rely on the NewAllen Alliance's ability to impact decisions at the county level and to be able to leverage resources for our communities' needs. This gives our group an important focus to make sure that we are "fostering a coordinated effort in community and economic development, resulting in new investment, job creation and quality of life" as our mission states. This can only be accomplished if we have a plan in place to get us to the next steps.

I am pleased to present the latest strategic plan to help us reach the next level of coordinated effort. I encourage you to share this plan with the people of your community so they may know the importance of the communities in East Allen working together to accomplish great things for our residents and businesses.

Your community's regular involvement in our efforts will help us ensure that East Allen County is viable for the future growth that Allen County is positioned to receive over the next five years. Should you have any questions regarding this plan, please contact me. I look forward to being your leader as we implement this important process for our organization and for our communities.

Sincerely,



Kent L. Castleman  
President, NewAllen Alliance

**Kent Castleman**  
Executive Director,  
Cornerstone Youth Center  
*Monroeville Chamber of Commerce*

**Brian Barbieri**  
Home Guard Industries  
*Grabill Chamber of Commerce*

**Roy Buskirk**  
Councilman  
Allen County Council

**George Carter**  
General Manager  
Paulding-Putnam Electric Cooperative

**Charlie Hatten**  
President/CEO  
*New Haven Chamber of Commerce*

**Dr. Kenneth Folks**  
Superintendent  
East Allen County Schools

**Julie Labie**  
East Allen County Schools

**Gary Lybarger**  
*Hoagland Chamber of Commerce*

**Jill Kinder**  
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NIPSCO

**Lynn Rorick**  
Owner  
Rorick Realty, Inc. in Woodburn  
*Woodburn Chamber of Commerce*

**Kim Sabrosky**  
Community Relations Manager  
Indiana Michigan Power

**Barb Smith**  
President/Owner  
B Smith Office Services  
*Leo-Cedarville Chamber of Commerce*

**Lisa Smith**  
Assistant Director, Community Outreach  
Ivy Tech Community College

**Ashley Steenman**  
Director of Business Development  
Greater Fort Wayne Inc.

**Pone Vongphachanh**  
Public Affairs Officer  
Upstate Alliance of REALTORS™

**Nelson Peters**  
Commissioner  
Allen County

## NewAllen Alliance History

Founded in 1991, NewAllen Alliance seeks to create a unified voice for communities in East Allen County to foster a coordinated effort in community and economic development, resulting in new investment, job creation, and improved quality of life. This is achieved through monthly networking meetings where communities learn from each other on how to organize events and plan for future investments.

The Alliance also supports three distinctive programs:

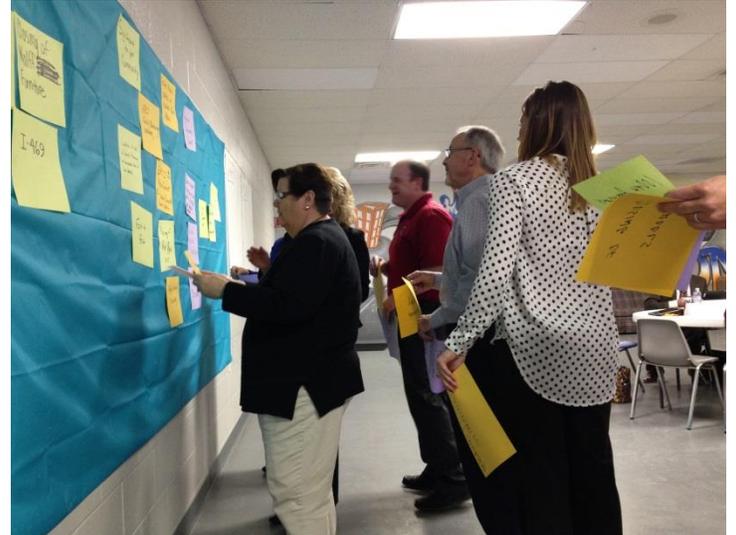
- **Low interest loan program:** Founded in 1991 with seed funding from the USDA, NewAllen Alliance offers business loans at three-quarter of the prime interest rate for equipment, infrastructure, and other approved purchases. Real estate purchases are not eligible. The Community Development Corporation of Northeast Indiana provides administrative support on loan origination.
- **Facade grant program:** NewAllen Alliance rebates businesses for approved facade improvements at a thirty percent rate, up to \$1,000.
- **Continuing education:** The education fund provides opportunities for businesses in member communities to attend continuing education courses (in areas like marketing, leadership, Quickbooks, etc.) to improve their business models and operations.

Currently, the Hoagland, Monroeville, New Haven, Woodburn, Grabill, and Leo-Cedarville communities are active in the Alliance. NewAllen Alliance communities are diverse in their histories and character, ranging from urban to Amish. While their needs and priorities differ, there have been longstanding areas of common interest including the vitality of East Allen County Schools, Allen County governance structure, and regional economic development activities. These areas have served to unify NewAllen Alliance communities and sustain the organization over its 23 year history.

## About this Process

Made possible with a grant by The Foellinger Foundation, this process has been facilitated by the Community Research Institute at Indiana University-Purdue University Fort Wayne. This Organizational Action Plan process kicked-off in December of 2013 and will conclude in June 2014. Components of this process include a: (1) kick-off meeting, (2) dozen stakeholder interviews, (3) online survey, (4) half-day facilitated planning retreat, (4) presentation of the draft Organizational Action Plan, and (5) adoption of the final Plan.

This process comes at an important time. NewAllen Alliance has never maintained a strategic plan and participation in the Alliance has faltered among some stakeholders. At the same time, the approach to economic development in Allen County has shifted and opened up new opportunities for its smaller communities to be more meaningfully involved. NewAllen Alliance has secured a seat on the board of the newly formed Greater Fort Wayne Inc., which is the result of the merger of the Fort Wayne-Allen County Economic Development Alliance and the Greater Fort Wayne Chamber of Commerce. This has heightened the need for NewAllen Alliance to articulate a defined agenda for its member communities.



*NewAllen Alliance Retreat, March 24, 2014*

## Mission Statement

The mission of the NewAllen Alliance is to create a unified voice for the communities in East Allen County to foster a coordinated effort in community and economic development, resulting in new investment, job creation, and improved quality of life.

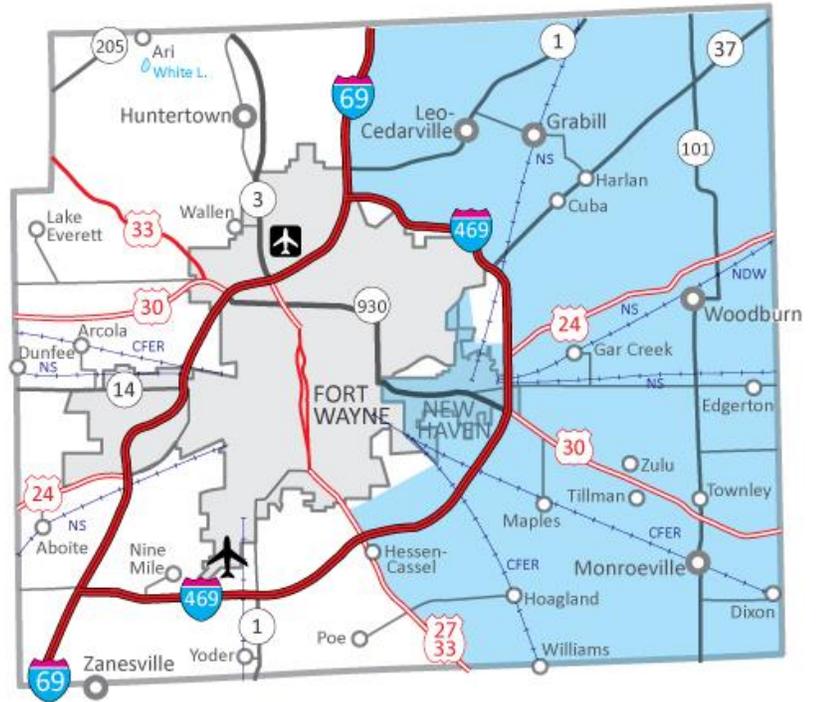
## Retreat Themes

Support the following:

- Quality education
- Community prosperity & economic growth
- Leadership engagement
- Building trust & coordination

Focus activities on:

- Building awareness among partners
- Advocacy
- Facilitating technical assistance
- Improved meeting structure



## Strategies for the NewAllen Alliance

### Goal 1: Clearly define the unified agenda for NewAllen Alliance.

- I. Advocate for communities of membership. On an annual basis, ratify a unified agenda that focuses on core issues related to education, community prosperity and economic growth, leadership engagement, and community coordination.
  - a. Work with East Allen County Schools to determine how NewAllen Alliance can optimally support the district and raise the district's profile within Metro Fort Wayne.
  - b. Rectify differences between NewAllen Alliance and Greater Fort Wayne Inc. on legislative issues and community development, such as single county executive, high speed rail, and sewer system investments.
- II. Coordinate with ongoing implementation activities of existing community planning efforts, including Envision Leo-Cedarville, the Woodburn Strategic Plan, and Greater Fort Wayne Inc.'s strategic plan.
  - a. Determine a point of contact within NewAllen Alliance responsible for tracking each of these efforts and identifying opportunities to collaborate, possibly through committee service.
- III. Establish a collaborative position with Fort Wayne with the understanding that a strong central city is good for the region. At the same time, diverse quality of life and business development opportunities offered by smaller communities are important to the overall regional "portfolio."

### Learning from Others: Grand Rapids, Michigan

**Takeaway:** *It is critical to have a rallying point around which urban and rural areas of the community can clearly collaborate. What is that issue in Allen County? How can Purdue University Extension be leveraged moving forward? Note: Purdue University Extension is currently hiring community and economic development personnel for its regional offices statewide, with additional capacity expected in Allen County within the year.*

Throughout the 1990s, Grand Rapids, Michigan was feeling the negative effects of urban sprawl. United Growth for Kent County was founded in 1998 by the Michigan State University Extension as a rural-urban partnership collaboratively working to curtail urban sprawl. In 2007, it spun out as its own 501(c)3 organization although it is still housed by the MSU Extension. Its communications are clear and accessible, issuing regular newsletters, annual reports, and issue reports that take a stand on local issues of importance.

In 2001, the Kent County Board of Commissioners approved the establishment of a Purchase of Development Rights Program (PDR) to preserve green space and the rural character of the county's outlying communities. PDR is a mechanism whereby a public agency buys private landowners' rights to subdivide their property and those rights are then owned by the public. The goal was to preserve 25,000 acres of prime farmland in the county over the next decade, or about 15 percent of all county farmland. This goal was ambitious; today,

only 3,030 have been preserved costing \$5.5 million (\$2 million from federal sources, \$1.9 million from private sources, and \$569,000 from the county budget).

Modeled after Lancaster, Pennsylvania's PDR program, Kent County's political support is now waning. While the commission recently voted to continue the program there is only \$25,000 in the 2014 budget to support it. The program became a politicized issue in the 2010 elections after the county appropriated \$275,000 toward it, funds some thought the county could not afford. United Growth for Kent County declined in its revenues and reach after the PDR program emerged. However, the group has been reinvigorated by this call to action and is focusing on launching new programs and an expanded leadership structure over the course of the coming year. They are focused on smart land use decisions and placemaking as ways to enhance quality of life in both the urban and rural areas of the county.

*"As a group, we have not identified what we it is we are trying to achieve."*

*--Stakeholder Input*

## **Goal 2: Establish a communications and stakeholder engagement plan.**

- I. Make a comprehensive, but realistically achievable, list of community organizations for NewAllen Alliance to reach on a regular basis. Initial information on community town councils, chambers of commerce, and other useful points used for this strategic planning process has been assembled and is outlined in Appendix B.
- II. Assemble a schedule of town council and chamber meetings, noting deadlines to submit information for councilor packets where appropriate.
  - a. Formalize a NewAllen Alliance liaison for each community.
  - b. Identify other linkages that can be leveraged via NewAllen Alliance regional partner members who also serve on other boards and committees in Allen County.
- III. Package the unified agenda with a year-end report and distribute to key stakeholders including town councils, chambers of commerce, county council, and regional groups. Members of NewAllen Alliance, preferably the liaison and a Board member, should make themselves available to present these at community and town council meetings.
- IV. Leverage social media to promote NewAllen Alliance, existing programs, the unified agenda, and associated activities.
  - a. Use Facebook to build awareness among stakeholders and community members. Grabill (173 likes), Harlan (106), and New Haven (19) currently have community pages. The chambers of commerce in Leo-Cedarville (65), New Haven (10), and Woodburn (59). Leo-

Cedarville’s local government also maintains a Facebook page (437). Twitter and LinkedIn do not have a significant presence among these East Allen community groups.

- b. Recent surveys of non-profit marketing strategies suggest social media is starting to edge out email in importance, with Facebook being the most relied upon medium.
- V. Ensure that NewAllen Alliance is listed on regional partner websites, where appropriate, and that contact information and other pertinent information, including membership dynamics and programs, are included.
- VI. Consider taking out advertisements in local publications such as the East Allen County Times, West Bend News, New Haven Bulletin, and Monroeville News in order to build brand awareness, bolster Facebook user “likes” for the NewAllen Alliance page, and promote the unified agenda.

### **Learning from Others: Stakeholder Engagement Planning**

It is critical to articulate why it is important to engage with the community and stakeholders. Why do you want to engage? What would a successful relationship look like? After key stakeholders are identified, be sure to consider what NewAllen Alliance is willing to offer them on an ongoing basis. Will they be kept informed of progress, news, and events? Will their ideas be listened to? How often and how can they expect to hear from NewAllen Alliance? Communicate these expectations and outcomes when reaching out to present the unified agenda. Accountability and reliability is critical to building the sustained relationships needed to build a strong coalition in East Allen County.

*Stakeholders expressed that NewAllen Alliance needs greater community exposure and ways to foster community-to-community linkages to better serve its mission.*

### **Goal 3: Become an active partner in regional economic development.**

- I. Recognizing that economic development prospects typically flow from the state to the county level, NewAllen Alliance should leverage relationships with these partners (e.g. Indiana Economic Development Corporation and Greater Fort Wayne Inc. (formerly the Fort Wayne-Allen County Economic Development Alliance)). Within this framework, establish protocols for NewAllen Alliance, town council, or local participation in economic development projects within Allen County.
- II. Ensure that existing industrial parks and properties are marketed through Greater Fort Wayne Inc., the State of Indiana Economic Development Corporation, and private listings such as LOIS (Location One Information System), Loopnet, and others used by economic development partners.
- III. Work with the Northeast Indiana Regional Partnership, Greater Fort Wayne Inc., and the Indiana Economic Development Corporation to distribute information on the specifications for in-demand shell buildings, commercial buildings, and industrial sites to East Allen town councils.

- IV. Work with Greater Fort Wayne Inc. to determine how East Allen communities can be integrated into its programming including business retention and expansion visits, Leadership Fort Wayne, internship assistance, and other areas. As part of this, ensure updated community information is provided on Greater Fort Wayne Inc.'s website.
- V. Determine if NewAllen Alliance could potentially play a role to assist Greater Fort Wayne Inc. boost investors within the county's eastside by co-hosting events and cross-promoting the organization and the benefits of regionalism in economic development.
- VI. Work with Allen County and service providers to identify Broadband service enhancements to underserved areas of the County (see Appendix B for download and upload speeds). The northeast area of the County appears to have the least competitive service with Harlan, Grabill, and Leo-Cedarville showing comparatively slow speeds.
- VII. Leo-Cedarville and Woodburn's strategic plans have identified exploring forming redevelopment commissions. Should this happen, formalize a linkage with NewAllen Alliance and encourage members from those communities to serve.

### **Learning from Others: Promoting both Urban and Rural**

***Takeaway:** In the online survey completed by NewAllen Alliance stakeholders, marketing was identified as the most critical area that could enhance the economic vitality of rural Allen County. Dynamic and up-to-date websites provide a necessary first-step to building a more cohesive marketing approach over the long-term.*

Many midsize cities are contained within counties which also include smaller, rural communities, proving a depth of examples for economic development partnership and marketing practices. The Sioux Falls Development Foundation markets the region, packaging community information, demographics, employment profiles as one. However, when marketing the available buildings and sites, there are two linked out areas: one for those located within the urban core, and one for those located in communities surrounding Sioux Falls. A key issue in Allen County is ensuring that existing industrial parks, particularly those located outside of Fort Wayne, are marketed by all regional partners. Sioux Falls also lists their commercial and industrial sites and properties on LOIS, Location One Information System. LOIS is the largest economic development property database in the country with more than 8,880 participating communities in 30 states. It creates a one-stop market place by pulling together listings from disparate economic development sites: regional economic development organizations, brokers, county economic development organizations, utilities, and state governments.

The Greater Wichita Economic Development Coalition also markets its region as one. Like Greater Fort Wayne Inc., it provides a listing of all communities listed within the county. However, each community is linked out to each individual city's website. While there is variety in the quality and scope of municipal websites linked out of the Greater Wichita EDC, they all meet a minimum standard threshold. Most of the communities are very small and provide a proxy for the type of sites that could be achieved within NewAllen Alliance communities.

## Economic Development Website Examples:

Leveraging the brand recognition of the Central City, linking out to smaller regional cities

Sioux Falls, South Dakota

Sedgwick County

Sedgwick County is the largest county in South Central Kansas. Encompassing an area of 1,009 square miles, the county has 21 cities and includes Wichita - both the county seat and the largest city in Kansas. The county is home to world-class industries, the most noted of which are aviation-related and have earned its largest city, Wichita, the title of "Air Capital of the World."

Sedgwick County Data	
Land Area (square miles) -- 2010	1,009
Total Population -- 2012	503,889
Average Population Density (per sq. mile) -- 2012	499
Median Age -- 2007-2011 Estimate	34.4
Educational Attainment -- 2007-2011 Estimate (Population Age 25+)	
High School Graduate or Higher	88.0%
Some College	25.3%
Associate Degree	6.7%
Bachelor Degree or Higher	28.0%
Average 1-Way Commute to Work (minutes) -- 2007-2011 Estimate	18.0
Civilian Labor Force -- 2012 Annual Average	243,368
Unemployed	14.8%

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#### Related Links

- Bel Aire, KS
- Bentley, KS
- Cheney, KS
- Clearwater, KS
- Derby, KS
- Goddard, KS
- Haysville, KS
- Kechi, KS
- Maize, KS
- Mount Hope, KS
- Mulvane, KS
- Park City, KS
- Sedgwick County
- Wichita, KS

Wichita, Kansas

Kechi, Kansas (population 1,600), linked out from Greater Wichita Economic Development Coalition

*“All organizations focused on economic development must be geared towards the region. Recognizing that there are groups who are more narrowly focused, there still needs to be external collaboration and partnerships built.”*

*-Stakeholder Input*

**Goal 4: Determine appropriate technical assistance opportunities for NewAllen Alliance communities.**

- I. Create a dynamic, but simple, NewAllen Alliance website to host information about the group, link out to member community and regional partner websites, provide information about Alliance programs, and offer downloadable forms.
- II. Consider launching a new program (and/or phasing out the continuing education program) to focus on community website and communications enhancements. Every community in East Allen County has a website, with the exception of Harlan. However, not every website is for the city or town. The quality among existing websites varies widely.
  - a. A basic, efficient infrastructure must exist for NewAllen Alliance to effectively communicate with local constituents.
  - b. Create a checklist for websites that identify common areas of interest across all NewAllen Alliance communities and ensure that these components are built into all municipal websites, including a page for partner organizations like NewAllen Alliance and Greater Fort Wayne Inc.
  - c. Consider partnering with high schools to undertake the project as part of a classroom practicum.
  - d. Leverage Greater Fort Wayne Inc. and/or Community Research Institute to provide community-level and regional data and maps, potentially in the form of branded, downloadable PDF documents.
- III. As website enhancements are made, consider including a NewAllen Alliance email sign-up so that the Alliance can act as a convener and distributor of community information throughout the eastside of Allen County.
  - a. Incorporate community events into Whatsup247.com
- IV. Leverage the newly added Purdue Extension community and economic development staff and other community partners to explore planning, succession planning, and grant-writing support and other resources for rural communities.

- a. Reach out to Young Leaders of Northeast Indiana (YLNI) and the New Haven Chamber’s young professional group to determine current membership and participation among East Allen residents.
  - b. Consider establishing an internship program, hosted by Purdue University Extension with NewAllen’s namesake, focused on providing technical assistance and succession planning activities. Partner with Greater Fort Wayne Inc.’s internship coordinator to structure the program.
  - c. Create strong alignment with community chambers of commerce to support efforts in these areas.
  - d. Advocate for the resolution of planning issues with the County and identify ways to improve responsiveness and collaboration within the current framework.
- V. Leverage relationships with Indiana Michigan Power, NIPSCO, and Paulding Putnam to provide professional development opportunities to local elected officials and community volunteers.
- a. Host an “economic development 101” seminar including best practices in the field, what site selectors are looking for, and how to effectively partner with others in the region for the communities’ benefit.
  - b. Continue to send East Allen representatives to Ball State University’s Basic Economic Development Course on an annual basis.

**Learning from Others: New Jersey E-Government, Best Practices for Municipal Websites**

***Takeaway:** If NewAllen Alliance can partner with its communities to collaborative identify (1) core municipal operations and vital information, and (2) areas of common interest across all NewAllen Alliance communities, this can serve as a list of minimum content requirements for future efforts. Design and nuances like search engine optimization (SEO) should not be ignored, as they impact ease of use and overall effectiveness.*

Last year, a poll from Monmouth University showed that municipal websites are the first place New Jerseyans go to for information about where they live. More than just a one-way form of communication, municipal websites are also more important for constituent interaction and feedback. Monmouth University followed up this poll with a survey of municipal websites statewide, identifying more 86 discrete pieces of information and online activities important to city and county website design. These are grouped into four broad categories: information for citizens (like names and contact information of elected officials, key staff members, meeting schedules and minutes, and website search capabilities), citizen interaction (like allowing direct email contact with officials and staff, and posting information about open advisory board positions), online government services (like online applications and payment), and social networking (like elected officials connecting with constituents via Twitter, Facebook, and blogs).

Each local government website was evaluated and scored on these 86 criteria with an overall score and ranking assigned. The study identified common areas of strengths and weaknesses across the majority of New Jersey’s municipalities. It also shined a light on best practices and identified communities that have been late adopters and would potentially benefit from enhancing their web presence.

*“Focus more on making East Allen better through more community-community interaction. NewAllen could even start offering planning services in cooperation with the county.”*

*-Stakeholder Input*

### **Goal 5: Align organizational bylaws and meeting structure around goal achievement.**

- I. Establish a work plan for the year, with Alliance members taking ownership of execution of specific tasks. Shift focus of monthly meetings to the execution of these tasks and updates on progress.
- II. On a quarterly basis, host a monthly meeting in a different NewAllen Alliance community. Consider inviting a chamber, town council, and/or YLNI member from that community to attend, highlighting a particular issue or opportunity in that community.
- III. Commit to an annual volunteer appreciation event, even something simple like a potluck can go a long way. Building the event into NewAllen Alliance’s annual meeting structure now will help with longer-term efforts to engage a broader range of community stakeholders.
- IV. Update bylaws to reflect updated mission (Article I, Section 1 and 2), service area (Article II, Section 1), new structure of county economic development activities (Article IV, Section 2), and other changes.

*What could NewAllen Alliance do to better serve its mission? [Offer] more combined meetings and better publicity about what we offer and what we do. Get involved and stay on top of other organizations that are helping to make East Allen an area for growth*

*-Stakeholder Input*

## Implementation and Next Steps

The NewAllen Alliance has a rich history and is the only organization positioned to serve as a strong advocate for the diverse community needs on the eastside of Allen County. At the same time, as an entirely volunteer-based organization, NewAllen Alliance must be realistic in what it is able to achieve given limited capacity and resources. Leveraging partnerships and focusing on building a stronger communications network should be critical areas of focus in the immediate future.

Support the following:

- Quality education
- Community prosperity & economic growth
- Leadership engagement
- Building trust & coordination

Focus activities on:

- Building awareness among partners
- Advocacy
- Facilitating technical assistance
- Improved meeting structure

### *Fall 2014*

- Ratify a unified agenda for the 2014-2015 year. (Goal 1).
- Develop Facebook page for NewAllen Alliance. Include mission, history, members, programs, and unified agenda. Include daily posts from area newspapers highlighting positive/important developments in East Allen County and promote a positive message of cooperation and regionalism. Set a one-year goal for “likes.” (Goal 2, IV)
- Determine events/opportunities to support East Allen County Schools for the 2014-2015 academic year. (Goal 1, I a)
- Set a schedule of events for the year, including some meeting locations within different communities, key EACS events to support, an annual volunteer appreciation event, and town council meetings. Incorporate into Whatsup247.com, as appropriate. (Goal 2 II; Goal 4 III a; Goal 5 II)
- Create NewAllen Alliance website. (Goal 4 I)
- Formalize technical assistance program to facilitate community website enhancements. Develop criteria for design and basic community information and regional partner information to include, using best practice examples. (Goal 4 II and III)
- Update bylaws. (Goal 5 IV)

## *Winter 2014-2015*

- Meet with Purdue Extension's community and economic development manager to determine areas of collaboration moving forward, particularly in the areas of grant writing and leadership development. (Goal 4 IV)
- Determine NewAllen Alliance member point-of-contacts for each community, including tracking the implementation of the Envision Leo-Cedarville, Woodburn Strategic Plan, and Greater Fort Wayne Inc. Strategic Plan. ( Goal 2 III)
- Outline stakeholder list for regular communications, including town councils, chambers of commerce, regional partners. Include logistical details for distributing information (e.g. contact person, packet/email deadlines, etc.). (Goal 2 I)
- Schedule presentations at each community's town council and/or chamber of commerce to present the unified agenda, provide an update of NewAllen Alliance activities, and what is expected in the future (e.g. potential partnership services offerings through Purdue Extension, website technical assistance, regular communications, annual meeting). (Goal 2 III)
- Work with Greater Fort Wayne Inc. to ensure updated community information is on their website. (Goal 3 IV)

## *Spring 2015*

- Continue making community presentations. (Goal 2 III)
- Work with Greater Fort Wayne Inc. to determine how East Allen can be incorporated into its programming and if the organization can assist with Broadband coverage improvements. (Goal 3 IV)
- Begin website technical assistance implementation, potentially working with a third-party consultant and/or high school/college class. (Goal 4 II and III)
- Register NewAllen Alliance and/or community leaders for IEDC's Basic Economic Development Course. (Goal 4 V)
- Ensure NewAllen Alliance is listed on regional partner websites and that existing industrial parks are being marketed through all available channels (Goal 2 V; Goal 3 II)

## *Summer 2015*

- Start planning annual volunteer luncheon. (Goal 5 III)
- Initiate discussions about updating the united agenda and calendar of events. Include an Economic Development 101 session planned for area leaders. (Goal 1; Goal 4 V)
  - Communicate protocols for local participation in economic development projects. (Goal 3 I)
  - Incorporate spec information for in-demand buildings and sites. Goal 3 III)
- Reach out to YLNI and determine next steps for leadership development opportunities. (Goal 4 IV)
- Take out advertisements in local publications to build brand awareness, promote the unified agenda, bolster Facebook “likes”, and promote updated community websites. Consider partnering with Greater Fort Wayne Inc. to include in their marketing efforts as well. (Goal 2 VI)

## Appendix A: Online Survey Results

An online survey was open to NewAllen Alliance stakeholders between early February and March of 2014. The survey garnered participation from 50 respondents in seven East Allen communities and from regional partners. Respondents were not required to answer every question or to provide open-ended comments. In certain areas of the survey, skip logic was embedded to direct participants around certain questions if previous answers indicated those questions were irrelevant. NewAllen Alliance has access to the survey responses and is able to cross-tabulate responses by community, if desired.

### Respondent Information

#### 1. With which community in East Allen County do you most clearly identify? Select one.

	Percent	Count
Grabill	2.0%	1
Harlan	4.0%	2
Hoagland	10.0%	5
Leo-Cedarville	14.0%	7
Monroeville	16.0%	8
New Haven	30.0%	15
Woodburn	6.0%	3
N/A (I am a regional or county partner with no roots in East Allen)	18.0%	9

#### 2. For the community you selected above, what are your primary connections there? Select all that apply.

- Resident: 72.5%
- Worker or business owner 67.5%
- Family roots: 40.0%
- Other: 22.5%

Respondents who indicated “other” listed chamber and town council activities.

#### 3. How long have you lived in East Allen County?

- Fewer than 5 years: 0.0%
- 5-10 years: 6.9%
- 11-20 years: 6.9%
- 20 years or longer: 86.2%

#### 4. If you have children, have they attended school in East Allen County?

- Yes, public school: 58.6%
- Yes, parochial/private school: 0.0%
- Yes, public and parochial/private school: 34.5%
- No, they attend school elsewhere: 0.0%
- N/A: 6.9%

## Community Satisfaction

### 5. My community is an attractive place to live or work.

	Percent	Count
Strongly disagree	10.8%	4
Somewhat disagree	5.4%	2
It's ok	18.9%	7
Somewhat agree	37.8%	14
Strongly agree	27.0%	10

#### Comments:

1. Strong sense of community. Proximity to larger city.
2. Small town living with larger city access.
3. Good neighborhoods, streets and close by to most things of interest to me.
4. Friendly community and people.
5. It's a great place to live however the business atmosphere struggles.
6. Our school system is the main concern and detraction on maintaining our youth and for families to move with in district.
7. Connected people who care about one another, safe for families, good school commitment by parents, small town.
8. It is a quiet small town atmosphere where people can walk, jog, ride bikes be as involved as you want in community activities. Summer sports programs are available to children in the area. The variety of housing ranges from apartments and starter homes to very nice \$300-400k+ homes. Accessibility to major roads (U.S. 3/24/27/33, I 469/69) is only a short distance away.
9. Good schools, responsive community.
10. Need more community involvement.
11. Small town values, but [need to grow more] community and more business opportunities.
12. Downtown definitely needs to look better to attract new people to town. I think they should make owners of empty businesses keep their storefronts neat and painted.
13. Need more downtown businesses. There are too many empty buildings. Also the current business owners need to fix up the fronts of their buildings.

### 6. My community is \_\_\_\_\_ than it was 5-years ago.

	Percent	Count
Better off	64.9%	24
Worse off	21.6%	8
No change	13.5%	5

**Comments:**

- Once again the perception of dysfunctional school board and the overall performance of our public schools.
- Jury Pool project, downtown renovation, community pride.
- The improvements made to our streets, water and sewer systems. Business growth too.
- Many local businesses have closed or relocated including Harlan Elementary School.
- Small businesses struggle to survive.
- Empty buildings downtown
- With the exception of losing the local elementary school (moving to Heritage), the Chamber, Lions Club and Hoagland Area Advancement Association all contribute to improvements in town (sidewalks, park improvements).
- Infrastructure issues being dealt with in a logical fashion.
- We just adopted a new comprehensive plan so that we can more effectively plan for growth. There are efforts to improve the sidewalk and trail system. There have been enhancements to the parks, roads, storm water infrastructure, park board-driven festivals and other activities.
- More community support.
- Increase movement and building due to proximity to Parkview campus.
- Businesses have closed.

**7. Fort Wayne/Allen County as a whole is \_\_\_\_\_ than it was 5-years ago.**

	<b>Percent</b>	<b>Count</b>
Better off	45.9%	17
Worse off	8.1%	3
No change	45.9%	17

**Comments:**

- We still struggle to find our identity as a whole community, what will we be when we grow up. There is so much focus on FW and the smaller communities are feeling left out.
- [Loss] of jobs.
- Improvements in roads, infrastructures, housing, businesses and attitude of residents.
- Although there is a lot of activity and some growth, it is counterbalanced by the loss of high paying jobs-Navistar, GE, etc.
- I'm guessing better, but can't say for sure. Problems and concerns get addressed, although probably not as fast as everybody would like. There is still way too much partisanship for my taste; not enough respectful, constructive dialogue. I think officials at the state level are more to blame, and we have to deal with their actions. The unigov and East Allen Communities discussion has died down, which is a good thing. Both initiatives were more of a distraction than anything else. They were, and are, unnecessary.
- Trying to connect with all the communities.
- Growth being seen in downtown Ft Wayne and surrounding areas – i.e. completion of Hwy 24 in Woodburn area, growth of some big businesses, houses moving. Seems we are coming out of the recession in better shape than some communities.
- Crime.

**8. In future years, I would like to see \_\_\_\_\_ in my community. Select all that apply.**

	<b>Percent</b>	<b>Count</b>
Industry/business	78.4%	29
Additional housing	56.8%	21
Downtown development	64.9%	24
Improved parks and recreation opportunities	59.5%	22
Sidewalks	45.9%	17
Community beautification and identity building	67.6%	25
Upgraded Broadband infrastructure	32.4%	12
Stronger community involvement	67.6%	25
Stronger county involvement	32.4%	12
Stronger regional involvement	32.4%	12
Better schools	45.9%	17
Improved water/sewer capacity	43.2%	16
Other	13.5%	5

**Other:**

- FW cannot control everything, they need to allow other communities to share in the growth and not interfere with water and sewer plans that will help the smaller communities grow, we see how they have hurt Hometown.
- I don't mind gradual residential growth, but I don't support adding multiple subdivisions in a short period of time. I don't think the infrastructure can handle it. Industrial growth has no place in Leo-Cedarville. Enhancing our downtown should be a high priority, but we are somewhat limited by having a state road run through the middle of our town.
- Working together as a county moving as one, not several units [going] different directions.
- By industry and business, I would like to see more small businesses come into our area – not necessarily big industrial companies
- I think the community has a great need for residential and assisted living housing for the elderly. Many of the older people no longer want their big, older homes but have nowhere to go other than the nursing home.

**9. How do you feel others perceive the communities of East Allen County and what factors have impacted these perceptions?**

- In decline, poor schools, declining property values, in denial on smoking policy, crime rates increasing.
- It's OK.
- Decay of public school system.
- Schools have declined.
- Poor schools. Blue collar.
- Rural/lower class.
- The school system has negatively affected EAC, but I think it's turning around with the new superintendent and school board.

- I think most people in FW think we are out in the sticks and somehow we are not as sophisticated as they are, that we should be happy with the crumbs.
- Not sure.
- I feel they treat East Allen like it is the step child to anything Fort Wayne. The county planning and development resources are not focused on making East Allen better, they are used in Fort Wayne. My concern is that the communities in East Allen don't speak up enough for county funds to help and the louder speakers in Fort Wayne get the funds.
- Small town.
- Small east Allen towns...no real impact on the economy in Allen County overall.
- If they take the time to really get to know us, I believe, they will like what they see.
- I think the schools have given us a somewhat negative impact.
- I feel the majority of county residents know little about the East Allen Communities, other than New Haven (since it is so close to Ft.Wayne) and Grabill (Grabill Days).
- Insular and opinionated – most of East Allen is seen as a "bunch of farmers", conservative and not welcoming to outsiders, against progress.
- Parts of East Allen County have been, and continue to be a desirable place to live, from the Dekalb County Line to the Adams County Line. Like the rest of Allen County, there is a wide range of development taking place. The Amish part of the county isn't always embraced throughout the rest of Allen County. It can be seen as a negative. The issues with the schools have also been a distraction, and while I haven't agreed with everything they have done, I like the new superintendent and the current makeup of the board, and feel comfortable in their decision making moving forward.
- Our school system in keeping the schools in the communities, small town atmosphere safe haven for children.
- Perceive as small farming communities for the most part-some areas of East Allen have excellent, state recognized schools that excel and other parts of East Allen have failing schools. Used to be that East Allen was looked on by the surrounding areas and the state as a very conservative, small town mentality, opposed to growth and expansion, but that is beginning to turn around. Although people in the small towns want to maintain that "small town" feel and standards in most cases.
- That we are country hicks.
- I think that others view the communities of East Allen as just rural areas; not as areas for development.

**10. Would your community participate if there were an overall marketing campaign for the communities of East Allen?**

	Percent	Count
Yes	54.1%	20
No	0.0%	0
Maybe	45.9%	17

**Comments:**

- I would not be the one to make this decision.
- I can't speak for our community, but I don't know that I would support it. Frankly, Leo-Cedarville is a desirable place to live. Most realtors will tell you that demand exceeds supply. I don't know that Leo-Cedarville needs to be part of a marketing campaign. If we follow our comprehensive plan, our community will continue to be a desirable place to live, with or without a marketing campaign. Our money can likely be best used in another manner.
- Together as one
- At least the part I have involvement in would help promote all of East Allen, or at least I would hope that we would.

***Community Perceptions (Regional Partners)***

**11. East Allen County is \_\_\_\_\_ than it was 5-years ago.**

When regional partners were asked their perceptions, half noted better off, 16% said worse off, and 34% said there was no change.

One respondent commented:

- Just one measure of that is the fact that enrollment in EACS is still declining significantly. It would be better if more of the residents would send their children to the public school system within the district in which they reside.

**12. Fort Wayne/Allen County as a whole is \_\_\_\_\_ than it was 5-years ago?**

All regional partners agreed that Fort Wayne/Allen County is better off.

**13. To improve its community and economic vitality, East Allen County's highest priorities should be \_\_\_\_\_. Select all that apply**

Top priorities identified include industry/business, better schools, community beautification, additional housing, improved water/sewer capacity, and downtown development.

**14. How do you feel the communities of East Allen County are perceived within the Fort Wayne region and what factors have impacted these perceptions?**

- Believe communities are perceived as nice places to live, but not necessarily as great places for work. East Allen Schools do not get the positive recognition they deserve.
- I think the perception is that East Allen County has not yet recovered from the loss of its industrial base thirty years ago. On the other hand, I think many of the smaller communities are perceived as safer, more rural areas to raise a family, yet close enough to benefit from the wide array of services offered from a larger city such as Fort Wayne.
- East Allen County is an extension of the City of Fort Wayne. To most, there are no jurisdictional boundaries.

*NewAllen Alliance*

**15. Have you ever been involved with the NewAllen Alliance?**

	<b>Percent</b>	<b>Count</b>
Yes	62.8%	27
No	37.2%	16
Don't know	0.0%	0

**16. For how many years have you been involved in NewAllen Alliance?**

	<b>Percent</b>	<b>Count</b>
Less than 1 year	14.8%	4
1-3 years	22.2%	6
3-5 years	7.4%	2
5 years +	55.6%	15

**17. What could NewAllen Alliance do differently to better serve its mission?**

- More community exposure.
- Create a stronger link between NewAllen and our communities to be sure we are truly strengthening the economic vitality of the area.
- Spread the word to aspiring entrepreneurs and small business owners of the support and resources available through the New Allen Alliance.
- I believe this process and being more engaged in regional activities is the right direction to take market ourselves, we are great communities and when people get to know us they find out very quickly that our communities are great places. I hear it all of the time when people move out of FW they tell us how they used to perceive our community and now they know the truth.
- I really haven't heard much about the Alliance in the past several years. Not sure what they're doing now.
- Focus more on making East Allen better through more community-community interaction. NewAllen could even start offering planning services in cooperation with the county.
- Not really sure. I am not totally clear on the current mission.
- Help organize communities.
- I think possibly a web presence may be helpful.
- Let the communities know what you're doing.
- Occasionally monthly meetings in each community.
- More combined meetings and better publicity about what we offer and what we do. Get involved and stay on top of other organizations that are helping to make East Allen an area for growth.
- I think they do a fine job!
- Define its mission, first, and then make sure that the right partners are participating in meetings, etc. Involve the decision makers of the towns and communities in New Allen activities.

**18. Established in 1991, the NewAllen Alliance seeks to create a unified voice for the smaller communities in Allen County to foster a coordinated approach to community and economic development. Do you think there is value to this? Why or why not?**

- Yes. Although it is important to determine where we fit into the greater NE Indiana picture.
- Absolutely! There is value in the mission and vision of the Alliance. I just question how coordinated the approach is. The Alliance seems to be more of a confederation than a union.
- Yes, I feel we need increased visibility to enhance our position for growth and encourage investment
- THERE IS VALUE
- IT GIVES THE COMMUNITIES A GREATER VOICE
- Absolutely.
- Yes
- There is value to this, but you don't hear much about what NAA is doing.
- Yes. We need a voice for smaller communities to protect us from too much big government intervention.
- We haven't done much of this in the past, not a coordinated effort.
- Of course. We need to think regionally, not just our own town.
- Maybe depending on the voice.
- Yes, a very important value. I am not sure the communities understand the value since they operate in isolation of each other outside the NewAllen.
- Yes because it offers services/grants to new and existing business.
- Absolutely. Without the NAA or something like it, we lose a voice in the County.
- Yes. Because a Fort Wayne board is going to be for big city projects not rural small town projects.
- Yes. There is more power in numbers.
- Yes.
- Yes, I do. Loan pool is good, as is grants
- Yes, I do feel there is value to the Alliance because by uniting together we have more power than we have individually.
- Helps market the whole eastern part of the county and allows for better coordination of plans. Helps reduce a "Keeping up with the Jones" situation where if one town gets some type of development, the other towns all want that as well whether it can be supported or not.
- Yes, it will be useful in coordinating surrounding communities efforts on improvements, developments, etc.
- I think there is value for the communities that are struggling with identity and growth (or decay). I think we should work with all of Allen County for economic development. We don't have to have industry in our backyards to reap the benefit of having it the greater Fort Wayne area.
- Yes a great value, we get no help from Allen County economic development I feel we have shunned by this group.
- Yes, smaller communities need to be heard and not pushed aside by bigger towns or cities.
- Yes, we need each other to make Allen County stronger.
- I think it is critical. Each community seems to have a "niche" and we all need to work together to understand what is going on in all the communities and what kind of a tie in it would have for our own community.
- Yes, communities need the help to get the development done...

- Yes-If there is industry in Hoagland or Woodburn there will employ people from several areas.
- Yes.
- Yes, unity is always a good thing, but that needs to be extended to the entire region. Regional growth is good for all communities.
- Yes, but there needs to be definition behind the words "unified voice" and "coordinated approach to community and economic development."

**19. Are you aware that an organization has been formed called Greater Fort Wayne Inc. which merged the Greater Fort Wayne Chamber of Commerce and the Allen County-Fort Wayne Economic Development Alliance (The Alliance)?**

	Percent	Count
Yes	82.5%	33
No	17.5%	7

**20. To strengthen the economic vitality of the community with which you most strongly identify, which of the following resources/assistance would be welcomed? Select all that apply. If you are a regional partner with no direct ties to East Allen, please answer from a generalized perspective of what you feel could enhance economic vitality in rural Allen County.**

	Percent	Count
Grant writing assistance	55.9%	19
Planning assistance	47.1%	16
Site development	58.8%	20
Marketing	70.6%	24
Historic preservation	29.4%	10
Adaptive reuse of buildings	76.5%	26
Infrastructure upgrades	47.1%	16
School support	47.1%	16
Youth or elder services	38.2%	13
Website development	23.5%	8
Park development or programming	41.2%	14
Special event support	38.2%	13
Tourism development	32.4%	11
Main street/beautification	58.8%	20
Capacity building and leadership development	32.4%	11

**21. Do you feel Allen County government serves the needs of your community/East Allen well? Why or why not?**

Answer Options	Percent	Count
Yes, pretty well	50.0%	14
No, could do better	50.0%	14

**Yes, pretty well**

- We have adequate services but no real voice.

- We do the best we can with what we have.
- We depend greatly on our Commissioners to help us as a small unincorporated community. I do not feel the County Council would give favorable consideration to us for anything.
- I would say yes, but they can still do better. Representation is still geared more towards greater Fort Wayne. But, I do think the commissioners and council are approachable and will listen. The East Allen Communities simply need to be more disciplined in their approach, and hold people accountable in a constructive fashion.
- Could use some county help with sewer and get more approvals for hook ups so building of new housing developments could continue.
- We seem to have support when the town needs it.
- Yes, pretty well.
- Yes, they do a pretty good job even though their focus is directed more toward Fort Wayne.

**No, could do better**

- I feel communication and co-operation have historically been non-existent.
- TOO MUCH CONSIDERATION IS GIVEN FORT WAYNE.
- It supports Fort Wayne, most of the rest of the region takes a back seat.
- East Allen has great potential, but Allen County doesn't focus enough attention on the opportunities. Allen County seems to direct resources towards western Allen County.
- Could do better.
- Most elected people in county government live in FW, we as communities need to be more involved.
- I think the county officials are too focused on just Fort Wayne.
- Not very responsive to small communities.
- I feel the elected leaders pay attention to us, but the workers in planning and development are not proactive in encouraging growth in the rural part of the county.
- Could do better.
- Too much focus on Aboite and western Allen, and Ft. Wayne, little engagement with East Allen by majority of council members and commissioners.
- Has to improve: we're getting no support from them now.
- Need more involvement back and forth from communities/ county government.

**22. How do you learn about what's going on in East Allen County? Select all that apply.**

	Percent	Count
East Allen Courier	33.3%	13
East Allen County Times	35.9%	14
West Bend News	23.1%	9
New Haven Bulletin	25.6%	10
Monroeville News	20.5%	8
NewAllen Alliance meetings	25.6%	10
Community website	10.3%	4
Community newsletter	5.1%	2
Fort Wayne newspapers	74.4%	29
Other (please specify)	10.3%	4

“Other” responses included friends, TV or radio, and the local Chamber.

**23. If you would like to stay informed of NewAllen Alliance's efforts, feel free to provide your email address.**

Responses withheld from publication.

**24. Do you have any suggestions for this organizational planning process that could further engage your community or the organization you represent in the NewAllen Alliance?**

- I think the members of the Alliance need to focus on initiatives and strategies that are designed for the good of the whole, even if they might not directly benefit the community they represent.
- I recommend that the NAA partner with the local Chamber of Commerce’s in East Allen, actively engage with the cities and towns to build solid lines of communications. The obscurity of the NAA doesn’t accomplish the mission detailed in this survey.
- Be cautious in dealings with Greater Fort Wayne, they must prove themselves to be worthy of our trust.
- Identify what strengths and weaknesses we have as an organization. Also, understand the opportunities and limitations with a fully volunteer staff.
- Better marketing of activities and efforts to the public.
- Come present at our council meeting or a Town Hall meeting.
- Main thing is get the word out what you are doing and what you can offer to the communities.
- Try to get more info from county government to communities for more community involvement.
- Have NewAllen reps meet more often with their own town's leadership and gather and share info on what is going on in the other surrounding towns, so we can piggyback on events and ideas.
- I think e-mailing the results of your meeting would be of great value.

**25. Do you have any final thoughts you’d like to share about your community’s potential, the NewAllen Alliance, or regional economic development?**

- I think the New Allen Alliance has the potential to improve the economy, the schools, the services available to the residents of East Allen County, etc., but this will only be accomplished with a concerted, united effort, from everyone involved in the Alliance.
- WE NEED TO STRENGTHEN THE NEWALLEN ALLIANCE TO COUNTER THE FORT WAYNE ALLIANCE.
- All organizations focused on economic development must be geared towards the region. Recognizing that there are groups who are more narrowly focused, there still needs to be external collaboration and partnerships built. Modern economic development is regional. Any effort defying regional collaboration is taking a significant step backwards.
- All of our communities of East Allen have great potential, we must be more involved and take a more proactive leadership role. I am encouraged by the regional partnership, they get it, meaning they understand that all communities and counties are important.
- The potential is good...but for me the direction is unclear.
- I think an overall marketing plan for East Allen County would be good.

- Don't stop trying get involved and make a difference
- Get more info to the people on what the organizations are doing for each community and how their involvement is needed to move forward.
- Think it is important that Greater Fort Wayne Inc not ignore the potential of the smaller communities and not put all their efforts into growing just downtown Ft Wayne. NewAllen Alliance needs to do a better job of promoting and networking the different leadership vehicles in each town and helping each other promote the economic development of each town, not just our own
- The Town of Monroeville finished the purchase of 28 acres that we had rezoned for small business and are installing the sewage and water to this area now.

## Appendix B: Community Plans and Profiles

Key takeaways, as they relate to this Organizational Action Plan, taken from recent community plans are bulleted below.

### *Envision Leo-Cedarville, 2013*

- Good schools and proximity to significant developments like Parkview Hospital have sustained demand in the housing market.
- Explore opportunities for annexation.
- Invest in downtown gateways, streetscaping, signage, and other efforts and explore the creation of a downtown tax increment finance (TIF) district.
- Ninety-three percent of the tax base is derived from residential uses. However, water and sewer service limits industrial development opportunity. Such development could also threaten the quality of life that defines Leo-Cedarville. The community may explore strategic annexation to diversify its tax base in the future or pursue office-based businesses.
- Consider creating a City Redevelopment Commission and completing a Capital Improvement Plan.

### *Woodburn Strategic Plan, 2013*

- City is collaborating with the Woodburn Partnership for Downtown Revitalization on a grant to complete a focused downtown revitalization strategy, inclusive of a downtown business recruitment plan, and complete certification through the Indiana Main Street Program.
- Capital Improvement Plan is needed to assess infrastructure age and capacity issues which must be mitigated to serve existing residents and businesses and accommodate future growth.
- Work with regional and state partners in economic development to market the industrial park and earn “shovel ready” certification.
- Identify adaptive reuse of Woodburn Elementary School.
- Promote continued commercial, industrial, and residential growth and pursue annexation to accommodate as needed.
- Explore forming a City Redevelopment commission.
- Explore façade grant program and USDA revolving loan fund to incentivize business development and downtown beautification.

### *Plan-It Allen, 2007*

In 2007, Fort Wayne and Allen County initiated a joint effort to develop a Comprehensive Land Use and Development Plan. The result, Plan-It Allen, detailed priorities relates to land use, economic development, housing, transportation, environmental protection, beautification, and utilities. Included in the plan are breakout sections focusing on the incorporated towns in Allen County which do not have their own municipal planning services. Those in East Allen include Grabill, Monroeville, and Woodburn.

Common themes

- Accommodating growth within the context of preserving and enhancing the small town character.

- Focus growth where there is existing water and sewer infrastructure and discourage septic systems.
- Provide pedestrian sidewalks in commercial core and existing residential developments.
- Encourage mixed-use developments and appropriately scaled development in commercial cores and near older residential neighborhoods.
- Cluster industrial uses.

#### Grabill

- Limited development potential with only 50 acres (13.4% of town) of undeveloped land.
- Opportunity to further enhance downtown and tourism opportunities.
- Potential to leverage proximity to Leo-Cedarville.
- Niche craftsman businesses.

#### Monroeville

- Ample land available for development 68 acres (48.7% of town), but no direct highway access.
- Identified areas for new residential developments.
- Potential for new industrial uses adjacent to the East Allen Industrial Park and the undeveloped parcels west of town.

#### Woodburn

- City of Woodburn provides water and sewer.
- New U.S. 24 opens up additional development potential. Within Woodburn, 222 acres (or 35.2% of city) remains undeveloped.
- Woodburn Industrial Park can accommodate new growth.

### *New Haven Comprehensive Land Use and Strategic Economic Plan, 2002*

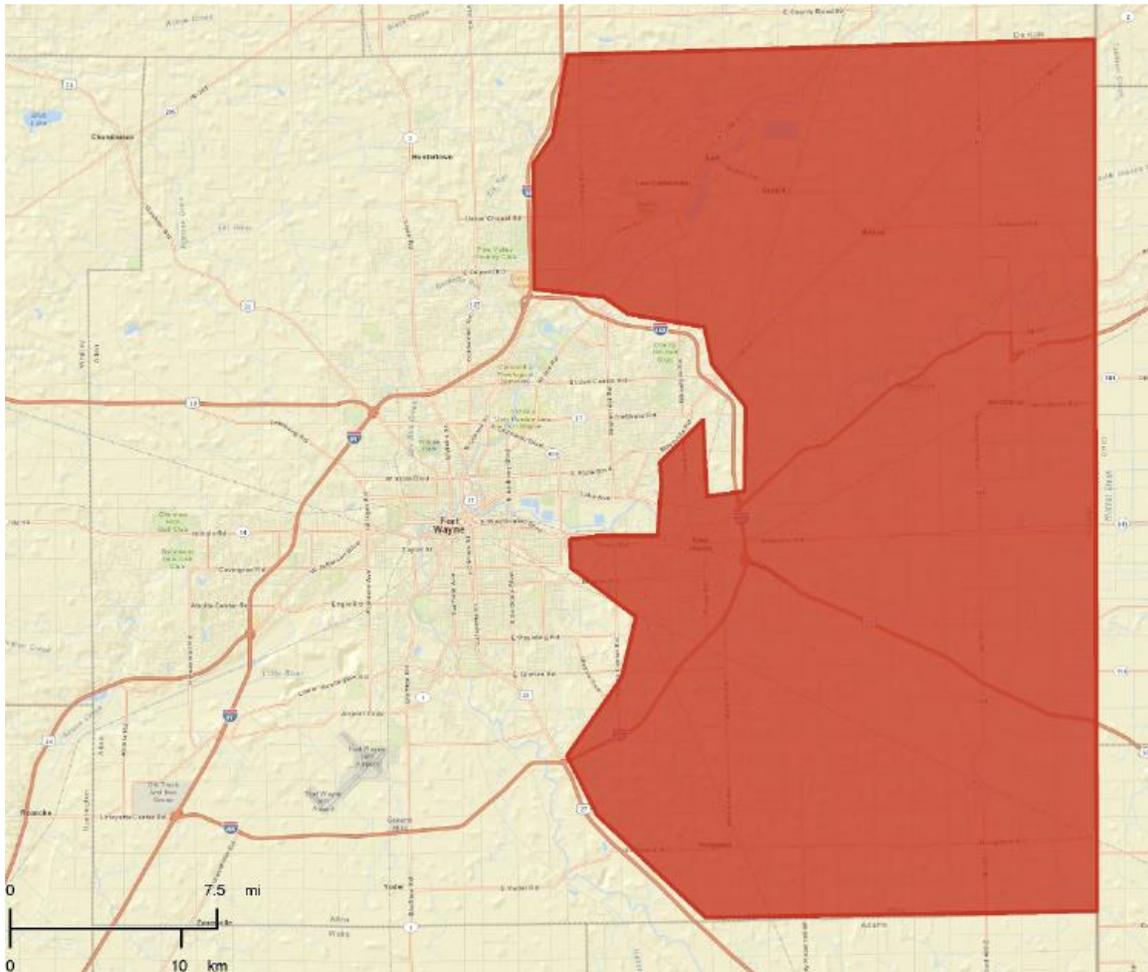
- Comparatively higher proportion of industrial land (25%) than the average Midwestern community (8%) and fewer acres used for public or civic uses (10% vs. 36%).
- Higher residential property tax levies compared to other communities in the metro area.
- New Haven contracts with the City of Fort Wayne for sewer and water services.
- Leverage I-469 and U.S. 30 interchange for commercial and office development and the I-469 and U.S. 24 interchange for office and residential development.
- Continue to implement recommendations contained within the 1998 Downtown Development Plan.
- Improve the design and aesthetics of New Haven's major commercial corridors.

## Community Profiles

Data on the following page provides a side-by-side comparison of the seven NewAllen Alliance communities, outlining incorporation status, population size, management, communications, and strategic planning efforts. This provides an initial first-step necessary to understand opportunities to improve communications between East Allen communities and the NewAllen Alliance.

Additional detailed demographic, business community, and market profile data is also provided for each community, East Allen as a whole, and the City of Fort Wayne. The Community Research Institute leveraged a private data source, ESRI's Community Analyst, to provide this data. Community Analyst uses publicly available data from state and federal sources and other private data sets as a basis for producing estimates and projections at various geography levels. Historic data in Community Analyst is limited, so current snapshot data for 2013 is provided.

**East Allen Coverage Area Map: ESRI Community Analyst**



	Grabill	Harlan	Hoagland	Leo-Cedarville	Monroeville	New Haven	Woodburn
<b>Status</b>	Incorporated Town	Not Incorporated, Census Defined Place	Not Incorporated, Census Defined Place	Incorporated Town	Incorporated Town	Incorporated City	Incorporated City
<b>Community Size, 2010</b>	1,053	1,634	821	3,603	1,235	14,794	1,520
<b>Community Size, 2000</b>	1,113	N/A	N/A	2,782	1,236	12,406	1,579
<b>Community Size, 1990</b>	751	N/A	N/A	1,815	1,232	9,320	1,321
<b>Allen County Township</b>	Cedar Creek	Springfield	Madison	Cedar Creek	Monroe	Adams, Jefferson, St. Joseph	Maumee
<b>Website</b>	Grabill.net Municipal?	N/A	HoaglandIN.com Hoagland Area Advancement Association	LeoCedarville.com Municipal?	MonroevilleIN.com Municipal?	NewHavenIN.org Municipal	CityOfWoodburn. org Municipal
<b>Town Management</b>	Clerk/Treasurer: Cynthia Barhydt	N/A	N/A	Town Manager: Peggy Garton	Clerk/Treasurer: Kevin Wenger	Mayor: Terry McDonald	Mayor: Richard Hoepfner
<b>Town Council</b>	President: Wilmer Delagrange; 3 members total	N/A	N/A	2013 President: John Clendenen; 5 members total	President: Don Gerardot; 5 members total	2013 President: Ron Steinman; 7 members total	5 members; President: Mayor Hoepfner
<b>Plan Commission</b>	Allen County	Allen County	Allen County	Yes	Allen County	Yes	Allen County
<b>Park Board</b>	Yes: President Roger Harris	Unknown; they do have a community park	Yes; President: Brian Strahm HoaglandIN.com Hoagland Area Advancement Association	Yes: President Mark Hamilton	Yes: President Dale Gerber	Yes: Superintendent Mike Clendenen	Yes
<b>Post Office</b>	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>Chamber of Commerce</b>	President Jim Gerig (260) 627-5227 Ext. 3; no website	No	President Gary Lybarger	2013 President: Marsha Wulpi; (260) 627-3665	President: Jeff Nolan; (260) 623- 3520	President/CEO: Charles Hatten; (260) 749-4484	President: Brandon Wells; P.O. Box 514 Woodburn, IN 46797
<b>Strategic Plans</b>	No (separate section in Plan-It Allen)	No	No	Yes, 2013	No (separate section in Plan-It Allen)	Yes, 2002	Yes, 2013 (& separate section in Plan-It Allen)

Demographic Data	Grabill	Harlan	Hoagland	Leo-Cedarville	Monroeville	New Haven	Woodburn	East Allen	Allen County
<b>2013 Population</b>	1,142	1,678	860	3,624	1,251	14,975	1,489	56,491	360,259
<b>2013 Households</b>	439	593	338	1,198	500	5,914	575	20,124	139,933
<b>2010 Households with children</b>	37.7%	41.6%	35.5%	48.4%	28.9%	33.5%	36.4%	37.9%	34.6%
<b>2013 Housing Units</b>	447	623	360	1,246	532	6,363	633	21,496	154,312
<b>2013 Owner Occupied Housing Units</b>	78.5%	78.0%	82.8%	88.4%	76.5%	69.4%	72.2%	78.1%	61.7%
<b>2013 Renter Occupied Housing Units</b>	19.7%	17.2%	11.1%	7.9%	17.3%	23.5%	18.8%	15.5%	28.9%
<b>2013 Vacant Housing Units</b>	1.8%	4.8%	6.1%	3.9%	6.0%	7.1%	9.2%	6.4%	9.3%
<b>2013 Household Income: &lt;\$49,999</b>	43.4%	41.6%	35.3%	29.0%	59.0%	53.3%	48.9%	42.1%	51.9%
<b>2013 Household Income: \$50,000-\$99,999</b>	42.4%	43.0%	42.5%	37.3%	36.2%	36.6%	44.7%	39.5%	32.9%
<b>2013 Household Income: \$100,000+</b>	10.2%	15.3%	22.3%	33.9%	4.8%	10.1%	6.4%	18.5%	15.3%
<b>2013 Median Household Income</b>	\$52,738	\$54,416	\$64,319	\$73,626	\$39,947	\$46,133	\$50,476	\$55,906	\$47,495
<b>2013 Median Home Value</b>	\$113,014	\$122,253	\$136,828	\$188,333	\$87,995	\$97,646	\$93,438	\$132,061	\$116,733
<b>2010 Population: Age 0-19</b>	32.9%	34.1%	28.2%	35.8%	24.6%	28.8%	30.8%	31.9%	29.9%
<b>2010 Population: Age 20-39</b>	27.7%	27.4%	23.0%	18.0%	22.7%	24.7%	27.5%	22.7%	26.2%
<b>2010 Population: Age 40-64</b>	28.1%	27.9%	34.9%	36.8%	32.9%	32.5%	31.3%	33.5%	32.0%
<b>2010 Population: Age 65+</b>	11.3%	10.6%	13.9%	9.4%	19.9%	13.9%	10.5%	12.0%	11.9%
<b>2010 Median Age</b>	32.8	31.0	38.8	37.5	41.9	37.4	33.2	36.6	35.3
<b>2013 Population by Race: White</b>	97.1%	97.6%	97.8%	96.7%	98.6%	92.7%	98.6%	94.7%	78.7%
<b>2013 Population by Race: Black</b>	0.5%	0.4%	0.3%	0.5%	0.1%	3.6%	0.0%	1.9%	11.9%
<b>2013 Population by Race: Other</b>	2.3%	2.0%	1.8%	2.8%	1.4%	3.8%	1.5%	3.3%	9.4%
<b>2013 Population by Ethnicity: Hispanic</b>	1.7%	2.4%	1.0%	1.8%	2.0%	3.5%	1.2%	2.9%	7.1%
<b>2013 Educational Attainment for Population 25+: Less than High School</b>	8.9%	20.0%	5.7%	6.5%	9.3%	12.1%	12.1%	11.1%	11.0%
<b>2013 Educational Attainment for Population 25+: High School</b>	44.4%	31.8%	36.9%	24.4%	46.7%	38.3%	40.8%	34.5%	30.8%
<b>2013 Educational Attainment for Population 25+: Some College or Associate Degree</b>	31.7%	37.2%	34.3%	28.0%	29.7%	31.9%	32.1%	30.3%	31.6%
<b>2013 Educational Attainment for Population 25+: Bachelor's Degree or Higher</b>	14.9%	11.1%	23.2%	41.0%	14.3%	17.6%	14.9%	24.0%	26.6%

Business Data	Grabill	Harlan	Hoagland	Leo-Cedarville	Monroeville	New Haven	Woodburn	East Allen	Allen County
<b>Total Businesses</b>	64	83	47	216	73	694	73	3,118	19,186
<b>Total Employees</b>	748	449	242	754	775	6,133	419	18,554	154,237
<b>Total Resident Population</b>	1,142	1,678	860	3,624	1,251	14,975	1,489	56,491	360,259
<b>Employee/Residential Population Ratio</b>	0.65	0.27	0.28	0.21	0.62	0.41	0.28	0.33	0.43
<b>Natural Resources &amp; Mining: Businesses</b>	0.0%	4.8%	12.8%	1.4%	1.4%	1.0%	1.4%	8.7%	2.7%
<b>Natural Resources &amp; Mining: Employees</b>	0.0%	1.1%	3.7%	0.5%	0.1%	0.2%	0.2%	2.8%	0.7%
<b>Utilities: Businesses</b>	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.1%	0.0%
<b>Utilities: Employees</b>	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.1%	0.0%
<b>Construction: Businesses</b>	12.5%	21.7%	10.6%	17.6%	5.5%	7.6%	6.8%	14.6%	8.6%
<b>Construction: Employees</b>	8.7%	8.9%	5.0%	17.4%	0.9%	4.8%	1.9%	8.8%	5.6%
<b>Manufacturing: Businesses</b>	12.5%	13.3%	6.4%	2.8%	6.8%	6.3%	4.1%	5.1%	4.1%
<b>Manufacturing: Employees</b>	37.3%	48.8%	12.4%	2.5%	62.3%	27.6%	9.8%	28.8%	16.7%
<b>Wholesale and Retail: Businesses</b>	21.9%	13.2%	6.4%	10.6%	11.0%	22.4%	19.2%	12.8%	15.6%
<b>Wholesale and Retail: Employees</b>	15.6%	6.9%	10.0%	14.2%	3.9%	24.1%	15.7%	13.3%	17.3%
<b>Trans. &amp; Warehousing: Businesses</b>	1.6%	3.6%	4.3%	2.3%	4.1%	3.6%	4.1%	2.9%	2.5%
<b>Trans. &amp; Warehousing: Employees</b>	0.9%	1.6%	2.1%	2.1%	1.5%	3.7%	4.3%	3.0%	3.5%
<b>Information: Businesses</b>	6.3%	0.0%	0.0%	1.9%	1.4%	2.0%	1.4%	1.3%	1.6%
<b>Information: Employees</b>	3.1%	0.0%	0.0%	0.8%	0.4%	0.7%	3.1%	2.5%	2.2%
<b>Financial Activities: Businesses</b>	6.2%	6.0%	2.1%	11.6%	4.1%	11.8%	10.9%	8.1%	9.8%
<b>Financial Activities: Employees</b>	6.1%	2.0%	2.1%	8.2%	1.6%	5.6%	11.7%	4.6%	6.6%
<b>Professional &amp; Business Services: Businesses</b>	11.0%	16.8%	29.7%	29.2%	24.7%	19.7%	17.8%	26.3%	27.5%
<b>Professional &amp; Business Services: Employees</b>	1.1%	5.6%	14.0%	21.4%	4.9%	5.8%	10.3%	10.6%	11.3%
<b>Education &amp; Health Services: Businesses</b>	4.7%	3.6%*	4.2%	5.6%	8.2%	5.8%	5.5%	5.4%	9.0%
<b>Education &amp; Health Services: Employees</b>	2.0%	13.1%*	22.7%	17.5%	14.1%	11.8%	27.5%	11.9%	16.6%
<b>Leisure &amp; Hospitality: Businesses</b>	7.9%	3.6%	2.1%	6.0%	6.8%	6.1%	6.9%	3.7%	5.9%
<b>Leisure &amp; Hospitality: Employees</b>	7.9%	1.1%	0.0%	5.6%	2.2%	7.1%	6.7%	5.5%	8.3%
<b>Other Services: Businesses</b>	12.5%	12.0%	17.0%	9.3%	20.5%	12.0%	16.4%	9.9%	11.6%
<b>Other Services: Employees</b>	5.2%	10.7%	7.9%	6.5%	4.6%	6.6%	8.1%	5.6%	6.5%
<b>Public Administration: Businesses</b>	3.1%	1.2%	4.3%	1.4%	5.5%	1.6%	5.5%	1.2%	1.0%
<b>Public Administration: Employees</b>	12.2%	0.2%	20.2%	2.4%	3.4%	1.9%	0.7%	2.4%	4.7%

\*Harlan has a business listing for Educational Services with 50 employees. We believe this is for the closed Harlan Elementary School.

Market Profile Data	Grabill	Harlan	Hoagland	Leo-Cedarville	Monroeville	New Haven	Woodburn	East Allen	Allen County
<b>2013 Consumer Spending</b>									
<b>Apparel &amp; Services: Total \$</b>	\$596,566	\$736,625	\$573,571	\$2,492,307	\$415,183	\$7,003,933	\$651,928	\$29,718,486	\$191,405,040
<b>Average Spent</b>	\$1,358.92	\$1,242.20	\$1,696.96	\$2,080.39	\$902.37	\$1,184.30	\$1,133.79	\$1,476.77	\$1,367.83
<b>Spending Potential Index</b>	60	55	75	92	40	52	50	65	60
<b>Computers &amp; Accessories: Total \$</b>	\$95,528	\$125,431	\$96,814	\$415,674	\$76,129	\$1,133,462	\$104,393	\$4,902,010	\$31,075,965
<b>Average Spent</b>	\$217.60	\$211.52	\$286.43	\$346.97	\$152.26	\$191.66	\$181.55	\$243.59	\$222.08
<b>Spending Potential Index</b>	88	85	115	140	61	77	73	98	89
<b>Entertainment/Rec.: Total \$</b>	\$1,339,323	\$1,849,847	\$1,405,638	\$5,771,755	\$1,161,577	\$15,971,532	\$1,463,616	\$69,170,771	\$423,178,282
<b>Average Spent</b>	\$3,050.85	\$3,119.47	\$4,158.69	\$4,817.83	\$2,323.15	\$2,700.63	\$2,545.42	\$3,437.23	\$3,024.15
<b>Spending Potential Index</b>	94	96	128	148	71	83	78	106	93
<b>Food at Home: Total \$</b>	\$2,043,270	\$2,798,603	\$2,086,654	\$8,156,228	\$1,859,965	\$23,946,880	\$2,232,890	\$101,985,357	\$640,597,247
<b>Average Spent</b>	\$4,654.37	\$4,719.40	\$6,173.53	\$6,808.20	\$3,719.93	\$4,049.19	\$3,883.29	\$5,067.85	\$4,577.89
<b>Spending Potential Index</b>	92	94	123	135	74	80	77	101	91
<b>Food Away from Home: Total \$</b>	\$1,247,102	\$1,632,813	\$1,248,931	\$5,218,506	\$1,024,997	\$14,861,533	\$1,362,836	\$63,414,997	\$402,620,490
<b>Average Spent</b>	\$2,840.78	\$2,753.48	\$3,695.06	\$4,356.02	\$2,049.99	\$2,512.94	\$2,370.15	\$3,151.21	\$2,877.24
<b>Spending Potential Index</b>	89	86	116	136	64	79	74	99	90
<b>Health Care: Total \$</b>	\$1,864,096	\$2,737,902	\$2,034,937	\$7,786,077	\$1,763,949	\$22,221,585	\$2,037,088	\$95,868,383	\$596,841,194
<b>Average Spent</b>	\$4,246.23	\$4,617.04	\$6,020.52	\$6,499.23	\$3,527.90	\$3,757.45	\$3,542.76	\$4,763.88	\$4,072.24
<b>Spending Potential Index</b>	95	104	135	146	79	84	80	107	91
<b>HH Furnishings &amp; Equip.: Total \$</b>	\$633,667	\$866,389	\$659,927	\$2,721,321	\$541,347	\$7,583,674	\$692,473	\$32,765,371	\$201,928,833
<b>Average Spent</b>	\$1,443.43	\$1,461.03	\$1,952.45	\$2,271.55	\$1,082.69	\$1,282.33	\$1,204.30	\$1,628.17	\$1,443.04
<b>Spending Potential Index</b>	80	81	108	126	60	71	67	90	80
<b>Retail Goods: Total \$</b>	\$9,396,616	\$13,442,219	\$10,011,906	\$39,043,310	\$8,695,599	\$111,781,543	\$10,268,643	\$482,278,069	\$2,949,479,789
<b>Average Spent</b>	\$21,404.59	\$22,668.16	\$26,621.02	\$32,590.41	\$9,309.20	\$18,901.17	\$17,858.51	\$23,965.32	\$21,077.80
<b>Spending Potential Index</b>	89	94	123	135	57	78	74	99	87
<b>TV/Video/Audio: Total \$</b>	\$530,713	\$712,032	\$533,806	\$2,096,345	\$462,174	\$6,239,537	\$579,965	\$26,360,157	\$166,000,441
<b>Average Spent</b>	\$1,208.91	\$1,200.73	\$1,579.31	\$1,749.87	\$924.35	\$1,055.05	\$1,008.63	\$1,309.89	\$1,186.29
<b>Spending Potential Index</b>	94	93	123	136	72	82	78	102	92
<b>Vehicle Maint. &amp; Repairs: Total \$</b>	\$440,566	\$603,667	\$457,926	\$1,869,071	\$377,663	\$5,235,801	\$481,451	\$22,571,559	\$139,384,519
<b>Average Spent</b>	\$1,003.57	\$1,017.99	\$1,354.81	\$1,560.16	\$755.33	\$855.32	\$837.31	\$1,121.62	\$996.08
<b>Spending Potential Index</b>	92	93	124	143	69	81	77	103	91

## Broadband Speed by Community

Community	DBA Name	Technology Type	Max Upload Speed	Max Download Speed	Download Tier	Upload Tier
Harlan	Mediacom Indiana LLC	Cable Modem	7	4	10 - 25 mbps	1.5 - 3 mbps
	Frontier North, Inc.	Asymmetric xDSL	6	2	6 - 10 mbps	200 - 768 kbps
Grabill	Frontier North, Inc.	Asymmetric xDSL	6	2	6 - 10 mbps	200 - 768 kbps
Hoagland	Community Fiber Solutions	Optical Carrier/Fiber to the End User	10	10	100 mbps - 1 gbps	100 mbps - 1 gbps
	Comcast	Cable Modem	10	7	100 mbps - 1 gbps	10 - 25 mbps
	Frontier North, Inc.	Asymmetric xDSL	6	2	6 - 10 mbps	200 - 768 kbps
Leo-Cedarville	Mediacom Indiana LLC	Cable Modem	7	4	10 - 25 mbps	1.5 - 3 mbps
	Frontier North, Inc.	Asymmetric xDSL	6	2	6 - 10 mbps	200 - 768 kbps
Monroeville	Comcast	Cable Modem	10	7	100 mbps - 1 gbps	10 - 25 mbps
	Frontier North, Inc.	Asymmetric xDSL	6	2	6 - 10 mbps	200 - 768 kbps
New Haven	OnlyInternet.net	Asymmetric xDSL	5	2	3 - 6 mbps	200 - 768 kbps
	Community Fiber Solutions	Optical Carrier/Fiber to the End User	10	10	100 mbps - 1 gbps	100 mbps - 1 gbps
	Comcast	Cable Modem	10	7	100 mbps - 1 gbps	10 - 25 mbps
	Frontier North, Inc.	Asymmetric xDSL	8	5	25 - 50 mbps	3 - 6 mbps
Woodburn	Comcast	Cable Modem	10	7	100 mbps - 1 gbps	10 - 25 mbps
	Frontier North, Inc.	Asymmetric xDSL	8	5	25 - 50 mbps	3 - 6 mbps

Source: Indiana Office of Technology, Broadband Map